



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**CHALLENGES OF WOMEN MANAGERS AND WOMEN EMPLOYEES
WHO ASPIRE TO BE IN MANAGERIAL POSITIONS: THE CASE OF
ETHIOPIAN NATIONAL ARCHIVES AND LIBRARY AGENCY**

BY

MEKLIT WOGAYEHU

DECEMBER, 2019

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Goitom Abraham (Asst. Prof.). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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DECEMBER, 2019

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Advisor

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DECEMBER, 2019

TABLE OF CONTENTS

Table of Contents	i
Acknowledgements	iv
List of Tables	v
List of Figures	vii
Abstract	viii

CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.2 Background of the Organization	3
1.3 Statement of the Problem	5
1.4 Research Questions	5
1.5 Objectives of the Study	6
1.5.1 General Objective	6
1.5.2 Specific Objectives	6
1.6 Definition of Terms	6
1.7 Significance of the Study	6
1.8 The Scope of the Study	7
1.9 Limitations of the Study	7
1.10 Organization of the Paper	8
CHAPTER TWO: REVIEW OF RELATED LITIRATURE	9
2.1 Theoretical Literature Review	9
2.1.1 Management as A Profession	9

2.1.2 Women in the Work Place and Managerial Positions	9
2.2.3 Challenges Women in Managerial Positions Face	11
2.1.4 A Way Forward	16
2.2 Empirical Literature Review	19
2.3 Conceptual Framework	21
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY	22
3.1 Research Design and Approach	22
3.2 Population, Sample Size and Sampling Techniques	22
3.2.1 Target Population	22
3.2.2 Sample Design, Sample Size and Sampling Techniques	23
3.3 Sources of Data and Data Collection Techniques/Tools	23
3.4 Procedures of Data Collection	23
3.5 Methods of Data Analysis	24
3.6 Reliability and Validity of Measures	24
3.6.1 Reliability Assurance	24
3.6.2 Validity Assurance	25
3.7 Ethical Considerations	25
CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION	26
4.1 Response Rate of Respondents	26
4.2 Demographic and Socio-economic Background of Respondents	27
4.3 Analysis of Data Collected for the Study	28
4.3.1 Analysis of Quantitative Data Collected Through Questionnaire	28
4.3.1.1 Challenges of Women Managers and Women Who Aspire to be in Management	28
4.3.1.2 Reasons contributing to Challenges Women Who Aspire to be in Management Face	30
4.3.1.3 Performances of Women Managers	32

4.3.1.4 Reasons Contributing to Challenges of Women Managers While on Duty	33
4.3.1.5 Strategies Implemented to Enhance the Participation of Women in Management	34
4.3.1.6 Ways Women Managers Achieve Top Management in the Organization	36
4.4 Analysis of Qualitative Data Collected Through Open Ended Questions	37
CHAPTER FIVE: SUMMARY, CONCLUSIONS, RECOMMENDATIONS	39
5.1 Summary of Major Findings	39
5.2 Conclusions	41
5.3 Recommendations	42
References	44
Appendix: Questionnaire Distributed to Respondents	48

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LIST OF TABLES

Table 1: Reliability Statistics	24
Table 2: Response Rate of Respondents.....	27
Table 3: Demographic and Socioeconomic Background of the Mangers group.....	27
Table 4: Demographic and Socioeconomic Background of the Experts group	28
Table 5: Responses of respondents on barriers women mangers and women who aspire to be mangers face.....	29
Table 6: Responses of Respondents on Reason Contributing to Challenges of Women Who Aspire to be Managers.....	31
Table 7: Responses of Respondents on Performances of Women Managers.....	32
Table 8: Responses of Respondent on Reasons Contributing to Challenges Women Managers Face...34	
Table 9: Responses of Respondents on Strategies Implemented in the Organization to Enhance Participation of Women in Management.....	36
Table 10: Responses of Respondents on Ways Women Managers Achieve Top Management	37

LIST OF FIGURES

Figure 1: Summary of Factors Influencing Women’s Career Success	3
Figure 2: Percentage of Women in Senior Management in Total, Globally	10
Figure 3: The Double Dilemma for Women in Leadership	11
Figure 4: Women Managers and Women who aspire to be Managers and the Expected Challenges they face	21

Abstract

Women comprise more than half of the world's population. They occupy important roles in the society. Despite their numbers, women are still facing discrimination and are expected to be dependent. But, they have shown that they can take up management roles and succeed as men. Because of different barriers, women's participation in management was unimaginable. But with the ever increasing access to education and number of women joining the work force, the phenomenon has been going through changes. But still women face challenges to attain managerial positions and also to advance to top management if they get to achieve managerial positions. It is no different for women managers in Ethiopia and the case organization Ethiopian National Archives and Library Agency. This study was designed to assess the challenges faced by women managers and who aspire to be managers in Ethiopian National Archives and Library Agency. The methodology used to carry out the research was descriptive in nature. Both primary and secondary data were used for this study. A convenience sampling technique was employed to select a convenient sample with two groups, the managers and the employees group. In assessing the challenges faced by women managers and women who aspire to be in managerial positions, the study emphasized on and tried to address the four major research questions: how women managers perform their managerial responsibilities what challenges women managers and women who aspire to be managers are facing, and the strategies implemented to enhance women participation in management The gathered data were processed via SPSS 19 and analyzed using descriptive statistics (frequency, percentage and mean). The interpretation of the results indicated that the major challenges face by women managers and women who aspire to be managers are work life/social life imbalance and lack of recommendation from seniors. Recommendations to speed up the improvements of working environment in the organization and for the future generations of managers were suggested such as developing flexible work arrangements and environment and so on.

Key words: women managers, management, managerial position, challenges

CHAPTER ONE

INTRODUCTION

This chapter provides a brief background to the study which will highlight the different challenges women managers and women who aspire to be in managerial positions had been facing and might still be facing taking in to account the management and leadership practices in the Ethiopian National Archives and Library Agency(NALA). With this regard, the chapter goes about the background of the study, background of the organization, statement of the problem, the research questions, objectives of the study, definition of terms, the significance of the study, the scope of the study, limitations of the study and lastly the organization of the paper.

1.1 Background of the Study

Women comprise over half of the world's population and it can be said that their contribution to society's development is extremely important without a doubt. But despite their numbers, women are still exposed to discrimination and expected to occupy dependent positions in the society.

Women's increased access to education and trainings has contributed to the steady increment in managerial positions where they face several challenges. The challenges are dynamic as the organizations. For years the work force and managerial positions have been dominated by men. Women's roles in the workforce were less powerful and of blue-collar type. Their advancement into management has been affected by their traditional duties of raising children and household administration. Hayfaa(2005), in a study in Lebanon revealed that the obstacles facing women aspiring management can be so formidable that they sometimes abandon an effort to make it to top of the organizations.

It is now becoming noticeable how the number of women taking up important roles in the society is increasing and likely to continue into the coming years. The progress is being made in many countries as shown by a globally compiled statistics by the international labor organization. These countries include Austria, Germany, Greece, Peru, and Singapore. On the other hand, a few countries such as Sirilanka, women are less represented in management. This indicates that women still find themselves not occupying positions which enable them to make decisions due to various challenges. There are small share of women representation in top-management than in middle management positions. Although global data shows that women continue to increase their share of managerial positions, the rate of progress is slow and uneven.

When women are in managerial positions, they are faced by a number of challenges. Researchers such as Hansot and Tyack, (2003) suggest different models as to briefly explain the hindrance that holds back women from attaining more achievements in their positions. One model is based on the premise that women are hindered by internal barriers which keep them from advancing in the main organization. This model shows that women are victims needing to be re-socialized to fit the men's world. Another model is based on the belief that organizations structure the behavior of their members, so that women limit their performance because they find themselves locked into, low power, low visibility dead-end jobs. The other model is based on the premise that the world is male defined and male run and that male dominance suppresses women.

There are also different models suggested by Shakeshaft, (2002) to better discuss women's aspirations. The first model states how women do aspire but in a different way to men and if judged by the traditional male definition, may not appear to aspire. The second one suggests that women aspire but organizational and societal barriers prevent them from acting on their aspirations, so it seems as though they lack aspirations. Muthni(2011) argues that working women do face special challenges because of their gender backgrounds and their roles in the society as mothers , wives, and many daughters of ailing parents. It is these challenges if not addressed, curtail the performance of women in the work place and keep them in the low while men dominate the senior positions. There is also the dominance of men values in the work place such as cut throat competition, aggression, control and self-assertion that keep women dwarfed. Additionally there is a misconception that women lack leadership qualities and dislike power.

Different researches made on women management and career development from different aspects are available. An exploratory research on female leadership in Lebanon by Hussin Hejase,(2013) has research finding stating that the three main reasons for Lebanese women to have less representation in senior management are as follows: the first reason is that the fact that women are still considered less equal and competent for senior management. The data analyzed showed that 45% of respondents believed this to be true. The second reason is that women themselves find it difficult to balance their responsibilities at home and the responsibilities as managers. The analysis shows that 54% of respondents believe that women are unable to balance between their home and work responsibilities. The third reason is the absence of laws that ensure gender equality in the work place. Sixty nine percent of respondents were found to be unaware of a law that ensures gender equality.

Another research by Elsi Lathi, (2013) summarized a research on factors that influence women's career success as shown in the figure below:

1. What are the main factors that influence women's rise to leadership positions?	The factors considered to influence women's career development the most were organizational factors. Other factors include social and individual factors
2. Why are women underrepresented in senior management in Finland	Factors behind the ones defined in question 1 such as traditional gender rules , business culture and women's own values have an impact on the number of female leasers
3. What are the ways to increase the number of women in leadership positions?	Promoting educational chooses from an early age and education itself are very important in addition to mentoring, networking and organizations conducting an equality
4. What benefits do female leasers bring to organizations?	Diversity, better company, performances, equality and use of all available resources and know-how
5. Is leadership gender neutral?	Yes and no. studies show that women and men use different leadership behavior differently. leadership can be feminine or masculine but it can be practiced by both.

Figure 1 Summary of Factors Influencing Women's Career Success

Source: Elsi Lathi. (2013). Women and Leadership: Factors that Influence Women's career Success: Female leaders'

The challenges hindering women's management career development and aspiration to top management still exist these days. It is important to address these issues so that challenges women in these positions face can be identified and tackled to help them increase their productivity and develop their management careers. This research tried to conduct a study on this topic for a specific case organization in hopes of identifying challenges women managers and women who aspire to be in managerial positions face in the organization and to suggest possible solutions to help the women and the organization in the future.

This area of study isn't looked in to as much as it should be: the number of researches made regarding this area of study in this country is very limited. In fact in the case organization, there hasn't been any sort of researches made in this area. With this, this research aims to shade light on this particular matter and bridge the information gap to some extent.

1.2 Background of the Organization

The national library was given the legal right to collect three copies of every material published in the Ethiopia in 1976 by proclamation No. 50/76. It was in 1999 that the library was reestablished by proclamation No. 179/1999 as a national institution, which resulted in the structural changes. The archive was established in 1979, and its collections include ancient and historical manuscripts written from as early as 14th and 15th centuries.

It began operating with archives from the ministry of the grand palace, palace of the crown prince and others. The archive includes letters written by several kings, empresses and princes. The mission of the organization is to be one of the top five national libraries and archives in Africa by 2020. It's currently a unit of ministry of culture and tourism. The customers of the Ethiopian National Archives and Library Agency (NALA) are mostly researchers, governmental and non-governmental organization employees and students.

The organization has been using a structure that divides all functional groups into two main categories: core and support directorates. There are 14 directorates in total, 8 being support and 6 being core directorates. The core directorates include the research and development, written script heritage and documents, national library and information resources management, Ethiopian researches and laws archives, public library administration and national records administration directorates. The support directorates being :Human resources, information communication technology, finance, auditing, plan and project, ethics, women and children affairs and public relations or communications.

The organization has a total of 314 employees out of which 173 are female and 141 are male employees. Out of these, the top management is reported to include 12 directors in number. From these directors 3 are female and 9 are male. The female directors are more of to the support directorates. On the other hand, the middle level management is reported to include 19 team leaders where 5 are female and 14 are male team leaders.

The organization's vision is to become one of the largest 1st class archives and library in Africa with documented and undocumented written heritages and archives of published and unpublished information archives by 2017. Its mission is to improve record administration and information system by collecting, compiling and protecting documented and undocumented written heritages and archives of published and unpublished information and develop research works to create a knowledgeable society. Corporate values include responsibility, quality service, participative leadership, transparency, innovativeness and always ready for change.

1.3 Statement of the Problem

Women managers and women employees who aspire to be managers face a number of challenges due to their gender background but there hasn't been any consensus on the nature of these challenges and whether they generally apply to all women irrespective of their sector or context. There are a number of studies that have investigated the representation of women in management around the globe. For instance, 51.5 percent of managerial positions and professional jobs in the U.S. were occupied by women; in Australia and Canada 46.6 percent and 36.8 percent of managerial roles respectively were held by women (Catalyst, 2010). Although women occupy the managerial positions, other studies show evidence that a pattern that suggests women managers face significant challenges and barriers in their middle management careers that further progressions into senior roles are slow (Davidson and Bruke 2004; Eagly, 2007).

Coming to the case organization NALA, over the long years of the organization, the management practices have been under structural development and it has been improving both for women managers and women who aspire to be in management. But this does not mean all its problems have been solved, currently the representation of women in management is still low even though it has been improving over the last decade. With that stated, it can be clearly seen that there are indications showing women in managerial positions and women employees aspiring to attain managerial positions still face challenges in their work activities and their future endeavor to top management. On top of this, there are no empirical studies made in this organization on this subject matter. Therefore the subject matter still remains a fresh area of research. With this regard, by assessing the different challenges faced by women managers and women who aspire to be managers in the organization, the study aims to bring forth helpful information that could add up to the sequence of improvements to enhance women representation in management within the organization.

1.4 Research Questions

This research addresses four main questions: the questions are as follows:

1. How are the Women managers in the case organization performing their managerial responsibilities?
2. What challenges do women in management face in the organization?
3. What challenges do women who aspire to be in managerial positions face in their careers?
4. What strategies does the organization employ to enhance the participation of women in management positions?

1.5 Objectives of the Study

1.5.1 General Objective

The main objective of this research is to assess the challenges faced by women in managerial positions and women who aspire to be managers in Ethiopian National Archives and Library Agency.

1.5.2 Specific Objectives

- ✓ To assess how the women managers are performing their managerial responsibilities
- ✓ To assess challenges that women in management and women who aspire to be in managerial positions are facing
- ✓ To assess why women managers and women who aspire to be in management face the challenges in their careers
- ✓ To identify and assess strategies the organization employs to enhance the participation of women in management positions

1.6 Definition of Terms

Contextual words

Leadership: the act of inspiring employees to perform and engage in achieving specific goals

Management: The organization and coordination of different activities to achieve specific goals set

Challenges: Something new and difficult which requires great effort and determination to overcome

Barriers: Obstacles that prevent from achieving something

1.7 Significance of the Study

Even though there are different plans and initiative programs that could be considered as opportunities for women who aspire to managerial positions, the number of women in management is still lower in the organization. With this regard, this study can:

- ✓ Help shine light on the challenges women managers and women employees who aspire to be managers face and try to show the actual representation of women in management and new orientations
- ✓ Help the organization to give more focus on women empowerment and future plans to help women aspire and attain management positions all the way to the top
- ✓ Help and support the women in managerial positions in their future endeavors
- ✓ Initiate readers to know about representation of women in management and the different challenges women managers and women who aspire to be managers face
- ✓ Help the management team of the organization to take actions by having the correct information and awareness about the representation of women employees who aspire to be managers

1.8 The Scope of the Study

The research took place in Ethiopian National Archives and Library Agency located around National Theater, Addis Ababa. Data collection was delimited to the population within this organization only. The research focused on assessing the different challenges women in managerial positions and women who aspire to be managers are currently facing and related issues from the female managers' and women employees' perspectives. The research referred to data existing since 1991EC in gathering, analyzing and interpreting data so as to grasp a pattern of the challenges women managers and women who aspire to be managers are facing. The research solely focused on issues related to the challenges only women managers and women who aspire to be managers are facing as the main objective of the research was to bring forth the subject matter and not to narrow or broaden the scope as well. In collecting data, the sample size was delimited to 42 respondents out of 173 total number of population included both women managers and employees. The data collection method used for the research was the survey method and the data collection tool was delimited to a structured questionnaire because of lack of willingness of participants to conduct interviews, time limitations and convenience of tool employment.

1.9 Limitations of the Study

The research is intended to assess the challenges faced by women managers and women who aspire to be managers and related issues in the case of the Ethiopian National Archives and Library Agency Hence the research was limited by the following factors:

- Time constraints to employ more survey tools
- The absence of adequate studies and organized data especially empirical literatures both quantitative and qualitative data regarding the research topic

1.10 Organization of the Paper

The study is organized in such a way that it is composed of five chapters. The first chapter is an introductory part that covers background of the study, statement of the problem, research questions, objectives, significance, scope and limitations of the study. The second chapter presents review of different related literature while the third chapter consists of the research design and approach, population, sample size and sampling techniques, sources of data collection and data collection tools, procedures of data collection, data analysis techniques, reliability and validity of data collection tools and ethical considerations. Data presentation and analysis is presented in chapter four and the last chapter discusses the conclusion and recommendation of the study.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

In this section, different literature related with the subject matter to be studied, from different number of books, journals, articles, and reports and published materials

2.1 Theoretical literature review

2.1.1 Management as A Profession

These days a lot is being said about professional managers and their contribution to the economic development of the world. Therefore, it is appropriate to know and look at management as a profession. A closer examination of management as a profession reveals that unlike other professions, management has to go a long way to attain universally acceptable norms of behavior. There is no uniform code of conduct that governs the behavior of managers. The other concept that is sometimes used to interchangeably describe management is leadership. The concept of leadership comprises of three aspects; people, goals and influence. Leadership is influential action and is used to achieve goals. Leadership is people driven and the ability to inspire people helps to achieve the set goals of an organization (Daft & Kendrick & Vershinina, 2010).

2.1.2 Women in the Work Place and Managerial Positions

Recently, considerable academic and popular attention has been devoted to women's ascension in the workplace around the globe. For instance, in the U.S. women now have been able to comprise 46% of the total labour force; this percentage represents a major progress when compared to the numbers of last decade. In 1900, fewer than 20% of women participated in the labour market while today the number is around 75% and growing (Jobprofile.org, 2010, Para. 2). Furthermore, African-American women comprise 5.3% (2,751,000), Asian-American women comprise 2.8% (1,437,000) and Latinas comprise 3.8% (1,952,000) of all people employed in management, professional, and related occupations in the U.S. (Catalyst.org, 2011). This shows how the admittance of women in to the work place and the number of female managers has been increasing. It also has been changing a lot in different counties of the world during the last decade.

Female leadership is a current issue and it has reached quite a lot of attention in our country Ethiopia as well just as it is around the globe. Some may wonder though, why it is important to have more female leaders. There are multiple reasons why female leadership should be promoted, and many studies have been conducted to prove the benefits of female leadership

to organizations through organizational diversity. Having more female leaders and bridging the gap of gender division in leadership would bring new ways of operating and more insight to organization. (Aaltio-Marjosola, 2001).Hence, benefits to organizations by using the expertise, skills and knowledge female leaders possess is extremely important (Tanhua, 2012).

Despite the fact that there is the ever increasing massive admittance of women into the workplace, and the increasing numbers of women holding mid-level managerial positions, top-level positions remain as elusive to women today as they were more than a decade ago. In the global context, the number of women in senior management has shown a rise, but only slowly. The percentage of women in senior management has risen 5% at most in the duration from 2004 to 2012. Between 2009 and 2011 the number decreased from 24% to 20%, and in 2012 increased by 1%and stayed at 21%. In 2013, the number of women in senior management rose again to 24% globally (Women in senior management: Still not enough 2012, 2; Women in senior management: Setting the stage for growth 2013, 2.).

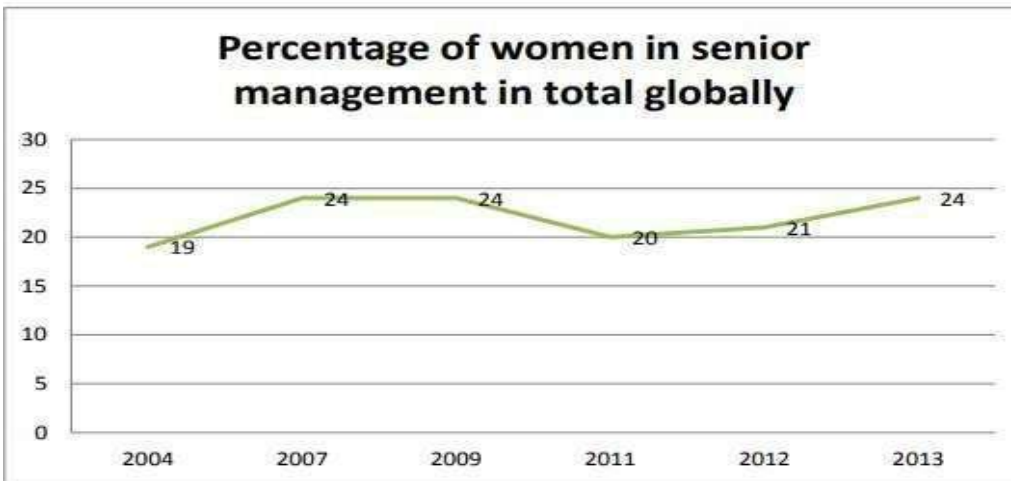


Figure 2 Percentages of Women in Senior Management in Total, Globally

Source: The percentage of female senior managers globally 2013. (Women in senior management: Setting the stage for growth 2013)

Working in a world dominated by male managers and their established practices and trends, women encounter a variety of challenges that impede their progress towards top positions in their careers. As a result, very few women are represented at their organization’s board of directors. Increased focus on women’s underrepresentation in leadership has been stimulated by findings that suggest that increasing the female composition of corporate boards, in particular, relates to positive firm performance and more conservative strategies. Although the general public’s attitudes about the role of women in society are undergoing continuous transformation, women are still perceived as being less suited than men for managerial positions.

Therefore, unless the root cause of this problem is addressed, glass ceiling will remain firmly in place, and women's participation in leadership over the next decades will remain low.

2.1.3 Challenges Women in Managerial Positions Face

There appears to be unanimity in both the academic and applied literature acknowledging that significant barriers exist for women pursuing leadership positions (Catalyst, 2007; Christman & McClelland, 2008; Eagley & Carli 2007; Stelter, 2008; Weyer 2007).

- ❖ Catalyst research suggests that many stereotypes hold women back from to positions¹⁴
Common stereotypic perceptions include:
 - Women lack ambition
 - Women don't have the eight work experience
 - Women don't have the leadership skills
 - Women don't have problem solving skills
 - Women won't make the necessary sacrifices
- ❖ Other barriers Catalyst research shows contributing to women's slow advancement include²⁵
 - Lack of access to informal network
 - Lack of mentors
 - Lack of access to influential colleagues
 - Lack of role models
 - Lack of stretch assignments
 - Limited flexible work arrangements

Figure 3: The Double Blind Dilemma for Women in Leadership

Source: Catalyst (2007). The double-bind dilemma for women in leadership: Damned if you do, doomed if you don't.

According to Helfat, et al. (2006), women in top management positions were nearly non-existent from the 1970s to the early 1990s. The barriers identified by research lies within this range from perception (Jain & Mukherji, 2010) to cultural conflict, gender discrimination, and stereotyping (Kattara, 2005; Liu & Wilson, 2001). But these aren't the only ones. The reasons mentioned for the limited numbers of women in top management positions are among others that they take on significantly more domestic responsibilities, have less work experience, show different leadership styles, they more often assume informal leadership roles, and self-promotion among women is judged more harshly than among men (Northouse, 2007)

Researches around the globe have proven that the challenges and barriers women managers face, obstacles in their journey to top level management, still exist. A recent study on female managers in South Africa found that whilst 93 % of their husbands/partners supported their

careers, only 27 % of the women had structured arrangements regarding the division of daily household tasks and 10 % of the respondents received no assistance at all from their husbands/partners. These statistics indicate that women in most cases still assume primary responsibility for child and home care (Naidoo & Jano, 2003). Females in India are not only stand for or epitomize in top executives of formal leadership but keep on stepping out in alteration from middle to top management roles thus creating a leaking pipeline of leadership. The main concerns in the women's perspective were the duration or working time that is required longer than they expected (Mooney and Ryan, 2008)

The commonly accepted and widely known explanation for this small number of female executives is the persistence of negative stereotypes, discrimination and glass ceiling against women as managers. Glass ceiling is a widely discussed phenomenon in leadership literature. The existence of this invisible barrier which prevents women from attaining leader positions is explained by lack of human capital, as well as by gender differences and prejudice. The glass ceiling has been slowly changing in recent years due to adjustments in values with the increased labor force participation of women, altered legislation, changes in organizations, business culture, and among women themselves (Northouse, 2007).

In addition to glass ceiling practices, women are also facing lots of other barriers that are eventually leading to fewer women reaching managerial positions (Northouse, 2007). Some of these barriers are such as:

- Access to training and career paths
- The right to a maternity leave
- The right to work part-time
- Access to child care services
- Subjection to sexual harassment
- Discrimination/absence of equal employment opportunity laws

Some other typical assumptions about women in the workplace are discussed by Güney, Gohar, Akıncı, and Akıncı (2006):

- Women work for supplemental income as a result, they lack the necessary drive to succeed in business
- Women tend to place family demands above work considerations. They have children to care for; thus they lose time and interest in their jobs
- Women take negative feedback personally rather than professionally
- Women are unsuitable for top management positions because they are too emotional and lack aggressiveness

Another barrier as stated by (Lopez- Claros and Zahidi, 2005) is that work-life balance that is very difficult for women with young children especially when they try to balance their role as the primary caregiver with additional responsibility in the organization. Therefore, many women who are executives and those in elite occupations handle by making discreet choices between their career advancement and family such as "opting out" or postponing their marriage and parenting (Blair-Loy, 2001; Nelson and Burke, 2000). Although, in some cases such couple-level adaptive strategies, even though packaged as a couple's collective decision, do not necessarily promote women's work-life /family-life balance (Wierda-Boer et al. 2008). DiGeorgio-lutz(2002) discussed balancing work and family and quoted the words of Hansel "lack of supportive environment for combining family and work may be the biggest barrier to women's advancement".

Another challenge can be explained by career & family role salience. The theory stipulates that individuals identities are comprised of multiple roles, each with varying salience for that individual. A salient aspect of our lives serves as a gauge of self-esteem or self-evaluation, in that positive self-esteem depends upon successful fulfillment of this salient domain. Thus if career is highly salient for a woman who is working fulltime, then she would be motivated to pursue a career, with her emotional, mental, and physical energy and resources. The level of importance of career in one's life is defined as career salience. Career salience has also been as career or professional commitment.

Dessler (2008) observes that a study on minority working women in the United States showed that 40% of the women attributed their lack of career advancement to lack of networking with influential colleagues. This is owing to traditional approaches and models of careers in organizations which were based on the experience of men, thus negative attitudes for women who seek career advancement in the workplaces. Therefore, in order to appreciate the social networking of women, it is paramount to understand the socio-structural context of the society where they live, and more specifically as it affect their organization.

Other researchers claim that culture has influence on leaders. There is no doubt that culture influences leaders (Hofstede, 1996 and Schein, 2004). Even though definitions of culture vary a lot, in general it has been understood as the way of life, customs, and script of a group of people (Gudykunst & Ting-Toomey, 1988). Although national culture has a strong influence on leadership and even gender, national policies have an influence as well. There, the availability of men and women to participate in the labor market (pre-school availability, parental leave), educational potential, equal opportunities, as well as the possibilities of ethnic groups to advance in firms can be seen.

To some extent, these assumptions may be true for many women in the workforce. However, it is questionable whether they accurately describe women who have made the decision to

pursue a managerial career. The generalization of the above negative assumptions to all women in the workforce is the result of a basic social psychological process called: “stereotyping”.

Some of the common stereotypes which can impact the workplace as illustrated by (Lips, 2009) are discussed as follows:

1. **Attitude toward Women and Men in Leadership Roles:** Female and male leaders elicit different responses from those around them. A woman leader stimulates a different reaction than a male leader because of learned expectations, which are shaped and supported by the surrounding social structure that invalidate and undercut women’s attempts to be effective, influential, and powerful
2. **Women Leadership versus Compassion:** People think “male” when they think “leader”; a concept that transcends many cultural differences. Because of perceived incompatibility between the requirements of femininity and those of leadership, women are often required to “soften” their leadership styles to gain the approval of their constituents. When women demonstrate competent leadership within an explicitly masculine arena—something that often requires the application of a “harder” leadership style, they are disliked and disparaged
3. **Taking Direction from Women Versus Men:** The stereotype that women are more talkative than men is unsupported by evidence. Women report that they do not feel listened to, and that when they speak in meetings, their comments and suggestions are ignored or belittled—the same comments or suggestions from men have more impact. Field studies of small group meetings in organizations show that women leaders are targets of more displays of negative emotion than men leaders, even when both sets of leaders are viewed as equally competent
4. **Disapproval of Women Who Promote Themselves:** Research demonstrates that when women promote their own accomplishments, this can cause their audience to view them as more competent—but at the cost of being viewed as less likeable. While, men who promote their own accomplishments do not reap the same mixed outcomes: as long as they do not overdo it; there is no doubt that self-promotion brings them both higher evaluations of competence and likeability
5. **Women in Leadership Roles Require External Endorsements:** In order for women to be accepted in leadership roles, they must often have external endorsements, particularly in competitive, highly-masculinized contexts, where simply having leadership training or task-related expertise does not guarantee a woman’s success unless accompanied by legitimization by another established leader. Gender stereotypes interfere with observers’ ability to see women’s competence; it is sometimes necessary that a “high-status other” provides them with credibility

6. **The Potential Costs for Women's Leadership:** There is evidence that women may be more aware than men of the potential costs of leadership. Women do worry about the contradictions between acceptable feminine behaviour and the requirements of powerful positions. Some describe themselves as potentially very unlikable in such roles, using words such as "dominating, aggressive," "opinionated," "power hungry, ...mean," "bossy, direct and aggressive." Clearly, they recognize the near-impossibility of "softening" one's image while yet maintaining the air of authority, determination and competence necessary to convince others that one can exercise strong leadership
7. **A Changed Social Structure toward Women's Leadership:** women face the most resistance to their leadership and influence in roles that are male-dominated and characterized as masculine. As social attitudes have shifted to define fewer arenas as masculine, acceptance of women as leaders in the other arenas has grown. For example, in Norway, with its long and deeply-rooted history of women's involvement in political leadership, women in such positions feel a strong sense of legitimacy in their leadership roles. In France, where women's leadership has been relatively new and rare, that sense of legitimacy is absent, and women are called upon to prove themselves repeatedly
8. **Commitment to Personal/Family Responsibilities:** Kiamba (2008) contends that leadership positions are very stressful and require hard work, long hours and lots of sacrifices. Furthermore, the amount of time spent at work, and the priority given to work by employees is a big determinant of their commitment levels and promotion chances within the organization. But for many women, the time demands of such positions conflict with the demands of their family (bringing up their children, cleaning the house, preparing food, managing the household). Ironically, men, the head of their household, have less parental responsibility, and thus they have more time to devote to their work, and increased chances of becoming leaders and managers (Para. 22). "If women don't care enough for their children, they know their children risk neglect. If men don't care enough, they know their wives will" (Kiamba, 2008, Para. 33); this in itself is a barrier for women. Moreover, the assumption that a good leader is a person who should have work as a top priority at all times is another barrier that limits upward mobility for women
9. **Family-Sensitive Employee Benefits:** Jobs that lack family-sensitive employee benefits (such as, paid pregnancy leave, paid parental leave, paid days off for caring for infants and sick children, and provision of on-site or other child care) constitute another barrier to women's upward mobility. Even nowadays, not all employers offer pregnancy and maternity leaves because they believe that this might seriously damage the organizational performance. For example, one woman was denied promotion in spite of

her excellent performance evaluations because her boss assumed that she might want to get married soon and have children (Owen & Todor, 1993)

10. Education: Low levels of education and illiteracy restrict the opportunities for advancement for many women in their workplace. It is at schools where all this begins. Sex stereotyping in curriculum, teachers' attitudes, and administrative practices deny girls the early preparation that they need to enter vocational and academic programs that lead to high-paying male jobs (Harlan & Berheide, 1994). Furthermore, according to Jeske (2004, February), "boys are often disaffected with school, do not reach their full potential and are more likely to be excluded even though they get more teacher attention than girls and receive overall more Special Needs care, particularly in reading and writing. By contrast, girls achieve better school results than boys but despite this often suffer from lack of self-confidence in relation to their abilities.

2.1.4 A Way Forward

The challenges women in managerial positions face are wide and of different varieties. But, there are certain steps that could be taken by the various concerned parties to break barriers and move forward. Hussin Hejase (2013) listed them as follows:

1. Legal Actions: Without laws and legal actions that punish firms and individuals for discriminatory practices, very few organizations will be willing to engage in actions to promote gender equity in the workplace. Mondy and Mondy (2012) discuss several American Legislations that were stipulated to keep unethical practices under control, and to add clear policies to both public and private organizations so as to tap on the abilities of their workforces. For example, Equal Employment Opportunity (EEO) laws forbid discrimination when it comes to any aspect of employment such as: hiring, firing, promotions, layoffs, pay, job assignments, harassment, training, wages, and benefits (EEOC, n.d.).
2. Organizational Practices: Mondy and Mondy (2012) contended that

"The challenge for managers in the future will be to recognize that people with characteristics that are common but are different from those in the mainstream, often think, act, learn, and communicate differently"

As discrimination against women is often deeply entrenched in tradition and societal values, legal actions alone may not be enough. Therefore, reducing gender discrimination requires several simultaneous efforts to be taken such as organizations adopting some organizational practices to help promote equality in their workplace on their parts. Some of these practices could be:

- Changing the mind-set of Women "Only 15% of highly qualified women aspire to positions of power, against an average of 27% for men" (Mckinsey, 2007). The first and most important step to be taken in this process could be to change the women's mind-set themselves. This should begin with a cultural shift of gender role perceptions. Women need to empower themselves, so as to have the capabilities and confidence to attain leadership positions without waiting for those positions to be given to them. Furthermore, for women to develop the confidence to take up leadership, they are to be supported by other women (Kiamba, 2008).
- Educating/Training employees could be educated about discrimination what it is, how it happens and how they can prevent their own stereotypes from biasing their actions. This can be done by periodical lectures in which keynote speakers talk about the negative short term and long term effects of discrimination in the workplace. 9 answers.com,.n.d, Labbate, n.d.)
 - Conducting investigations: another step that employees could follow is to conduct a thorough investigation every time a claim of discrimination or harassment is filed. An investigation is likely to benefit both parties the employer and the employees (Answers.com, n.d.)
 - Adapting a zero tolerance policy to prevent gender discrimination or sexual harassment from occurring in the workplace more and more employees are adopting a zero tolerance policy towards all acts of discrimination. Such policy could be written and be circulated to all organizational constituencies, indicating that not only discrimination is wrong, but also that it is not to be tolerated. (Answers.com, n.d., Labate, n.d.)
 - Joining Action Groups: Organizations could fight discrimination by joining and collaborating with other organizations that support the same cause. For example, if gender discrimination is something the organization is dealing with then must create some sort of group or website to help spread knowledge about the problem and find solution (Labbate, n.d.)
 - Taking personal decisions based on accurate knowledge of the job organizations could better understand the nature of jobs and the skills required for success the job analysis for male gender typed jobs will help identify the characteristics behaviors skills and past experiences presumed to be necessary for success in a particular job rather than depending on vague personality characteristics that can be distorted to fit gender stereotypes (Welle &Heilman, 2005)
 - Acknowledging feminine traits as strengths women in leadership positions should not be shy to project feminine traits such as caring empathetic trusting, empowering women should be comfortable in leadership and acknowledge these traits as strengths and not weaknesses and they should persistently display such values hoping that they will be embraced in future organizations as normal culture (Kiamba, 2008)

- Using Structured Evaluation Techniques: Organization could design a structured program that guides all formal personnel decisions, and ensures that men and women are being evaluated on the same criteria. The structured program could involve accurate assessment of employees' contributions, using test performance, number of projects completed, amount of revenue generated, and other quantifiable indicators which are relatively easy to collect and judge, and more difficult to distort in gender-consistent ways (Welle & Heilman, 2005)
- Holding Managers Accountable for Decisions: Welle & Heilman (2005) reported that stereotyping research shows that while gender stereotyping may be an easy way to categorize men and women in the work environment, not all managers rely on it. Surprisingly, many managers are motivated to form accurate impressions about employees based on objective criteria. Therefore, managers who are required to justify the decisions they make and describe the criteria they use to hire, evaluate, and distribute job opportunities among individuals are less likely to discriminate against women
- Creating Formal Processes to Build Relationships: Social networks and relationships usually develop among people who feel comfortable with each other and who share common experiences. This could require the intervention of the organization, which could institute formal networking, to help foster relationships in venues to which men and women have equal access. One of the workplace relationships that could be fostered by the organization is mentorship. Formally assigning a male mentor to a female employee will help in developing formal and informal networks between the two genders, which in turn would decrease discriminatory practices(Welle & Heilman, 2005)
- Developing Flexible Work Arrangements Employers could realize that people are whole human beings with family lives as well as work lives. This view might help them create more flexible arrangements for work and leadership development activities. So in order to help women, firms could offer flexible work arrangements such as introducing change in the hours of work (either reduction in hours worked, or changes to start/finish times known as flextime, or compressed work week), changes in patterns of work (job sharing arrangements) changes in location of work (telecommunicating, leaves for a child care center run by the firm

- Encouraging Higher Education: Organizations could increase women's access to higher education by making substantial investments in different degree programs in colleges and universities. Although basic education, literacy programs, and skills training programs enable women to enter the labor force, these are not enough to provide women with the education needed for upward mobility. In today's labor market, only women in managerial, professional, and technical occupations have average earnings that provide a living wage (Harlan & Berheide, 1994).
 - Providing Top Management Support: Unless top management is convinced that diversity brings about a competitive advantage, all of the aforementioned steps can do nothing to increase women's representation in the workforce
3. Exploring the female advantage perspective: Some theorists suggest that the female advantage perspective is beginning to mitigate the barriers to female leadership (Applebaum, Audet, & Miller, 2003; Hatcher 2000; Regine & Lewin, 2003). This line of discourse claims that traditional masculine styles of leadership are being discarded and that new millennial models "synchronous with feminine ways are becoming desirable" (Hatcher, 2000)

2.2 Empirical Literature Review

A number of researches have been made around the globe in hopes of assessing the different factors contributing to the different challenges women in management have been facing. The researches have related this concept with their own perspectives and produced their own findings. The researches see the challenges women managers and women who aspire to be managers face from different angles such as leadership styles, difference in aspirations to top management, perception of female managers from reaching top management, and the relationship between gender and managerial efficiencies. Researches that are about to be reviewed are from the US, Europe, Africa and Asia.

Machdo, et al. (2002) carried out a research with the aim of generating new knowledge about Brazilian women empowerment. The researchers used a mixed approach to come to their major findings. The main findings of this research were that male show less consoling employees in their decisions, but in general make and female leaders follow a very similar way of leadership styles.

Another study made in USA by Powell Butterfield,(2003) aiming at comparing differences in aspiration to top management by using data from a few other surveys found out that women and men who describe themselves as possessing a greater amount of masculine characteristics

were most likely to aspire to top management. But still women were less likely to aspire to top management

A study made by Sumer, (2006) using a survey method with an objective of exploring dimensionality of the ratings made for middle managers came to a major finding indicating that women are perceived to be relatively high in relationship orientation, relatively low in task orientation and emotional stability.

Kattara (2005) made a study to provide profiles of female managers in Egypt determining their positions in hotel departments and investigating the challenges preventing them from reaching top management positions by using interview. The main findings of this research showed that the majority of female managers are not in situations that would lead to the positions of general managers. The different factors preventing the female managers from reaching to the top are the glass ceiling, gender discrimination, relationship at work, gender stereotyping and cultural conflict.

A study in Nigeria made by Shadare, (2011) with a research objective of investigating the influence of management style and demographic characteristics on managerial efficiency in the organization using a survey method had the major findings that showed that there was no significant relationship between gender and managerial efficiencies. Gender could not be used to predict the efficiency of managers in selected work organizations.

Jain Mukherji (2010) carries out a research using questionnaire to collect data aiming at exploring if a glass ceiling really exists in the Indian corporate world, to understand the male psyche. The research found out that a huge gap between objective facts and subjective perceptions while Indian men are in denial about the existence of a glass ceiling the underlying stereotypes are pretty well imbedded.

2.3 Conceptual Framework

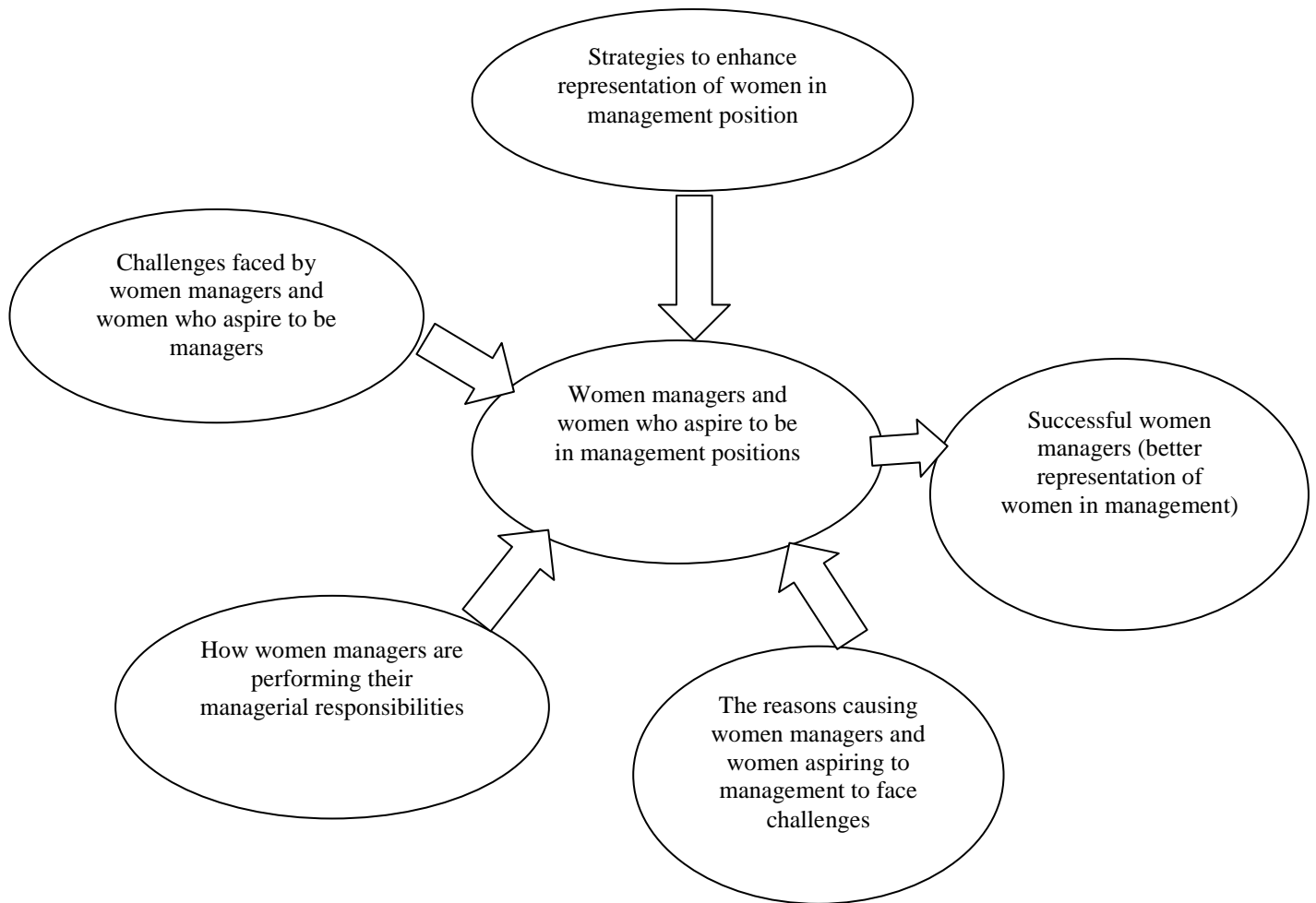


Figure 4: Women Managers and Women Who Aspire to be Managers and the Expected Challenges They Might Face

Source: Developed by the researcher based on the research questions and the literature review

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design and Approach

As the name implies, the major purpose of descriptive research is to describe characteristics of objects, people, groups, organizations, or environments. In other words, descriptive research tries to “paint a picture” of a given situation by addressing who, what, when, where, and how questions (Zikmund. Babin. Carr. Griffin, 2013).

The research design for this study was descriptive in nature. The reason for selecting descriptive research design was to describe the different challenges faced by women in managerial positions. The major purpose of descriptive research is description of the state of affairs as it exists at present (Kothari, 2004). Moreover, as addressed by the significance and objectives of this study, the main objective was to assess challenges the women managers have been facing in Ethiopian National Archives and Library Agency.

Upon gathering information and analyzing data for the research purpose, the appropriate approaches for the specific research type, two approaches, namely qualitative and quantitative approaches were applied. By using a survey method, both quantitative and qualitative data were gathered. The quantitative data was collected with questions in a 5 point Likert scale format whereas the qualitative data was collected through open ended questions presented to respondents. Thus, in this study both types of data were used to collect information that later on were analyzed and interpreted in hopes of critically assessing the challenges women in managerial positions have been facing and still are in the organization. Therefore the approach of this study was a mixed approach.

3.2 Population, Sample Size and Sampling Techniques

3.2.1 Target Population

The target population of this study is National Archives and Library Association’s a total number of 173 female employees. Sampling units were the target population elements available for selection during the sampling process. Sampling units were both women managers and technical employees. The reason was that the researcher believed that managers and employees have direct and indirect exposure to know the management practices or have experienced the management practices either as employees or managers of the organization.

3.2.2 Sample Design, Sample Size and Sampling Techniques

A non-probability sampling design was used to undertake the study and to complete the structured questionnaire. The non-probability sampling design that was used was convenience sampling. It is also called accidental/deliberate sampling. Even though this design might not give equal chance of being included to the sampling units from the population, it has been chosen as a design because there is time limitation.

It is typically not practical to include every member of the population of interest in a research study. It is sometimes suggested that one should select 10-20 per cent of the accessible population for the sample (Kumar, 2006; Hill, 1996 as cited in Belay,2012). According to Sekaran (2003) sample size 30-500 is already adequate for most of the research. The size of sample should neither be excessively large, nor too small. Descriptive research typically uses larger samples. The researcher used accidental samples as the sampling method is convenient sampling method. Thus in this case, as indicated above with the total women employee population within NALA of 173, 25% of the population (43 employees), were selected by convenience sampling method whereby the elements were selected from the target population on the basis of their accessibility or convenience to the researcher.

3.3 Sources of Data and Data Collection Techniques/Tools

For this study, both primary and secondary data were used. The sources of primary data for this study were sample respondents who will be selected to involve in the survey from both managerial and employee population. The secondary data was collected from a number of books, journals, articles, reports and published materials on representation of women in management and the challenges they face. The secondary data was obtained through document review and analysis to supplement the primary data. The data collection method for primary data was survey method. Questionnaires were produced as instruments to implement this method. The main reason for using only questionnaires as a data collection instruments is that there is time limitation to conduct interviews. Moreover, most people prefer questionnaires over interviews.

3.4 Procedures of Data Collection

Based on the information from primary and secondary sources, a structured questionnaire was prepared. The structured questionnaire was put to pilot testing. Depending on the result from the test, the questionnaire was amended. Then once amended it was distributed to the actual sample population. The researcher disseminated questionnaire papers to the selected sample respondents.

Respondent were given 12-24 hours to complete filling the questionnaire. The researcher went around and collected the questionnaire once completed.

3.5 Methods of Data Analysis

The raw data that was collected using structured survey tool with open ended questions was classified, tabulated and coded to make the data understandable and easy for analysis. The quantitative data that was collected through questionnaire to categorize and describe challenges women mangers face was analyzed using descriptive statistics (frequencies, percentages and mean) method using the Software package for social science (SPSS 19). The qualitative data was collected through the open ended questions and analyzed accordingly.

3.6 Reliability and Validity of Measures

Reliability and validity are very essential factors in the research process as they are concerned with leading summary and results of the study to be more accurate. Reliability is a consistency test that measures whether or not the instruments consistently measure what they are intended to measure. Validity, on the other hand, is the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform.

3.6.1 Reliability Assurance

Measuring and assuring reliability of data collecting instrument are key steps in conducting a research. By assuring the reliability one can confirm the internal consistency of a data collecting instrument. If a data collecting instrument is labeled reliable, it can mean that the instrument can measure what it's intended to measure consistently. The common measure of reliability is Cronbach's alpha coefficient. The data collecting tool used for this study was measured for its reliability before distributed to the target sample. To insure internal consistency and reliability of the instrument in terms of Cronbach's alpha coefficient, the instrument chosen for this specific research was pre-tested. To carry out the pre-test or pilot study for the questionnaire, 7 people that are representative from the target groups (the experts and mangers groups) were selected to respond to the questionnaire. The result of the reliability statistics is shown in the table below.

Table 1: Reliability Statistics

Cronbach's alpha coefficient	Number of items
0.8	57

Data was also collected from the reliable sources, from respondents who have longer experiences in the organization.

3.6.2 Validity Assurance

Assuring validity of data collecting instrument before a full scale distribution is critical to research. The researcher must measure the data collecting instrument chosen for the study and assure that the instrument can indeed measure what it is intended to measure. To insure validity of the instrument employed for data collection, survey questions were based on literature reviews and frame of references in a way that they are compiled to answer the research questions. The questionnaire was then reviewed by subject matter experts and practitioners. The instrument was also reviewed and commented on by the researcher's advisor as to make sure of the content and face validity.

3.7 Ethical Considerations

This research adheres to ethical issues by following the international principles as guidelines.

The questionnaire to be distributed will be made sure to respect the person by ensuring that:

- Request for permission for the research to take place in the organization was secured
- The respondents were informed about the purpose of the research thus purpose of the study was disclosed in the introductory part of the questionnaire
- Respondents were voluntarily participating; no respondent was forced to fill the questionnaire unwillingly without making the actual purpose of carrying out the research clear to him/her
- Respondents' privacy and confidentiality were protected the respondents were given privileges of not waiting their names and fill out the questionnaire anonymously

CHAPTER FOUR

DATA ANALYSIS AND ITERPRETATION

This chapter consists of findings obtained from questionnaires in relation to secondary data and detail analysis of the findings. The data collected were organized, summarized and processed by using SPSS software program (SPSS 19) and analyzed with descriptive statistics such as(frequencies, percentage and mean)

It is very costly to considering the total population in a study, however, obtaining a true random sample, one whose relation to the population is understood, is critical to any study. In this regard, as indicated above in the sample design, sample size and sampling technique section, convenient sampling was employed for this study. Though this sampling method does not treat equally each element in the population; it has such merits as expedite data collection, ease of research, ready availability, cost effectiveness and timeliness that suits the study.

Through convenient sampling, 25% of total population of 173 women employees was selected. In this sample, to ease analysis structured questionnaires were prepared for the sample. The first draft of questionnaire was checked for internal consistency and so it was necessary to try it out on a representative group of the sample (pilot survey) to see if the instrument maintains internal consistency and is able to obtain the desired objectives. Then it was divided into two separate questionnaires without changing the items but instead grouping them for managers group and experts group.

Data analysis varies from researcher to researcher and application to application. To some, it may involve from the display of descriptive statistics, or the results of a statistical computation. To others, it involves a series of steps which may require further analysis and problems to investigate. In light of this, SPSS, a comprehensive statistical software system that enables the data analysis process at any level with processes ranging from data listing, tabulation and descriptive statistics (frequency, percentage and mean) to complex statistical analysis, was used.

4.1 Response Rate of Respondents

After requesting for permission to use any primary or secondary data sources distribute questionnaires for the research purpose, the researcher was allowed to use the data as necessary and distribute and collect questionnaires whenever convenient. The questionnaires were then developed and pre tested before the actual distribution of the instrument. With this,

43 questionnaires were distributed to the respondents and from these 35 respondents are employees (experts) and 7 respondents (5 team leaders and 2 directorate directors) are from the management team.

Table 2: Response Rate of Respondents

Data collection tool	No of distributed Questionnaire	No of respondents that were Returned	Response Rate
Questionnaire	43	42	97.6

With this being said, as shown in the above table, one respondent did not return the questionnaire. Due to this reason, 97.6% of the distributed questionnaires were collected, almost all respondent expressed their views properly and few open ended questions were left blank.

4.2 Demographic and Socioeconomic Background of the Respondents

In this section, the different profiles and backgrounds of the respondents are briefly discussed.

Table 3: Demographic and Socioeconomic Background of Respondents from Managers Group

Gender	Frequency	Percentage	Age	Marital status
Female	42	100	25-30	10 23.8
			31-40	19 45.2
Total	42	100	Above 40	13 31.0
Education			Total	42 100
Certificate	0	0	Position	Total 42 100
Diploma	10	23.8	Expert	35 83.3
Degree	32	76.2	team lead	5 11.9
Masters and above	0	0	directorate	2 4.8
Total	42	100	Total	42 100
				6-10 years 19 69.0
				11 years and above 13 31.0
				Total 18 100

As shown above, the respondents seem to fall in the 31-40 years of age range. Most of them are married and single. Out of the total 42 respondents; 32(76.2%) of them have degrees and ten (23.8%) of them have a diploma. Nineteen (69.0%) of the respondents from this group have 6-10 years of experience in their positions. The other 13(31%) have 11 years and above and the rest 10(23.8%) have 1-5 years of experience. From the total number of respondents; 2 are directors, 5 are team leaders and the rest are employees.

4.3 Analysis of Data Collected for the Study

In this section, the different responses from the questionnaire were analyzed and detail results will be shown and discussed in the data analysis section. The questionnaire that was distributed had 57 items grouped under three sections designed to collect both quantitative and qualitative data. The first and second sections collected quantitative data while the third one was used for collecting qualitative data. The first section included items explaining personal backgrounds of respondents. The second section continued with questions related to the research topic with a 5-scale Likert scale choices:(Strongly agree(5), Agree(4), Neutral(3),Disagree(2) and Strongly disagree(1). The last and third section included open ended questions for managers only. The data analysis assessed these in descriptive statistics (frequencies, percentages and means) as to produce better analysis.

4.3.1 Analysis of Quantitative Data Collected Through Questionnaire

4.3.1.1 Challenges Faced by Women Managers and Women Who Aspire to be managers

In this section, the numerous barriers that women in management and women who aspire to be in management face will be discussed. Based on one of the specific research questions designed to help achieve the main objective of this study which is to assess the challenges faced by managerial women and women who aspire to be managers.

The human resource department of Ethiopian National Archives and Library Agency has a recorded data of managers showing that there is less number of women managers in the top management in core departments. They face different challenges as they try to develop themselves and attain management positions.

To assess these challenges, questions were designed for women managers and women aspiring to be managers asking the extent to which they agree whether the following potential barriers listed below are blocking women from advance in their careers or not. These potential barriers were obtained from the reviewed literature:

1. Lack of recommendation
2. Lack of delegation
3. Educational gap
4. Scio-cultural attitudes
5. Lack of confidence and inability of experts
6. Male dominancy
7. Work life/social life balance
8. Lack of information and networking

9. Career salience
10. Lack of managerial/leadership skills
11. The right to flexible working hours
12. Subjected to sexual harassment
13. Negative employee attitudes

The tables below show the frequencies, the percentages and the means of the respondents' responses and the data analysis follows.

Table 5: Response of Respondents on Barriers Women Managers and women who Aspire to be Managers Face

Barriers	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Mean
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent		
Lack of recommendation	6	14.3	10	23.8	8	19.0	12	28.6	6	14.3	42	3.05
Lack of delegation	6	14.3	13	31.0	5	11.9	16	38.1	2	4.8	42	2.88
Educational gap	7	16.7	8	19.0	12	28.6	9	21.4	6	14.3	42	2.98
Socioeconomic attitudes	6	14.3	8	19.0	10	23.6	12	28.6	6	14.3	42	3.10
Lack of confidence	7	16.7	11	26.2	11	26.2	8	19.0	5	11.9	42	2.83
Male dominance	5	11.9	4	9.5	9	21.4	19	45.2	5	11.9	42	3.36
Work life/social life balance	3	7.1	7	16.7	11	26.2	12	28.6	9	21.4	42	3.40
Lack of information and networking	2	4.8	14	33.3	10	23.8	11	26.2	5	11.9	42	3.07
Career salience	5	11.9	12	28.6	14	33.3	7	16.7	4	9.5	42	2.88
Lack of managerial/leadership skills	7	16.7	4	9.5	20	47.6	9	21.4	2	4.8	42	2.88
The right to flexible working hours	4	9.5	13	31.0	9	21.4	13	31.0	3	7.1	42	2.95
Subjected to sexual harassment	2	4.8	9	21.4	17	40.5	11	26.2	3	7.1	42	3.10
Negative employee attitudes	5	11.9	6	14.3	9	21.4	17	40.5	5	11.9	42	3.26

The table above shows the extent to which respondents agree for the listed barriers faced by women managers and women who aspire to be managers. As shown above, most respondents (42.9%) disagreed for lack of women's confidence to express and defend themselves and lack of managerial skills to be reasons for less numbers of women representations in management. Respondents agreed that the top four challenges (barriers) that are hindering women are work life/social life balance (50.7%), male dominance (57.1%), negative employee attitudes (42.4%), and lack of recommendation from senior managers or team leaders (42.9%). The rest of the listed barriers; educational gap, career salience, lack of managerial skills and socio-cultural attitudes are considered to be barriers to some extent. About 40.5 % of the respondents were neutral on subjection to sexual harassment.

4.3.1.2 Reasons Contributing to the Challenges Women Who Aspire to be Managers Face

In this section, the numerous reasons contributing to the barriers those women who aspire to be in management face will be discussed. There are a number of reasons in the work environment contributing to the challenges of women who aspire to be managers, worsening their situations, dragging them back in their careers and stunt their growth and development to management positions.

The questions were designed for women aspiring to be managers asking them the extent to which they agree whether the following listed reasons causing and/or contributing to the challenges exist in the organization or not. The reasons are listed as follows:

1. Women employees are expected to fit the men's world to attain managerial positions
2. Women employees are limited to dead end positions with less power and visibility
3. Women employees are facing suppressed by the organizational culture
4. Women employees are facing the challenges because of their gender background
5. Women employees are considered less equal or competent
6. Women employees themselves find it difficult to balance their work life and social life responsibilities
7. Women employees are considered to lack leadership qualities and dislike senior positions
8. Women employees aspire to be in managerial positions in different ways than men and are judged and their aspirations might not even be considered
9. Lack of laws and policies ensuring gender equality in the work place

The tables below show the frequencies, the percentages and the means of the respondents' responses and the data analysis follows.

Table6: Responses of Respondents on Reasons Contributing to the Challenges Women Who Aspire to be Managers Face

Reasons	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Mean
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent		
Expected to fit the men's world	4	9.5	8	19.0	13	31.0	15	35.7	2	4.8	42	3.07
Limited to dead end positions	2	4.8	12	28.6	14	33.3	9	21.4	5	11.9	42	3.07
Suppressed by the organizational culture	3	7.1	10	23.8	15	35.7	11	26.2	3	7.1	42	3.02
Because of their gender background	6	14.3	10	23.8	11	26.2	7	16.7	8	19.0	42	3.02
Considered less equal/competent	6	14.3	16	38.1	9	21.4	7	16.7	4	9.5	42	2.69
They find it difficult to balance their responsibilities	6	14.3	14	33.3	9	21.4	11	26.2	2	4.8	42	2.74
Considered to lack leadership qualities	5	11.9	13	31.0	14	33.3	3	7.1	7	16.7	42	2.86
Aspire to be managerial positions in different ways	7	16.7	13	31.0	9	21.4	8	19.0	5	11.9	42	2.79
Lack of laws and policies ensuring gender equality	2	4.8	15	35.7	12	28.6	8	19.0	5	11.9	42	2.98

The table above clearly shows which of the reasons listed contribute to the challenges of women who aspire to be managers. The respondents have agreed that women being expected to fit the men's world to attain managerial positions (40.5%) and the fact that they are limited to dead end positions with less power visibility (33.3%) highly contribute to the numerous barriers they already face in the organization. Thirty five % of the respondents were neutral to the other potential reason listed, that was, women being suppressed by the organizational culture, facing the challenges because of their gender background and lack of laws and polices ensuring gender equality are also worsening the challenges women who aspire are facing as the respondents' responses imply. The responses have also implied that the rest of the reasons contribute to some extent.

4.3.1.3 Performances of Women Managers

In this section, an overview of how the women managers in the case organization perform and carry out their managerial responsibilities will be presented. The researcher believed that it is important to know how well the women managers are performing so as to be able to assess the different challenges they're facing and the different reasons contributing to those challenges the women managers are facing while on duty.

The questions were designed for respondents asking them the extent to which they agree whether the following listed statements explain how the women managers in the organization are performing their managerial responsibilities or not. The statements are listed below:

1. They have the ability to use their authority and make timely and final managerial decisions
2. They, with their team, deliver on goals set effectively and efficiently
3. They co-operate with their team members on goals set effectively and efficiently
4. They set team standard, values and strategies to better lead the team
5. They have problem solving skills they use when the team is faced with work challenges
6. They have conflict resolution skills they use when disputes occur within their team

The tables below show the frequencies, the percentages and the means of the respondents' responses and the data analysis follows.

Table 7: Responses of Respondents on performances of women managers

Performances	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Means
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent		
Ability to use authority to make decision	6	14.3	9	21.4	14	33.3	9	21.4	4	9.5	42	2.90
Deliver on goals effectively and efficiently	6	14.3	6	14.3	13	31.0	13	31.0	4	9.5	42	3.07
Co-operate with team members and support them	4	9.5	10	23.8	14	33.3	8	19.0	6	14.3	42	3.05
Set team standards,	3	7.1	13	31.0	11	26.2	9	21.4	6	14.3	42	3.05

values And strategies to better lead the Team												
Have Problem Solving skills	4	9.5	12	28.6	9	21.4	12	28.6	5	11.9	42	3.14
Have conflict Resolution skills	4	9.5	11	26.2	10	23.8	9	21.4	8	19.0	42	3.16

Respondents' responses summarized in the above table imply that the respondents agree that the last two statements from the list above better explain the performances of the women managers in the organization; women managers have conflict resolution skills they use when disputes occur within their teams and they have problem solving skills they use when the team is faced with work challenges. On the other hand, 35.7% of the respondents disagreed that women managers make final decisions and 38.1% of the respondents disagreed that women managers don't set team standards.. The respondent also implied that women managers co-operate with team members and support them with work whenever the members need it and that they deliver on goals set effectively and efficiently

4.3.1.4 Reasons causing challenges women managers face while they're on duty

The other topic disused on the basis of data analysis in this section is the group of reasons contributing to the different challenges. Women managers face different challenges as they try to carry out their managerial responsibilities as shown in the previous section. But there are also different factors adding up to their challenges or causing more hindrance on their responsibilities and further more on their careers. With this regard the following listed below can be potential reasons contributing the challenges women managers are facing:

1. They don't have complete freedom
2. They don't retain final decisions making authority within their directorate
3. They include one or more employees in determining what and how to do work retaining final decision making authority
4. They and their team members vote on whenever a major decision has to be made
5. They don't consider suggestions made by employees.
6. They ask employees for inputs on projects and work plans
7. They retain feminity while performing against stereotyping

The respondents had responded to the questions related to this topic. The tables below will

show the frequencies, percentages and means of the responses given.

Table8: Responses of Respondents on Reasons Contributing to Challenges Women Managers face

Reasons	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Means Max=5 Min=1
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	
Don't have complete freedom	5	11.9	8	19.0	10	23.8	11	26.2	8	19.0	3.36]
Don't retain final decision	1	2.4	9	21.4	12	28.6	14	33.3	6	14.3	3.24
Including team members in determining how to do work but retaining final decision	6	14.3	13	31.0	6	11.3	14	33.3	3	7.1	2.88
Team members vote on major decisions	5	11.9	7	16.7	15	35.7	10	23.8	5	11.9	30.7
Don't consider suggestions	6	14.3	12	28.6	8	19.0	11	26.2	5	11.9	2.93
Ask employees for inputs	4	9.5	8	19	9	21.4	16	38.1	5	11.9	3.21
Retain feminity while performing against stereotypes	3	7.1	7	16.1	15	37.1	12	28.6	5	11.9	3.13

Looking in to the table above it is shown that the reasons highly contributing to the challenges of women managers, as agreed upon by the majority of the respondents, are women managers not being able to have complete freedom in their work place(45.2%) and that they don't retain final decisions making authority within their directorate(47.7%). Adding up to these, them retaining feminity while performing against stereotypes was also agreed upon by 40.5% of the respondents to be one of the major reasons to contribute to the challenges women managers face 35.7% of the respondents were neutral to the potential reason team members voting on the major decisions to be contributing to the challenges women managers face.

4.3.1.5 Strategies Implemented to Enhance the Participation of Women in Management

In this section, the data collected from respondents, that was designed to assess the different strategies that are being implemented in the organization to enhance the capability of women managers and women who aspire to be managers will be presented and analyzed.

There are different strategies an organization can plan out and implement to enhance women

managers to develop them-selves and help them advance in their career. These strategies can not only ease the challenging environment for women managers but also create opportunities and pave the road for women who aspire to be managers. This being said the following strategies listed here after were the one presented to the respondents to respond to:

1. Affirmative action
2. If any affirmative action, applicable for all
3. Technical and management training and development programs for women
4. Mentorship programs for women aspiring to advance to top management.
5. Policies that support empowering women in management and women who peruse management positions
6. Reward and recognition systems set to motivate women in management.

The result of the respondents are tabulated and summarized as follows. These show the extent to which the respondents agree the strategies listed above have been/ are being implemented in the organization.

Table 9: Responses of respondents on Strategies Implemented in the organization to enhance women participation in management

Strategies	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Means
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent		
Affirmative action to support women for promotion	2	4.8	9	21.4	10	23.8	10	23.8	11	26.2	42	3.45
Affirmative action applicable to all positions	6	14.3	7	16.7	12	28.6	12	28.6	5	11.9	42	3.31
Technical and/or management training and development programs	5	11.9	6	14.3	12	28.6	11	26.2	8	19.0	42	3.26
Mentorship program	4	9.5	1	2.4	10	23.8	10	23.8	6	14.1	42	3.05
Policies that support empowering women		716.7	16	38.1	8	19	5	11.9	6	14.3	42	3.07
Reward and recognition system set	10	23.8	15	35.7	4	9.5	11	26.2	2	4.8	42	2.52

From the table above, it can be clearly understood that half of the respondents(50%) agreed that there is affirmative action for women to support promotion and that it is applicable for all positions. Forty five percent of respondents also agreed that there are Technical and/or management training to some extent. On the other hand, as shown in the table above the respondents implied that they disagree, in the respective percentage, that there are reward and recognition system to motivate women in management (59.5%), policies that support empowering women in management (54.8) and mentorship programs (38.1%).

4.3.1.6 Ways Women Managers Achieve Top Management in the Organization

There are different ways women managers can achieve top management and can be seen if these also contribute to the challenges of women managers to attain top management positions. The respondents of both groups were presented with five ways achieving top management positions as mentioned in the table below:

Table 10: Responses of Experts on Ways Women Managers Achieve Top Management in the Organization

Ways	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Qualification	5	11.9	9	21.4	6	14.3	14	33.3	5	11.9	42	100
Political support	6	14.3	10	23.8	12	28.6	10	23.8	4	9.5	42	100
Family background	10	23.8	8	19	12	28	8	19	4	16.7	42	100
Women's networking	10	23.8	17	40.5	9	21.4	10	23.8	5	11.5	42	100
Affirmative action	6	14.3	7	16.7	14	33.3	8	19	7	16.7	42	100

The above table shows that the 45.2% of the respondents agreed that women managers achieve top management positions by qualification and affirmative action. On the other hand, 38.1% of respondents disagreed that woman achieve top management positions by political support. Half of the respondents (50%) also disagreed that women's networking are a way to achieve top management. The table also showed that 42.8% of the respondents disagrees that women achieve top management positions by their family backgrounds.

4.3.2 Analysis of Qualitative Data Collected Through Open Ended Questions

In this section, the open ended questions intended to help for triangulation of data and to help directorate directors and team leaders to elaborate more. Their responses will be summarized and analyzed in a short and precise manner.

Four open end questions were posed for directorate directors and team leaders to elaborate more on issues raised. Issues such as overall challenges women managers face, opportunities the organization presents to women and attitudes of employees and colleges towards women managers were raised. The managers' answers to the questions will be presented hereafter.

1. Challenges women managers face to accomplish their managerial responsibilities and aspire to top management

The top and middle managers listed out a bunch of challenges they believe are being faced by women in the organization. The challenges women managers face as the managers (directors) mentioned can be categorized into three main categories namely 1) Personal, 2) Social and 3) Organizational for ease of analysis. The first category consisted of the challenges women face from their personal perspectives. From the challenges mentioned by the top managers, the following can be labeled as challenges women managers face personally:

- a) Women giving more weight to their social life
- b) Insufficient time for long term study to the highest academic level

The second category of challenges is a collection of challenges that have the society as a source. The managers listed out challenges the society poses on women managers and hinder their advancements. These challenges include:

- a) family burden, double responsibilities
- b) socio cultural gender roles
- c) society belief in gender inequality

Lastly, the rest of the challenges the managers mentioned to be contributing to the hindrance of women managers career development fall into the organizational category. These challenges emerge from the different factors within the organization such as, organizational management practices, policies, experts' perceptions, and organizational culture and so on. The following listed below are within this category

- a) lack of information and networking
- b) Interference of the head of the organization
- c) lack of capacity building programs
- d) unfair selection of candidates and courses for training to develop managerial skills
- e) poor networking and lack of co-operation among directorates

2. Attitudes experts have toward women managers

The answers given by the top and middle management indicate that the attitudes employees show toward women managers are mostly negative, there's only little positivity. The managers listed the different attitudes they've observed. They've said attitudes of the experts are poor or negative because women managers' serious and committed experts think that women don't have the confidence and ability to lead a team. Although women employees have positive attitudes and men employees have negative attitudes. The other listed attitudes are

- a) women can't exercise their managerial power properly because of traditions
- b) employees not trusting the women managers, pressure from immediate bosses
- c) they attain leadership position because of affirmative action so unable to lead
- d) disrespect and refusing orders

3. Opportunities presented by the organization to women managers and women who aspire to managerial positions

Half of the top managers believe that there are no good opportunities being offered by the organization. The other half begged to differ and listed out what they believe are being given as opportunities by the organization to women managers and women who aspire to management positions

- a) Short term leadership training periodically,
- b) to women managers: leadership/managerial training and to women aspiring to be managers: on the job training
- c) affirmative action advantage

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATION

Summary of Major Findings

The purpose of this research is to assess the different challenges faced by women in managerial positions in Ethiopian National Archives and Library Agency (NALA). Management as a profession has long been established in the world and in our country as well. Although history shows that this profession has been dominated by male and female participation in management wasn't considered to be an option. Women are still exposed to discrimination and are expected to occupy dependent positions in the society. Their roles in the work place were less powerful. Their traditional duties to take care of the family and household administration had hindered their advancement into management positions.

Over the years, the increased access of women to education and trainings has contributed to the steady increment in women representation of managerial positions where they face several challenges. This situation has been improving all over the world but different researches indicate that there still exist the challenges hindering women management career development and aspiration to top management.

This is not different for Ethiopian National Archives and Library Agency. The management practices in the organization have been going through different changes through time and it has been significantly improving over the last decade. Even though there are improvements, the organization still has a long way to go as women managers and women who aspire to managers still face challenges to develop and advance in their management career.

There are not only challenges faced by the women managers in the organization but also challenges faced by women who aspire to be in management. The challenges range from social (work life/social life balance), organizational (lack of trainings, lack of flexible working hours during pregnancy, lack of women networking and more) or personal challenges (lack of self-confidence, ability to express themselves and others) that are faced by these women managers and women who aspire to managerial positions.

In light of assessing the challenges women managers and women who aspire to be managers' face, there are related issues raised such performances of women managers, reasons contributing to the challenges of women managers and women who aspire to be managers, strategies the organization implements to enhance women participation and so on. With this regard, the researcher summarizes the major findings of the study based on a) performances of women managers, b) the challenges women in managerial positions face c) challenges women who aspire to be in

managerial positions face d) strategies put in place to enhance women's participation in management in the organization.

A) Performances of women managers

Respondents' responses implied that women managers have conflict resolution skills they use when disputes occur within their teams and they have problem solving skills they use when the team is faced with work challenge showing that women managers in the organization do have managerial skills. The respondents also implied that women managers co-operate with team members and support them with work whenever the members need it which suggests that they have good attitudes toward their team members. But women managers don't make final decisions and that they have issues delivering on goals set effectively and efficiently. This indicates the challenges and reasons contributing to these challenges may have effects on their overall performances.

B) The challenges women in managerial positions face

Even though situations have been improving for women managers around the globe, they still facing challenges nowadays. It is no different for women managers in NALA. The assessment showed that barriers hindering women from advancing their management career path. It was found that there are three major barriers that women managers face. These barriers are lack of recommendations and the work life/family life balance or the double responsibilities. In addition to these, male dominancy also poses a challenge. There are also reasons adding to the challenges the women managers face such as not having freedom at the work place, not retaining final decision making authority for their respective directorates and them retaining femininity while performing against stereotypes.

C) Challenges women who aspire to be in managerial positions face

The study also assessed the challenges that exist in the organization affecting women who aspire to be in managerial positions. The data analysis made for the study implied that the challenges they face are common as the women managers. On the other hand the reason contributing to these challenges for women who aspire to be managers differ from those of the women managers. As the results of the data analysis show, the major reasons were reasons such as women expected to fit the men's world, and them being limited to dead end job positions with low power and visibly.

D) Strategies put in place to enhance women's participation

The respondents were presented with possible strategies to see if the organization has implemented them or not. The major strategies to be put in place is technical and/or management trainings and development programs.

Conclusions

The study was conducted in National Archives and Library Agency with a general objective of assessing the different challenges women managers face. Questionnaire was main data collecting instrument. Quantitative and qualitative data were collected. The qualitative data was collected through open ended questions for that were presented for top management.

Based on the quantitative data is shown women managers and women who aspire to be in management in NALA are facing various challenges. Other issues related with the challenges such as performance s of women managers, reasons contributing to the challenges are also factors to be considered.

As the major findings imply, women mangers perform good although they face challenges. With this regard, women mangers face majorly personal challenges that might hinder them from advancing to top management. As top managerial positions would come with more gravity of work and responsibilities, they face challenges in balancing their personal life with their work life. This also goes for women who aspire to be managers. Women also still need opportunities to take their educational/ academic level to higher status. Women managers need to upgrade their educational level to achieve positions in top management. The other implication of the major findings is that male dominancy, lack of recommendation from seniors and negative employee attitudes have also posed challenges for women managers and women who aspire to managers and are found to be reasons for less representation of women in

On the other hand, the organization is implementing some strategies to enhance participations of women in management in management. Based on the qualitative data, the researcher can conclude that the organization has some opportunities for women managers and women who aspire to be managers showing that there is a brighter future. If the organization keeps up the improvements and help women managers to overcome their challenges, it could motivate its women mangers to advance to top management and women experts to aspire to be in managerial positions.

All in all it can be there have been improvements for women managers and women who aspire to be managers over the last decade but more work can be done to better the future generation of women managers of the organization to increase representation of women in management of the organization and can benefit from this.

Recommendation

Based on the major findings of the study, the researcher recommends the followings recommendations and how they can implemented within the organization. Implementations that can help improve the work environment:

1. Adopting a zero tolerance policy to prevent gender discrimination

The organization could amend organizational polices in hopes of achieving a zero tolerance for gender discrimination. The organization can also work on organizational culture as a whole to bring change and adapt the recommended policy. This can help women managers and the organization as a whole by creating a better work environment. With this the organization could help the women managers and women who aspire to be managers have more freedom in the work place and retain felinity

2. Using structured evaluation techniques

By formulating structured evaluation techniques to evaluate experts and mangers could help the organization figure out how to support its employees. Evaluating employees and managers could help prepare necessary trainings or to create new career advancement opportunities. These can help women managers and women who aspire to be managers to overcome their challenges and work on self-development and set a career path. By applying this recommendation, the organization could present its women employees with better job positions and enhance representation of women in management

3. Creating formal processes to build managers relationships

The organization could organize different meetings, forums, panel discussions and as such experience sharing platforms for mangers to be able to have formal relationships and smooth transition of power from one to another. The organization could also prepare mentorship programs. These events/programs could also help women mangers broaden their network and decrease lack of exchange of information with their colleagues or superiors. This could create opportunities for recommendations and delegations of managers as well.

4. Developing flexible work arrangements and environment

The organization could take up model organizations that have set flexible work environment and arrangements to set up its own that fits within its structure and is suitable for its employees. women who aspire to be mangers face especially such as issues with pregnancy, maternal leave, and taking care of children and increase performance.

The organization could offer flexible work arrangements such as introducing change in the hours of work (either reduction in hours worked, or changes to start/finish times known as flextime, or compressed work week), changes in patterns of work (job sharing arrangements), changes in location of work (telecommuting), leaves/sabbaticals or a child care center run by the organization. This could help minimize the challenges women managers and women who aspire to be managers face the work life/ social life balance

5. Exploring the female advantage perspective

Women are known to carry the burden of managing the household and performing simultaneous tasks with ease and patience. If given the right opportunities women can apply the different principles to management practices and bring about change in the organization.

6. Improving organizational practices

By implementing the recommendations above, NALA could foster better organizational practices and improve the organization as a whole.

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Appendix: Questionnaire Distributed to Respondents

ST. MARY UNIVERSITY COLLEGE

SCHOOL OF GRADUATE STUDIES

MBA IN GENERAL MANGEMENT

QUESTIONNAIRE: Challenges of Women Managers and Women Who Aspire to be in Managerial Positions: The case of Ethiopian National Archives and Library Agency

Dear Respondent

I am a graduate student in the department of General MBA at St. Mary University.

Currently I am undertaking a research on **“Challenges of Women Managers and Women Who Aspire to be in Managerial Positions: The case of Ethiopian National Archives and Library Agency”**. You are one of the respondents selected to participate in this study. Thus, I’d like to kindly request you to answer the questions to follow. Your honesty and timeliness would be appreciated and of great help in many aspects.

The questionnaire has three parts: Section A (personal and related questions) and Section B (questions on over all challenges and opportunities women managers and women who aspire to be managers could encounter), and Section C (open ended questions on over all challenges and opportunities women managers and women who aspire to be managers could encounter)

Please read each item carefully and provide your honest response to each item by circling the number with the scale that represents your responses. If you overlook any item, without giving response, it will invalidate the survey. So please check that you have provided your response to all items. Finally the information you share will be kept confidential and only used for academic purposes and for that reason no need of writing your name.

I would like to thank you in advance for your willingness, support and corporation.

Meklit Wogayehu

SECTION A

PERSONAL BACKGROUND: Please use the "X" mark to provide your response

1. Gender

Female

Male

2. Age

a) 25 – 30

b) 31 -40

c) Above 40

3. Marital status

a) Married

b) Widowed

c) Divorced

d) Single

4. Educational level

a) Certificate

b) Diploma

c) Degree

d) Masters and above

5. Position in the organization

a) Employee

b) Team leader

c) Directorate director

6. Experience in the position in years

- a) 1 - 5 years
- b) 6 - 10 years
- c) 11 years and above

SECTION B

GENERAL QUESTIONS: Please use the scale below and mark it with “X” to indicate your response: Scale: 1.Strongly disagree 2.Disagree 3.Neutral 4. Agree 5. Strongly agree

1. To what extent do you agree for the following reasons listed below to be reasons for less number of women in top management positions in the organization?

Item No.	Possible reasons for less number of women in management	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		5	4	3	2	1
1.1	Lack of recommendation from senior managers or team leaders					
1.2	Lack of delegation(both women and men delegating men rather than women)					
1.3	Educational gap					
1.4	Socio – cultural attitudes					
1.5	Lack of women’s confidence to express and defend themselves					
1.6	Male dominance					
1.7	Work life/social life (double responsibility)					
1.8	Lack of information and networking					
1.9	Career salience over other life role salience (importance of career over other life roles of women)					
1.10	Lack of managerial/leadership skills					

1.11	The right to flexible working hours					
1.12	Subjected to sexual harassment					
1.13	Negative employee attitudes					

2. To what extent do you agree that the following listed here are ways by which women achieve top management (directorate director) positions?

Item No.	Ways to achieve top management(Directorate director)	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		5	4	3	2	1
2.1	By qualification					
2.2	By political support					
2.3	By Family background					
2.4	By women’s networking					
2.5	By affirmative action					

3. What types of managerial positions are mostly occupied by women in the organization? (Please mark the relevant one)

- a. In core directorate, director (top management)
- b. In core directorate, team leader middle management)
- c. In support directorate, director (top management)
- d. In support directorate, team leader (middle management)

4. To what extent do you agree that the following are the reasons causing barriers for women who aspire to be managers in their careers?

Reasons causing barriers for women who aspire to be managers

4.1 Women employees are expected to fit to the men’s world to attain managerial positions
 5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

4.2 Women employees are limited to dead end positions with less power and visibility
 5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

4.3 Women employees are suppressed by the organizational culture of the organization

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

4.4 Women are facing the challenges because of their gender background

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

4.5 Women employees are considered less equal or competent

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

4.6 Women employees themselves find it difficult to balance their responsibilities

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

4.7 Women employees are considered to lack leadership qualities and dislike senior positions with power

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

4.8 Women employees aspire to be in managerial positions in different ways than men and judged and their aspirations might not even be considered

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

4.9 Lack of laws and policies ensuring gender equality in the work place

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

5. To what extent do you agree that the following statements listed below explain how women managers perform their managerial responsibilities

Performances of women managers:

5.1 They have the ability to use their authority and make timely and fair managerial decisions

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

5.2 They, with their team, deliver on goals set effectively and efficiently

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

5.3 They co-operate with team members and support them with work whenever the members need it

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

5.4 They set team standards, values and strategies to better lead the team

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

5.5 They have problem solving skills they use when the team is faced with work challenges

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

5.6 They have conflict resolution skills they use when disputes occur within their team

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

6. To what extent do you agree that the following statements listed below are reasons causing challenges women managers face explain how women managers while they're on duty

Reasons causing challenges women managers face while they're on duty:

6.1 They don't have complete freedom in their work place

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

6.2 They don't retain final decision making authority within their directorate or team

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

6.3 They include one or more employees in determining what and how to do work but retaining their final decision making authority

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

6.4 they and their team members vote on whenever a major decision has to be made

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

6.5 They don't consider suggestions made by employees

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

6.6 They ask employees for inputs on projects and work plans

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

6.7 They retain femininity while performing against stereotypes

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

7. To what extent do you agree the following strategies listed below have been/are being implemented in the organization to enhance women in management?

7.1 There is affirmative action used by the organization to support women for promotion

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

7.2 If there is any affirmative action, it's applicable to all potions(managers and experts)

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

7.3 There are technical and/or management training and development programmers for women

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

7.4 There are mentorship programs for women managers aspiring to top management

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

7.5 There are policies that support empowering women in management

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

7.6 There are reward and recognition systems set to motivate women in management

5. Strongly agree 4. Agree 3. Neutral 2. Disagree 1. Strongly disagree

SECTION C

FOR WOMEN MANAGERS ONLY: Please provide your honest responses to the following open ended questions. Please use the empty space below the questions and the back of this page, if necessary, for your answers.

1. In your opinion, what are the challenges women managers are facing to accomplish their managerial responsibilities and aspire to top management?
2. Do you believe the reasons listed above are causing the challenges women managers face while in the positions?
3. In your opinion, what kind of attitudes do employees and colleges (men managers) have towards women managers and does it contribute to the challenges women managers face?
4. What opportunities are presented to women in managerial positions and women who aspire to top management in the organization?

