

**“THE CHALLENGES OF WOMEN IN LEADERSHIP POSITIONS: A CASE
STUDY OF SEKYERE RURAL BANK LIMITED”.**

By
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DECLARATION

I hereby declare that this submission is my own work towards the Master of Business Administration and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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ABSTRACT

There continues to be many wrong perceptions about women in leadership roles in organizations which prevent them from achieving other higher positions. These obstacles and challenges which women often face include glass ceiling, stereotyping, equality challenges and life-style challenges. The purpose of this research is to identify the effects of these challenges in organizations which women encounter every day. The researcher considered Sekyere Rural Bank for the study to assess how women are setting themselves to challenges in the positions they occupy. Descriptive and explanatory research methods were employed in this research to be able to establish the effects that glass ceiling, stereotyping, equality challenges and leadership roles have on women who are in leadership roles at Sekyere Rural Bank. The entire population of the bank who number 166 was assessed in this research with the aid of a structured questionnaire. The findings of the research revealed information which include the facts that, despite the challenges that women still face in organizations today they were still recognized and promoted for hard work, women leaders in organizations such as Sekyere Rural Bank are able to take critical decisions which are geared towards the attainment of organizational goals and objectives. The issue of sexism still continues to play a role in organizations despite the growing need of gender equality globally. This research contributes to knowledge about women in leadership roles, their contribution to work, the challenges that they face and the ways that women in leadership roles adopt to cope with these challenges that they encounter daily in their various respective organizations.

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DEDICATION

I dedicate the entire work to God Almighty, for His guidance throughout this academic endeavour, and for the support of my family especially my mum Agatha Dorothy Apprey, my sister Maame Ewudziwaa , my brother Ato Kwamina Ampiah and to my supervisor Dr. Hannah Vivian Osei.



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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The female gender dominates both developed and developing economies in terms of population and yet their full potential remains untapped in terms of handling top positions in organisations. These trends need to be changed since the female gender has a positive contribution towards the development of organizational goals if given the opportunity. This is important in order that organizational objectives and social objectives (poverty alleviation and improving standards of living) can be realized (Beck, Barbara. 2011).

This study used Sekyere Rural Bank Limited as a case study. The bank whose headquarters is at Jamasi has eight (8) branches. The bank was licensed to operate the business of banking in the year 1983. This study attempts to assess “The Women Gender, equality challenges and Leadership styles in organisations, a case study of Sekyere Rural Bank Limited”.

It is imperative therefore to explore the challenges, barriers and obstacles preventing women (female employees) from obtaining these leadership levels (e.g. glass ceiling) women in position face with respect to their leadership/management styles, and how in spite of these challenges they are able to excel. This study also seeks to address the various leadership/management styles and how employees respond to each style when implemented. The times or situations in which they are used and how best it affects an organisation with regards to productivity.

Glass Ceiling is often cited as one of the reasons why women are not represented in top management positions. The glass ceiling is defined as an unofficial barrier to opportunities within an organisation or company preventing particularly women, from advancing to higher positions (Olin, et al., 2000).

According to Cotter et al., (2001) they argued that, the strong effects that the 'Glass ceiling' pose is a greater disadvantage to the feminine gender at a later stage during the working career of the woman. The disadvantages that they highlighted include authority and earnings where they never get to function as they are supposed to. Pai and Vaidya (2009) affirm to the view expressed by Cotter et al., (2001) as they stated in their study that "if we partition the earnings distribution or other outcome hierarchy into separate benchmarks and observe the inequalities in the chances of advancing beyond each of these benchmarks, a glass ceiling effect is evident if the magnitude of the inequality not only increases, but also accelerates, as one moves up the hierarchy" (p. 107). This level of inequality still persist till present day in most organizations.

The objective of this study is to investigate and attempt to understand how women are setting themselves to equality challenges with respect to leadership or managerial styles of women in leadership positions. The challenges which include Glass ceiling, organisational barriers, globalisation, stereotyping and life – style conflicts, they face as women based on well-known leadership and management theories.

1.2 Statement of the Problem

Like any other organization, women have had their fair share of challenges emanating from the leadership styles of their superiors, subordinates, peers; colleague line managers and even suppliers or customers, stereotypes, cultural factors to mention but a few.

Most women have come under massive criticism in their manner of running their organisations or the leadership styles they adopt in the running of their organisations.

Here in Ghana, it is expected that women play the role of “the weaker vessel” so to speak, men who are expected to be assertive, tough and strong willed whilst women are supposed to be softer and tender forgetting that leadership is a two-way affair, thus it can be soft and hard depending on the situation on the ground. As such women find it difficult to make significant impact in the organisations they find themselves in and the Glass ceiling poses a major challenge to women who are qualified and those in leadership positions to excel. Women therefore find it doubly challenging since they have to prove to the society that they are capable of leading and also work harder like their male counterparts.

From empirical studies the challenges women face when given the opportunity to lead are mostly based on their choice of leadership style its effect on their organisation in terms of productivity, and how to create an enabling environment and strategies that will go a long way to sustain women in leadership positions and those who qualify to be in leadership so as to create a productivity culture in the organisation.

1.3 Objectives of the study

The main objective of the study was to understand how women are setting themselves to succeed in the face of challenges they face and their leadership styles; a study of Sekyere Rural Bank Limited, Jamasi.

1.3.1 General objective

The general objective of the research was to investigate into the challenges faced by women in leadership positions using Sekyere Rural Bank Limited as a case study.

1.3.2 Specific objectives

The study sought to achieve the following specific objectives:

- i) To explore the glass ceiling effects on women in leadership positions in Sekyere Rural Bank Limited, Jamasi
- ii) To assess differences in gender perspective on stereotypes on women leaders.
- iii) To identify the various challenges that women in leadership positions face in Sekyere Rural Bank Limited, Jamasi.
- iv) To assess the effects of stereotyping on glass ceiling at Sekyere Rural Bank Limited, Jamasi.

1.4 Research question

The research questions for this study are expressed below:

- a. What are the glass ceiling effects on women in leadership positions in Sekyere Rural Bank Limited, Jamasi?
- b. What are the differences in gender perspectives of stereotype on women leaders?
- c. What are the challenges faced by women at Sekyere Rural Bank?
- d. What is the effect of stereotyping on glass ceiling at Sekyere Rural Bank?

Hypotheses

In assessing the effects of stereotyping on glass ceiling at Sekyere Rural Bank Limited, some different leadership styles were used, these were agentive, task – Oriented, relationship – oriented and transformational leadership styles were developed for the test. And the results are as shown below;

H0: Stereotyping has no effect on glass ceiling at Sekyere Rural Bank Limited

H1: Stereotyping has effect on glass ceiling at Sekyere Rural Bank Limited

1.5 Significance of the Study

Women in leadership positions contribute significantly to the growth of most organisations and tend to be more giving and devoted to their schedules irrespective of their other obligations and also to highlight on areas that pose equality challenges to women in leadership or managerial positions in organisations to help mitigate the negative perception carried by other people and to improve the quality of managers and leaders in organisations.

The study shall help to highlight the concept of the challenges of women in leadership positions in organisations, with this understanding, the administrative scope of the top management could be broadened and this would put them in a better position to review their stands on women in positions. The society after this study would also have a better understanding of the benefits it stands to gain when women are put into leadership positions.

The study will also be a valuable source of information to organisations on the challenges that women face as leaders. Organisational leaders would be well positioned to draft policies that prevent these challenges. This research mainly contributes to the empirical literature on equality challenges faced by women in positions, the leadership styles they adopt and findings from the study could also serve as the basis for further research.

1.6 Brief methodology

The research conducted was solely analysed quantitatively. Creswell, J.W. (1994)

Quantitative research describes the use of numerical data to explain a particular phenomenon. The entire staff representing both male and female staff of Sekyere Rural Bank Limited were used for the study. The data collection instrument employed in this study was the use of an existing questionnaire; data obtained was analysed using regression and correlation matrix on the SPSS software.

Primary source which included field work by means of responses from questionnaires and Secondary source: information from the internet, the library and other source documents from Sekyere Rural Bank Limited was used for the data collection process. The entire staff both male and female members of Sekyere Rural Bank Limited constituted the population of this study. The population for the study was 166 out of which 135 answered and submitted questionnaires. The finding of the study was presented using charts and table to make it easier for graphical interpretation of the results obtained.

1.7 Scope of the Study

The study was limited to the quantitative study various leadership styles used by women in positions. The study therefore covered respondents from Sekyere Rural Bank Jamasi, both male and female and the extent of work covered glass ceiling, stereotyping, glass Cliff, gender equality, leadership and organizational barriers. The study only covered women in all the eight branches of Sekyere Rural Bank Limited, Jamasi. The branches were Jamasi, Agona, Ntonso, Mamponteng, Ahwiaa, Abrepo Junction, Kronom and Afrancho respectively.

Furthermore women in positions have different styles they use provided they find it convenient and helpful towards the realisation of company goals, therefore women

across the branches of Sekyere Rural Bank Limited, Jamasi have diverse styles used in the company notwithstanding also that some use the same leadership style.

1.8 Limitations of the study

The following limitations were observed during the study:

Time constraints did not permit the researcher to explain questions well to respondents especially if there was a doubt; this was because the period for collection of the questionnaires was quite short. It was also difficult to get respondents to make time within their busy work schedule to answer the questionnaire for the respondents due to the busy nature of the banking industry.

Monitoring of the questionnaire at all the bank branches was also a problem due to financial constraints, because the distance between the head office and the other branches were long and the researcher had to travel from one branch to the other to collect the questionnaires after have been answered.

1.9 Organization of the Study

The research was organized into five chapters. Chapter one covered the background of the study, statement of the problem, purpose of the study, research questions, research methodology, delimitation of the study, significance of the study, limitation of the study, and organization of the study.

Chapter two reviewed relevant and related literature on the research topic. Chapter three provided a detailed methodological issue comprising research design, research purpose, target population, source of data, sample and sampling procedure, research instruments for data collection and data analysis techniques.

Chapter four dealt with the presentation, discussion and analysis and interpretations of the data gathered. The final chapter, chapter five covered summary of the findings, conclusions drawn and the researcher's recommendations.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter seeks to bring to the fore various thoughts on the challenges faced by women in leadership positions. Areas to be looked at include the Glass Ceiling effects, stereotyping, the Glass Cliff and various theories on leadership styles.

2.1.1 Definition of major terms in the project

Keywords: Glass-ceiling, Glass Cliff, gender, leadership, Organizational barriers, Gender stereotypes, managerial positions.

The term Glass ceiling was made popular when it was used by journalist Hymowitz and Schellhardt in 1986, an invisible barrier which makes it difficult for women to reach the top. (Powell, 2012). It is also a contributing factor to why there are few women in management positions (Catalyst, 2011; Okimoto and Brescoll, 2010).

The Glass ceiling is a barrier that is usually not seen but still exist to prevent women from reaching senior positions within organisations (Brewis and Linstead, 1999). These ceiling prevent the upwards movement of women in organisations. (Burgess and Tharenon, 2002) it can only be seen by those whose careers are one way or the other affected by it (Auster, 1993).

According to Cox, 1994; Morrison, White & Van Velsor, 1987, it is literary like a glass covering the top through which things happening can be seen but not reached. In the United States, it is felt at the middle management levels (United States Labour Department, 1991) and also on gender basis. (Fagenspn, 1993; Powell & Butterfield,

1994). Also a challenge faced by women along the career path making it impossible to achieve the necessary recognition associated with their performances is that they are not promoted to senior positions. (Philips & Imhoff, 1997).

2.2 The Origin of the Glass Ceiling

After the term “Glass Ceiling” was used by Hymowitz and Schellhardt in 1986, the phrase became popular also defined it as challenges that make it difficult for women to achieve organisational success (Powell, 2012). Therefore allowing only a few women to occupy top most positions mostly in business and politics (Catalyst, 2011; Okimoto and Brescoli, 2010)

Our societies rather play a negative role in enhancing the impact of this phenomenon, in that, our societies have the perception, biases and beliefs that depicts that women do not possess the skills and abilities to be excellent managers, thus making it rather difficult for women to be promoted in their various workplaces. (Pettigrew & Martin, 1987). This perception goes a long way to slow down the advancement of women as compared to their male colleagues (Weinberger, 2011).

2.2.1 Causes of Glass-Ceiling

Arguably, there have been many causes for the glass ceiling including long standing beliefs, ideologies, stereotypes, challenges in organisations this includes the absence of mentoring, employees not given the chance to take initiatives, etc.).

According to Applebaum, Audit and Miller(2003), purports that most organisations are not benefiting from the immense talents, abilities and skills of women employees because they do not give them the opportunity to exhibit these innate abilities.

Naturally, a person's abilities can only be exhibited if the employee is given the opportunity to take initiative and less supervision.

2.2.1.1 Individual Factors

Women sometimes are not also able to motivate themselves for opportunities when they come; this attitude therefore makes them unfit for demanding roles that will give them the chance to rise to the top. In some cases women even show less enthusiasm to take up demanding tasks because they are afraid of failing therefore creating the impression that they are not up to the task.

However, it has been identified that women themselves are not able to identify and give recognition to themselves for their skills and abilities and therefore give up easily to the mounting pressures of stereotype, prejudice and discrimination, thereby confirming the negative perception of the society about them as not having the traits that will enable them to be take on greater tasks (Emory, 2008).

2.2.1.2 Organizational barriers

Organizational barriers include lack of mentoring, dead-end assignments amongst others. Sometimes women in organisations are not given the right levels of coaching and mentoring they need to advance to top levels in organisations. It is common that many people prefer to have mentors of the same gender due to the fact that they tend to understand the challenges commonly faced.

Based on this assumption that most men do not face the same barriers faced by women such as same or similar family issues, most of the time they are not eager to mentor a woman. Male mentors tend to be resist to mentoring a woman because they perceive

women as more emotional, not as skilled at problem-solving, and because of the risk of workplace sexual harassment issues (Hanson, 2008).

Organizational barriers also comes in different forms some very common include differential hiring and promotion of men and women. These barriers vary significantly from organization to organization, and they create a huge roadblock preventing women from advancement to top management. (Baker, 2003).

2.2.1.3 Selection Process

According to Burke and Nelson (2000), 82% of firms stated that lack of general management skills and line experience was a major contributing factor in their decisions not to promote women, one sure and well known barrier to career advancement.

Most of the selection processes used by most companies do not do much to assist the pool of women who qualifies for promotion to executive positions, simply because the number allotted is quite small and therefore women simply cannot be promoted. However, another study finds some firms have a large pool of qualified women and simply do not consider them for the position (Burke, et al., 2000). Another rationale is that existing top management positions are held by men who tend to promote other men who are similar to themselves (Van Vianen & Fischer, 2002).

2.3 Family responsibilities on women and the glass ceiling

It has generally been the assertion that working mothers have their attention mostly divided by their families and work and therefore should not be given demanding roles at work or promoted, an analysis by (Hoobler, Hu, and Wilson (2010) and (Hoobler, Wanye, and Lemmon 2009).

Greenhaus & Bentell (1985) talked about 3 classical types of family work- conflict which are time, strain and behaviour based. Females, who spend more time at work, play less family roles. Under strain females develop negative sentiments when they are unable to balance their career and family, it is also realised that they are to create a between family and office roles since they cannot repeat roles.

2.3.1 Gender stereotypes and the glass ceiling

Stereotyping is a theory which has affected our society especially in the past and still does. According to suggest that the role of the female gender has always been the caretaker and a supporter of the male (Dubcek & Dunn, 2006).

Although our society continues to grow, the same flaws of stereotypic ideologies with respect to women, has been transferred into our organisations therefore creating the glass ceiling effects on women by making it impossible and difficult to mount up to top managerial positions therefore making it easy for the male employees to progress (Tia & Simms, 2005 and Kasi & Dugger, 2000).

According to Jain & Mukherji, (2010), women and men have a particular behaviour or attitude that they usually put up, part of this is the general belief that women are humble, weak, and unable to make tough decisions. This belief is carried further to the extent that the female gender is less competitive as compared to the males who are seen to be highly aggressive and competitive, this perception eats into our social fabric thus minimising and decreases the chances of women getting to managerial positions.

Jogulu & wood 2006: Envick (2008) also added that women from time past have been associated with the fact that they have lacked leadership skills, and aggressiveness to succeed. They went further to say that sometime in the 90's, it became a general

conception that men make better leaders than women since our society believed that they had the skills that enabled them to be more task – oriented than women who were seen as social leaders(Marrujo & Kliender, 1992), Ryan & Haslam, 2007).

2.3.2 Gender equality and glass ceiling

Agassi (2013) argued that women face equality challenges all over the world, thus equality challenges assessed on Ugandan women shown that many women are marginalised, because women of African descent are considered to be lesser beings as compared to men in every area of life including work with reference to salaries paid, management positions. Kamba, (2008) cited that the African culture favours men and requires that women submit to men. At times where women try to lead, they are considered as too aggressive and the society refuses to accept them. This creates the atmosphere where women are denied the opportunity to management positions.

This stereotype of our society has eaten into our organisations. This is and is evident in the unfavourable condition that bars women from climbing up to management positions. These barriers include the absence of mentoring and coaching that helps to progress employees to the top levels of organisations. This is evident in instances when men refuse to mentor women because of the assumption that they do not have the skills to handle organisational issues (Hanson, 2008). Other equality challenge faced by women is where promotions and hiring in companies are based gender (Baker 2003).

2.3.3 Gender role stereotype and glass ceiling

Gender role stereotyping is a phenomenon in which certain beliefs, characteristics and attributes about gender are administered on each individual by the society and organisations in which they serve (Korabik, McElwain and Chappell, 2008).

Helgeson (2002) explained further that certain professions can be associated to the male gender such as a carpenter and as well as aggressiveness under role behaviour.

Gender role stereotype is idealised into 3 which are traditional, egalitarian and transitional. Traditional believers hold on to the fact that men are more determined and accomplishment driven and seek to achieve success whichever way possible, but women should be home makers. Egalitarian driven person are able to share power and obligations to both genders and believe women can do the same things men do, whilst transitional ideology believe that both genders are the same but suggested that women should be home makers as well and men should work to keep the family comfortable (Helgeson, 2002).

2.4 Social/Role – cognitive theory and women challenges

According to Skelly and Johnson, (2011), our society expects so much from women managers based on their gender and their own beliefs about gender in general, unfortunately or fortunately these expectation are carried into the organisational settings. Therefore it is expected that a manager should naturally possess traits such as being as being aggressive and goal oriented, this perception creates equality challenges for women because men are then preferred to be appointed to top positions instead of women (Lyness and Heilman, 2006), the role cognitive theory is about supporting the promotion of gender difference by the exhibition of certain behaviours thus women are expected to portray masculine tendencies to be able to achieve managerial positions (Buckalew et al., 2012).

2.4.1 Stereotyping and female managers

According to Eagly & Carli; (2007); Goodwin & Friske (2001), women in leadership can have two traits being exhibited at the same time. These traits are to be competent and yet accommodating at the same time thus women are able to exhibit both traits in leadership, women who portray the competent and assertive character are seen as having masculine attributes of which they are not expected to be so.

With reference to the Agentic and communal leadership styles and stereotypes, a woman leader would have to show features of being task – oriented seeking to meet deadlines and accomplishing task whilst the communal leader is required to be all inclusive thus involving subordinates in decision making (Eagly & Carli, 2007). However, people are to be place in situation to actually realise that it is normal to have the female show a combination of these traits where necessary whether they are male or female (Sczesny & Kuhn, 2004).

Another school of thought purports that it is mostly difficult to tell the difference between the leaders behaviour and the actual traits that are to be exhibited by the leaders, this is particularly common in cases where the leadership trait is agentic and the leader is a female (Scott and Brown, 2006).

2.4.2 Socio - Cultural factors and stereotyping

The socio –cultural environment here refers to the way a group of people live their lives based on ethnic background, religion, norms and values (Weatherly, 2011). This leads to people adapting to particular ways of doing things and what they accept as good or bad (Robbins and Loutler, 2007). Our culture also play a very vital role since our culture usually perceives that a women should not assume leadership roles, because it is

believed that females should not be in control of their male counterparts (Treasurer et al., 2013).

More so, the African culture believes that women should be submissive to men in general and women should rather be concerned with the upkeep of their families and taking care of their well – being which includes performing house chores such as cooking, washing and keeping the home comfortable. Kiamba (2008) based on this perception; women are not expected to partake in decision making and therefore are out of place for a woman to head an organization or are boss over the man. Quite unfortunately this perception has been carried on to our institutions and workplaces hence making it difficult for women to assume top positions in companies and institutions (Sadie 2005 and smith (2010).

Culturally, when women want to be assertive and take on leadership appointments, they are perceived as being invasive since they are seen as venturing into an area that is not allowed by the social norms and beliefs of the communities they find themselves in, therefore women not being able to make it to the top so based on the fact that women are trained right from childhood not to desire to be like their male counterparts because they will not be accepted by society (Daily Nation, 2009). This theory is confirmed by Mora, Zamorano, Juan, Perez and Ge (2010) as the reason for the inabilities of women to make it to managerial positions in organizations.

2.4.2.1 Confirming gender stereotypes

The appointment of women to risky positions only serve as a means of preventing women from reaching the top because it only confirms the fact that women are failures and should not be given the opportunity to be in managerial positions (Ryan et al., 2011; Schein, 1973).

It should be emphasised here the very organisation can best compete with rivalry companies if it has competent and skilful human capital. An organisation human capital comprises of both male and female as such organisations should do away with the presence of glass cliff and give equal opportunity to both sexes (Bruckmüller & Branscombe, 2010; Ryan & Haslam, 2005; Ryan et al, 2011).

2.4.2.2 Transformational Leadership and women stereotypes

Transformational leadership is the leadership style where the leader inspires followers to produce results by allowing them to take initiative through delegation of task thereby creating an atmosphere of trust and commitment from subordinates that promotes the achievement of results (Mullins, 2005).

Transformational leadership can be seen as a social cognitive theory that allows women to depict traits that are socially accepted, therefore making it more commonly used by females (Dobby et al., 2004). It also allows organisations who seek to make organisational culture less directorial and less formal by encouraging teamwork and flexibility (Kark, 2004). Khurana (2002, University of Leicester, 2008) argued that the transformational leadership style has received too much recognition and compliments hence the leader may reduce their control over subordinates which may make them go wayward.

Bass and Riggio (2006) also further expounded on the theory and said that too much attention can lead followers to acquire distractive attitudes that can lead to negative results, in spite of all the positions that has been taken, it should also be remembered that leaders also have their own cultural beliefs and ideologies that may hinder their judgements about followers, hence creating glass ceiling and stereotype effects (Foster 2003 quoted in Rowe, 2006).

(Avolio and Bass, 2002) emphasized the idea of Burns but instead, he used transformational thus employees are able to build trust and loyalty to the leader therefore they can commit to their schedules and work hard then they would have done on their own.

There are 4 main elements under transformational leadership which are:

Individualised consideration – where the leader focuses on the needs of each employee, thereby serving as a mentor or coach to the employee. Employees are also encouraged both intrinsically and extrinsically to developing themselves.

Intellectual stimulation – refers to the leader's ability to tap into the knowledge and talents of employees by allowing them to take initiative and assigning them tasks that demands critical thinking.

Inspirational motivation - refers to the leader having a vision and communicating this vision to employees and challenging them to the extent that they willingly want to be part of the success story by contributing their ideas, skills, abilities and special talents.

Idealised influence - the leader being a figure head that employees aspire to be, in this case the leader has to be extra careful since any misconduct would drastically reduce the trust and loyalty that employees have imposed in the leader.

The leader must also show appreciation and recognition to employees for the trust and confidence reposed in him.

2.5 Gender and Leadership

Though the general assumption about leadership was that males make better leaders in the past, this assumption has changed with time, because people have come to the realisation that both males and females for that matter can equally have the attributes that makes them excellent leaders.

In present times, it has been realised that women are equally competitive and aggressive, a preserve formally associated with men based on societal beliefs and values. Based on this women who have these attributes are sometimes referred to by names used for men (Hearn & Parkin, 1986- 87).

Demark (1977) the perception of people in general especially in our part of the world contributed to the absence of women in leadership positions in the past and men were not expected to fail in their pursuit for excellence(Powell & Butterfield, 1989). (Russell et al., 1988) Interesting subordinates treat leaders differently depending on their behaviour, this means that you don't have to be a male or female to have a specific reaction from your subordinates whether supportive or rebellious.

2.6 Equality challenges faced by women

This section looks at the various equality challenges women face as they seek for higher opportunities in their chosen careers;

2.6.1 The backlash effect

Helman et at., (1998) in his work said that although some women may exhibit masculine traits such as being forceful, determined or persuasive which are stereotyped as being a man's attribute and not acceptable. Therefore although women may show traits of being skilful and able to handle any task, they will still not be promoted to positions usually

occupied by men because it is believed that they do not fit or are not suitable (Rudman & Glick, 2001)

From Kanter's (1977), women who show these traits receive the backlash of even their fellow women hence making it difficult to them to strive to achieve success if they are not going to be accepted in the organisations they find themselves. Therefore the question women who find themselves in this situation ask themselves is probably why they should try hard to reach the top if even their fellow women will not give them the necessary support.

Rudman & Phelan, (2008) confirmed this assertion and explained further that this puts women in a challenging situation both socially and economically; however Heilman & Okimoto, (2007) asserted that this does not always happen but rather women should develop the ability to prepare themselves for future opportunities if they truly want to achieve success and climb up the career pathway.

2.6.2 Queen Bee Behaviour

It has also been the general believe that men are the reason for women not being able to make it to leadership positions (De Groot, 2008). however further studies have proven that women are their own enemies (Marvin, 2008; Ellemers et al., 2004). Women in the attempt to prevent their own fellow women from making it to higher positions in an organisational setting and also maintain their own current positions tend to relate to the well known Cinderella story where the ugly step sisters of the beautiful lady full of promises tries in every way to prevent her from achieving her dreams (Mitchell, 2003).

According to (Laff, 2008), men have the natural instinct to be successful and to attain a status ascribed to them while women desire assignments that are clear cut and easy to

handle and that though men know what the society perceives of women, they do not harbour the intention of competing with them. It is therefore clear that women would rather do everything possible to prevent another woman from also attaining the heights she has attained (Warning & Buchman, 2009).

2.6.3 Old Boy Network

Women are faced with this challenge of not being able to overcome equality challenges due to this syndrome where managers build informal groups usually made up of other managers and other influential executives. These informal groups, most of the times do not allow membership for less affluent members of the working society.

This is because; they intend to keep power and prestige to themselves (Oakley, 2000).

Old Boy Networks only accept women into their circles only when the women have been able to prove beyond reasonable doubt that they have the ability, skills and knowledge to be successful leaders or managers, this implies that in an organisation where the manager belongs to this network employees are likely to be from referrals from other network members. Women are not likely to achieve managerial opportunity through these referrals, hence posing an equality challenge (Gordon, 1992).

2.6.4 Masculinity

Masculinity is explained as the length by which people believe that they have behaviours that are masculine (Eagly, wood & Diekmann, 2000). Fernandez & Ceollo, 2010, also looked at masculinity by saying that men in nature have the ability to be excellent leaders, who are aggressive, analytical, go – getters and forceful. Therefore, to be successful one needs to exhibit these characteristics.

On the other hand, women are soft, accommodating and family centred (Colley, Mulhern, Malby & wood, 2009), therefore based on societal perceptions, women are therefore not favoured for leadership positions when in reality both sexes are equally capable of delivering results (Gershenoff and Foti, 2003) Many organisations are convinced that only males make good managers . Hence for women to be recognised and promoted to managerial position like their male counterparts, they tend to display inherent features of males in order to be accepted and recognised in their organisations and to qualify for available opportunities (Eagly & Johnson, 1990).

2.7 Glass Cliff

According to Ryan and Haslam (2009), glass cliff is the situation where women are employed into positions where they are not likely to succeed because of the high percentage of risk attached. This assumption is based on the fact that women who have been in that position have not been successful. Women are used as guinea pigs especially in cases where they are able to break through the glass ceiling and made to do all the experimental jobs (Bruckmüller & Branscombe, 2010; Ryan & Haslam, 2005).

Peters et al., 2013 argued that most appointments are based on favouritism in that when men are in charge they would rather appoint a woman to handle a risky situation in an organisation so as to avoid the male failing, therefore a woman is appointed to take the down fall.

2.7.1 Women's careers and the glass cliff

The presence of the cliff most likely affects the performance of women in that there is an already existing perception that women are subject to failure based on the evidence from the past, but this is also due to the fact that the positions women are promoted to

are already failing positions and have the potential of a filing and not because a female has been appointed to save the situation as perceived (Peters et al., 2013).

Another effect of the glass cliff on the careers of women can be attributed to the fact that the stressful nature of the decisions that has to be taken in these positions pose significant threat to them not been employed or promoted to management positions because of the high risk associated with it and the likelihood of them failing due to the negative organisational structures and evaluations (Wilson-Kovacs et al., 2007).

Ryan, Haslam and Postmes' (2007), most appointments are based on favouritism in that when men are in charge they would rather appoint a woman to handle a risky situation in an organisation so as to avoid the male failing, therefore woman is appointed to take the down fall, this is also because it will acceptable for a woman to fail then and man because men are seen not accomplishes and not failures. .

2.8 The Concept /history of leadership

Leadership according to Lussier & Achua, 2010, refers to the individual skills, abilities and talents depicted by managers in the performance of operational tasks. Cashman (2008) defines leadership as genuine impact of leaders positively on their subordinates, not to impose but rather to share their skills and talents.

Grove & Montgomery (2000) defined leadership as the strength of a leader to implement the visions and mission target of a company to the realisation of corporate goals. He went further to say that a leader can come from either gender but the societies sometimes prefer a male leader.

Ones impact on others to bring out their hidden potential in a positive way to enable teamwork in organisations (Ajayi (1998:5). leadership is to be able to enhance the output of other through the culture of change towards the achievement of goals Appleby (1994:1990).

2.8.1 Leadership styles

It is better to understand leadership, its origin, characteristics of leaders and the journey of women in leadership. Though it was believed that men make better leaders in the past, the Beijing conference 1995 has seen a substantial number of women in leadership to date and improving but not an impressive speed. This has been attributed to our cultural and societal belief which does not push for women in leadership Hojgaard (2002). As per the African culture men are not supposed to be headed by women in organisations (Ngcongo, (1993) as cited in Grant 2005).

A leader should be a good team player, be able to take initiative and be able to pull people along with him, meet deadlines, have charisma and fore sight compared to other continents, African has the most prevalent male dominated leadership theories and seen as more acceptable than women in leadership, forgetting the fact that leadership is innate and anybody can be a leader irrespective of the sex (De La Rey (2005) and Hollander & Offermann, 1990).

2.8.1.1 Agentic leader and stereotyping

According to (Eagly et al., 2003), men usually prefer this leadership styles, thus this leadership is concern basically with winning by all means and thus the leader is not particular about the well-being of subordinates. Agentic leaders are go getters, very

aggressive, love competition and always aim for the top and the accomplishment of set missions and visions wherever they are found.

2.8.2 Relationship-Oriented Leadership

This type of leadership in which the leader seeks to ensure that there is a very cordial relationship existing between him or her and subordinates. The leadership traits are more on sustaining relationship and by so doing ensuring that the subordinates get the necessary recognition, motivation, encouragement, and praise for work done (Dubrin, 2010).

According to Dubrin (2010) practice helps to build the spirit of teamwork amongst employees, which in turn guarantee unhindered flow of communication thus doing away with negative tension between colleagues and promoting productivity in a conducive atmosphere, thus employees are also able to accomplish tasks, meet deadlines and ensure that the company's goals and objectives are achieved.

2.8.3 Task-oriented leadership

A behavioural approach to leadership which sees to it that deadlines and standards (e.g. quality or safety) are met, here the well-being of employees are not the priority of the leader but rather, the leaders concern is basically on what needs to be done to achieve and accomplish tasks and goals set (Northouse 2011).

This leadership style is ideal for employees who are lazy and need to be forced to accomplish their job schedules. The main concern of this leader is to accomplish task and meet deadlines, Northouse (2011) said the subordinates of such a leader are assigns task and deadlines as well as directing them on how the job should be executed.

Yukl et al. (2002) was of the view that task oriented leaders ensured that the job schedules were dully explained to let subordinates know what is expected from them in the short and long term to help the organisation progress and achieve objectives set, this is achieved through proper flow of communication to all departments of the company to ensure that all employees are updated with the expectations of management.

2.9 Other leadership styles

According to Lewin (Lewin, Lippit & White, 1939) leadership is the behaviour and characteristics exhibited by a leader which are innate abilities that determines where he or she would be classified as whether being autocratic, democratic or liberal styles. Kippenberger, (2002), explains Autocratic as similar to style as Egyptian pyramid, where the leader is at the apex and his or her subordinates are below. This type of leader is seen as an imposer who forces his followers to respect his wishes and follow his instructions to the later.

A democratic leader, on the other hand, is one who gives his followers the opportunity to bring out their own ideas and views on his decisions. This leader does not impose his wishes on his subordinates, rather listens to the views of his followers and respect their contributions in decision making. This type of leader allows subordinates to take initiatives thus encourages participation and teamwork. In comparison, the democratic leader is able to achieve his vision with the involvement of subordinates through the exchange of feedback and delegation, whilst the autocratic leader does so by manipulation his subordinates.

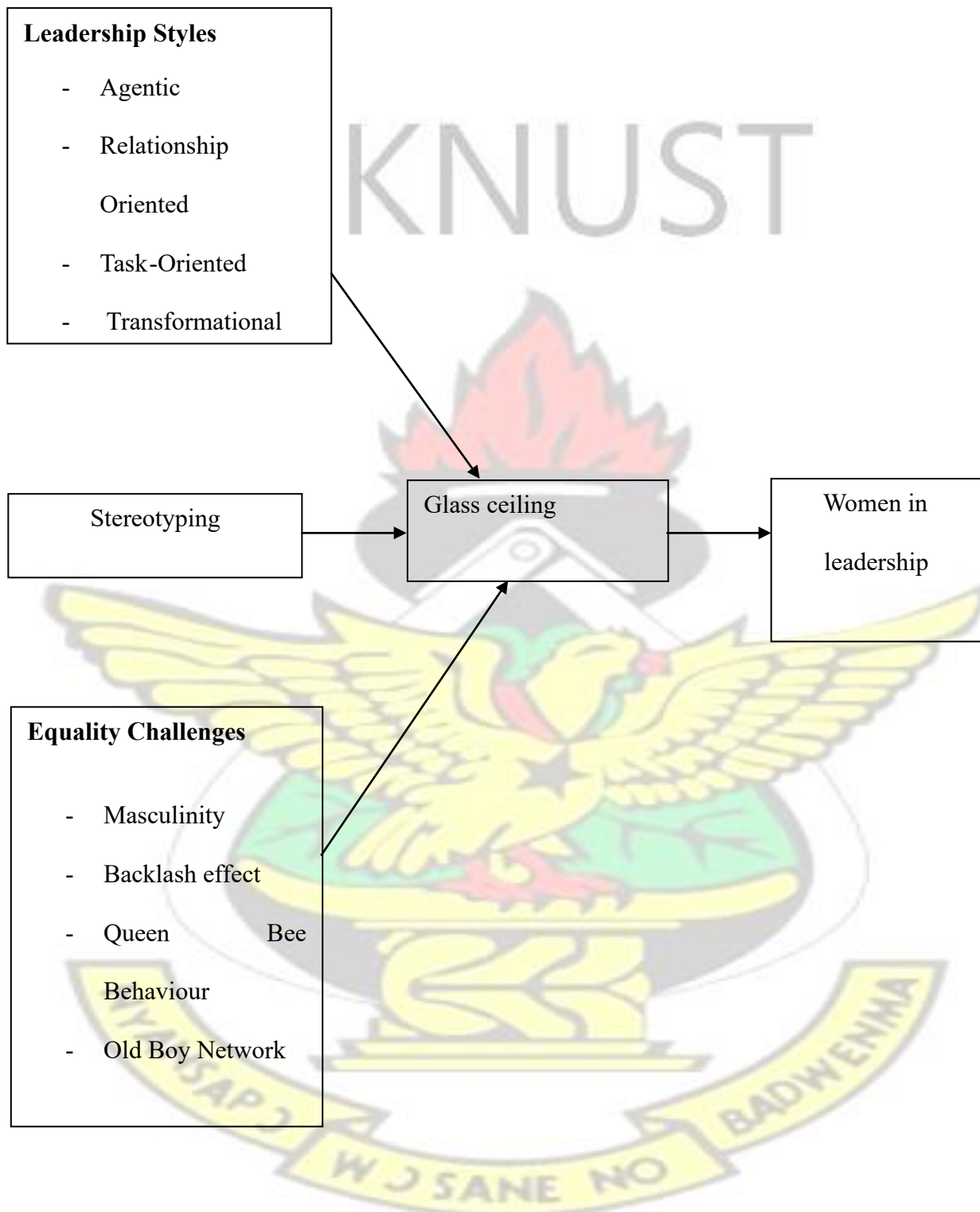
The liberal leader, this leader is flexible, allows subordinates to explore their abilities and talents with less supervision in the execution of their schedules. Thus the liberal leader is able to tap into the skills of followers to achieve results and also encourages

decision making. The importance of this leadership style is for leadership to use adequate power to manage employees to be productive and resourceful, thus helping to achieve the company's set vision. (Yukl, 2008).

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CONCEPTUAL FRAMEWORK

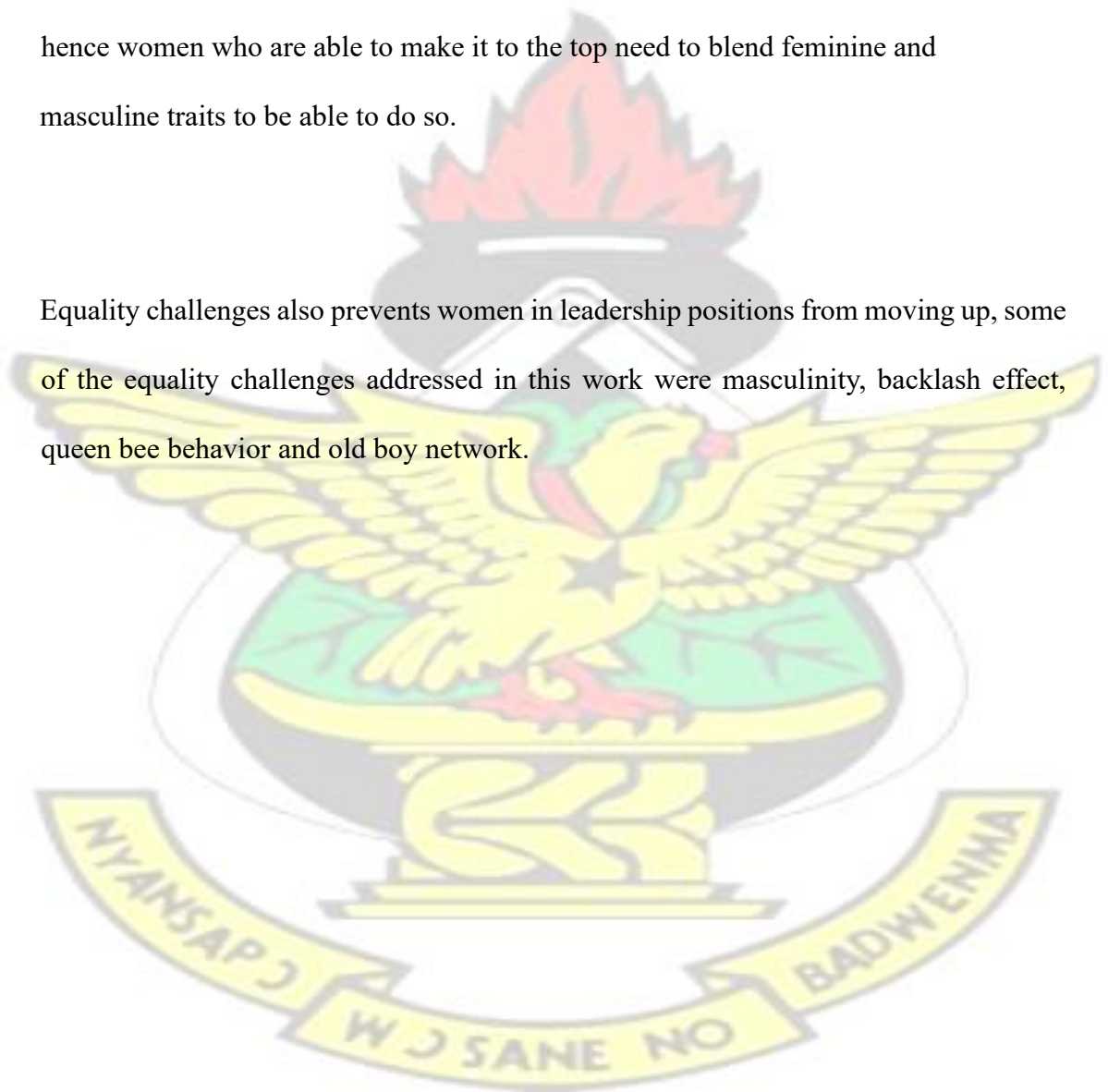


Source: Field work, 2015 From the conceptual framework the leadership styles refers to the type of style a women is expected to manifest which can be agentic, task-oriented, relationship – oriented or transformational, sometimes what is excepted may be

different from what the woman is convinced is the best style for her to be effective at her job, this becomes a glass ceiling because something else was expected from her which she is not exhibiting.

Stereotyping placed on women suggests that some positions are for women whilst some are for men; this actually prevents women in leadership positions from moving up, hence women who are able to make it to the top need to blend feminine and masculine traits to be able to do so.

Equality challenges also prevents women in leadership positions from moving up, some of the equality challenges addressed in this work were masculinity, backlash effect, queen bee behavior and old boy network.



CHAPTER THREE

METHODOLOGY AND ORGANISATIONAL PROFILE

3.1 Introduction to methodology

This chapter covers the procedures used to undertake this research. It furthermore comprises the sources and processes used to make meanings from the information gathered. How reliable and valid the information gathered was, the obstacles that encountered were also addressed.

This chapter also presents the justification of the choices and their uses. In addition, the research process and design, study population and setting, sample and sampling procedures, data collection, pilot survey and data analysis method and management are covered in this chapter.

3.2 Research Design

Research design is defined (Parahoo, 1997) as the process which involves collection and analysis of data for research purposes.

Research design is also defined as the procedure used to control the factors that inevitably affect the validity of a researcher's outcome from investigations (Burns and Grove 2003) was.

There are three types of research design which are the quantitative, qualitative and mixed methods. Qualitative research seeks to make meaning into a social issue or problem by inquiring into human behaviour (Creswell, 2007). Quantitative research also addresses issues related to the testing of existing theories and philosophies through the understanding of the relationship between variables by measuring and analysing

variables statistically (Creswell, 2008). Lastly is the Mixed methods which combines both the qualitative and quantitative methods, this combination makes the final work more stronger because it goes beyond just collecting and analysing data or philosophies (Creswell and Plano Clark, 2007).

3.2.1 Research Purpose

There are three basic types of research purpose which are the descriptive, exploratory and explanatory research. The descriptive design seeks to depict the actual picture of a research topic as it pertains in reality (Polit & Hungler 2004). The Exploratory research seeks to investigate into a new area of study or in cases where not much is known about a particular area Polit et al (2001). Finally, explanatory research also works at finding out the factors that causes a variable to act in a particular way. (Saunders et al, 2007), this is also another way of confirming and helping to revise situations where possible.

Both the descriptive and explanatory research purpose was used by the researcher, thus the impact of the specific objectives, which were glass ceiling, glass cliff, equality challenges, stereotyping and output of women in positions.

The descriptive and explanatory study was conducted to establish the effects of stereotyping on women in positions, equality challenges, the glass ceiling and the characteristics exhibited by women in leadership. The nature, causes and effects of the Glass Ceiling and equality challenges faced by women were critically looked at. The relationship between leadership styles were also addressed to know if it was of any relevance to the fortunes of the company.

The researcher therefore sets out to find ways of bringing recognition and appointment of women to leadership positions.

3.3 Population

The population for the study included all staff members of Sekyere Rural Bank Limited, Jamasi, comprising a total of 166 persons.

STAFF LEVELS	NUMBER
Executive Management	9
Management	22
Other Senior Staff	14
Junior Staff	63
Marketing Clerks	58
Total number of staff	166

Source: Human Resource staff database of Sekyere Rural Bank Limited (2014).

3.4.1 Sample Size and sampling technique

Sampling technique refers to the process used to pick a sample from the population by minimizing the numbers to a size that can be worked with (Saunders, Lewis & Thornhill, 2007)

According to Saunders et al., (2007), Sampling techniques are mostly divided into two, thus; the probability and the non-probability sampling techniques. Nonprobability sampling technique is where the people being used for the study do not have equal chance of been selected to be part of the sample for a particular study (Aaker, et al.2007). Examples of non-probability sampling techniques are convenience sampling and Quota sampling.

Probability sampling addresses the situation where every person in the population has an equal chance of being included in the study. The choice of selecting one person is invariably the same as the chance of another being selected. Some examples of probability sampling are stratified, cluster and multi stage sampling.

For the purposes of this study the researcher did not use any sampling technique as the entire population was targeted.

3.4.2 Sample size

Sample size is highly relevant in establishing the representativeness of the sample for generalizability (Berg, 2007). To have a fair representation and facilitate analysis the entire population of 166 which represented that entire workforce made up of the executive management, management, other senior staff, junior staff and marketing clerks was drawn to participate in the study.

3.5 Data Collection

This section covers the data collection methods used in this research as well as its advantages and disadvantages.

3.5.1 Questionnaire

Questionnaires are an efficient way of gathering data where each respondent is required to answer a set of questions in a particular way (deVaus, 2002).

A set of questionnaires was prepared using likert five point scale. Closed ended questionnaire were used because the researcher wanted to describe as well as explain variables and their relationships in this study.

The questionnaire was used by the researcher, from the 166 respondents the questionnaire was self – administered. The questionnaire had four sections; section A sought to pick data on the demographics of respondents, section B quizzed respondents on their perception on the glass ceiling, section C looked at the various challenges women in organizational leadership face in general, and section D looked at the characteristics of women and their male counterparts in management positions.

3.5.1.1 Advantages and disadvantages of questionnaire

The use of questionnaire is popular amongst social science research questionnaire it have some advantages and disadvantages.

One advantage is that, in cases where the questions are clear and free from the use of technical terms, respondents find it easy to understand and answer therefore given the researcher the correct feedback (Saunders, et al. 2009). Another advantage of using a questionnaire according to Saunder (2003), it is much appropriate to be used to explain and describe research as it allows for the variable to be well examined. Yet another advantage is that, questionnaire allows the researcher to ask the same group of people the same questions and therefore is able to come out with a better analysis.

As stated earlier, the use of questionnaires has its disadvantages.

Questionnaire is sometimes does not give the actual reasons, because a respondent may just be answering the questions without understanding them (Dillian, 2007).

Secondly, answers given may be biased or unbiased but because the researcher does not have the opportunity to talk to the respondent one on one, it is difficult to tell (Rogelberg and Stanton, 2007). Lastly, according to Robson, 2002) questionnaires cannot be used for all other types of research an example being the exploratory research, therefore making it limited in its use.

3.6 Sources of data

The sources of data used were from the two main sources of data which are the primary and secondary data.

3.6.1 Primary Data

This is the type of data collected by a researcher for a particular purpose. this is data that has never been used before thus the researcher becomes the first person to gather that data for a particular purpose (Saunders et al, 2009).

The researcher collected data from the questionnaire using five – point Likert-type response scale, distributed to managers both male and female, their subordinates and staff of Sekyere Rural Bank Limited, Jamasi.

3.6.2 Secondary Data

This refers to the use of existing and proven data on topics related to the area of study (Saunders et al, 2009).

A number of other sources were used by the researcher which included journals, books, internet sources, and other student dissertations relevant to this study.

3.7 Data Analysis Technique

Following (Barrow, 1999), the researcher converted the collected data from the questionnaire into data that makes meaning using the Statistical Package for Social Sciences Software (SPSS), correlation regression analysis were used to explain that outcome. Correlation and Regression were used to measure the relationship between variables.

Descriptive analysis was used by the researcher to summarise and report the information gathered in tables, charts and graphs. This interpretation of data allowed the researcher to give a true picture of the perception of employees on the challenges of women in

leadership positions. The means and standard deviations for the variable were also analysed.

3.8 Reliability and Validity

Reliability refers to the ability of the researcher to prove that the measurements coming out of a test conducted is a reflection of the actual measurements derived from the variables being measured. This also means that the same results would be obtained if the test is to be conducted over and over again. (Berkowitz, Wolkowitz, Fitch, and Kopriva, 2000). The essence for reliability is to reduce bias and errors. The questionnaire for the study was adopted from earlier work to increase its validity.

3.8.1 Reliability Test

This test was run to help determine the reliability and internal consistency or the average correlation of variables within the test items used to elicit information for the study, (George and Mallery, 2003). Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. A reliability coefficient of .70 or higher is considered "acceptable" in social science research.

Table 3.1 Reliability analysis

Latent variables	Cronbach's Alpha	N of Items
Denial	.715	10
Resignation	.849	10
Resilience	.761	11
Acceptance	.765	7
Challenges	.766	6

Agentic Characteristics (female)	.844	7
Relationship-Oriented Leadership (female)	.706	10
Task-oriented leadership (female)	.850	10
Transformational Leadership (female)	.733	13
Agentic Characteristics (Male)	.707	7
Relationship-Oriented Leaderships (Male)	.793	10
Task-oriented leadership (Male)	.865	10
Transformational Leadership (Male)	.735	13

Source: Field work, 2015

The study had three main sections on the research instrument addressing the objectives. The first section considered the Glass ceiling effect. This had four latent variables measuring it, namely, Denial, Resignation, Resilience and Acceptance. The second aspect looked at the challenges in position face. The last section considered the various stereotypes on women aiming for top management positions. This had also had four latent variables, namely, Agentic characteristics, Relationship-oriented leaderships, Task-oriented leadership and Transformational leadership.

However, the respondents were to respond to each of the items under these variables twice, one for males and one for females.

As indicated earlier, for a dimension to be accepted as reliable, it must have an alpha value of equal or more than 0.7. The results in table 4.2 show that, all the latent variables were reliable for further analysis. This was concluded because the alpha value of all variables were greater than 0.7 (the minimum acceptable alpha).

Validity can be explained as how correct the sample and data collected from a particular study are and can ensure consistency in outcome if another researcher conducts the same study with the same data and sample (Babbie & Mouton, 2001).

3.9 Ethics

Since it is a moral requirement to observe the rights of respondents it is prudent therefore the exercise discreet and confidentiality (Streubert Specziale & Carpenter 2003). Hence the researcher formally informed the management of the company about her intention to use the company for her research. The researcher was asked to provide a letter detailing how data was to be collected in the organisation. Also a copy of the questionnaire was given to management for approval. The respondents were briefed on the topic as well as the sections in the questionnaire and how to answer them.

Respondents were given the assurance of confidentiality and anonymity. Thus the identities of respondents were to be kept unknown to everybody including the researcher. This was possible as the questionnaires did not require the names and departments of the respondents (Ticehurst and Veal, 2000).

Questionnaires were distributed to all managers (both male and female), their deputies (both male and female) and all other subordinates (Both male and female) to enable the researcher to have varied views on the topic for the study.

3.10 Organisational profile

Sekyere Rural Bank Limited is a public liability limited company. Majority of the shareholders are from the communities that the bank serve; namely, Jamasi, Agona,

Dawu/Tabre, Boanim/Amenase/Dawu, Mampong, Ahwiaa, Kronom, Afrancho, Abuohia and other notable towns and villages in the Sekyere South, Kwabre East and Afigya Kwabre Districts.

The bank was commissioned in 1983 at Jamasi, in the Ashanti Region. The bank was licensed under the Banking Law to operate the business of banking in 1984. Operating from the Head office at Jamasi, the bank has (9) nine branches. The vision of the bank is “to be a Rural Bank of Choice, recognised locally, internationally and offering valued service to our esteemed clients”.

The Mission of the bank is “to be a unique bank in the rural and peri-urban areas, propelled by a motivated workforce, customised products and build better quality banking services than our competitors; give value to our shareholders and to be seen as a vehicle for development in Ghana”.

The products and services rendered by the bank include Savings Accounts, Current account, fixed deposit, Apex money transfers, Western Union, Money Gram, Bronya Anidaso, Medaakye, safe custody of items, commercial loans, Salary loans, overdraft, Car Loan.

3.11 Case Selection

Sekyere Rural Bank Limited was chosen as case for the research because of the high number of females working for the organisation and also to find out if the women were able to exhibit their full potentials and not being marginalised.

Another reason for the case selection was to find out if there is any truth in the assertion that women are often marginalised in the job environment (Bobbitt-Zeher, 2011; Cha, 2013) and to find out if it exists in current times.

It was also to find out if the perception that men and women have different leadership traits ; it is believed that men exhibit the desire for power and status whilst women would want to perform excellently and pay back their dues by helping the organisation achieve its objectives (Bogg, 2011)



CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

The study sought to investigate into the challenges faced by women in leadership positions using Sekyere Rural Bank Limited as a case study. The researcher administered questionnaires to 150 staff from all branches of the bank. However, 135 questionnaires were received and used in the analysis, giving a response rate of 86.67%. One sample t-test, two sample t-test, mean, standard deviation, multiple linear regression and percentages were used to generate meaningful information from the data. This analysis was done with the aid of SPSS (v.17).

4.2 Demographics of the Respondents

The demographics used in this study were, gender, level of education, age of respondents, position and the number of years served in the bank. Demographic variables are independent variables by definition because they cannot be manipulated. Demographic information provides data regarding research participants and is necessary for the determination of whether the individuals in a particular study are a representative sample of the target population for generalization purposes. Demographic information describes the study sample, and demographic variables also can be explored for their moderating effect on dependent variables.

Table 4.1 Demographics

Demographics	Responses	Frequencies (N)	Percentage (%)
Gender	Male	77	57.0
	Female	58	43.0
	<i>Total</i>	<i>135</i>	<i>100.0</i>

Age	20-30yrs	70	51.9
	31-40yrs	40	29.6
	41-50yrs	16	11.9
	51-60yrs	8	5.9
	Above 60yrs	1	.7
	<i>Total</i>	<i>135</i>	<i>100.0</i>
Education	Masters	21	15.6
	Degree	51	37.8
	HND	23	17.0
	Others	40	29.6
	<i>Total</i>	<i>135</i>	<i>100.0</i>
Employment status	Full time	91	67.4
	Part time	20	14.8
	Contract	24	17.8
	<i>Total</i>	<i>135</i>	<i>100.0</i>
Years of engagement	less than 1yr	35	25.9
	1-5yrs	49	36.3
	6-10yrs	25	18.5
	11-15yrs	17	12.6
	16-20yrs	8	5.9
	Above 20yrs	1	.7
	<i>Total</i>	<i>135</i>	<i>100.0</i>
Position	Management	45	31.3
	Nonmanagement	90	66.7
	<i>Total</i>	<i>135</i>	<i>100.0</i>
Gender of immediate supervisor	Male	90	66.7
	Female	45	33.3
	<i>Total</i>	<i>135</i>	<i>100.0</i>
Experience of female supervisor	Yes	92	68.1
	No	43	31.9
	<i>Total</i>	<i>135</i>	<i>100.0</i>

Source: Field work, 2015

4.2.1 Gender of respondents

The gender distribution indicates that, the male and female respondents were fairly distributed. The male respondents were 57% in all, and the females were 43%. Since

the difference was not so wide, the responses of the respondents could actually be considered as representing the male and female population of the bank as indicated on table 4.1.

4.2.2 Age of respondents

From table 4.1, the age distribution shows that, 51.9% of the respondents were aged 20-30 years, 29% aged 31-40 years, 11.9% aged 41-50 years, 5.9% aged 51-60 years, and 0.7% aged above 60 years. The distribution showed a youthful workforce at Sekyere Rural Bank Limited.

4.2.3 Educational levels of respondents

The percentages on the employees' educational level indicates that, 15.6% were Master's degree holders, 37.8% were First degree holders, 17% were HND (Diploma) holders. Other professional certificate holders were 29.6%. In terms of educational qualification, it could be said that the bank had quality staff. A combined score of 53.4% of the staff possessed first or second degree as indicated on Table 4.1.

4.2.4 Employment status of employees

The employment status of respondents indicates that, the majority were fully employed with the bank. 67.4% of the respondents were full time employees, 14.8% were part time employees and 17.8% were contract staff as on Table 4.1.

4.2.5 Number of years of engagement

For the number of years of engagement, 25.9% had been engaged for more less than a year, 36.3% engaged for about 1 to 5 years, 18.5% engaged for 6 to 10 years, 12.6% engaged for 11 to 15 years, 9.9% engaged for 16 to 20 years, and 0.7% engaged for more than 20 years. It could be inferred that about 74% of the respondents have had at

least 1 year of experience with the bank. This would make them provide a more reliable information to towards the study as on table 4.1.

4.2.6 Position of respondents

The majority of the respondents were non-managers. The analysis indicated that, 31.3% of the respondents were management members, and 66.7% were nonmanagement members.

4.2.7 Gender of immediate supervisor/experience of female supervisor

The respondents were asked if they had ever experienced the supervision of a female, of worked directly under a female supervisor, 68.1% of the respondents replied 'yes'. The minority 31.9% responded in the negative. Notwithstanding this, 66.7 % of the respondents indicated their current supervisor was a male, with 33.3% of the respondents' supervisors being females. This shows that, currently, the male supervisors at the Sekyere Rural Bank Limited dominated over the females.

4.3 Correlation among variables in the study

To assess the effects of stereotyping on glass ceiling, the researcher did a correlation on the variables which included denial, resignation, resilience, acceptance, challenges, agentic, Relationship oriented, task – oriented and transformational leadership characteristics and these were the results as depicted in the table 4.12 below.

2	3	4	5	6
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WU SANE NO

	Sig. (2-tailed)	.043	.508	.787	.293	.034	.177	.000	.000	.000	.147	
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*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Study, 2015



In interpreting correlation values, any value of $+0$ to 0.3 was considered as weak, $+0.3$ to 0.7 was considered as moderate, and any value of $+0.7$ to 1 is considered as strong. Positive correlation value means variables move in same direction, and negative correlation means variables move in inverse (opposite) direction. The correlation matrix presented in table 4.12 indicates that Denial had a weak positive relationship with Resignation and Resilience. Denial also had a significant but weak and positive relationship with Acceptance and Agentic characteristics. There were significant relationship between all the variables and glass ceiling. The correlation figures ranged between 0.02 and 0.724 .

This signifies that glass ceiling was present at Sekyere Rural Bank Limited but women are still able to sail through when they themselves are able to adopt behaviours such as a blend of traits that are acceptable by the organisation.

4.4 Exploration of Glass Ceiling Effects on Women in Leadership Positions

As part of the objectives of this study, the research sought to explore glass ceiling at Sekyere Rural Bank. To analyse this, means, standard deviations and one sample ttest were employed. The findings are presented in tables 4.2 to 4.7. The mean represents the average of the responses, and the standard deviation represents how dispersed the results are about the mean score. The one sample t-test was used to ascertain the relative significance of the observed variables measuring the latent variables. For a single sample test, the hypothesis was set as: $H_0: U < U_0$ and $H_a: U = \text{or} > U_0$. With H_0 representing the null hypothesis, H_a representing the alternative hypothesis and U_0 representing the test value (in this case 3.5). The mean ranking of each item was compiled to in order to articulate the decisions that the respondents expressed.

The Likert scale was, 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree. Under this section, the lower ratings of 5 and 4 were chosen for the rating scale as strongly agree and agree respectively while the U_0 was set at 3.5, with 95% as the significance level in accordance with the antecedent.

The Glass ceiling is a barrier that is usually not seen but still exist to prevent women from reaching senior positions within organisations (Brewis and Linstead, 1999). These ceiling prevent the upwards movement of women in organisations. (Burgess and Tharenon, 2002) it can only be seen by those whose careers are one way or the other affected by it (Auster, 1993). This section considers the various glass ceilings dimensions namely, Denial, Resignation, Resilience, and Acceptance.

4.4.1 Denial as a dimension of Glass ceiling

One of the dimensions of glass ceiling covered in this research was denial. According to the oxford dictionary, denial is the refusal of an individual to accept a situation that he or she cannot associate with, the means and standard deviations with the t-test results are presented in the table 4.2 below,

Table 4.2 Denial

Denial	<i>Test Value = 3.5</i>			
	Mean	Std. Deviation	<i>T</i>	<i>Sig. (2-tailed)</i>
Women who have a strong commitment to their careers can go right to the top	4.21	.856	9.602	.000
Women have reached the top in all areas of business and politics	4.15	.943	7.990	.000
Women in senior positions face frequent putdowns of being too soft or too hard	4.13	.958	7.595	.000

It will take decades for women to reach equality with men in high level management positions	4.11	1.077	6.595	.000
Women leaders are seldom given full credit for their successes	4.05	1.053	6.088	.000
Even Women with many skills and qualifications fail to be recognised for promotions	3.99	1.133	4.976	.000
Women starting careers today will face sexist barriers	3.96	1.177	4.496	.000
Talented women are able to overcome sexist discrimination	3.79	1.187	2.792	.006
Women face no barriers to promotions in most organisations	3.75	1.201	2.400	.018
Women and men have to overcome the same problems at the workplace	3.73	1.290	2.035	.044

Source: Field work, 2015

There were ten observed variables measuring the latent variable Denial. The respondents responded positively to all the items. The p-values associated the t-test scores were also statistically significant at 0.05.

The staff sampled for study indicated that women who have a strong commitment to their careers can go right to the top. In other word, women who are determined to go to the top, actually gets there. The mean score was 4.21, approximately 4 (agree). The staff further agreed that women have reached the top in all areas of business and politics. This is so, however, the number of women in top positions is usually few.

It was also agreed that, women in senior positions face frequent putdowns of being too soft or too hard. For this reason, it was also agreed that, it will take decades for women to reach equality with men in high level management positions. Women leaders are also seldom given full credit for their successes. The analysis suggests that, men leaders are usually praised for their achievements and successes, unlike the females.

It was further agreed that women with many skills and qualifications fail to be recognised for promotions. (Philips and Imhoff, 1997) indicated that, a challenge faced by women along the career path making it impossible to achieve the necessary recognition associated with their performances is that they are not promoted to senior positions. This is further compounded by sexist barriers. Women starting careers today will face sexist barriers. However, it was also agreed that, talented women are able to overcome sexist discrimination.

The items responded to under the latent variable Denial indicates a mixed response. Whiles respondents agreed there exist some form of denial or discrimination against women occupying high positions in the organization; they also agreed women face no barriers to promotions in most organisations. And finally, it was agreed that women and men have to overcome the same problems at the workplace. Emory (2008) identified that women themselves are not able to identify and give recognition to themselves for their skills and abilities, and therefore give up easily to the mounting pressures of stereotype, prejudice and discrimination. According to Jain and Mukherji (2010), women and men have a particular behaviour or attitude that they usually put up, part of this is the general belief that women are humble, weak, and unable to make tough decisions.

4.4.2 Resignation as a dimension of Glass ceiling

One of the dimensions of glass ceiling covered in this research was resignation. Accordingly to the Merriam-Webster dictionary is the process where an employee submits a letter to her employers stating the vacation of a position or job. the Resignation is the means and standard deviations with the t-test results are presented in the table 4.3 below,

Table 4.3 Resignation

Resignation	<i>Test Value = 3.5</i>			
	Mean	Std. Deviation	T	Sig. (2-tailed)
Women executives are very uncomfortable when they have to criticise members of their teams.	4.43	.708	15.266	.000
Women leaders suffer more emotional pain than men when there is crises within their teams	4.25	.808	10.814	.000
Women are more likely to be hurt than men when they take big risks necessary for corporate success.	3.44	1.041	-.620	.536
Women know that work does not provide the best source of happiness in life.	3.34	1.223	-1.513	.133
If women achieve promotions they might be accused of offering sexual favours.	3.27	1.198	-2.263	.025
Jealousy from co-workers prevents women from seeking promotions	3.09	1.181	-4.044	.000
Even very successful women can quickly lose their confidence	3.04	1.212	-4.439	.000
Women believe they have to make too many compromises to gain highly paid positions.	3.01	1.191	-4.735	.000
Being in the limelight crease many problems for women	2.96	1.113	-5.587	.000
Smart women avoid careers that involve intense competition with colleagues.	2.81	1.204	-6.610	.000

Source: Field work, 2015

Just as Denial, ten observed variables were used to measure the Resignation dimension.

Only 2 out of the 10 items were responded to positively. The mean scores of these two variables were approximately agree, the t-score were all statistically significant at 0.05.

From the analysis presented in table 4.3, it was agreed that women executives are very uncomfortable when they have to criticise members of their teams; and women leaders suffer more emotional pain than men when there is crises within their teams. This causes

them to resign or not effort to climb the ladder to the top in an organization. Women sometimes are not able to motivate themselves for opportunities when they come; this attitude therefore makes them unfit for demanding roles that will give them the chance to rise to the top (Emory, 2008). Male mentors tend to be resist to mentoring a woman because they perceive women as more emotional than men (Hanson, 2008).

The staff were indifferent that women are more likely to be hurt than men when they take big risks necessary for corporate success; and women know that work does not provide the best source of happiness in life. However, this wasn't statistically significant at 0/05, and was subsequently rejected.

Respondents also were indifferent that if women achieve promotions they might be accused of offering sexual favours; jealousy from co-workers prevents women from seeking promotions; even very successful women can quickly lose their confidence; women believe they have to make too many compromises to gain highly paid positions; being in the limelight create many problems for women; and smart women avoid careers that involve intense competition with colleagues. These items were all statistically significant at 0.05.

4.4.3 Resilience as a dimension of Glass ceiling

One of the dimensions of glass ceiling covered in this research was resilience. As defined by the free dictionary, is the ability to bounce back after frustrations and develop skills and abilities for future adversities, the means and standard deviations with the t-test results are presented in the table 4.4 below,

Table 4.4 Resilience

Resilience	<i>Test Value = 3.5</i>
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	Mean	Std. Deviation	<i>T</i>	<i>Sig.</i> (2-tailed)
The support of a mentor greatly increases the success of a woman in any organization	3.83	.902	4.245	.000
A supportive spouse/partner or close friend makes it easier for a woman to achieve success in her career.	3.80	.953	3.659	.000
Networking is a smart way for women to increase the chances of career success.	3.71	1.099	2.233	.027
Successful organisations seek and want to retain talented female staff	3.70	.892	2.558	.012
When women are given opportunities to lead they do effective jobs	3.67	1.006	2.010	.046
Higher education qualifications will help women overcome discrimination	3.59	1.174	.917	.361
Women are capable of making critical leadership decisions	3.55	1.020	.548	.584
Women's nurturing skills help them to be successful leaders	3.55	.928	.603	.548
Daughters of successful mothers are inspired to overcome sexist hurdles	3.50	1.177	-.037	.971
The more women seek senior positions, the easier it will be for those who follow	3.39	1.191	-1.120	.265
Women have the strength to overcome discrimination	3.37	1.077	-1.398	.164

Source: Field work, 2015

There were 11 observed items used in measuring the dimension of Resilience. Out of which 9 were responded to positively by the staff sampled. However, 6 of the items in all were found to be statistically insignificant at 0.05.

It was realized from the analysis that, the support of a mentor greatly increases the success of a woman in any organization. This was however contrary the findings of Hanson (2008), who indicated that, male mentors tend to be resist to mentoring a woman because they perceive women as more emotional than men (Hanson, 2008).

It has generally been the assertion that working mothers have their attention mostly divided by their families and work, and therefore should not be given demanding roles

at work or promoted (Hoobler et al., 2010). However, from the current study it was agreed that, a supportive spouse/partner or close friend makes it easier for a woman to achieve success in her career. Networking was also identified as a smart way for women to increase the chances of career success. Successful organisations seek and want to retain talented female staff. It was further agreed that, when women are given opportunities to lead they do effective jobs. All these items were statistically significant at 0.05.

Education was found as the panacea for ladies in overcoming workplace discrimination. The study found out that, higher educational qualifications will help women overcome discrimination. It was agreed that women are capable of making critical leadership decisions. Even though this was statistically insignificant at 0.05, it was contrary to findings of Jogulu and wood (2006) and Envick (2008), who stated that, women from time past have been associated with the fact that they have lacked leadership skills, and aggressiveness to succeed. It was also agreed that, women's nurturing skills help them to be successful leaders; and daughters of successful mothers are inspired to overcome sexist hurdles. The respondents were indifferent that, the more women seek senior positions, the easier it will be for those who follow; and women have the strength to overcome discrimination. These items were all however not statistical significant.

4.4.4 Acceptance as a dimension of Glass ceiling

One of the dimensions of glass ceiling covered in this research was Acceptance. Acceptance is the process of receiving favourable reception or recognition from employers or fellow employees (adapted from dictionary.com) the means and standard deviations with the t-test results are presented in the table 4.5 below,

Table 4.5 Acceptance

Acceptance	<i>Test Value = 3.5</i>			
	Mean	Std. Deviation	<i>T</i>	<i>Sig. (2-tailed)</i>
Women prefer a balance life more than gaining highly paid careers.	3.76	1.045	2.923	.004
Motherhood is more important to most women than career development	3.68	1.056	1.998	.048
Women commonly reject career advancement as they are keener to maintain a role raising children.	3.61	1.133	1.178	.241
Women have the same desire for power as men do	3.59	1.149	.862	.390
Women reject the need to work incredibly long hours	3.50	1.132	.038	.970
Women are less concerned about promotions than men are	3.49	1.145	-.113	.910
Women are just as ambitious in their careers as men	3.35	1.184	-1.459	.147

Source: Field work, 2015

There were 7 items used to measure the latent variable Acceptance. Out of these items, there was a positive response towards 5, with a mean score of approximately 4 (agree). However, only the first two items presented in Table 4 was statistically significant at 0.05. The study indicated that, women prefer a balance life more than gaining highly paid careers. It was also agreed that motherhood is more important to most women than career development. It has generally been the assertion that working mothers have their attention

mostly divided by their families and work and therefore should not be given demanding roles at work or promoted (Hoobler et al., 2010).

Although not statistically significant at 0.05, it was agreed that women commonly reject career advancement as they are keener to maintain a role raising children; women have the same desire for power as men do; women reject the need to work incredibly long hours.

The staff sampled were indifferent that women are less concerned about promotions than men are; and women are just as ambitious in their careers as men. The t-score of these items were also not statistically significant at 0.05.

Below is a summary of the combined glass ceiling factors. From table 4.6, Acceptance was not statistically significant at 0.05. And Resignation also had a mean score of lower than the test value, although it was statistically significant. Denial had the highest mean, followed by Resilience, Acceptance, and Resignation. The t-score of the combined factors was also statistically significant at 0.05, with a mean score of approximately 4 (agree).

Table 4.6 Glass ceiling effects

Glass Ceiling	<i>Test Value = 3.5</i>			
	Mean	Std. Deviation	T	Sig. (2-tailed)
Denial	3.98	.438	12.863	.000
Resilience	3.60	.567	2.147	.034
Acceptance	3.57	.648	1.239	.217
Resignation	3.37	.488	-3.206	.002

<i>Glass ceiling (Combined factors)</i>	<i>3.65</i>	<i>.350</i>	<i>4.966</i>	<i>.000</i>
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Source: Field work, 2015

4.5 Gender Perspective on Stereotypes on Women Leaders

This aspect of the study sought to assess the difference in gender perspective on Stereotypes on women leaders in the areas of agentic characteristics, relationship-oriented leadership, task oriented leadership and transformational leadership. The respondents were asked to rate women and men on various aspects of these four leadership qualities on a scale from 1 (not characteristic of women) to 5 (characteristic of women).

The average of all the ratings of the various aspects of the qualities were taken and used as the overall measures of the characteristics. For example, to measure agentic characteristics, respondents were asked to rate aggression, ambitious, analytical ability, assertive, dominant, forceful and self-confident. The average ratings of these seven qualities were taken and the result used to proxy the respondents' perception about women leaders' agentic characteristics. The characteristics of relationship-oriented leadership, task-oriented leadership and transformational leadership were measured analogously.

The questionnaire also collected information on the gender of respondents and using this information, the study wished to compare the perception of male and female respondents on women having agentic characteristics, being relationship-oriented leaders, being task-oriented leaders and transformational leaders. That the gender of the respondents influences his or her perception of women in relation to these qualities.

To answer this question, a two sample t-test was conducted to statistically compare the average perception of both genders over these qualities. If there is a statistically significant difference in the average perception about women over these qualities, then we can conclude that, gender impact on perception about women leadership qualities.

Before conducting the t-test, the study examine the normality of the average perceptions to ensure that, they were approximately normally distributed as this is a major assumption about the data used for t-tests. The Shapiro Wilk's test was used to check the normality of the qualities. Table 4.8 below presents the normality test results. The Shapiro Wilk's test, tests the null hypothesis that the data comes from a normal distribution. Thus we expect the p-value to be higher than 0.05 if the qualities are approximately normally distributed.

Table 4.8 Shapiro Wilk's Normality Test Results

Variables	Test Statistic	P-value
Agentic Characteristics	0.982	0.084
Relationship-Oriented Leadership	0.971	0.063
Task-oriented leadership	0.968	0.103
Transformational Leadership	0.984	0.143

Source: Field work, 2015

Before comparing the average perception of male and female respondents, the study first performed one sample test to decide whether regardless of gender, women leaders are perceived to possess agentic characteristics, perceived to be relationship oriented, perceived to be task oriented and perceived to be transformational leaders. If the

average perceptions of these qualities are found to be statistically higher than 3 it means women were perceived to possess all these qualities.

Table 4.9 One sample t-test results

Variable	Mean	Test Value	t	P-value
Agentic Characteristics	3.25481	3	5.782	0.000
Relationship-Oriented Leadership	3.62148	3	15.18	0.000
Task-oriented leadership	3.31851	3	5.043	0.000
Transformational Leadership	3.12074	3	2.045	0.042

Source: Field work, 2015

Table 4.9 presents the one sample t-test results for which the test value was 3. The results found all the test statistics to be statistically significant as their p-values were all less than 0.05. This suggests that, the respondents believed women leaders possess agentic characteristics. This finding agrees with assertions by Eagly and Carli (2007) and Goodwin and Friske, (2001) who indicated in their studies that women leader's exhibit agentic leadership style stereotype. The results however contradict the assertion by Kiamba (2008) who asserted that women leaders are perceived to be submissive.

The result also suggests that, the respondents perceived female leaders to be relationship oriented and task oriented. The result also found female leaders to be transformational leaders as the average perception was found to be statistically higher than 3. The results found in this study also contradicts the assertion by Ryan et al. (2001) and Schein (1973) that appointment of women to risky positions only serve as a means of preventing women from reaching the top because it only confirms the fact that women are failures and should not be given the opportunity to be in managerial positions. The study results

showed that, respondents perceived female respondents to relationship oriented, task oriented, and transformational leaders and exhibit the agentic style of leadership.

Table 4.10 presents the two sample t-test that compares the average perception of male and female respondents. The results suggest that, the scores for agentic characteristics, relationship-oriented leadership, task-oriented leadership and transformational leadership were all approximately normally distributed as their p-values were higher than the 0.05. In other words, the data were taken from a normally distributed population. Given that the normality assumption has been met, the two sample independent t-test was conducted and the results reported in Table 4.10

Table 4.10 Two Sample t-test Results

VARIABLE	Average		t-test	
	Male	Female	T	P-value
Agentic Characteristics	3.2935	3.2034	-0.9988	0.3199
Relationship-Oriented Leadership	3.5779	3.6793	1.2279	0.2218
Task-oriented leadership	3.1441	3.5500	3.2275	0.0016
Transformational Leadership	2.9805	3.3068	2.8016	0.0059

Source: Field work, 2015

The results as shown Table 4.10 indicated an average male perception of agentic characteristics of women to be 3.2935 while female average perception of women agentic characteristics was 3.20. The t-test results showed an insignificant t – statistic of -0.9988 given that the p-value was higher than 0.05. The results suggest that, the

average perception of male respondents about the agentic characteristics of female leaders was not statistically different from the average perception of female respondents about the agentic characteristics of women leaders. The result indicates that, perception of agentic characteristics of female leaders does not depend on gender.

The second t-test compares the average perception about women being relationship oriented leaders. The perception of male respondents was 3.5779 while that of female respondents was 3.6793, the t-statistic was not statistically significant ($p\text{-value} = 0.2218 > 0.05$). This also suggests that, gender of the respondents does not influence their perception about women leaders being relationship oriented.

Furthermore, the study compares perception about women leaders being task oriented for male and female respondents. The results as indicated above showed that, the t-statistic of 3.2275 was statistically significant at the 5 percent level of significance ($p\text{-value} = 0.0016 < 0.05$). The average perception of male respondents was 3.1441, which was lower than the female respondents' average perception of 3.55. The results suggest that, female respondents believed women to be more task oriented than male respondents.

The final t-test compares the perception of women leaders being transformational leaders of male and female respondents. The average perception for male respondents was 2.9805 while the average perception of female respondents was 3.3068. The t-test results result was found to be statistically significant at the five percent level of significance as the p-value of 0.0059 was less than 0.05. The results suggest that, on average female respondents perceived women leaders to be transformational leaders than men did.

The results therefore suggest that perception about women leader possessing agentic characteristics such as aggression, ambitious, assertive, dominant and forceful does not depend on the gender. The study also found that, the respondents' perception about women leaders being relationship-oriented did not depend on their gender. The study however found gender of the respondents to influence their perception about women leaders being task oriented and transformational leaders. Female respondents thought women leaders were more task oriented and transformational leaders than male respondents thought. These results have agreed with the findings of De Groot (2008) who found evidence to suggest that male perception about female leaders might be lower and therefore hinder women being appointed into leadership positions. It however disagree with Marvin (2008) and Ellemers et al. (2004) who believed women are their own enemy.

4.6 Challenges Women in Leadership Positions Face

Kamba (2008) cited that the African culture favours men and requires that women submit to men. At times where women try to lead, they are considered as too aggressive and the society refuses to accept them. This creates the atmosphere where women are denied the opportunity to management positions. This study looked at some challenges women in leadership positions face, and the results presented in table 4.7 below.

Table 4.7 Challenges women in leadership positions face

Challenges	Test Value = 3.5
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	Mean	Std. Deviation	T	Sig. (2-tailed)
Women managers have their work judged more critically than do men managers	3.98	.973	5.704	.000
Compared to male managers, female managers are often uncomfortable in taking credit for their successes	3.98	1.156	4.804	.000
Compared to male managers, female managers must continually prove themselves	3.71	1.145	2.142	.034
Women managers have to perform much better than male managers in order to succeed	3.69	1.089	2.015	.046
Women managers have their ideas challenged more often than do managerial men	3.50	1.126	-.038	.970
Women managers must behave in a typically “masculine” way in order to be taken seriously	3.50	1.227	-.035	.972
<i>Challenge (combined factors)</i>	3.72	.687	3.802	.000

Source: Field work, 2015

Under the challenges faced by women in position, 6 observed items were used. Out of which the last two presented in table 4.7 were not statistically significant at 0.05.

Respondents however, agreed to all the items under this section, with a mean scores of approximately 4 (agree).

It was agreed that, women managers have their work judged more critically than do men managers. Compared to male managers, female managers are often uncomfortable in taking credit for their successes; compared to male managers, female managers must continually prove themselves; and women managers have to perform much better than male managers in order to succeed. These challenges identified are in line with Skelly and Johnson (2011). They stated that, the society expects so much from women managers based on their gender and their own beliefs about gender in general, unfortunately or fortunately these expectation are carried into the organisational settings.

It was also agreed that, women managers have their ideas challenged more often than do managerial men; and women managers must behave in a typically “masculine” way in order to be taken seriously. These were not statistically significant at 0.05. Although this were not significant, they were in line with Eagly and Johnson (1990). They stated that, due to the perception about women, for them to be recognised and promoted to managerial position like their male counterparts, they tend to display inherent features of males in order to be accepted and recognised in their organisations and to qualify for available opportunities.

The mean score of the combined challenge factors was approximately 4 (agree), and was statistically significant at 0.05.

4.7 Effects of Stereotyping on Glass Ceiling

As part of the objectives of the study, the researcher sought to ascertain the effect of Stereotyping on Glass ceiling. The study used four observed dimensions to represent stereotyping, namely, Agentic characteristics, Relationship-oriented leadership, Taskoriented leadership, and Transformational leadership. For dependent variable (glass ceiling), all dimensions were summed to represent as one. Table 4.11 below shows the regression output.

Table 4.11 Regression equation to explain the effect of effects of stereotyping on glass ceiling

Independent Variables	B	t	Sig.	R	R Square
(Constant)	3.417	11.131	.000	.372	.138
Agentic Characteristics	.132	2.171	.032		
Relationship-Oriented Leadership	.056	.845	.400		
Task-oriented leadership	-.149	-3.071	.003		
Transformational Leadership	.029	.597	.552		

a. **Dependent Variable:** Glass ceiling

Source: Field work, 2015

Note:

R represents the correlation or relationship between the dependent and the independent variables

R² represents how much of the dependent variable can be explained by the independent variables.

B represents the coefficients of the independent variables.

Sig. represents the statistical significance level of the model (the acceptable level of significance for this research was 0.05).

The output presented in table 4.11 indicates that Stereotype had a positive relationship with Glass ceiling. This indicates that, the more stereotyped females are, the higher the glass ceiling effect. The correlation (R) value was +0.372. This value indicates a moderate relationship among variables. As a rule of thumb, any correlation value

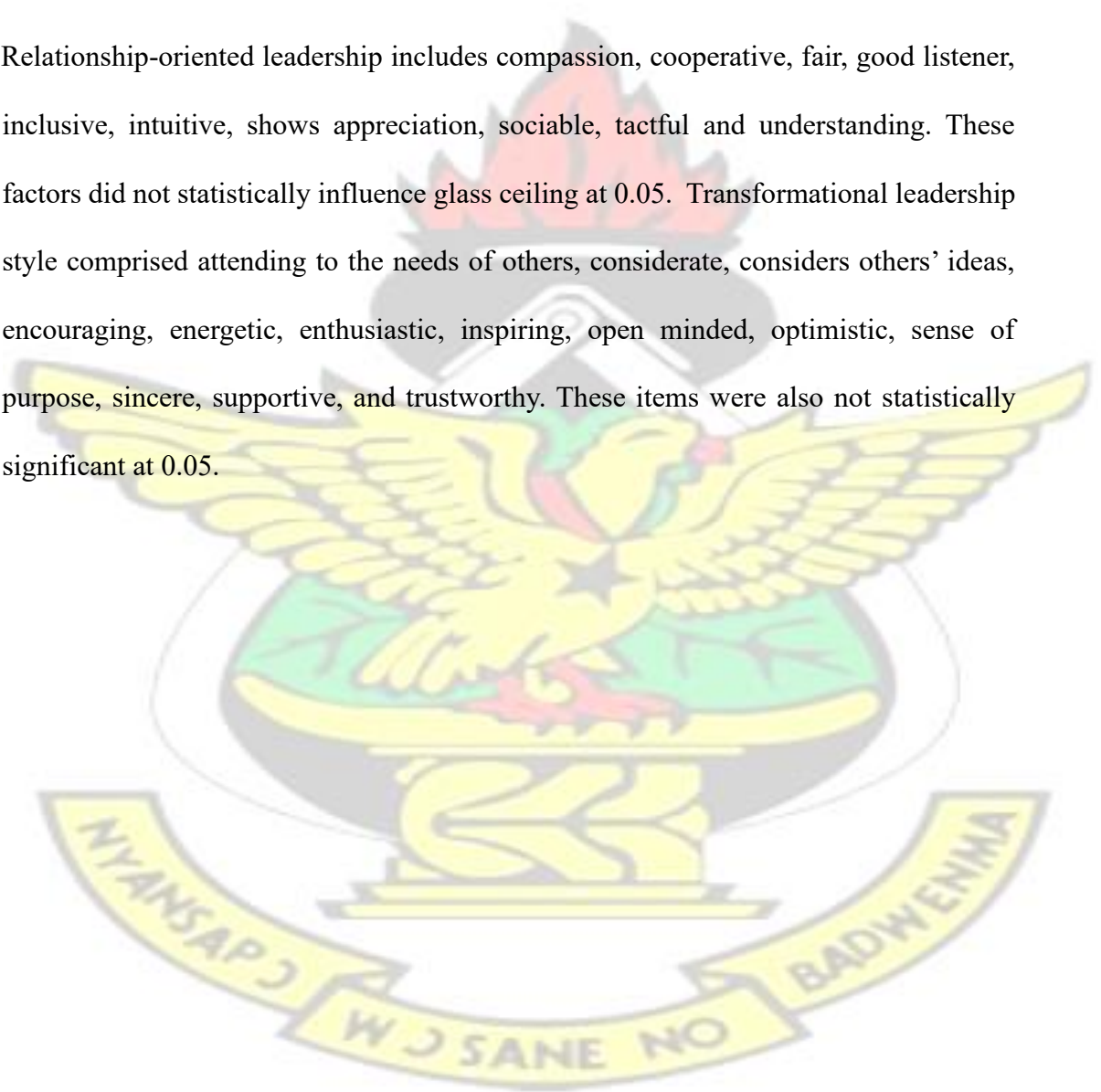
between $\pm .3$ to $.7$ was considered moderate. The r^2 value of $.138$ indicates that, 13.8% of the changes that occur in Glass ceiling effect could be explained by the independent variables (dimensions of stereotype). From the regression output, two of the factors were statistically significant at 0.05 . That is, Agentic characteristics, and Task-oriented leadership. The others were not significant.

The coefficient of Agentic characteristics was $+.132$. The positive value suggests that, the more females are seen as being aggression, ambitious, analytical ability, assertive, dominant, forceful, and self-confident, the more the challenges that make it difficult for women to achieve organisational success (glass ceiling). This current result explain why Eagly et al. (2003) stated that, men usually prefer this Agentic leadership styles, thus this leadership concern basically with winning by all means and thus the leader is not particular about the well-being of subordinates. Females who are seen to possess such leadership characteristics are therefore marginalised, because it is believed those characteristics are for males not females. Helman et al., (1998) in his work said that although some women may exhibit masculine traits such as being forceful, determined or persuasive which are stereotyped as being a man's attribute and not acceptable. Therefore although women may show traits of being skilful and able to handle any task, they will still not be promoted to positions usually occupied by men because it is believed that they do not fit or are not suitable (Rudman & Glick, 2001).

Task-oriented leadership style had a coefficient of $-.149$. This is negative, and means that the more females are seen to be competent, competitive, decisive, independent, industrious, intelligent, logical, objective, skilled in business matters, and speedy recovery from emotional disturbances, the lesser the glass ceiling effect, and the vice versa. This study confirms that of Heilman and Okimoto (2007), who stated that women

should develop the ability to prepare themselves for future opportunities, because they would be given when they deserve it. However, it was contrary to Rudman and Phelan (2008) who also stated that, women who show these above traits receive the backlash of even their fellow women hence making it difficult to them for strive to achieve success. And explained further that this puts women in a challenging situation both socially and economically.

Relationship-oriented leadership includes compassion, cooperative, fair, good listener, inclusive, intuitive, shows appreciation, sociable, tactful and understanding. These factors did not statistically influence glass ceiling at 0.05. Transformational leadership style comprised attending to the needs of others, considerate, considers others' ideas, encouraging, energetic, enthusiastic, inspiring, open minded, optimistic, sense of purpose, sincere, supportive, and trustworthy. These items were also not statistically significant at 0.05.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section summarizes the key findings as per the objectives, made conclusions, made some recommendations, and finally recommended an area for further studies. The study covered 57% male and 43% females with the educational background of 15.6% having Masters Degrees, 37.8 first degrees, 17% Higher National Diploma and 29.6% having other qualifications. The employment status of respondents also covered full time, part time and contract was 67.4%, 14.8% and 17.8% respectively, various positions was also 31.3% for management and 66.7% for non- management. The gender of immediate supervisor of respondents was also 66.7% for males and 33.3% for females and experience of having worked with a female supervisor was also 68.1% for males and 31.9% for females

5.2 Summary of Findings

The summary as per the objectives are as follows;

5.2.1 Exploration of Glass ceiling effects on women in leadership positions There were four broad latent variables that represented the glass ceilings, namely, Denial, Resignation, Resilience, and Acceptance.

Under the Denial, it was found out that, women in senior positions face frequent putdowns of being too soft or too hard; it will take decades for women to reach equality with men in high level management positions; women leaders are seldom given full credit for their successes; even women with many skills and qualifications fail to be recognised for promotions; and women starting careers today will face sexist barriers.

However, it was also agreed that, talented women are able to overcome sexist discrimination; women face no barriers to promotions in most organisations; and women and men have to overcome the same problems at the workplace.

Under Resignation, it was realized that women executives are very uncomfortable when they have to criticise members of their teams; and women leaders suffer more emotional pain than men when there is crises within their teams.

Under the Resilience, the support of a mentor greatly increases the success of a woman in any organization; a supportive spouse/partner or close friend makes it easier for a woman to achieve success in her career; networking is a smart way for women to increase the chances of career success; successful organisations seek and want to retain talented female staff; and when women are given opportunities to lead they do effective jobs.

Finally, the Acceptance dimension of glass ceiling indicates that, women prefer a balanced life more than gaining highly paid careers; and motherhood is more important to most women than career development.

Taking the average mean score, Denial had the highest score, followed by Resilience, Acceptance and Resignation. Overall, the t-score of Glass ceiling was statistically significant at 0.05.

5.2.2 Gender perspective on stereotypes on women leaders

There were four latent variables that represented leadership styles. These were Agentic characteristics, Relationship-oriented leadership, Task-oriented leadership, and Transformational leadership. The respondents were asked to rate women and men on

these four leadership qualities, and their perception towards the females were considered.

Using two sample t-test, the result indicated that, the females' perception about female leadership was better on all the four dimensions, compared to how the male perceived female leadership. The t-value of two out of the four variables were however not statistically significant at 0.05. It could be concluded that male underestimate the leadership potentials of females in an organization.

The result indicates that, perception of argentic characteristics of female leaders does not depend on gender. It was also suggested from the analysis that, gender of the respondents does not influence their perception about women leaders being relationship oriented.

The results suggest that, female respondents believed women to be more task oriented than male respondents. And it was also suggested that, on average female respondents perceived women leaders to be transformational leaders than men did.

5.2.3 Challenges women in leadership positions face

The challenges women in leadership position faced were women managers have their work judged more critically than do men managers; compared to male managers, female managers are often uncomfortable in taking credit for their successes; compared to male managers, female managers must continually prove themselves; and women managers have to perform much better than male managers in order to succeed. The t-value of the average of combined mean score was statistically significant at 0.05.

5.2.4 Effects of Stereotyping on Glass ceilings

The four leadership characteristics were used to run a multiple liners regression analysis on glass ceiling. There was a positive and moderate relationship among the independent variables (female stereotype) and the dependent variable (glass ceiling).

The results indicated that, Relationship-oriented leadership characteristics and Transformational leadership styles were not statistically significantly at influencing glass ceiling.

Agentic characteristics were found to have had a positive and statistically significant effect on female leadership stereotype. This implies that, the higher the stereotype on Agentic characteristics, the more the glass ceiling effect, and the vice versa.

Task-oriented leadership was also found to have had a negative significant effect on glass ceiling. This also implies that, the higher the female stereotype on task-oriented leadership, the lesser the glass ceiling effects, and the vice versa.

5.3 Conclusions

The study sought to investigate into the challenges faced by women in leadership positions using Sekyere Rural Bank Limited as a case study. A thorough review of literature was undertaken to have a better appreciation of the concept under study. After the study, it was concluded that, the perception of argentic characteristics of female leaders does not depend on gender. It was also suggested from the analysis that, gender of the respondents does not influence their perception about women leaders being relationship oriented. Female respondents believed women to be more task oriented than male respondents. And it was also suggested that, on average female respondents perceived women leaders to be transformational leaders than men did. With all the four leadership qualities of women, the females ranked higher than the male did. It could be

concluded that male underestimate the leadership potentials of females in an organization. Relationship-oriented leadership characteristics and transformational leadership styles were not statistically significantly at influencing glass ceiling. Agentic characteristics were found to have had a positive and statistically significant effect on female leadership stereotype. Task-oriented leadership was also found to have had a negative significant effect on glass ceiling. Taking the average mean score of the four dimensions of glass ceiling effects, Denial had the highest score, followed by Resilience, Acceptance and Resignation. Overall, the t-score of Glass ceiling was statistically significant. The challenges women in leadership position faced were, women managers have their work judged more critically than do men managers; compared to male managers, female managers are often uncomfortable in taking credit for their successes; compared to male managers, female managers must continually prove themselves; and women managers have to perform much better than male managers in order to succeed.

5.4 Recommendations

After the study, the following recommendations were made;

One of the challenges identified from the study was that women managers have their work judged more critically than do men managers. This is because it is believed that naturally, women are supposed to serve, and not to be served. All eyes are therefore set on them when any happened to defy odds and get there. It is recommended that, in assigning position or promotion, the individual's capacities and qualities must override that of the gender.

It was also found out that, women managers must behave in a typically "masculine" way in order to be taken seriously. Men are seen as excellent leaders, who are aggressive, analytical,

go – getters and forceful. On the other hand, women are soft, accommodating and family centred, therefore based on societal perceptions, women are not the ideal for leadership positions. This perception must also be dropped, as there are different leadership styles, and there is no one best way of leadership.

Women by nature falling more into the relationship-oriented leadership doesn't make them less effective.

Task-oriented leadership was also found to have had a negative significant effect on glass ceiling. This also implies that, the higher the female stereotype on task-oriented leadership, the lesser the glass ceiling effects, and the vice versa. It was therefore recommended that females must prove to be more competent, competitive, decisive, independent, industrious, intelligent, logical, objective, skilled in business matters, and speedy recovery from emotional disturbances. This would help reduce the glass ceiling effects.

Although the study realized some challenges that fight against women rising to the top, the study also found out that, women who have a strong commitment to their careers can go right to the top. Talented women are able to overcome sexist discrimination, and this is evident in the fact that women have reached the top in all areas of business and politics. Just that they have a lesser ratio compared to men. Females must therefore be encouraged to build up themselves for higher leadership positions.

5.5 Recommendation for Further Studies

The study concentrated on female stereotype and glass ceilings. The analysis however indicated that, both genders faced challenges rising to the top, and only the fittest

survive. It is therefore recommended that, the next study must be expanded to cover mail challenges as well.

5.6 Chapter Conclusion

This chapter summarized all the key findings from the study. The necessary conclusions were drawn, and appropriate recommendations made. The study realized a gap, and therefore made recommendation for further studies.



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APPENDIX

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

KNUST SCHOOL OF BUSINESS

QUESTIONNAIRE

I am a researcher from KNUST undertaking a research on the topic: “THE CHALLENGES OF WOMEN IN LEADERSHIP POSITIONS IN ORGANISATIONS”. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions that follow. The information will be used for academic purposes only hence confidentiality is assured.

1. Gender: Male ☐ Female ☐
2. Age (in years) 20 - 30 ☐ 31 – 40 ☐ 41 – 50 ☐ 51 – 60 ☐ 61 and above ☐
3. Highest level of education
PhD ☐ Master’s Degree ☐ First Degree ☐ HND ☐
Other (specify)
4. Employment Status Full time ☐ Part time ☐ Contract ☐
5. How long have you been working in this organisation?
Less than 1 year ☐ 1-5 ☐ 6-10 ☐ 11-15 ☐ 16-20 ☐
21 and above ☐
6. Current position of respondent: Management ☐ Non-management ☐
7. What is the gender of your immediate superior? Male ☐ Female ☐
8. Have you ever worked for a female boss before? Yes ☐ No ☐

From the statements below please indicate your level of agreement or disagreement the existence of Glass Ceiling in organisations with the following scale:

1= Strongly Disagree	2= Disagree	3= neutral	4= Agree	5= Strongly Agree	
Denial					
Women starting careers today will face sexist barriers	1	2	3	4	5
Women and men have to overcome the same problems at the workplace	1	2	3	4	5
It will take decades for women to reach equality with men in high level management positions	1	2	3	4	5
Even Women with many skills and qualifications fail to be recognised for promotions	1	2	3	4	5
Women have reached the top in all areas of business and politics	1	2	3	4	5
Women face no barriers to promotions in most organisations	1	2	3	4	5
Women leaders are seldom given full credit for their successes	1	2	3	4	5
Women in senior positions face frequent putdowns of being too soft or too hard	1	2	3	4	5
Women who have a strong commitment to their careers can go right to the top	1	2	3	4	5
Talented women are able to overcome sexist discrimination	1	2	3	4	5
Resignation					
Women executives are very uncomfortable when they have to criticise members of their teams.	1	2	3	4	5
Women leaders suffer more emotional pain than men when there is crises within their teams	1	2	3	4	5
Being in the limelight crease many problems for women	1	2	3	4	5
Women are more likely to be hurt than men when they take big risks necessary for corporate success.	1	2	3	4	5
Women believe they have to make too many compromises to gain highly paid positions.	1	2	3	4	5
Jealousy from co-workers prevents women from seeking promotions	1	2	3	4	5
Even very successful women can quickly lose their confidence	1	2	3	4	5

Women know that work does not provide the best source of happiness in life.	1	2	3	4	5
If women achieve promotions they might be accused of offering sexual favours.	1	2	3	4	5
Smart women avoid careers that involve intense competition with colleagues.	1	2	3	4	5
Resilience					
The more women seek senior positions, the easier it will be for those who follow	1	2	3	4	5
Higher education qualifications will help women overcome discrimination	1	2	3	4	5
Women have the strength to overcome discrimination	1	2	3	4	5
When women are given opportunities to lead they do effective jobs	1	2	3	4	5
Daughters of successful mothers are inspired to overcome sexist hurdles	1	2	3	4	5
Women are capable of making critical leadership decisions	1	2	3	4	5
A supportive spouse/partner or close friend makes it easier for a woman to achieve success in her career.	1	2	3	4	5
Successful organisations seek and want to retain talented female staff	1	2	3	4	5
The support of a mentor greatly increases the success of a woman in any organisation	1	2	3	4	5
Women's nurturing skills help them to be successful leaders	1	2	3	4	5
Networking is a smart way for women to increase the chances of career success.	1	2	3	4	5
Acceptance					
Women are just as ambitious in their careers as men	1	2	3	4	5
Women have the same desire for power as men do	1	2	3	4	5
Motherhood is more important to most women than career development	1	2	3	4	5
Women are less concerned about promotions than men are	1	2	3	4	5
Women prefer a balance life more than gaining highly paid careers.	1	2	3	4	5
Women reject the need to work incredibly long hours	1	2	3	4	5
Women commonly reject career advancement as they are keener to maintain a role raising children.	1	2	3	4	5

To identify the various challenges women in organisational leadership positions face in general

1= Strongly Disagree	2= Disagree	3= neutral	4= Agree	5= Strongly Agree	
Women managers have their ideas challenged more often than do managerial men					1 2 3 4 5
Women managers have to perform much better than male managers in order to succeed					1 2 3 4 5
Women managers must behave in a typically “masculine” way in order to be taken seriously					1 2 3 4 5
Compared to male managers, female managers must continually prove themselves					1 2 3 4 5
Women managers have their work judged more critically than do men managers					1 2 3 4 5
Compared to male managers, female managers are often uncomfortable in taking credit for their successes					1 2 3 4 5

Please read the list of descriptive terms on the following pages and circle the number next to each term that corresponds to how characteristic you feel the term is of **Women and Men** in management positions. The ratings are to be made according to the following scale:

1= Not characteristic of Women (or Men) in general	2= Somewhat uncharacteristic of Women (or Men) in general	3= Neither characteristic nor uncharacteristic of Women(or Men) in general	4= Somewhat characteristic of Women (or Men) in general	5= Characteristic of Women (or Men) in general								
Agentic Characteristics			WOMEN					MEN				
Aggression			1	2	3	4	5	1	2	3	4	5
Ambitious			1	2	3	4	5	1	2	3	4	5
Analytical ability			1	2	3	4	5	1	2	3	4	5

Assertive	1	2	3	4	5	1	2	3	4	5
Dominant	1	2	3	4	5	1	2	3	4	5
Forceful	1	2	3	4	5	1	2	3	4	5
Self-confident	1	2	3	4	5	1	2	3	4	5
Relationship-Oriented Leadership										
Compassion	1	2	3	4	5	1	2	3	4	5
Cooperative	1	2	3	4	5	1	2	3	4	5
Fair	1	2	3	4	5	1	2	3	4	5
Good listener	1	2	3	4	5	1	2	3	4	5
Inclusive	1	2	3	4	5	1	2	3	4	5
Intuitive	1	2	3	4	5	1	2	3	4	5
Shows appreciation	1	2	3	4	5	1	2	3	4	5
Sociable	1	2	3	4	5	1	2	3	4	5
Tactful	1	2	3	4	5	1	2	3	4	5
Understanding	1	2	3	4	5	1	2	3	4	5
Task-oriented leadership										
Competent	1	2	3	4	5	1	2	3	4	5
Competitive	1	2	3	4	5	1	2	3	4	5
Decisive	1	2	3	4	5	1	2	3	4	5
Independent	1	2	3	4	5	1	2	3	4	5
Industrious	1	2	3	4	5	1	2	3	4	5
Intelligent	1	2	3	4	5	1	2	3	4	5
Logical	1	2	3	4	5	1	2	3	4	5
Objective	1	2	3	4	5	1	2	3	4	5
Skilled in business matters	1	2	3	4	5	1	2	3	4	5

Speedy recovery from emotional disturbances	1	2	3	4	5	1	2	3	4	5
Transformational Leadership										
Attends to the needs of others	1	2	3	4	5	1	2	3	4	5
Considerate	1	2	3	4	5	1	2	3	4	5
Considers others' ideas	1	2	3	4	5	1	2	3	4	5
Encouraging	1	2	3	4	5	1	2	3	4	5
Energetic	1	2	3	4	5	1	2	3	4	5
Enthusiastic	1	2	3	4	5	1	2	3	4	5
Inspiring	1	2	3	4	5	1	2	3	4	5
Open minded	1	2	3	4	5	1	2	3	4	5
Optimistic	1	2	3	4	5	1	2	3	4	5
Sense of purpose	1	2	3	4	5	1	2	3	4	5
Sincere	1	2	3	4	5	1	2	3	4	5
Supportive	1	2	3	4	5	1	2	3	4	5
trustworthy	1	2	3	4	5	1	2	3	4	5

Thank you for participating