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DEPARTMENT OF MANAGEMENT AND GENERAL STUDIES

WOMEN IN LEADERSHIP: ITS CHALLENGES AND PROSPECTS

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DECLARATION

STUDENT DECLARATION

We hereby declare that this study is the result of our own research undertaken towards the award of the Bachelor of Business Administration (Human Resource Management) at Christian Service University College, unless otherwise referenced and has not been submitted elsewhere for any other Program or qualification.

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DEDICATION

This project work is dedicated to our parents for their immense support throughout this program and to our institution, Christian Service University College (CSUC) for impacting us with knowledge and professionalism.

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Table of Content

Declaration	i
Student Declaration	i
Supervisor Declaration	ii
Dedication	iii
Acknowledgement.....	iv
List of Tables.....	viii
Abstract	ix
CHAPTER ONE	1
INTRODUCTION.....	1
1.0 Background to the Study	1
1.1 Problem Statement.....	4
1.2 Main Research Question.....	5
1.2.1 Specific Research Questions	5
1.3 Main Research Objective.....	5
1.3.1 Specific Research Objectives	5
1.4 Statement of Hypothesis	6
1.5 Significance of Study.....	6
1.6 Scope of the Study	6
1.7 Limitations of the Study	6
1.8 Organization of the Study	7
1.9 Justification of the Study	7
CHAPTER TWO.....	8
LITERATURE REVIEW.....	8
2.0 Introduction	8
2.1 Definition of Leadership.....	8
2.2 The Context of Gender in Leadership	9
2.3 Necessities for Women in Leadership	10
2.4 Challenges of Women in Leadership.....	11
2.4.1 Country/Societal Level Constraints and Barriers	11

2.4.2 Institutional Level	11
2.4.3 Individual Level	11
2.5 Prospects of Women in Leadership	13
2.5.1 Increasing Women Representation in Leadership in Ghana	14
2.6 Summary of Literature.....	16
CHAPTER THREE.....	18
RESEARCH METHODOLOGY	18
3.0 Introduction	18
3.1 Study Profile	18
3.2 Research Design	18
3.3 Study Population.....	18
3.4 Sample Size	18
3.5 Sampling Technique	19
3.8 Ethical Consideration	19
CHAPTER FOUR.....	21
DATA ANALYSIS, PRESENTATION, AND DISCUSSION OF FINDINGS	21
4.0 Introduction.....	21
4.1 Demographic Information of Respondents	21
4.1.2 Gender of Respondents	21
4.1.3 Marital Status	22
4.1.4 Educational Level	22
4.1.5 Type of Organization Respondents.....	23
4.1.6 Number of Years Spent in the Organization.....	23
4.3 Prospects of Women in Leadership	26
4.4 Challenges of Women in leadership.....	28
CHAPTER FIVE.....	34
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	34
5.1. Introduction	34
5.2. Summary.....	34

5.3 Testing of Hypothesis.....	34
5.4 Summary of Key Findings.....	35
5.5 Recommendations	35
5.5.1 Giving Priority to Female Leadership.....	35
5.5.2 Removing Persisting Barriers	36
5.5.3 Ensuring Gender Equity.....	36
5.5.4 Recommendation on Future Research Studies	36
5.6 Conclusion.....	36
References	37
APPENDICES.....	43

List of Tables

Table 4. 1 Age Distribution of Respondents	21
Table 4. 2 Gender Distribution of Respondents	22
Table 4. 3 Distribution of Marital Status.....	22
Table 4. 4 Distribution of Educational Level of Respondents	23
Table 4. 5 Distribution of the Type of Organization Respondents are Working for.....	23
Table 4. 6 Distribution of Number of Years Spent in the Organization by Respondents	24
Table 4. 7 Necessities of Women in Leadership	25
Table 4. 8 Prospects of Women in Leadership.....	27
Table 4. 9 Challenges of Women in Leadership	29
Table 4. 10 Strategies to Improve Women’s Representation in Leadership	32

ABSTRACT

It is difficult to deny that women play an indispensable role in the development of a nation. All around, the issues of women underestimation and low cooperation in political authority and basic leadership have been drawing in a great deal of consideration from researchers. The issue of women's involvement in all circles of life has turned into a noteworthy formative concern around the world. There had been gigantic endeavors in expanding a bunch of females in leadership, however, factors, for example, male strength in foundations of power, absence of instruction with respect to ladies, precise oppression females based on age, open criticism and assaults on ladies' characters just as absence of duty in actualizing governmental policy regarding minorities in society guarantees are the hindrance tormenting ladies authority in Ghana.

This study investigated the prospects and challenges bedeviling women in leadership in the Kumasi Metropolis in the Ashanti Region of Ghana. A descriptive research design was employed. The study applied a quantitative approach to collect and analyze data. The study revealed that the expectation and likelihood of increased representation of women in leadership in the Kumasi Metropolis is positive. However, it was revealed that there is a least likelihood for societies to express preference for female leaders as global leaders even when the male possesses traditional leadership qualities while the female possesses global leadership qualities. Major challenges of female leadership identified from the study included low level of education of women, gender discrimination, prejudice and stereotyping which supported the third hypothesis. Furthermore, fear and low self-esteem were believed to be major challenges of women in leadership.

Women participation in positions of authority must be given a need to guarantee equivalent open doors for them to share in top influential positions. The legislature of the country must make it a need to implement measures to expel continuing hindrances against sexual orientation disparity and to give females equivalent chances.

CHAPTER ONE

INTRODUCTION

1.0 Background to the Study

Although 54% of the world's population are women, statistics show that they are heavily underrepresented in public life (Sakhi, 2007). Despite their increasing level of education and training, as well as their considerable participation in employment in the research sector, women are still dramatically underrepresented at upper levels of leadership (Patel & Buiting, 2013; Gupta, 2018). Globally, the issues of women marginalization and low participation in political leadership and decision-making have been attracting a lot of attention from scholars (Okafor & Akokuwebe, 2015). The issue of women's participation in all spheres of life has become a major developmental concern world-wide (Gyimah & Thompson, 2008). Women's role in governance has for a long time been downplayed in not only Africa but also worldwide (Winnie, 2013). Women are viewed as second-class citizens whose role in the society is to accept the status quo and obey their male counterparts (Winnie, 2013). Women hold under a quarter (24%) of senior roles across the world in 2018, a decrease from 25% in 2017 (Grant Thornton International Limited (GTIL), 2018). However, in 2018, 75% of businesses have at least one woman in senior management, compared to 66% in 2017 (GTIL, 2018). The industries most lacking women among hires for leadership roles in 2017 include manufacturing, energy and mining, software and information technology services, finance, real estate, corporate services, and legal (World Economic Forum, 2017). In 2016–2017, women represented just over a third (38.4%) of all managers in Australia (Australian Government, 2017). In the European Union, 73% of businesses have reported having at least one woman in senior management and 27% of businesses' senior table roles are held by women (GTIL, 2018). The percentage of United State businesses with at least one woman in senior management jumped from 69% in 2017 to 81% in 2018, but the percentage of senior roles held by women decreased from 23% to 21% (GTIL, 2018). A survey on the perceptions of leadership roles and effectiveness in selected entities in

the United States revealed that aspiration in women exists whether or not they take action and motivate themselves to advance for top management positions (Elmiti et al., 2009). It revealed that barriers like discrimination, family-life demands, prejudice, and stereotyping prevent women from entering leadership positions (Elmuti et al., 2009).

It is impossible to deny that women play a vital role throughout the development of a country (Sakhi, 2007). Studies have shown that companies with a greater share of women on their boards of directors and executive committees tend to perform better financially, yet gender equality remains some way (Moodley et al., 2016). There are many women who serve as models for how to lead and how to become leaders and have taken corporations, governments, academic institutions and other organizations to new heights (Veihmeyer & Doughtle, 2015). They have shown other women the possibilities and the power they hold in their own hands (Veihmeyer & Doughtle, 2015). By virtue of the dual roles of women in the productive and reproductive spheres, their contribution to the social and economic development of societies is also more than half that of men. (Sakhi, 2007). Yet their participation in formal political structures and processes, their presence in decision making where decisions regarding the use of societal resources generated by both men and women remains insignificant (Sakhi, 2007). Scientific advice is strongly needed for dealing with future societal challenges. (Hüttges, & Fay, 2015).

The dawn of democracy has brought both positive prospects and negative challenges for our women folks (Sakhi, 2007). Without the contribution of women, South African communities would not be the same (Sakhi, 2007). Throughout their hardships, women have changed lives tremendously (Sakhi, 2007). The Bayeh (2016) study in Ethiopia concluded that unless women are empowered and gender equality is achieved so that women can play their role in economic, social, political, and environmental areas, the country will not achieve sustainable development with the recognition of only men's participation in all these areas. In many African countries, such as Nigeria, obnoxious social norms, political exclusion and economic lopsidedness dictate

the presence and voice of women in public life (Okafor & Akokuwebe, 2015). According to 2006 Nigerian population census figure, women constituted 49% of the total population, but there has been a gross gender gap between men and women, especially in political representation, economic management and leadership (Okafor & Akokuwebe, 2015). Okafor & Akokuwebe (2015) argues that various economic, political, social and systemic practices serve as obstacles to effective participation of women in politics, governance and decision making in Nigeria.

Fortunately, in Ghana as in other African countries, although women's roles and participation in economic activity have been defined and shaped along biological and cultural lines, women have actually made significant strides in all aspects of the Ghanaian economy especially in the agricultural and service sectors (Amu, 2015). Recent statistics in Ghana show an improved representation of women in leadership positions in various sectors such as politics and economic management, many women in Ghana however their numbers are still considerably low and still face discrimination in all sectors of work including political, economic and social (Ghana Statistical Service, 2014; Gyekye, 2013; Hamah, 2015). In the 2010 Population and Housing Census, the 12.6 million females in the country made up 51.2% of the total population, continuing a slight female majority over three decades (Anyidoho, 2016). Women fully participate in economic and social development of Ghana but their contribution is frequently undervalued in national accounts (Anyidoho, 2016). A descriptive survey conducted in the Tamale Metropolis in Ghana to assess the factors affecting the gender disparity in educational leadership found that cultural and traditional milieu relegates women into subservient positions in society (Segkulu & Gyimah, 2016). At the political level, there is no disputing fact that, the number of women is seeing a steady growth from the local government level in particular especially in the number of contestants and actual elected women (Allah-Mensah, 2005). However, equitable participation of both genders in politics and governance is essential to building and sustaining this democracy and Ghana is not an exemption (Dogbey, 2017).

1.1 Problem Statement

Recently, women have made tremendous feats in attaining positions in Ghana. A good number of women have been appointed to head critical state institutions such as the appointment of the Chief Justice, the Speaker of Parliament, the Chairman of the Electoral Commission, the deputy majority leader of parliament among others (Ghana Statistical Service, 2014). The findings of Adjah (2009) disclosed that women in positions had contributed immensely towards the socio-economic development of the country. However, the growth of women in leadership is quite applauding compare to the 1990s; the study of Gyekye (2013) indicated that the pace of women's growth toward top management or leadership has been slower than that of a snail. It is surprising to note that out of the 48% female working force in Ghana; only 8% are in managerial positions (Ghana Statistical Service, 2000 cited in Gyekye, 2013). There had been enormous efforts in increasing a myriad of females in leadership, but, factors such as male dominance in institutions of authority, lack of education on the part of women, systematic discrimination against females on the basis of age, public vilification and attacks on women's personalities as well as lack of commitment in implementing affirmative action promises are the impediment bedeviling women leadership in Ghana (Hamah, 2015).

In the Kumasi Metropolis, women, over the years have contributed immensely towards the attainment of the Millennium Development Goals (Nimura & Eisen, 2010). Although women's involvement in the economy is an important step towards sustainable development in the Metropolis, few women occupy leadership positions in either the professional and technical fields or in administrative and managerial positions (Nimura & Eisen, 2010). Against this drawback the study sought to ascertain the challenges and prospects bedeviling women in leadership in the Kumasi Metropolis of the Ashanti Region of Ghana. Brenya et al., (2015) attributed the factors hampering women in occupying leadership to culture, finances and low level of education among women. Much efforts by the government and other interventional bodies such as Ministry of Gender, Children and Social Protection and CEDAW have advocated

for the need for women's leadership, yet the women in leadership position in the Kumasi Metropolis is largely low which has dwindled their efforts in decision making towards the development of the Metropolis (Dogbey, 2017). It is against this drawback the study sought to investigate the prospects of women in leadership and the challenges bedeviling women in position.

1.2 Main Research Question

What are the prospects and challenges confronting the women in leadership in the Kumasi Metropolis and the Ashanti Region of Ghana?

1.2.1 Specific Research Questions

1. What necessitate for women's leadership in the Kumasi Metropolis?
2. What are the prospects of women in leadership in the Kumasi Metropolis?
3. What are the challenges bedeviling women in leadership in Kumasi Metropolis?
4. What are the strategies put in place to increase women's representation in leadership in the Kumasi Metropolis?

1.3 Main Research Objective

To investigate the prospects and challenges bedeviling women in leadership in the Kumasi Metropolis in the Ashanti Region of Ghana.

1.3.1 Specific Research Objectives

1. To ascertain what necessitate for women's leadership in the Kumasi Metropolis.
2. To examine the prospects of women in leadership in the Kumasi Metropolis.
3. To unearth the challenges bedeviling women in leadership in the Kumasi Metropolis.
4. To discover strategies put in place to increase women representation in leadership in the Kumasi Metropolis.

1.4 Statement of Hypothesis

1. Female leaders are transformational and demonstrate more contingent behaviors than men.
2. Respondents will express preference for male leaders as global even when the male possesses traditional leadership qualities while the female possesses global leadership qualities.
3. Discrimination deprives women from organizational leadership.
4. There should be institutional quotas, policies and programs for attracting female leaders.

1.5 Significance of Study

The study of this nature could help policy makers to bring to bear relevant measures to eliminate all cultures that demean the efforts of women in leadership position in the Kumasi Metropolis. This study would help identify the experiences, challenges and prospects of women in leadership positions in Kumasi Metropolis. It could help develop interventionist such as the government and Non-Governmental Organizations (NGOs) with strategies to ameliorate the situation at hand. The study could help policy makers to factor women's position regardless of their socio-economic status when formulating policies in the Kumasi Metropolis. Finally, the study could help serve as a reference for future researchers.

1.6 Scope of the Study

The study will take into consideration women in managerial positions from both public and private firms in Kumasi, the capital of the Ashanti region of Ghana. This will ensure a broad base collection of data for the study. The primary data was collected by distribution of closed ended self-administered questionnaire to participants. The data collection process took a period of two weeks.

1.7 Limitations of the Study

These are factors likely to militate against the success of the study. This study will be carried out in Kumasi, the capital of the Ashanti. Ashanti region is just one out of ten regions in Ghana. Most of the participants may not have enough time for answering of the questionnaires. This

research work coupled with other academic activities as final year students gives us short time available to conduct the research and therefore it will be difficult gathering relevant information to arrive at credible findings. Inadequate financial resources will be a problem and therefore the findings of the research may not reflect the general view of the population.

1.8 Organization of the Study

The study comprises five chapters. The chapter one introduces the topic and establishes the problem statement. Also, it considers the research questions and objectives and finally detailed the significance of the study. Chapter two reviews relevant and empirical studies related to the study. Chapter three consists of the methodology of the research study. Chapter four presents, discusses and analyzes data whilst chapter five borders on the summary, conclusions and recommendation of the study.

1.9 Justification of the Study

An extensive review of literature suggests there is limited evidence of written information on women in leadership, its challenges and prospects in the Ashanti region of Ghana. This paper will therefore contribute to the discourse of effective challenges and prospects of women in leadership positions. In addition, this study will be a basis for further researchers to know more about women in leadership role and the challenges they face.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provides information about several definitions of leadership, the context of gender in leadership, the necessities for women in leadership, factors militating against women in leadership, and prospects of women in leadership and measures to increase women participation in leadership.

2.1 Definition of Leadership

Stogdill (1950) defined leadership as “the process (act) of influencing the activities of an organized group in its efforts toward goal setting and goal achievement” (Cited in Silva, 2006). Leadership is a process by which a person influences the other to accomplish an objective and directs an organization in a way that makes it more cohesive and coherent (Sharma & Jain, 2013). Leadership is the process of interactive influence that occurs when, in a given context, some people accept someone as their leader to achieve common goals (Winston, 2006). This definition implies that leadership is a process and not just a personal quality (Winston, 2006). The purpose of the leadership process is to accomplish shared goals between leader and followers (Winston, 2006). The leader accomplishes this through innovative flexible means of education, training, support, and protection that provide each follower with what the follower needs within the reason and scope of the organization’s resources and accommodations relative to the value of accomplishing the organization’s objectives and the growth of the follower (Winston, 2006). While leadership is learned, the skills and knowledge processed by the leader can be influenced by his or her attributes or traits; such as beliefs, values, ethics, and character (Sharma & Jain, 2013). Knowledge and skills contribute directly to the process of leadership, while the other attributes give the leader certain characteristics that make him or her unique (Sharma & Jain, 2013).

2.2 The Context of Gender in Leadership

A study by Brandt & Laiho, (2013) revealed that there are differences in leadership behavior by gender, in that women exhibited more enabling behavior and men more challenging behavior. Furthermore, gender and personality had an impact on leadership behavior, as viewed by both leaders and subordinates (Brandt & Laiho, 2013). The gender that a woman carries sometimes acts as both a boon and bane in reaching leadership positions (Poornima, 2017). Women encounter difficulties in accessing leading positions (Aurélié & Yann, 2010). Due to tacit stereotypic perceptions, the business life is a men's world referring to masculine values and standard ways of living (Aurélié & Yann, 2010). However, many studies have revealed advantages of women regarding leadership skills on their male counterparts (Aurélié & Yann, 2010). There is strong evidence to support the tendency for women to adopt a more collaborative, cooperative, or democratic leadership style and for men to adopt a more directive, competitive, or autocratic style; this emerged in all types of studies (Chin & Trimble, 2014). Eagly & Karau (2002) indicate that perceived disparity between female gender role and leadership roles leads to prejudicial appraisals of women leaders. Unfortunately, women also do experience a strong gender bias when being evaluated for promotions on both their level of performance as well as their potential impact (Patel & Buiting, 2013). Research within professional groups show that women have to significantly work harder to be perceived as equally competent as men (Lyness & Heilman, 2006; Patel & Buiting, 2013). Furthermore, women struggle with so-called second-generation gender biases, which are "powerful yet often invisible barriers to women's advancement that arise from cultural beliefs about gender, as well as workplace structures, practices, and patterns of interactions that inadvertently favours men" (Ely, Ibarra, & Kolb, 2011, p. 4; Patel & Buiting, 2013). A paper that examined the attitude of modern Africans towards allowing female equal access as their male counterparts to leadership positions in global organizations revealed that women were still unfavorably perceived as fit for leadership positions (Asekun, 2018). In recent times, the debate on the role of women in

societies especially their participation in economic activity has generated a lot of controversy, with one side of the debate arguing against increased women participation in all spheres of economic and social activities on biological and cultural basis, whilst the other side have argued that a woman's status in society depends crucially on her participation in economic and social activities and that the biology of sex does not confine the woman to the home (Amu, 2015).

2.3 Necessities for Women in Leadership

Over the past four decades, the increase of female leaders, catalyzed by women liberation movements in the 1970s and globalization in the 1990s through today, has provided new approaches to the exercise of leadership (Chandler, 2011). These approaches embrace a flatter leadership playing field with more collaboration, teamwork, and coaching, rather than hierarchical structures and authority (Friedman, 200; cited in Chandler, 2011). Eagly et al., (2003) in one meta-analysis comparing male and female leaders found that female leaders were more transformational and demonstrated more contingent reward behaviors. Male leaders were more likely to demonstrate two dimensions of transactional leadership: active management by exception (thus, focusing on followers' mistakes and failures) and passive management by exception (intervening after problems with followers become dire) (Chadler, 2011; Eagly et al., 2003). A study by Devicienti et al., (2016) that explored the impact of female managers on the use of part-time work which indicated that female managers are indeed more responsive to their employees' needs: they heavily limit the employment of involuntary part-time work, correspondingly increasing full-time employment, and concede more part-time arrangements to employees asking for them. The Mutele & Musahene (2012) survey which investigated the prospects and challenges of indigenous language as a tool of ridiculing women in leadership positions in the Thulamela Municipality Area in South Africa concluded that without the contribution of women, South African communities would not be the same. A study that examined the effects of women's empowerment (both socio-economic and political) on the role changes in the Nanumba District in the Northern of Ghana found that women are building

networks and also investing in trade and farming to improve their living standards (Abdul-Fatahu, 2014). Through these efforts, women are now taking care of their children education and health needs and also providing food for the family as individuals and in groups (Abdul-Fatahu, 2014).

2.4 Challenges of Women in Leadership

The United Nations (2007) report on women in leadership roles stated the following constraints that hinder the participation of women in leadership roles:

2.4.1 Country/Societal Level Constraints and Barriers

Education (Women still constitute the large majority of the world's illiterate population); Poverty (Women constitute two thirds of the world's population. Several participants pointed out that women are deeply entrenched poverty); Gender roles, stereotypes and other socio-cultural constraints; Dual work-family roles; Women's legal rights (women's unequal treatment under the law); Women's social vulnerability in conflicts and other crises was highlighted as a major hurdle to women assuming leadership positions; Violence against women including trafficking of women; Tokenism and lack of commitment to gender equality (United Nations 2007).

2.4.2 Institutional Level

Discrimination, lack of institutional quotas, policies and programs for attracting women leaders were considered systematic impediments in institutions; Lack of leadership training and mentoring; Sexual harassment; Human resources departments are largely failing to promote gender equality in senior decision-making positions (United Nations, 2007).

2.4.3 Individual Level

Lack of self-confidence: women felt limited by internalized gender stereotypes and lacked the confidence to see themselves as leaders (United Nations, 2007)

The VanWyk (2012) reported that there is lack of female mentors in the leadership pipeline and structured mentor programs in organizations need to be promoted. It was also reported that working mothers still face challenges in the social construction of their life roles and in attaining work- life integration (VanWyk, 2012). Singh & Sdurgaprasad (2002) conducted a study that looked at the association among work, family barriers, organization culture, underinvestment in social capital and career salience with women managers 'career progression to leadership positions. They found that there is a direct negative relationship between work, family barriers and women managers' progression (Singh & Sdurgaprasad, 2002). They put forward that women miss their careers because of the choices they make to accommodate their family responsibilities (Singh & Sdurgaprasad, 2002). They added that advocating further, barriers women managers face can be tailed that the inhospitable organization culture and underinvestment in social capital makes women distracted from leadership positions (Singh & Sdurgaprasad, 2002).

Pavlović & Ljumović, (2016) in a study that examined the Prospects and Challenges for Female Leaders specified that reasons such as traditional attitude and mentality of people as well as the lack of trust that women can coordinate a group of people and act as leaders in society are challenges for female leadership.

A study in Ghana also explored the hindering factors that affect the political participation of women in Ghana found that challenges ranging from socio-economic to religious and cultural factors hinder the participation of women in Ghanaian politics. They include patriarchy, religious practice, inadequate finances, societal and family commitments and low levels of education.

The Ghana National Gender Policy Ministry of Gender and Social Protection (2015) stated the following as barriers and critical issues that impedes women for partaking in top leadership roles, inequality in access to social protection by the marginalized, vulnerable and the poor, inequalities in the burden of extreme poverty, education, skilled training gaps and excess maternal mortality. It included unequal access to social, economic power and justice including

lack of respect for and inadequate protection and promotion of human rights of women and girls as challenges (Government of Ghana, 2015). Inequalities between women and men in sharing of power and decision making at all levels and in dealing with all kinds of conflicts, in securities and threats on women and girls were also reported (Government of Ghana, 2015). It also indicated that; inequality in macro-economic issues including trade, industry structures and productive resources; stereotyping and persistent discrimination against women and girls that manifest in negative gender relations, and value for gender roles and responsibilities with severe implication for maternal health and mortality (Government of Ghana, 2015).

2.5 Prospects of Women in Leadership

Asekun (2016) examined the attitude of modern Africans towards allowing female equal access as their male counterparts to leadership positions. The result of the study revealed that women were still unfavorably perceived as unfit for leadership positions (Asekun, 2016). However, result from the study could not support their first hypothesis that selectors would express preference for a male as a global leader even when the male possesses traditional leadership qualities while the female possesses global leadership qualities (Asekan, 2016). This implies that the gender of an applicant for the leadership position was not necessarily a sole determinant in selection into leadership position. There appears to be a growing consciousness among the enlightened Africans that “what a man can do a woman can do even better”, this viewpoint aligns with Lajtha and Carminati-Rabasse (2008) who reported in their study that women were thought to be better prepared in the areas of inclusion, diversity, social responsibility, and global skills than men (Asekan, 2016). However, the second hypothesis of the study which stated that selectors would express preference for a male as a global leader when presented with a choice between qualified male and female prospective candidates with both possessing global leadership qualities was supported by the result (Asekan, 2016). This further suggests that people are only willing to give women a chance at global leadership positions only when there is no

qualified male leader that is available for the position, thereby confirming the existence of discriminatory posture to the women against their male counterpart (Asekan, 2016). The study concluded that World organizations, non-governmental organizations and other civil society organizations still need to do more in the task of calling attention to the rights of women for equal treatment and themselves first from the cultural constraints that have been self-inflicted; this becomes necessary equal opportunities in all spheres of social life (Asekan, 2016). They also need to work on the women to free because the findings of this study did not show any difference in the responses of men and women in their preference for male global leaders (Asekan, 2016). The women must believe in themselves first before they can expect the men to believe in their abilities to lead (Asekan, 2016). The distinctive qualities of a female which have been confirmed by past studies, i.e., good social communicator, the ability to multitask, intuitiveness, democratic tendencies and others can be leveraged on by women and thus make remarkable contributions in the development of global organizations' (Asekan, 2016). A paper that examined the challenges and prospects of women in leadership concluded that for there to be greater participation of women in all spheres of society, government and other stakeholders should engage in programs and policies that would empower women politically, socially and economically (Okafor, 2015). There had been enormous efforts in increasing a myriad of females in leadership in Ghana (Hamah, 2015). Recently, women have made tremendous feats in attaining positions in Ghana. A good number of women have been appointed to head critical state institutions such as the appointment of the Chief Justice, the Speaker of Parliament, the Chairman of the Electoral Commission, the deputy majority leader of parliament among others (Ghana Statistical Service, 2014, Hamah, 2015).

2.5.1 Increasing Women Representation in Leadership in Ghana

The Government of Ghana (2015) indicated several policies which presented respective focus areas and strategic measures on actions to be carried out to improve the status of women and their representation in leadership positions. The third policy commitment focused on Women's

leadership and Accountable Governance. The policy objective was to enhance the participation of women in Leadership, Governance, and Decision making at all levels. The Strategic measures included:

- a. Reviewing workplace and common area barriers to effective participation of women in governance processes.
- b. Enhancing the understanding of the implications of non-compliance in monetary and programmatic terms to gender mainstreaming policies and programs.
- c. Promoting enabling political environment and commitments that reaffirm increased political will for the state to achieve Gender Equality in all sustainable development frameworks (including post Millennium Development Goals) and other women empowerment targets.
- d. Campaigning towards clear understanding of gender concepts and women empowerment underpinnings in socio economic development.
- e. Developing guidelines for mainstreaming women into decision-making processes at MMDA levels and into all public structures.
- f. Acting on removing persisting barriers that militate against Gender Equality and Women's Empowerment by facilitating political declarations and political decisions for the inclusion of women.
- g. Implementing the Affirmative Action Policy for the realisation of the at least 40% representation of women in all structures, while advocating for the passage of an affirmative Action legislation.
- h. Reviewing and promoting leadership development channels for women across the regions. i. Promoting political leadership mentoring for women at least from the tertiary levels of education.

j. Promoting social-accountability networks at all tiers of government, particularly at the Metropolitan, Municipal and District Assemblies level and across all citizen representation structures, where duty bearers will be made to demonstrate their responsiveness to the women's inclusion and participation and provision of service to all, specifically women, girls, boys and the vulnerable as prescribed in all state statutes and policies.

2.6 Summary of Literature

There are as many different definitions of leadership. There are persons who have attempted to define the concept (Sharma & Jain, 2013; Silva, 2006; Winston, 2006). Research has confirmed that gender has an impact on leadership (Brandt & Laiho, 2013; Poornima, 2017). In recent times, the debate on the role of women in societies especially their participation in economic activity has generated a lot of controversy (Amu, 2015). Some studies reveal that female leaders were more transformational and demonstrated more contingent reward behaviors (Eagly et al., 2003; Chin & Trimble, 2014). Women encounter more difficulties in leadership than men (Aur lie & Yann, 2010). Women are underrepresented in terms of leadership in societal, institutional, and individual levels in Ghana (United Nations, 2007; Government of Ghana, 2017; Ely, Ibarra, & Kolb, 2011, p. 4; Patel & Buiting, 2013). In Ghana, patriarchy, religious practice, inadequate finances, societal and family commitments and low levels of education among others have been revealed as some challenges that hinder women in terms of leadership. However, female leadership has good prospects in the future (Asekan, 2016). There appears to be a growing consciousness among the enlightened Africans that women are thought to be better prepared in the areas of inclusion, diversity, social responsibility, and global skills than men (Asekan, 2016). World organizations, non-governmental organizations and other civil society organizations have worked to improve representation of women in leadership. Furthermore, more work is to be done to achieve a state of gender equality in terms of representation in top leadership roles. There has been works and recommendations and other made by the Government of Ghana and other bodies to ensure that women have equal opportunities as men in

achieving top leadership roles (Government of Ghana, 2015, United Nations, 2007). Moreover, little has been done in the Kumasi Metropolis to find out the challenges and prospects of women in leadership.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the study profile, the research design, target population, sample size, sampling technique, sources of data, data collection procedures and tools, data analysis and ethical considerations of the study.

3.1 Study Profile

The study was conducted in Kumasi Metropolitan. The study was particularly conducted in both private and public firms in Kumasi, the capital of the Ashanti region of Ghana. Private and public firms were both chosen because it gives broader knowledge of the study. The firms include; Christian Service University College (CSUC), Kumasi Metropolitan Assembly (KMA), and Amansie Rural Bank (ARB), Santasi – Kumasi. The selection of the firms was based on convenience.

3.2 Research Design

The study employed a descriptive research design to test hypothesis generated from various literature from published articles, thesis and government archives on the prospects and challenges of women in leadership. The study applied a quantitative approach to collect and analyse data.

3.3 Study Population

The target population was employees with managerial positions in the selected firms who are aged experience of at least 6 months in the organization.

3.4 Sample Size

The sampling size was calculated using the Yamane's (1967) formula. Yamane (1967) provides a simplified method to calculate the sample size (n) for collecting quantitative data given the

population size (N) and a margin of error. Yamane's formula is represented by $n = \frac{N}{(1 + Ne^2)}$

where n = Number of samples, N = Total population and e = Error tolerance (level). From the above formula, the sample size is 101, where (N= 135, e = 0.05, at ± 5% precision level with 95%)

3.5 Sampling Technique

Convenience sampling was used to select various firms for the study. This enabled the researchers select respondents with requisite experience. The researchers selected female respondents with managerial positions.

3.6 Data Collection

Both primary and secondary data were sourced. The primary data was collected by distribution of closed ended self-administered questionnaire to participants while the secondary data were collected from published articles, thesis and government archives.

3.7 Data Analysis

Questionnaires were analyzed using a Statistical Package for the Social Sciences (SPSS) version 23. The completed questionnaire items were checked, coded, and analysed using frequency counts and percentages.

3.8 Ethical Consideration

The study proposal was submitted to the Christian Service University College (CSUC) School of Business for approval. The CSUC School of Business and the selected firms granted administrative approval. An introductory letter was taken from the CSUC School of Business and presented to the various heads of the selected firms. Participants were assured that data would be used for research purposes only. Confidentiality was ensured by labelling each participant with an identification code rather than names. Transcript was coded and stored with a password to ensure confidentiality. The study process entailed no harmful effect on participants.

Informed consent either verbal or written was obtained from each respondent after full and thorough explanation of aim and potential benefits of participation.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the results of this study carried out to examine the prospects and challenges of women in leadership. It gives information on the responses obtained from the various questions posed to the respondents via the questionnaires. The analysis and discussion of the results centered on the research objectives. The study was conducted on 101 participants out of which 98 respondents were received. Tables are used to present the results in this chapter.

4.1 Demographic Information of Respondents

4.1.1 Age Distribution of Respondents

Table 1 below shows the age distribution of the respondents. Out of the total respondents 37.8 % representing the majority were between ages 25 - 34 years. 27 .6%, 15 .3%, and 13.3 % were between ages 35 – 44 years, 18 – 24 years, and 45 – 54 years respectively while the remaining 6.1% representing the least were ages 55 years or above. This shows that majority of the respondents are in their youthful age.

Table 4. 1 Age Distribution of Respondents

Age	Frequency	Percentage
18 - 24 years	15	15.3
25 - 34 years	37	37.8
35 - 44 years	27	27.6
45 - 54 years	13	13.3
55 years or above	6	6.1
Total	98	100

Source: Field Survey, 2019

4.1.2 Gender of Respondents

The gender composition of the respondents is shown in Table 2 below. The table provides the gender information which shows that 51% of the respondents were males whiles 49% of them

were females. The research data indicates almost equal representation of both genders, thereby implying that even though the male dominated the respondents, there was a strong show of the females.

Table 4. 2 Gender Distribution of Respondents

Gender	Frequency	Percent
Female	48	49.0
Male	50	51.0
Total	98	100.0

Source: Field Survey, 2019

4.1.3 Marital Status

The data shows that 58.2 % of respondents are married. It also shows that 35.7% are single while there remaining 6.2% are either divorced or widow.

Table 4. 3 Distribution of Marital Status

Marital Status	Frequency	Percent
Married	57	58.2
Single	35	35.7
Divorced	3	3.1
Widow / Widower	3	3.1
Total	98	100.0

Source: Field Survey, 2019

4.1.4 Educational Level

The study revealed that all the respondents are well educated. Majority (90.8%) of the respondents have tertiary education while 8% have at most secondary level education and the remaining 1% having basic education.

Table 4. 4 Distribution of Educational Level of Respondents

Educational Level	Frequency	Percent
Basic	1	1.0
Secondary	8	8.2
Tertiary	89	90.8
Total	98	100.0

Source: Field Survey, 2019

4.1.5 Type of Organization Respondents

Out of the 98 respondents, 51 currently work at the private sector while the minority (49%) works at the public sector.

Table 4. 5 Distribution of the Type of Organization Respondents are Working for

Type of organization you are currently working for	Frequency	Percentage
Public Sector	48	49.0
Private Sector	50	51.0
Total	98	100.0

Source: Field Survey, 2019

4.1.6 Number of Years Spent in the Organization

The table shows that a whopping majority (87.8%) of the respondents have spent at least one year in their current organizations.

Table 4. 6 Distribution of Number of Years Spent in the Organization by Respondents

Number of Years	Frequency	Percentage
Less than a year	12	12.2
1 - 5 years	35	35.7
6 - 10 years	30	30.6
10 years or above	21	21.4
Total	98	100

Source: Field Survey, 2019

4.2 Necessities for Women in Leadership

In general, the results show that females must be given equal opportunities as men to undertake leadership positions. In the table below, the respondents stated that the most significant reason why it is necessary for women to be in leadership is that female leaders are more transformational and demonstrate more contingent behaviour (Mean = 1.8061; Standard Deviation = 0.97026). This supports the first hypothesis of this study. Again, at least 79 % of respondents believed in this assertion while only 6.1% of participants believed otherwise. However, 14.3% of participants responded neutral to this question. This agrees with the results of the study by Eagly et al., (2003). Also, the next most significant reason as stated by the respondents was that females are capable of good leadership qualities. Again, 64.7 % of the responses indicated that it is necessary to increase representation of women in leadership positions because the contribution to social and economic development of societies is more than half of that of men. Also, majority of respondents (at least 73.5%) believed that there is no relationship between gender and leadership performance (Mean = 2.1531; Standard Deviation = 0.99847). More than half of the respondents also agreed that great listeners and are better prepared in areas of inclusion, diversity, social responsibility and global skills than men.

Table 4. 7 Necessities of Women in Leadership

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Mean	Standard Deviation
Women with leadership positions in this organization help optimize productivity	48.0	31.6	14.3	4.1	2.0	1.8061	0.97026
Companies with a greater share of women on their boards of directors and executive committees will perform better financially	23.5	53.1	17.3	3.1	3.1	2.0918	0.89773
The contribution of women to the social and economic development of societies is more than half of than of men.	27.6	39.8	10.2	16.3	6.1	2.3367	1.21794
Women have equal personal competencies for organizational leadership positions as men.	25.5	42.9	18.4	10.2	3.1	2.2245	1.04072
Females are capable of good leadership qualities	34.7	43.9	12.2	9.2	0	1.9592	0.91852
There is no relationship between gender and leadership performance	25.5	48	15.3	8.2	3.1	2.1531	0.99847
Female leaders are great listeners than male leaders in this organization	23.5	43.9	14.3	10.2	8.2	2.3571	0.18626
Female leaders are strong communicators than male leader	20.4	41.8	20.4	11.2	6.1	2.4082	0.11998
Female leaders are more transformational and demonstrate more contingent reward behavior	17.3	44.9	22.4	11.2	4.1	2.3980	0.03286
Female leaders are more responsive to their followers' needs than men	22.4	44.9	17.3	11.2	4.1	2.2959	0.06693
Women are better prepared in the areas of inclusion, diversity, social responsibility, and global skills than men.	19.4	49	19.4	8.2	4.1	2.2857	0.00514

Source: Field Survey, 2019

4.3 Prospects of Women in Leadership

A result in the table below indicates that 70% of respondents agreed that female positions will contribute immensely towards the socioeconomic development of the country in few years to come. Only 5.1 % of respondents responded in the opposite. However, 24.5% of respondents responded neutral. Again, 66.2 % responded that they would express preference for male leaders as global leaders even when the male possesses traditional leadership qualities while the female possesses global leadership qualities (Mean = 2.398; Standard Deviation = 1.216). This result agrees with the second hypothesis of this study (selectors would express preference for male leaders as global leaders even when the male possesses traditional leadership qualities while the female possesses global leadership qualities). However, the data also shows that respondents believe that women will be favourably perceived as fit for leadership positions in the near future in the Kumasi Metropolis. Again, at least 69.4 % of the respondents answered in the positive that they are willing to give women a chance at global leadership positions only when there is no qualified male leader that is available for the position. This result also confirms the results in Asekun (2016) that women are unfavourably perceived as unfit for leadership position

Table 4. 8 Prospects of Women in Leadership

Statement	Strongly Agree (%)	Agree (%s)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Mean	Standard Deviation
I will give women the chance in leadership positions only when there is no qualified male for the position.	29.6	22.4	5.1	22.4	19.4	3.0000	2.560606
Women succeed when given leadership positions	22.4	43.9	22.4	10.2	1	2.23469	0.950323
Women make a difference by achieving organizational goals.	29.6	39.8	22.4	8.2	0	2.09184	0.920407
Women must believe in themselves before they can expect men to believe in their abilities to lead.	29.6	45.9	15.3	9.2	0	2.04082	0.907226
I would express preference for a male as a global leader even when the male possesses traditional leadership qualities while the female possesses global leadership qualities	25.5	36.7	18.4	11.2	8.2	2.39796	1.216212
Women in positions will contribute immensely towards the socio-economic development of the country in few years to come	27.6	42.9	24.5	4.1	1	2.08163	0.881347

I am willing to give women a chance at global leadership positions only when there is no qualified male leader that is available for the position	27.6	41.8	12.2	10.2	8.2	2.29592	1.211706
The growth of women in leadership will be applauding globally in few years to come.	26.5	54.1	12.2	4.1	2	2.31633	3.247829
Women will have increased representation in top leadership positions in few years to come	24.5	49	23.5	2	1	2.06122	0.809942
Women will be favorably perceived as fit for leadership positions in the near future.	30.6	38.8	18.4	10.2	2	2.14286	1.035454

Source: Field Survey, 2019

4.4 Challenges of Women in leadership

Table 1.8 represents the Challenges of Women in leadership. The most significant challenge as indicated by the respondents is that low level of education deprives women from organizational leadership in the Kumasi Metropolis (66.3%; Mean 2.316; Standard Deviation = 1.248). The next most stated challenge indicated by respondents was that discrimination deprives women from organizational leadership (61.8%, Mean = 2.4795; Standard Deviation = 1.229). This supports the third hypothesis of the study. Again, at least 54.8% of respondents agreed that the doctrines of organizations affect the recruitment of women into higher leadership positions in the Kumasi Metropolis. Less than half (45.9 %) of respondents agreed that females are second class citizens whose role in the society is to accept the status quo and obey their male counterparts.

Furthermore fear (53%) and low self-esteem (56.1%) were believed to be major challenges of women in leadership.

Table 4. 9 Challenges of Women in Leadership

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Mean	Standard Deviation
Low level of education deprives women from organizational leadership.	31.6	34.7	9.2	19.4	5.1	2.31633	1.248479
Discrimination deprives women from organizational leadership	22.4	39.8	12.2	18.4	7.1	2.47959	1.228775
Low self-esteem deprives women from organizational leadership	20.4	35.7	19.4	14.3	9.2	2.55670	1.232959
Fear deprives women from organizational leadership.	11.2	41.8	14.3	27.6	5.1	2.73469	1.135655
The doctrines of the organization affect the recruitment of women into higher position.	17.3	37.8	17.3	22.4	5.1	2.60204	1.164242
The nature of the organizational work discourages women from vying for leadership position.	14.3	38.8	24.5	19.4	3.1	2.58163	1.054431
Women in position offer bribes for the leadership	8.2	16.3	28.6	22.4	24.5	3.38776	1.248774

Family-life demands prevent women from entering into leadership positions.	20.4	29.6	22.4	20.4	7.1	2.64286	1.220529
Lack of trust that women can coordinate a group of people and act as leaders in society are challenges for female leadership	18.4	32.7	26.5	20.4	2	2.55102	1.075716
Lack of respect for and inadequate protection and promotion of human rights of women and girls are challenges for female leadership	17.3	35.7	25.5	15.3	6.1	2.571429	1.130642
Women are second-class citizens whose role in the society is to accept the status quo and obey their male counterparts	16.3	29.6	15.3	28.6	10.2	2.867347	1.281412
Prejudice and stereotyping prevent women from entering into leadership positions	15.3	27.6	25.5	23.5	8.2	2.816327	1.195757

Source: Field Survey, 2019

4.4 Strategies to Improve Women's Representation in Leadership

Table 1.9 shows responses of participants on strategies to improve the representation of women in leadership in the Kumasi Metropolis. The results show that participants believe that the most significant way to improve participation of women in leadership is that organizations must assess efforts of women towards organizational goal accomplishments (85.7%). The second most significant strategy to improve representation of women in leadership positions is that there should be institutional quotas, policies and programs for attracting women leaders (79.6%). Also, respondents believed that all the following strategies would help promote female leadership which includes: promotion of political mentorship for women, institutionalization of measures by government to remove persisting barriers against gender inequality, reviewing workplace and common area barriers for effective participation of female leadership, and campaigning towards clear understanding of gender concepts and women empowerment underpinnings in socioeconomic development.

Table 4. 10 Strategies to Improve Women’s Representation in Leadership

Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Mean	Standard Deviation
There should be institutional quotas, policies and programs for attracting women leaders.	40.8	38.8	13.3	6.1	1	1.877551	0.933515
Organizations must organize in-service training for women leadership.	35.7	44.9	11.2	7.1	1	1.928571	0.922234
Organizations must assess the efforts of women towards organizational goal accomplishment.	35.7	50	7.1	7.1	0	1.857143	0.837276
There must be motivational packages for women in organizations.	31.6	42.9	21.4	4.1	0	1.979592	0.837025
Female mentors in the leadership pipeline and structured mentor programs in organizations needs to be promoted	28.6	46.9	19.4	4.1	1	2.020408	0.861306
Government must act on removing persisting barriers that militate against Gender Equality and Women Empowerment by facilitating political declarations and political decisions for the inclusion of women.	31.6	44.9	18.4	3.1	2	1.989796	0.902401
There must be promotion of political leadership mentoring for women at least from the tertiary levels of education	27.6	52	10.2	9.2	1	2.040816	0.918519

There must be a review of workplace and common area barriers for effective participation of women in governance processes.	29.6	50	16.3	3.1	1	1.959184	0.82385
There must be campaigns towards clear understanding of gender concepts and women empowerment underpinnings in socio economic development.	24.5	53.1	15.3	5.1	2	2.071429	0.888065
Scientific advice is strongly needed for dealing with future societal challenges of the underrepresentation of women in leadership.	29.6	51	9.2	8.2	2	2.020408	0.952258

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summary, conclusions and recommendations for the study. It starts by presenting a general summary of the study, addressing the research objectives followed by conclusion and then proposed recommendations based on the analysis of the results.

5.2. Summary

The main objective of the study was to investigate the prospects and challenges bedeviling women in leadership in the Kumasi Metropolis in the Ashanti Region of Ghana. Specific objectives included the following:

1. To ascertain what necessitate for women's leadership in the Kumasi Metropolis
2. To examine the prospects of women in leadership in the Kumasi Metropolis
3. To unearth the challenges bedeviling women in leadership in the Kumasi Metropolis
4. To discover strategies put in place to increase women representation in leadership in the Kumasi Metropolis

5.3 Testing of Hypothesis

Testing of hypothesis aided in achieving objectives of the study. The following hypotheses were tested:

1. Female leaders are transformational and demonstrate more contingent behavior than men.
2. Respondents will express preference for male leaders as global even when the male possesses traditional leadership qualities while the female global leadership qualities.
3. Discrimination deprives women from organizational leadership.
4. There should be institutional quotas, policies and programs for attracting female leaders.

The study adopted a descriptive survey design. The study was purely quantitative in nature. Data was collected by distribution of self-administered questionnaires to respondents.

5.4 Summary of Key Findings

Results of the study showed that it is necessary for women to be in leadership because female leaders are more transformational and demonstrate more contingent behavior than men. This result also supports the first hypothesis of the study as true.

The study also revealed that the expectation and likelihood of increased representation of women in leadership in the Kumasi Metropolis is positive. However, it was revealed that there is a least likelihood for societies to express preference for female leaders as global leaders even when the male possesses traditional leadership qualities while the female possesses global leadership qualities. This also supports the second hypothesis of this study. The study shows that societies will be willing to give women a chance at global leadership positions only when there is no qualified male leader that is available for the position.

Major challenges of female leadership identified from the study included low level of education women, gender discrimination, prejudice and stereotyping which supported the third hypothesis. Furthermore, fear and low self-esteem were believed to be major challenges of women in leadership.

Majority of participants agreed to all recommendations stated in research questionnaires. The results supported the fourth which states that there should be institutional quotas, policies and programs for attracting female leaders.

5.5 Recommendations

5.5.1 Giving Priority to Female Leadership

Female representation in leadership roles must be given a priority to ensure equal opportunities for women to partake in top leadership roles. The government must make it a priority for

measures to be taken place by government to remove persisting barriers against gender inequality and to give females equal opportunities.

5.5.2 Removing Persisting Barriers

There is a need for the government, educational institutions, religious bodies and media to campaigns by to the general public about clear conception of gender conceptualization and women empowerment hold ups in social and economic development of the Kumasi Metropolis and Ghana as a whole.

5.5.3 Ensuring Gender Equity

Women must be given equal chances in leadership roles and education. Institutions must promote leadership mentoring for women. There should be women empowerment by expediting governmental pronouncements and decisions for the addition of women.

5.5.4 Recommendation on Future Research Studies

Future research should aim at contributing to the knowledge that will improve representation of women in leadership roles. Future research should investigate ways to improve women empowerment in the Kumasi Metropolis.

5.6 Conclusion

There is no uncertainty that women still remain exceptionally underestimated in all circles of life in the Kumasi Metropolis. The analysis of primary data and a review of secondary data suggests women in leadership at the Kumasi Metropolis face major impediments including individual challenges societal challenges which has been the major tool for the underrepresentation of women in top leadership roles. It uncovered that obstructions like segregation, family-life requests, bias, and stereotyping keep women from entering top leadership positions. There ought to be the consideration of gender orientation and delicate arrangements to women regarding leadership

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APPENDICES

APPENDIX A

Plan of Work for the Study

Schedule	Activities
January 2019	Submission of research proposal for approval
01/ 02/ 2019	Visit to various office for approval letter
04/02/2019	Visit to our various respondents to inform them about the research we will be conducting and the role they have to play.
05/03/2018 – 12/04/2019	Data Collection
13/04/2018 – 5/06/2019	Data Analysis, Conclusion and Dissemination of information

APPENDIX B

BUDGET FOR THE STUDY

The following shows our budget from the beginning of this research until completion.

Component	Estimated Amount (GH¢)
Transportation	100.00
Airtime	50.00
Printing of drafted work and questionnaires	150.00
Printing of final work	GHc 40 for each copy) 6*40 = GHS 240
Miscellaneous	200.00
Total	740.00

APPENDIX C
QUESTIONNAIRE

CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI
SCHOOL OF BUSINESS

We are students of the above institution and we are soliciting information regarding the *Prospects and Challenges of Women in Leadership*. This is in partial fulfillment of the requirement for the award of Bachelor Degree in Human Resource Management at the Christian Service University College in the Kumasi Metropolitan of the Ashanti Region of Ghana. We would be very glad, if you could help us achieve this dream by answering this questionnaire. It is important pointing out that all your provided information would be highly confidential.

Thank you.

Signature of Participant

Date

SECTION A: DEMOGRAPHIC CHARACTERISTICS

INSTRUCTION: Please check the appropriate box with a tick [✓]

1. Age: 18-24years [] 25-34years [] 35-44years [] 45 – 54 []
 55 or above []
2. Gender: Female [] Male []
3. Marital Status: Married [] Single [] Divorced []
 Widow/Widower []
4. Education Level: Basic [] Secondary [] Tertiary []
5. Type of the organization you are currently working for:
 Public Sector [] Private Sector []
6. Number of years spent in the organization?
 Less than a year [] 1-5 years [] 6-10 years [] 10 years or above []

SECTION B: THE NEED FOR WOMEN LEADERSHIP

INSTRUCTION: Please check the appropriate box with a tick [√]

1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree

SN	Statement	1	2	3	4	5
1	Women with leadership positions in this organization help optimize productivity					
2	Companies with a greater share of women on their boards of directors and executive committees will perform better financially					
3	The contribution of women to the social and economic development of societies is more than half of than of men.					
4	Women have equal personal competencies for organizational leadership positions as men.					
5	Females are capable of good leadership qualities					
6	There is no relationship between gender and leadership performance					
7	Female leaders are great listeners than male leaders in this organization					
8	Female leaders are strong communicators than male leader					
9	Female leaders are more transformational and demonstrate more contingent reward behaviour					
10	Female leaders are more responsive to their followers' needs than men					
11	Women are better prepared in the areas of inclusion, diversity, social responsibility, and global skills than men.					

SECTION C: PROSPECT OF WOMEN IN LEADERSHIP

1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree

SN	STATEMENT	1	2	3	4	5
1	I will give women the chance in leadership positions only when there is no qualified male for the position.					
2	Women succeed when given leadership positions					
3	Women make a difference by achieving organizational goals.					
4	Women must believe in themselves before they can expect men to believe in their abilities to lead.					
5	I would express preference for a male as a global leader even when the male possesses traditional leadership qualities while the female possesses global leadership qualities					
6	Women in positions will contribute immensely towards the socio-economic development of the country in few years to come					
7	I am willing to give women a chance at global leadership positions only when there is no qualified male leader that is available for the position					
8	The growth of women in leadership will be applauding globally in few years to come.					
9	Women will have increased representation in top leadership positions in few years to come					
10	Women will be favourably perceived as fit for leadership positions in the near future.					

**SECTION D: CHALLENGES FACING WOMEN IN LEADERSHIP IN AN
ORGANIZATION**

1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree

SN	STATEMENT	1	2	3	4	5
1	Low level of education deprives women from organizational leadership.					
2	Discrimination deprives women from organizational leadership					
3	Low self-esteem deprives women from organizational leadership					
4	Fear deprives women from organizational leadership.					
5	The doctrines of the organization affect the recruitment of women into higher position.					
6	The nature of the organizational work discourages women from vying for leadership position.					
7	Women in position offer bribes for the leadership					
8	Family-life demands prevent women from entering into leadership positions.					
9	Lack of trust that women can coordinate a group of people and act as leaders in society are challenges for female leadership					
10	Lack of respect for and inadequate protection and promotion of human rights of women and girls are challenges for female leadership					
11	Women are second-class citizens whose role in the society is to accept the status quo and obey their male counterparts					
12	Prejudice and stereotyping prevent women from entering into leadership positions					

SECTION E: STRATEGIES FOR IMPROVING WOMEN’S REPRESENTATION IN LEADERSHIP

1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree

SN	STATEMENT	1	2	3	4	5
1	There should be institutional quotas, policies and programs for attracting women leaders.					
2.	Organizations must organize in-service training for women leadership.					
3	Organizations must assess the efforts of women towards organizational goal accomplishment.					
4	There must be motivational packages for women in organizations.					
5	Female mentors in the leadership pipeline and structured mentor programs in organizations needs to be promoted					
6	Government must act on removing persisting barriers that militate against Gender Equality and Women Empowerment by facilitating political declarations and political decisions for the inclusion of women.					
7	There must be promotion of political leadership mentoring for women at least from the tertiary levels of education					
8	There must be a review of workplace and common area barriers for effective participation of women in governance processes.					
9	There must be campaigns towards clear understanding of gender concepts and women empowerment underpinnings in socio economic development.					
10	Scientific advice is strongly needed for dealing with future societal challenges of the underrepresentation of women in leadership.					

