



**ASSESSMENT OF THE CHALLENGES OF WOMEN MANAGERS IN  
DERBA LIME AND CHEMICAL PLC**

**BY  
KIYA AREGA**

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**ADVISOR  
TEWODROS MEKONNEN (PhD)**

**Approved by the board of Examiners**

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**Advisor**

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**Signature & Date**

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**Dean, Graduate Studies**

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**Signature & Date**

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**Internal Examiner**

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**Signature & Date**

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**External Examiner**

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**Signature & Date**

## **DECLARATION**

I, the undersigned, declare that this thesis is my original work, prepared by the guidance of Tewodros Mekonnen (PHD). I have not formerly in its entirety or in part submitted at any degree or diploma or other organization of advanced education.

Kiya Arega

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Signature & Date

## **ENDORSEMENT**

I confirm that the thesis entitled “Assessment of the Challenges and Gaps of Women Managers in Derba Lime and Chemical PLC” has been advised by me and forwarded for defense examination.

Tewodros Mekonnen (PHD)

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Signature & Date

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## **ABRIVIATION / ACRONYMS**

ILO: International Labour Organization

CEO: Chief Executive Officer

SPSU: Sir Padampat Singhania University

SPSS: Statistical Package for the Social Sciences

PLC: Public Limited Company

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## **Abstract**

*The main objective of the study is to assess the challenges of women managers in Derba Lime and Chemical PLC. The study used a qualitative and quantitative research approach, the data Design is concurrent triangulation design, data gathered from primarily and secondary sources, the types were both qualitative and quantitative techniques. Target population were Derba lime and Chemical PLC women managers, 250 employees were the sample size population, data were collected through questioner and interview, the validity test were based on Cronbach's Alpha 0.711, the method of data analysis were descriptive method. Based on the study, the researcher finds that there is no policy and strategy that helps women to be a manager, socio cultural factor is another challenge that woman face, they face bias, difficult expectation, and sexual harassment. But women in the company are effective in their management and also their managerial style. Through this finding the researcher recommends that particularly the policy and strategy have to be amend to use their responsibility and effectiveness on management, give training to women and giving opportunity with less qualification than other, for this whole process men have to be participate and support.*

**Keywords:** *Management, Challenge, Effectiveness, Laissez-fair, Autocrat, Assessment*

## **CHAPTER ONE INTRODUCTION**

### **1.1. Background of the Study**

Women represent half of the population in the world but continuously face the problems of inequality in every field whether it is in government or non-government organizations and particularly face the problems for leadership because men always think that women cannot be good leaders or managers but at the domestic level men agree for the women work because men always think women only good for domestic work. (Mudasir, 2019)

Achieving equality for women in corporations, at all levels, is a long and demanding journey, which requires the implication of the whole company and the strong commitment of the top management. According to the United Nation publication on “women challenges of the year 2000,” “women constitute half the world’s population, perform two-thirds of the world’s work, but receive only one-tenth of its income and own less than one-hundredth of its property” More than 40% of women represent world’s labor force and half of the world’s population. (Mudasir, 2019)

Women's lives have been shaped by their ability to raise children, whereas men are the ones who are responsible and concerned with business and politics. Due to the societal transformation and technological developments over the last 50 years, women tried to enter the labor market and press their role and the importance of their social activities (Rahel, 2013)

Manage as a relational and differential activity, which includes people as resources that are tried as human resources. Manager’s role differentiates what they do from other activities, and features at this level of the job, and their role within the organization creates a wide pull in the manager’s life and strained demand of a manager’s position (Linstead, Fulop& Lilley, 2004).

There have been several studies across the world on the agenda of gender inequality and management. A sizeable research data already confirmed that women constitute the majority of the poor and illiterate both in the rural and urban areas of Africa (Manuh, 2010).

While in terms of legal rights and common rationality they should take part in all sectors of life, they are segregated and discriminated against in practice, especially in the developing world. In the Ethiopian context, the share of a woman in all areas of life is very insignificant owing to

various cultural and political factors that long – lived in the country for many years in the past. Women in Ethiopia have suffered for many years from a lack of access to ownership, leadership, and decision-making opportunities. A new ILO study reveals that the ratio of working women in senior management positions in Africa is still very low and calls for innovative measures to operate meaningful change. Comparing the position in Ethiopia, women occupy only 29% while men occupy 71% of the professional positions (Meron, 2003).

Now a day's Ethiopian government gives many opportunities for women better than in the previous generations, it seems known that women have a power full role not only in our daily lives but also in the organization where people work. But still, we have a lot of work on women managers. This study aims to assess women in management challenges that are in managerial position & gaps for the women to be a manager in Derba lime and chemical PLC Addis Ababa.

### **1.2.Statement of the Problem**

Corruption is a critical issue in different countries that hampers development. However, women managers have less exposure to it as their leadership style is more participatory and transformative. Therefore organizations in both female and male-dominated organizations should benefit from this and increase the number of women in managerial positions. (Rahel, 2013)

Female leadership is most commonly defined by the differences between femininity and masculinity. The characteristics that are considered to influence decision-making, problem-solving, and achievements are often compared. This discussion aims to emphasize the value and benefits of feminine characteristics in leadership today and the benefits diversity brings to organizations and businesses (Elsi, 2013)

Legislative supported measures to get women in the managerial post, companies, especially, public companies and government institutions should be forced to assign at least a certain percentage of women to their top jobs. Private organizations should also be encouraged to incorporate in their strategic plans to include women managers in human resources departments. (Rahel, 2013). The researcher criticizes Rahel by those listed institutions should not be forced because pressure brings deception like putting women as puppet kings and deciding on them instead of empowering them. To give more emphasis women can be trusted on their leadership than men. Observing women's leadership style and measuring women's effectiveness is more effective to empower women than forcing companies.

Socio-cultural and organizational factors are the main gaps that the women face when she tries to empower themselves. Anyone can observe a successful woman manager by their work but no one can see how they get through, how many challenges they face, or how many problem battels they win as a woman. Of course, it is known that any managers face challenges but the load for women managers is differ specially in developing countries that underestimate women.

As the 2020 world meter report, more than 78.3% of the Ethiopian population live in rural areas. Till now women's educational appearance is less than man there is a narrow way out to be educated. on the other hand, women in an urban area can be educated but it has a slightly less chance to be a manager I witness that most urban women quit their classes after getting their diploma or degree even though they have a degree most of them are afraid to proceed their class and take responsibility because the society underestimated them from their childhood. Little girls cannot be played like boys having funs with friends and so on, this would kill the girl's confidence, even though they have a friend their society is not allowed the girls to be like they want. After having a degree or diploma the family and society tell them to be married one way or another, society pictures marriage and having a child as a women's success. After passing this whole gap and obstacle women who reach managerial positions have their challenges as women like taking care of a child and passing different kinds of harassment are the majors challenges they face. Even though, they have experience or opportunity to manage most of them do have not the confidence to handle it.

Policy changes have created opportunities to increase the representation of women professionals in many sectors across the country. Nevertheless, the change concerning women professionals has often been slow and progress has generally been uneven (Sheila, 2010) in all public and private institutions in Ethiopia. The relative failure of women to move into the ranks of managerial positions, in both private and public sectors in Ethiopia has not been documented at all and no systematic study has been done thus far. Women are perceived by their managers particularly their male managers to be slightly more effective than men at every hierarchical level and in virtually every functional area of the organization. (J. Zenger and J.folkman, 2019) Therefore, why not more women managers? this research takes one of the private companies as an example to find out the core challenges that make slow managerial progress of women. One of the problems that make women not to be able to a manager is a societal influence that women

cannot handle managerial challenges that men managers face, this thesis helps to show some challenges as an example of women managers.

### **1.3. Research Questions**

1. How do the company's policy and strategy support women leadership in Derba lime and chemical PLC?
2. What type/s of leadership style is/are used by women in the company?
3. What is the extent of women leadership effectiveness in the company?
4. What are the socio-cultural factors that affect women participation at leadership positions in the company?
5. What are the biased challenges that limit women leadership in the company?

### **1.4. Objective of the study**

#### **1.4.1. General Objective**

The General Objective of the study is to assess the women manager challenges in Derba lime and Chemical PLC.

#### **1.4.2. Specific Objectives**

1. To identify the policy and strategies that help women to take managerial positions in Derba Lime & Chemical PLC.
2. To describe the specific leadership style that women are using in their workplace.
3. To determine the effectiveness of feminine leadership style.
4. To identify socio-cultural factors that affect women's participation in managerial position.
5. To identify the biased challenges that women managers face.

### **1.5. Significance of the Study**

The study helps a women who wants to be a manager and for those who have a chance and afraid to take it. This study show that the challenges that the women face during and before their managerial position.

This study helps for policy makers to amend previous policy on the area. The researcher takes this study only from Derba lime and chemical PLC. This might helps a base for further study.

Currently, there are different initiatives and programs that are considered as opportunities of women to rise up to top managerial position but still there are low number of women in top managerial positions in different corporate organizations. Due to that, this study helps to find out the challenges of women manager, to give some knowhow for future woman managers and helps to see the actual practice through the selected company.

### **1.6.Scope of the study**

The main purpose of the study is to assess the challenges of women managers in Derba lime chemical PLC. The sample took 250 employees of Derba that includes women manager & sub employees this study information is collected on 2013 E.C. the topic is the challenges of women managers. The study specifically works on Derba lime & chemical PLC head office located at Stadium and its factory that located in Chancho. The researcher uses this company because of more expectation of women manager and nearest of the office location to get information.

### **1.7.Limitation of the study**

This study has limited in several ways, I couldn't search for more research papers on similar titles due to the pandemic most libraries were closed. I used to choose this company because I can get more information from women managers but the number of managers is less than I expected and some of them are not willing to give information. Time and money are major limitations to not working further. I know that this research title can take work in further but through the above limitation I have only done this much.

### **1.8.Definition of Key terms**

In the study, the following conceptual and procedural will be used:

**Challenge** – call to someone to participate in a competitive situation or fight to decide who is superior in terms of ability to strength.

**Laissez-fair** – it's a type of leadership style in which leaders are hands – off and allow group members to make the decisions, also known as declarative leadership style.

**Autocrat** – its leadership style characterized by individual control over all decisions, typically make choices based on their ideas and judgments.

**Assessment** – an action or instance of making a judgment about something.



### **1.9.Organization of the study**

This study have five chapters; the first chapter is about the introduction of the study with a background of the study, statement of the problem, objectives, significance, scope, and limitation of the study. The second chapter is about reviews of related literature including theoretical and conceptual literature. The third chapter is present the methodology of data collecting tools and processing of those data. The fourth chapter is conduct the analysis and interpretation of the data, and the final chapter has the conclusions and recommendations of the study. After finalizing the whole chapter it includes the reference and appendixes that attached questionnaire and interview questions.

## CHAPTER TWO

### RELATED LITRATURE REVIEW

#### 2.1 Theoretical Literature

##### 2.1.1 Definition of Leadership

Leadership is broadly defined as “behaviors, learned and learnable, that are largely defined by contextual needs” (Freeman, 2001). The general ness of this definition illustrates the various ways leadership can be practiced and highlights the gender-neutral potential of leadership behaviors. Leadership can be defined by behaviors and practices; however, when leadership is operationalized, researchers more often focus on formal roles and positions. Although leadership is often embodied in a role, the act of leading includes social interaction between multiple levels, such as supervisors, peers, and subordinates (Ayman & Korabik, 2010). And when the goal of leadership is to guide subordinates, leadership also involves a process of persuasion that is interactional, contextual, and systemic and aimed at the pursuit of specific objectives (Gardner, 1990)

Leadership is a process, whereby an individual influences a group of individuals to achieve a common goal (Northouse, 2011), half a century ago, having defined leadership as the accomplishment of a goal through the direction of human assistants (Prentice, 1961)

Leadership is also defined by (Sashkin, 2003), as the art of transforming people and organizations, to improve the organization. Leadership styles are closely associated with common perceptions and stereotypes of women leaders (Henderson, 2004).

##### 2.1.2 Difference between Management and Leadership

Leadership varies in definition, due to its complexity and diverse contexts, ranging from business to politics and organization. (Donald, Lazarus and Lolwan, 2004) suggest that leadership is providing vision and direction in a school, whereas management is ensuring that the organizational goals are achieved. Good management is about controlling, where leadership is about coping with change. (Taiwo, 2013) suggests that managers push and direct, while leaders pull and expect.

Managers as people who are concrete and measurable, whereas leaders are viewed as intuitive, dreamers, innovators, and visionaries, as well as inspired and charismatic. Leadership and management are two distinctive and complementary systems of action. Each has its own function and characteristic activities, with both leadership and management being necessary for success in an increasingly volatile business environment. The real challenge is to combine strong leadership and strong management, using each to balance the other. Management is about coping with complexity, while leadership is about coping with change (Bingham, 2003).

To manage is to forecast and plan, to organize, to command, to coordinate and to control. To foresee and provide means examining the future and drawing up the plan of action. To organize means building up the dual structure, material and human, of the undertaking. To command means maintaining activity among the personnel. To coordinate means binding together, unifying a harmonizing all activity and effort. To control means seeing that everything occurs in conformity with established rule and expressed command (Fayol, 1916).

(Cecil Rhodes 1853 - 1902) believed that public spirited leadership could be nurtured by identifying young people with "moral force of character and instincts to lead", and educating them in contexts (such as the collegiate environment of the University of Oxford) which further developed such characteristics. International networks of such leaders could help to promote international understanding and help "render war impossible". The vision of leadership underlay the creation of Rhodes Scholarships, which have helped to shape notions of leadership since their creation in 1903.

Managers shape the culture of their teams and workplaces in countless ways. they have to play both an administrative and leadership role and they require a diverse set of skills to be successful, CEO and vice presidents focus more of their efforts on issues of strategy, managers are most often responsible for particular function or department within the organization, managers either directly leads his or her team or leads a group of supervisors who oversee the teams of employee, a manager has to be able to set priorities and motivate your team members. This involves self-awareness, self-managements, social awareness, and relationship management (Johnreh, 2020).

Decision making is often thought to be synonymous with management and is one of the criteria on which management expertise is judged. Much of any manager's time is spent critically

examining issues, solving problems, and making decisions. The quality of the decisions that leader manager make is the factor that often weighs most heavily in their success or failure. Problem solving is a part of decision making. A systematic process that focuses on analyzing a difficult situation, problem solving always includes a decision-making step. Decision making is the last step in the problem-solving process, it is possible for decision making to occur without the full analysis required in problem solving. Because problem solving attempts to identify the root problem in situations, much time and energy are spent on identifying the real problem. (Bessie & Carol, 2009)

Management consists of controlling a group or a set of entities to accomplish a goal. Leadership refers to an individual's ability to influence, motivate, and enable others to contribute toward organizational success. Influence and inspiration separate leaders from managers, not power and control.(Vineet, 2013).

### **2.1.3 Historical Developments of Leadership**

(King, 1990) opined that leadership is one of the most intricate and multifaceted occurrences that has been the focus of organizational and psychological studies. Each leadership era symbolized a higher state of development in leadership thought compared to the earlier era. He also noted disenchantment at the end of each leadership era leading to search for an alternative model. In the transitional era it was suggested that leadership resided not in the individual or setting but in differentiating amongst the role and social interaction. In the anti – leadership era, it was generally believed that there was no construct such as ‘leadership’. In the culture era, it was suggested that if a leader was successful in developing a strong culture the employees would be able to lead themselves. The transformational era believed that leaders need to be proactive, radical and innovative. The transformational era combined several aspects of earlier eras. In this era, the leaders needed several qualities to perform successfully. They needed to think and execute. He or she must be a visionary, and have the ability to think strategically. He or she must focus on creativity. At the same time, they must be willing to take risks, be adaptable to change, and willing to delegate. They need to come out with intelligent actions to execute the strategy. New leaders need to take a collective perspective on leadership.

**The Great Man theory** assumed that the capacity for leadership was inherent – those great leaders are born, not made. It portrayed great leaders as heroic, mythic and destined to rise to

leadership when needed. This theory was popularized in the 19<sup>th</sup> century by (Carlyle, 1888) who commented that “The history of the world is but the biography of great men”. Great men were the leaders of men, the modelers, patterns, and in wide sense creators, of what so ever the general mass of men contrived to do or to attain. All things that we see standing accomplished in the world are properly the outer material result, the practical realization and embodiment, of thoughts that dwell in the great men sent into the world, and thus the soul of the whole world’s history, it may justly be considered, are the history of these great men. The term “great Man” was used because, at that time, leadership was thought of primarily as a male quality, especially in terms of military leadership.

**Trait Theory** assumed that people inherit certain qualities and traits that make them better suited to leadership. Trait theory attempted to crystallize particular personality or behavioral characteristics shared by leaders. (Galton, 1869) found that leadership was a unique property of extraordinary individuals, and the traits leaders possessed were immutable and could not be developed. Throughout early 1900s, the study of leadership focused on traits. However, a dilemma baffled the proponents of this theory. If particular traits are key features of leadership, then how do we explain people who possess those qualities but are not leaders? Further, the list of the traits grew endlessly with each leader bringing in additional traits. Many of the times, the traits were contradictory as well.

**Behavioral theory** focused on the actions of leaders not on mental qualities or internal states. According to this theory, people can learn to become leaders through teaching and observation. The leader’s behaviors came to be called leadership styles. (Lewin, 1939) studied the influence of leadership styles and performance. He identified three styles namely: authoritarian, democratic and laissez-faire, who impacted group decision making, praise & criticism (feedback), and the management of the group tasks (project management). In 1945, a group of researchers at the Ohio state University identified observable behaviors of leaders, and argued that it is not the personality traits that make a leader. They came up with two factors that accounted for most of the variance in leader behavior. These two factors were labeled consideration (the extent to which a leader exhibits concern for the welfare of the members of the group) and Initiating structure (the extent to which a leader defines leader and group member roles, initiates action, organizes group activities and defines how tasks are to be accomplished by

the group). In 1947 Rensis Likert and his group of social researchers at university of Michigan launched series of leadership studies. These studies indicated that leaders could be classified as either “employee centered,” or “job centered”. It identified three critical characteristics of effective leaders: task-oriented behavior, relationship-oriented behavior, and participative leadership. The managerial grid model is also based on the behavioral theory. The model was developed by (Blake and Mouton 1964). It suggested five different leadership styles, based on the leaders’ concern for people and their concern for goal achievement.

**Contingency theories** focused on particular variables related to the environment that might determine which particular style of leadership is best suited for the situation. According to this theory, no leadership style is best in all situations. Success depends up on a number of variables, including the leadership style, qualities of the followers and aspects of the situation. Among the first proponents of this theory were (Tannenbaum and Schmidt 1957), who developed a leadership continuum with relationship orientation characterized by high employee freedom on one extreme and task oriented behavior characterized by high use of leader authority at the other extreme. According to this model, as a leader became more relationship oriented, he became fewer tasks oriented. A more detailed (and more researched) contingency model was developed by (Fiedler, 1964). This model recognized that the style of leadership that was most effective depended upon the context in which the style was applied. Leadership behavior was modeled as a continuum between either task oriented or relationship oriented. Fiedler also developed a scale to classify leaders into one of these styles.

**Situational theories** proposed that leaders choose the best course of action based upon situational variables. Different styles of leadership might be more appropriate for certain types of decision making. This theory was propounded by (Hersey and Blachard, 1969). The fundamental argument of the situational leadership theory was that there is no single “best” style of leadership. Effective leadership depended on the task and that the most successful leaders were those that adapted their leadership style to the situations. Effective leadership depended, not only on the person or group that was being influenced, but also depended on the task, job or function that was needed to be accomplished.

**Functional leadership theory** addressed how specific leader behaviors contribute to organizational or unit effectiveness. McGrath (1962), its proponent, suggested that the leadership

role is “to do, or get done, whatever is not being adequately handled for group needs”. This theory argued that the leader’s main job was to see that whatever is necessary to group needs is taken care of; thus, a leader can be said to have done their job well when they have contributed to group effectiveness and cohesion (Hackman and Walton, 1986). One of the functional theories of leadership, used in many leadership training programs, is “Action-Centered Leadership” (Adair, 1973).

**Transactional theories** also known as management theories, focused on the role of supervision, organization and group performance, these theories proposed that leadership involved using a system of rewards and punishments. The main proponent of this theory was (Burns 1978) transactional leadership theory gave the opportunity to the manager to lead the group and the group agreed to follow his lead to accomplish a predetermined goal in exchange for something else. Power was given to the leader to evaluate, correct, and train subordinates when productivity was not up to the desired level, and reward effectiveness when expected outcome was reached. These leaders gave clear instructions to followers about what their expectations were and when those expectations were fulfilled there were rewards in store for them and failure was severely punished.

**Transformational theories** also known as relationship theories, focused upon the connections formed between leaders and followers. Transformational leaders inspired people by helping group members see the importance and higher good of the task. These leaders were focused on the performance of group members, but also wanted each person to fulfill his or her potential. Leaders with this style often have high ethical and moral standards. (Burns, 1978), its proponent, noted that transforming approach created significant change in the life of people and organizations. It redesigned perceptions and values, and changed expectations and aspirations of employees. (Bass, 1985) further worked on this concept by explaining the psychological mechanisms that underlie transforming and transactional leadership. He extended the initial concepts by proposing how transformational leadership could be measured, as well as how it impacted follower’s motivation and performance.

Running across the various theories was another dimension of leadership, i.e., leader’s behavior. Behavior of a leader in a given situation came to be referred as Leadership Style. This behavior could depend on a number of factors like the leaders’ skills, knowledge, values, personality,

Traits, Motives, etc. one of the earliest studies on leadership styles was that of Lewin et al (1939).

#### **2.1.4 Differences between women's and Men's Leadership**

In the 1970s, a literature on gender differences began to be published that set out to explore the extent of differences in men's and women's behavior. At this time, the perspective seemed to be that women were different to men and that difference appeared to be equated with deficiency (Fagenson, 1990).

Changes in women's roles in leadership raise fundamental questions about both how women lead and how their leadership is perceived. Important dimensions of leadership identified in the very earliest research are relevant to understanding how women lead today. Studies in the 1930s, influenced by Hitler's authoritarian regime in Nazi Germany, examined differences in the effectiveness of democratic and participative leadership vs, autocratic (directive) leadership (Lewin and Lippit 1938). It was clear that democratic leadership, in which leaders invite followers to participate and take responsibility, produced better outcomes than autocratic leadership. Much more recent research shows that women more than men lead in a participative manner, suggesting not only those women lead differently but also that they may lead more effectively.

Another possible difference in women's and men's leadership traces to a distinction drawn from research in the 1940s exploring the roles that people play in groups (Bales 1958). Some individuals tend to be focused on completing the group's tasks, while others spend more time addressing group members' feelings and emotional needs. Several studies suggest that women are more feeling-oriented and less task-oriented than men, but the preponderance of evidence does not support a difference. Research does show, however, that women tend to be more communal, that is, oriented toward the concerns and needs of others, and less agentic, that is, focused on individual achievement and advancement (Carli and Eagly 2011). In all of this research, the range of individual differences within the female and male populations is considerably larger than the average difference between the two genders.



That is, one man is likely to be very different than another, and the same is true for two women. Thus, while this is a generalization with many exceptions, we can say that women are more communal and less agentic, and that is reflected in their leadership style.

Beyond differences in style, women can bring to bear important and distinct perspectives, values, and priorities. Relative to men, women are more likely to demonstrate cooperation and endorse social values that promote the welfare of others and are less likely to support unethical decisions (Borkowski and Ugras 1998; Eagly, Gartzia, and Carli 2014; Franke, Crowne, and Spake 1997; Schwartz and Rubel 2005). These differences in values and ethics can help explain important gender-linked differences in outcomes related to the public good. For example, greater gender diversity in the upper echelons of companies is associated with greater philanthropy, fewer employee lay-offs, and fewer unethical business practices (Boulouta 2013, Eagly. 2014, Williams 2003). Moreover, increased leadership empowerment of women is associated with greater policymaking that represents the concerns of families, women, and ethnic and racial minorities, as well as increases in standards of living, societal gender equality, and national wealth (Beaman, 2009; Cohen and Huffman 2007; Eagly, 2014; Paxton, kunovich, and Hughes 2007; World Bank, 2012).

The image of successful leader is a person who is aggressive, forceful, competitive, achievement oriented, self-confident, and independent. These traits tend to be more often associated with men than with woman. Women are generally depicted as emotional, passive, dependent, natural, intuitive and submissive. Thus, a woman manager often to find herself placed in a double bind. If she displays the culturally defined traits of a woman, she is rejected as an unacceptable manager. If she acts according to the male defined role of a leader, she is condemned as being unfeminine. Since the woman manager cannot simultaneously conform to society's expectations of both woman and manager, she is faced with a paradox. The either-or nature of these choices polarizes those who advise women managers and confuses the women with contradictory recommendations. (Linda, 1979)

## **2.2 Empirical Literature Review**

### **2.2.1 Gender Stereotyping**

Stereotyping is part of human nature. It is the way we categorize individuals, often unconsciously, into particular groups or types, in part to simplify the world around us. Stereotyping produces generalizations or preconceptions concerning attributes, characteristics, or roles of members of a particular social group, which renders unnecessary consideration of any particular individual member abilities, needs, wishes and circumstances. Stereotypes affect both men & women. However, they often have a particularly egregious effect on women. Useful way of examining the continued disadvantage of women is to identify the assumptions and stereotypes which have been central to the perpetuation and legitimation of women's legal and social subordination. Such assumptions have roots which stretch deep into the history of ideas, yet continue to influence the legal and social structure of modern society. Stereotypes degrade women when they assign them to subservient roles in society, and devalue their attributes and characteristics (Rebecca and Simon, 2010).

Management has traditionally been constructed in male terms leading to the legendary claim the 'think manager think male' circa 1970 (Schein, 1973; Schein and Davidson, 1993; Schein, 1996). Marshall (1995) found that many women managers felt marginalized in the workplace and were treated in negative terms as being inadequate, deficient, and incompetent. Yet they may also be disadvantaged if they act too much like women or too much like men as they will be evaluated as less effective for behaving in the same manner as men (Kanter 1977). Mavin argues that such attitudes appear to legitimize and reinforce men's positions at the upper echelons of managerial hierarchy and ensure social attitudes conform to the dominant male model of working. Nevertheless, networking may be considered as a career strategy for senior women to succeed in male dominated areas and this will be explained in the section below (Mavin, 2015).

### **2.2.2 Women Leaders Identity interference**

Women leaders experience more identity interference in organizations that are numerically dominated by men is consistent with the literature on stereotype threat. Specially, women are less likely to express an interest in assuming a leadership role after being reminded of general female stereotypes (Daviers, Spencer, and Steele, 2005). In male dominated organization woman leaders

may more often be “reminded” of the incongruity between their professional and gender roles. Even though stereotype activation can lead to stereotype reactance, whereby women perform better as a leader, stereotype threat combined with solo status in male group results in stereotype vulnerability response (Natalia, 2012)

Identity interference increases woman’s social normative motivation to lead that is, the feeling of duty to attain & persist in leadership position. Woman who are aware of gender related barriers may be motivated to alter the status quo to facilitate career advancement for future generations of women. Changes in the general perception of women’s competencies & commitment needed for carefully managed “in order not to impair the progress of the next generations” (Eagly, Johannesen, and Schmidt, 2001)

Woman’s identity as a leader refers to women’s interpretation of their belonging to the social category of leaders (Ely, 1994). Women are less likely to be judged as qualified for leadership position & that once in the leadership position, they are perceived less favorably. Woman leaders thus may feel pressure to accommodate their behavior to the conflicting demands arising from prescriptive beliefs about how women & leaders ought to behave (Eagly and Johannesen, Schmidt, 2001)

To be perceived as effective when exercising their authority, women may opt to display more agentic & less communal behavior a strategy that can, however, backfire, leading to social disapproval (Fiske, 2002, Fudman and Glick, 1999). Gender role & leadership suggests that for women leaders, competing demands & values associated with their roles as a women & leaders can generate identity interference.

Research on women’s leadership development programs directly addresses some of the unique needs of women in leadership, although the contribution of identity development contributes more in the background than in the foreground. Additionally, the research on supports and barriers for women in higher education leadership, while influenced by women’s identity development, illustrates some of the salient identity characteristics women bring to leadership (such as the role of primary caregiver) but does lacks explicit discussion of how women develop identity and how that development might influence leadership experiences (Laura, 2015)

### **2.2.3 Roles of a Woman**

Role ambiguity happens when one is not clear about the expectation of the role he or she is assigned to (Vanniarajan and Jaynathi 2012) investigated the impact of role ambiguity on work life balance, and they found that role pressure that comes from role ambiguity has significant similar to their counterparts in the rest of the world, women in Ethiopia have been moving towards previously male dominated positions, though men have been rarely moving to women's domestic work (Mengistu, 2012; Mengistu, Hoobler &Tadess, 2015).

Work-family issues are attracting increasing attention at both the public and private level. The European Union promotes matters such as parental leave, childcare, work-life balance, flexible working hours, and encourages changes in the environment, structure and organization of work (European commission, 2004-2006). Along similar lines, growing public pressure has led to interest from leading companies to improve the work-life balance of their employees. Nowadays, many companies highlight life concerns as a priority social issue (Eiedmann, 2006)

Woman have great independence but also great responsibilities that are not provided for by a joint family budget ( Whyte & Kuriuki, 1991), Indicate that among the Luo although the mother is the most immediate care taker of children & is usually held responsible when the children have accidents or suffer from sickness, she is constrained by the attitudes &traditional practices of men & family members for example, and even the order in which people eat, are in many ways the most central aspects of culture. Woman alone change what & how the family eats or even what they & their children eat. Yet nutritional education programs often direct themselves only at the women & avoid coming in to conflict with the men & older women who make the actual decisions.

Despite the changes to the political system, social habits, & the economic infrastructure of society the British aristocracy maintained a distinctive cohesive culture during first 3 quarters of the nineteenth century. A culture which was in its very essence political whether Whig or tory, English, Scottish, welsh or Irish, catholic or protestant, fabulously wealthy or merely 'conformable', British aristocrats shared the belief that it was both their destiny & their duty to govern. The attempt to fulfill the mission dominated every facet of aristocratic life, from the design of their houses to holding office at the royal court, from their relations tenants & depends to their conversations over dinner, woman in these families played an important part in

maintaining this political culture, not only at a local level, but also on the metropolitan and national stage (K. D. Reynolds, 1998)

Nowadays, quite a large number of women spend their time outside of their home in response to the new employment opportunities and increasing financial pressures to fulfill family demands. However, the number of men in sharing the responsibilities of unpaid work in the home has rarely increased. A study by (Curphy, Ginnett, and Hughes 2009) shows that in addition to their roles in their companies, women remain the chief caretakers for their families, and this causes time constraints in all activities. Usually, promotion forces many women to choose between career and family because both sides are demanding. Consequently, very few women CEOs and executives have children out of fear of the impact it would have on their careers (Eagly, 2007).

Women are expected to be involved more than men in several social responsibilities regardless of the position they assume in organization. For example, in Ethiopia, social expectations demand that women are more involved in social affairs such as attending weddings and funeral, as well as other indigenous social networks like 'Eder', 'Equb'. According to (Girma, 2012). Involvement in such activities is regarded as one of the major challenges for women in leadership positions. This makes the balance of work-family responsibility challenging for women because when they try to conform to their gender role, it could produce failure to meet the requirements of the leadership role and when they attempt to conform to their leadership role, they may fail to their gender role (Girma, 2012)

Family-related issues around women's roles, such as being mothers and householders, had minimal negative impact on their careers as executives. However, socio-cultural issues, such as outlook of the community and unfavorable cultural norms, have had a significant impact on their progress achieving higher executive positions. The perception was that community programs and related laws on gender differences ultimately impacted their progress to a higher managerial ladder. (Worku, 2017).

#### **2.2.4 Organizational and societal factors of woman**

Women are said to be more easily swayed & more reliant on others. The caring nature commonly attributed to women was said by (Gilligan, 1982) to be a result of psychological evolution where by girls, seeing themselves as a contribution of their mother Boys on the other

hand, have to force a clear break with their own separate identity, and as a result develop a fear of emotions. Society is constant emphasis on woman's dependence, other directness self-sacrifice & nurturing, caring role contributes to women's ambivalence about their own worth (Finn, Hickley & O'Doherty, 1969)

In recent years, because of an increase in female participation in the labor market, employers are increasingly implementing strategies to achieve an egalitarian workplace culture where 'diversity and inclusion' are regarded as valued organizational practices (Deloitte & Victorian, 2009; Francoeur, Labelle, & Sinclair – Desgagne, 2006). These has brought apparent changes in workplace employee relations and in organizational gender ethos, making gender-based discrimination less visible today. However, feminist scholars have warned that 'invisibility of gendered dominance' or 'denial of gender in organization' are actually elements of sexual politics that keep women away from the power struggle and ultimately from the influential leadership streams (Sharp, Franzway, Mills, & Gill, 2011).

Female senior executives who have overcome stereotypical structural and social barriers, nevertheless, report that their capabilities and contributions have often been underestimated due to male domination in workplace because of such biases and discriminative attitudes, many senior female executives experience burn-out (Vardon, 2010). There is evidence to suggest that such cultural and behavioral forces push female middle managers away from senior managerial roles (Jackson, 2001).

The great obstacle to black women's progress in the "broken rung" is unique phenomenon that differentially impacts black women compared to white women. The broken rung results in more black women getting stuck at the entry level and fewer black women becoming managers (Lean in, 2019). According to diversity Inc, as of 2016, women of color comprised only 14% of total corporate management within the top 50 most diverse companies in the US since fewer black women are promoted to junior management, there are fewer black women in the pipeline when it comes time to choose employees for senior management roles. Although black women are increasingly more visible in the work place since the 1964 civil rights movement, making up 6.6% of the workforce as of 2018 (Bureau of labor statistics, 2019), they still face many barriers such as lack of networking opportunities, ethnic role models role models and mentors, and high Variability assignments that hinder their professional growth (Reynolds-Dobbs et al, 2008).

The policies and strategies that are considered as opportunities to enhance women managers to exercise their managerial capabilities were found insufficient in both male and female organizations. In both male and female dominated organizations women managers did not have either male or female mentors that can develop women managers. As mentorship program would help career mobility and advancement of women managers, organizations did not give attention and seemed surprised of its mere existence. (Rahel, 2013)

Organizational culture plays vital role in increasing women participation at managerial position. Such organizational factors include value of the organization, information, strategies, higher officials' commitment, women empowerment and networking has crucial role in improving the women participation at managerial position. Personal lack of self-confidence of women hampers them to participate in leadership and decision-making positions and most women not have the level of education necessary for entry level of managerial positions in the public sector. The major reason for under representation of women in leadership and decision-making position is relatively they have less freedom because of their household responsibility. Mainly, gender-based discrimination at many levels prevents woman from getting senior positions usually held by men.

### 2.3 Conceptual Framework

The main objective of the study is to assess the challenges women face during the managing process and the gaps those are the factors that woman face before they try to be a manager. Socio-cultural factors, policy, and strategy are the gaps that make women pull them back from a management position. Effectiveness, managing style, and other challenges are the factors that faced on the position.

Figure 1 conceptual frame work of the study



Source: *Journal of Vocational, Adult and Continuing Education and Training*

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Approach**

The study employed a combination of quantitative and qualitative approach.. Mixed methods can help you gain a more complete picture than a standalone quantitative or qualitative study, as integrates of both methods (Tegan, 2021). A mixed methods research approach is a procedure for collecting, analyzing, and mixing both quantitative and qualitative research and methods in a single study to understand a research problem. The levels of interaction between the quantitative and qualitative strands are the priority of the strands, timing of the strands and where and how to mix the strands (Creswell, 2012). The kind of study needs more explanation on the case due to this the study use quantitative and qualitative research approach to assess the challenges and gaps of women managers.

#### **3.2 Research Design**

Design implies the fact that it gives direction and systematizes the research as it involves the process, which the investigator will follow from the inception to completion of the study. A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy and procedure (Deutch & cook).

Concurrent triangulation design involves a single study containing qualitative and quantitative data collection which is conducted at the same time. The purpose of this study of investigation is to validate the findings generated by each method through evidence produced by the other (Mcauley, 2006).

#### **3.3 Sources of Data**

For this study, both primary and secondary data sources were used. Primary data are the original data which are collected from employees and woman managers by questionnaire and interview and secondary data include data which are collected from different written documents like past records, manuals of the company, books, internet etc. A questionnaire used to collect from the employee at a various level and it indicated procurement practices are evaluated by Likert scale and the interview used to collect the data from woman managers.



### 3.4 Types of Data

The study types of data are quantitative and qualitative data, quantitative research is the process of collecting and analyzing numerical data expressed in numbers and graphs. It is used to test or confirm theories and assumptions. Qualitative research involves collecting and analyzing non numerical data like text, video, audio to understand concepts, opinions or experiences (Pritha, 2019)

### 3.5 Target Population

According to Creswell (2013), target population is a group of people that can be considered and included in the study and subject of a scientific investigation. The sample of a population is a portion of the entire population of a certain group and selected from the sample technically and from which the values of the variables of interest can be collected and analyzed (Welman, 2005). Therefore, Derba lime and Chemical PLC woman managers and employees under them are the study's target.

### 3.6 Sample Technique and sample size determination

The study takes a probability sampling technique it means that every member of the population has a chance of being selected (Kothari, 2004). Currently the company has 250 employees at a various levels and departments. The data was gathered from these multidisciplinary positions and these are vital for reliability and validity point of view. According to Taro Yamane (1973), the study employed a simplified formula to determine the appropriate sample size at 90 percent confidence level, permissible error 10 percent, and respondents at each level,

Substitute numbers in formula:

$n = \frac{N}{1 + N(e)^2}$  Where: 'n' is the sample size,

1+N (e)<sup>2</sup>'N' is the total number of employees in the projects, and

'e' is the level of precision.

$n = \frac{250}{1 + 250(0.1)^2}$

$n = \frac{250}{1 + 250(0.1)^2}$

$n = 153$  Based on the calculations results of Yamane formula, the numbers of sample are 153.

### 3.7 Data Collection Methods

Data collection is the process of gathering and measuring information on variables of interest. In an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes. The goal for all data collection is to capture quality evidence that then translates to reach data analysis and allows the building of a convincing and credible answer to questions that have been posted. Data collection is a very demanding job that needs thorough planning, hard work, patience, perseverance, and more to be able to complete the task successfully (Syed Muhammad S. Kabir, 2016).

Questioner - it's a research tool featuring a series of questions used to collect useful information from respondents. The questioner has two sections, section A is asking about respondents' personal information and section B is asking about the main objectives of the study. It uses Likert type on the second section of the questioner.

Interview – an interview in qualitative research is a conversation where questions are asked to elicit information. An interview has seven questions that aim to answer the study's objectives. It's an open ended question and asked for Derba lime and Chemical PLC women managers only.

### 3.8 Validity and Reliability Test

The material validity of the study was assured by testing a variety of data sources, including previous research and expert interviews and this helps to improve and update the model and interventions. The study arranged the questionnaire according to the systematic goals to ensure construct validity which are the contributions for the accuracy of the questions. The other validity issues is internal validity, the study relies on explanations derived from procurement management theory and existing literature, as well as competing explanations for the findings. The study used Cronbach's Alpha coefficient value to verify the reliability. Serkam (2015) indicated that Cronbach Alpha should be greater than 0.70 to create a consistent scale and he stated clearly that any scale with a Cronbach Alpha less than 0.70 should be eliminated.

Reliability Statistics	
Cronbach's Alpha	N of Items
.711	24

*Table 1: Reliability statistics of the pilot study*

### **3.9 Methods of Data Analysis**

The study used Statistical Package Program for Social Sciences (SPSS) Version 26 for data analysis and interpretations. Descriptive statistics in the form of frequency and percentage was used to analyze and described the respondents' basic information in the form of frequency data and percentage data. Central tendency metrics data in the form of mean and standard deviation were utilized to analyze the practice of procurement. The study used correlation and regression analysis to look the relationship and effect.

### **3.10 Ethical Considerations**

Ethical issues in social research are both important and often ambiguous (Babbie 7 Mouton, 2003). In order to manage these considerations, this study was undertaken. Voluntary participation means that people participate in the evaluation free from coercion. Participants are free to withdraw their participation at any time without negatively impacting on their involvement in future services or the current program and relationships with any of the researchers or research bodies involved. Harm can be both physical and psychological. It is imperative that the evaluation process does not in any way harm (unintended or otherwise) participants. The study ensures that such identifying information is excluded from any reports or published documents. The identity of the participant remains unknown to the research. Only assess those components that are of relevance to the program/initiative being conducted. It will remain focus on the intention of the evaluation and what the data gathered will be used for.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **4.1 Response Rate**

From the total 153 questioner distributed 100 were returned, this represented 65.3% response rate. This reliable response rate for data analysis as Mugenda (2003) revealed that 50 % and below response rate is the minimum range for drawing a conclusion, 60% is good response rate and a response rate of 70% and above is adequate and reliable range for further analysis.

#### **4.2 Demographic Characteristics of Respondents**

Descriptive analysis explains and discusses the results of the research constructs based on the analysis done on the data collected on each and every dimension. The results of the study were discussed by different information obtained through primary data collection. Consequently, this section investigates and analyzes the necessary assumptions on the relationship between variables for further statistical analysis and then presents the results of descriptive analysis. The discussion attempts to accomplish the objectives of the study and answer the research questions raised during study design. To measure the assessment of women managers gap and challenges the study collects some responses from employees of Derba lime and chemical PLC by using Likert scale to measure the level of performance by a means of a 5 point scale measurement that is 1= Strongly Agree, 2 = Agree, 3 = Satisfied, 4 = disagree and 5 = Strongly disagree. In addition interview has conducted and asked the women managers of the company.

After all the questionnaire and interview collected this chapter analyzes the data to evaluate the assessment of Derba lime and chemical PLC woman's manager gaps and challenge. It interprets the findings of interview that took from few managers and for the questionnaire; it adopted descriptive analysis for analysis of the collected information from the selected respondent of the study. The data collected by using SPSS version 26 software.

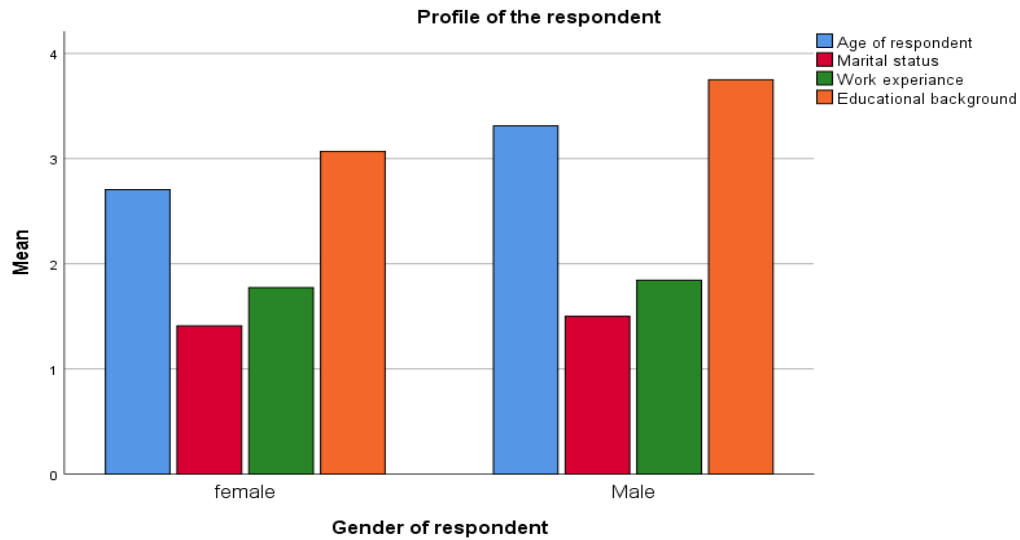
#### **4.3 Analysis of Collected Data**

The following graph represents the profile of the respondent mean on the base of their gender.

Table 2 Personal Information

<b>Items of Personal Information</b>		<b>Percent</b>	<b>Valid Percent</b>
<b>Gender of Respondent</b>	Female	52.0	58.4
	Male	37.0	41.6
	Total	89.0	100.0
	Missing	11.0	
<b>Age of Respondent</b>	20 – 24	11.0	11.5
	25 – 29	30.0	31.3
	30 – 34	35.0	36.5
	35 – 39	7.0	7.3
	40 – 44	7.0	7.3
	45 – 49	1.0	1.0
	Above 50	5.0	5.2
	Total	96.0	100.0
	Missing	4.0	
<b>Work experience</b>	1 – 5	46.0	51.7
	6 – 10	27.0	30.3
	11 – 15	9.0	10.1
	Above 16	7.0	7.9
	Total	89.0	100.0
	Missing	11.0	
<b>Educational Background</b>	Certificate	7.0	7.4
	Diploma	20.0	21.1
	Level 1 – 4	4.0	4.2
	Degree	55.0	57.9
	Masters	9.0	9.5
	Total	95.0	100.0
	Missing	5.0	
<b>Marital status</b>	Married	50.0	54.3
	Single	40.0	43.5
	Divorced	2.0	2.2
	Total	92.0	100.0
	Missing	8.0	

Figure 2 descriptive statistics of respondent profile



Most of the respondents are woman which have 58.4 % and man have 41.6%. Age of the respondent percentages are 11.5% for 20-24, the least larger percent that they have 31.3 % and they are 25-29 age the highest percent of the respondent are 30-34 age and they are 36.5%. 35-39, 40-44, 45-49 and above 50 have the percentage of 7.3%,7.3%,1% and 5.2% respectively. The highest percentage of work experience of the respondent have 1-5 i.e 51.7%.The second largest percent are the respondent that have 6-10 experience that is 30.3%. 10.1% and 7.9% for 11-15 and above 16 years of experience respectively. Most of the respondents have Degree holder (57.9%). 21.1% of the respondent have Diploma, 9.5%,7.4% and 4.2% are those who have Masters, certificate and level 1-4 respectively. Married respondents are 54%, 43% are single and only 2.2% of the respondents are divorced.

Table 3: Different challenges of Women Managers

Source: survey result

Items Related to Policy and strategy that help women to be a Manager	Mean		Std. Deviation
	Statistic	Std. Error	Statistic
It specially encourages women to be a manager in your company	2.46	.137	1.366
Provide special training and support for women stuff	3.13	.138	1.376
Special budget for women to come up with a better skill	3.61	.130	1.292

It invites Women by giving priority in different part of work	2.85	.139	1.380
<b>Item Related Specific Leadership style that women are using on their work place</b>			
Women managers are the one who committed to work and good in giving strong decision	1.69	.093	.922
Women managers are the one who gives a job and receive a report without any help	3.30	.133	1.321
Women managers are the one who gives the job and then help with the process and encourage	2.15	.114	1.111
Women managers are the one who let the employees to face their problems and mistakes	3.37	.122	1.199
Women managers are the one who receives any ideas and comments on work	1.97	.116	1.141
<b>Item Related Effectiveness of Women Leadership style</b>			
Women managers are receiving questions than man managers	2.00	.119	1.175
Women are hard worker and try to work free from error	2.41	.120	1.195
Women are capable of team work and developing work relationship	1.83	.093	.926
Women are effective to achieve their goals than man	2.08	.122	1.205
<b>Items Related to Socio-cultural factors that affect women participation at leadership position</b>			
Our culture helps women to be a manager	3.36	.138	1.382
Our culture encourages women who manages	3.29	.134	1.334
Most of our thoughts and tells discourages women	3.91	.095	.924
Women managers seen as grave, conservative, misunderstood, and nonjudgmental	3.87	.127	1.259
<b>Item Related to Bias Challenges of women Manager</b>			
When women come up with a new idea they are accepted equally as men	2.41	.134	1.333
Women Managers have confidence to do things by themselves	1.84	.112	1.113
Women cannot be trusted in their work	4.11	.113	1.104

Women face harassment every time	2.60	.145	1.434
Other leaders don't have a confidence to give managerial place for women	2.91	.145	1.404
Women manager responsibility with their family affects their work	3.08	.156	1.544
Criteria that women must meet to be a managerial position is difficult	3.40	.146	1.463

In this category, special budget for women to come up with a better skill has a score of MS 3.6 and SD of 1.29. The company invites women especially in their different part of work, scores SD of 1.38 and 1.3 of SD. The company specially encourages women to be a manager and provide special training and support for women stuff has 2.46 MS and 1.36 SD and 3.1 MS and 1.37 SD respectively.

Woman managers are not agreeing that the company's strategy that helps them to be a manager they got an experience and educational level by their own and they used it to be manager. Setting a strategy doesn't help a woman by itself it needs commitment and action which works on this case only. There is a policy and strategy but the effectiveness is less than estimated so, government should work on the policy that works on women from their childhood.

Respondents are agreed on women managers are the one who let the employees to face their problems and mistakes has MS of 3.37 and SD of 1.19. Women manager that committed to work and good in giving strong decision and the one who gives a job and receive a report without any help has a score of MS 1.6 and 3.3 and SD of 0.92 and 1.32 respectively. SM of 2.15, 1.97 and SD of 1.11, 1.14 are a score for the one who gives the job and then help the progress and the managers who receives any ideas and comments respectively.

Most of woman managers use an autocratic leadership style because that make the task done as fast as they want and at some point, they are patient to describe about that and to guide them. Few of the managers use the kinds of leadership style based on the time and person.

I personally observe that women are strict on their work this helps company to reach its goal but it might destroys social relationship among employee, so that giving training on social relationship with employee makes work more perfect.

Most of the respondents are strongly agreed on, MS of 2.0 and 2.41 and SD of 1.17 and 1.19 score for women are receiving questions than man and women are hard worker and try to work



that free from error respectively. Capability of working as a team and achieving goal has a score of 1.83 and 2.08 of MS and 0.92 and 1.2 of SD respectively.

Most managers agreed on the effectiveness of the woman managers whatever leading style they used; they are effective with their work. When most women take responsibility they took it seriously and tries their best to change it into reality.

Respondents strongly agreed with, our culture helps to be manager and encourages who manages has a score of MS 3.36 and 3.29 and SD of 1.38 and 1.33 respectively. Our thoughts and tells discouragement have MS of 3.9 and SD of 0.9. Women are grave, conservative, misunderstood, and non-judgmental believes of manager have MS of 3.87 and 1.25.

To be manager our social & culture discourages and underestimate woman but after they took the place of managers societies appreciate by their accomplishment. Its known that our society needs some awareness on women, as a woman I personally see so many inequalities.

Most of the respondents showed that, when women come up with a new idea they are accepted equally as men has a mean score of 2.41 and SD 1.3. 1.84 for MS of woman manager have a confidence to do things by themselves and SD of 1.11. Women cannot be trusted in work has MS of 4.11 which is the highest and SD of 1.1. 2.6 is the MS of women face harassment every time and SD of 1.4. Other leaders don't have confidence to give managerial place for women has MS of 2.9 and SD of 1.4. women manager responsibility with their family affects their work has a MS 3.0 and the score of SD 1.5 which is the highest of all. A criterion that women must meet to be a managerial position is difficult has MD of 3.4 and SD of 1.4. The standard Deviation scores almost the same this indicates that most of the respondent has the same feeling on this category.

The most challenges they face when they apply to be a manager few senior managers argue not to higher them because woman in nature gives to much patient so it took time to do tasks in addition their going to be a gap on work when they get birth. The conflicts that they face handle through discussing with both parties. Sexual harassment, underestimated and neglecting are the major challenges they face when they try to be manager. Being a woman is a challenge for me, b/c nature is one of a challenge by itself. Take a women who get birth she face with different kind of health problem in addition to harassment.

#### **4.4 Discussion of Results**

The policies and strategies that are considered as opportunities to enhance women managers to exercise their managerial capabilities were found insufficient in both male and female organizations. In both male and female dominated organizations women managers did not have

either male or female mentors that can develop women managers. As mentorship program would help career mobility and advancement of women managers, organizations did not give attention and seemed surprised of its mere existence. (Rahel, 2013)

Relative to men, women are more likely to demonstrate cooperation and endorse social values that promote the welfare of others and are less likely to support unethical decisions (Borkowski and Ugras 1998; Eagly, Gartzia, and Carli 2014; Franke, Crowne, and Spake 1997; Schwartz and Rubel 2005). These differences in values and ethics can help explain important gender-linked differences in outcomes related to the public good. For example, greater gender diversity in the upper echelons of companies is associated with greater philanthropy, fewer employee lay-offs, and fewer unethical business practices (Boulouta 2013, Eagly et al. 2014, Williams 2003). Moreover, increased leadership empowerment of women is associated with greater policymaking that represents the concerns of families, women, and ethnic and racial minorities, as well as increases in standards of living, societal gender equality, and national wealth (Beaman et al. 2009; Cohen and Huffman 2007; Eagly et al. 2014; Paxton, kunovich, and Hughes 2007; World Bank, 2012).

Women are generally depicted as emotional, passive, dependent, natural, intuitive and submissive. Thus, a woman manager often, find herself placed in a double bind. If she displays the culturally defined traits of a woman, she is rejected as an unacceptable manager. If she acts according to the male defined role of a leader, she is condemned as being unfeminine. Since the woman manager cannot simultaneously conform to society's expectations of both woman and manager, she is faced with a paradox. The either-or nature of these choices polarizes those who advise women managers and confuses the women with contradictory recommendations. (Linda L. 1979)

We all can see that our cultural thought and tells of women relates with their home responsibility that leads a woman to focus on home responsibilities not to lead. Leading thoughts and tells states by men gender. Gender is a social construct. Whereas sex is the term used to indicate biological difference, gender is the term used to indicate psychological, social and cultural difference. This is a practice-based theory according to which sexuality is socially constructed, as are the differences (other than biological) between men and women. (Goffman, 1977) speaks of “genderism” as “a sex-class linked individual behavioral practice” – a practice linked to

gender as class. Gender identity thus emerges from rearing patterns, and is not determined by the hormones. Gender is determined by social practice, and its patterns are specifically social. Social structure is not preordained but is historically composed, thus femininity and masculinity should be seen as historically mutable. According to (Harding, 1986) the concept of gender applies at different levels. It is dimension of personal identity, a psychic process of experiencing self, an element in social order, the foundation of social institutions such as kinship, sexuality, the distribution of work, politics, culture and a cultural symbol which can be variously interpreted, the basis for normative dichotomies.

The marital status of both genders was equal it shows that, woman responsibility as a family affects their work experience and educational level. Female senior executives who have overcome stereotypical structural and social barriers, nevertheless, report that their capabilities and contributions have often been underestimated due to male domination in workplace because of such biases and discriminative attitudes, many senior female executives experience burn-out (Vardon, 2010). There is evidence to suggest that such cultural and behavioral forces push female middle managers away from senior managerial roles (Jackson, 2001).

## CHAPTER FIVE

### FINDINGS, CONCLUSION & RECOMMENDATION

#### 5.1 Summary of Research Findings

The policy and strategy are not supported women practically. Women are strict on their responsibility and try to be effective with different leadership style but Socio cultural attitude on women is another challenge for women to be a manager. In Derba lime and Chemical PLC women face different kind of challenges as a woman and as a manager such as bias, difficult expectation, less opportunities, sexual based harassment. However, those few women managers are effective on their management. Naturally women are facing different challenges in addition to human made challenges.

#### 5.2 Conclusions

The study assesses the challenges and gaps of woman manager in the case of Derba lime and chemical PLC. Based on the findings in relation to specific objective, the study concluded that: Company's Strategy puts a budget for training and development of the employee but not only for woman which is not helping woman specially for those who have less in educational qualification, that indicates that woman needs special encouragement or offer. Some trainings are might take but it seems like they were not effective.

Most woman managers follow the laissez-fair leadership style it is the manager gives direction and allows to establish its own goals and work out its own problems. And they also autocrat that is they gives an order, assigns tasks and duties without consulting the employees. Beyond differences in style, women can bring to bear important and distinct perspectives, values, and priorities.

The woman leadership style is less effective because of that less woman leaders that compare with lots of men leaders & having less experience and educational qualifications. Most of woman childhood is about giving a chance for man first this underestimation grows and make the woman not have a confidence to lead and not fight for it. The image of successful leader is a person who is aggressive, forceful, competitive, achievement oriented, self-confident, and independent. These traits tend to be more often associated with men than with woman.

The major challenges that a woman management face is that, they are not trusted at work that woman cannot keep a secret and she might tell or give company's strategy or any other secrets.

the criteria that woman have to be a manager is the other challenge which is difficult as we can see in the above graph (graph 4.1) most of woman educational qualifications are less than man and less experience than men so that without experience and educational qualification managerial position cannot be given.

### **5.3 Recommendation**

Based on the research objectives the researcher recommends that practically policies and strategies have to amend should be improving their confidence and helping little girls from primary school by encouraging them to do anything they want to that gives them confidence and the ability to decide for themselves.

There is better attention now than the former few years back but still, the government has to give more to women. Development doesn't realize without woman's involvement. As Rahel (2013) states "women face different challenges in different life settings. However, the challenges for women in managerial positions are comprehensive. Families, the community, and women themselves should start to give attention to women. As women try to play a key role in organizations as well as country's development."

Most women managers are autocrats and laissez-fair I tied these types of managerial styles used to the parenting of women makes them less confident and to hide this they make boundaries by using this managerial style. Giving awareness to society about parenting would be helpful.

The socio-cultural attitude links with government policy through amending the policy societal awareness and opportunities have to give to change the challenges and gaps from the root.

Most managers do not prefer a woman because when the time of birth she took some time from work giving a gap for work, for this woman manager should be more skilled in network and have to be trained in control from anywhere. Some women might not keep secrets but when we come to the responsibility they are more responsible than a man which makes them a more secret keeper.

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**Annex I - Questioner**

The aim of this study is to assess the challenge of women manager in Derba lime & Chemical PLC. The completion of the survey is voluntary & **does not** require your name address or telephone number the questioner can be completed in less than 15 minutes.

**Section A**

Respondentpersonale information

1. Gander

Female       Male

2. Age

20 – 24       35 – 39       50 and above

25 – 29      40 - 44

30 – 34       45 - 49

3. Indicate your work experience

1 - 5 years      11 – 15 years

6 – 10 years      above 15 years

4. Educational background

Certificat      Level 1 – 4      Masters

Diploma      Degree       Doctorat

5. Marital Statue

Married       Single      Divorce

**Section B**

Please mark with (√) in the appropriate blocks to statement that best suits your choice (opinion) about gap & challenges of woman leadership in Derba lime & chemical PLC.

**Challenges that woman face to be a manager**

Items	Strongly Agree	Agree	Satisfied	Disagree	Strongly disagree
When women come up with a new idea they are accepted equally as men					
Women Managers have confidence to do things by themselves					
Women cannot be trusted in their work					



Women face harassment every time					
Other leaders don't have a confidence to give managerial place for woman					
Women manager responsibility with their family affects their work					
Criteria that women must meet to be a managerial position is difficult					

### Helping women with Strategies

Items	Strongly Agree	Agree	Satisfied	Disagree	Strongly disagree
It specially encourages women to be a manager in your company					
Provide special training and support for women stuff					
Special budget for women to come up with a better skill					
It invites Women by giving priority in different part of work					

### Women management style

Items	Strongly Agree	Agree	Satisfied	Disagree	Strongly disagree
Women managers are the one who committed to work and good in giving strong decision					
Women managers are the one who gives a job and receive a report without any help					
Women managers are the one who					

gives the job and then help with the process and encourage					
Women managers are the one who let the employees to face their problems and mistakes					
Women managers are the one who receives any ideas and comments on work					

**Effectiveness of women leadership style**

<b>Items</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Satisfied</b>	<b>Disagree</b>	<b>Strongly disagree</b>
Women managers are receiving questions than man managers					
Women are hard worker and try to work free from error					
Women are capable of team work and developing work relationship					
Women are effective to achieve their goals than man					

**Social and Cultural Attitudes**

<b>Items</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Satisfied</b>	<b>Disagree</b>	<b>Strongly disagree</b>
Our culture helps women to be a manager					
Our culture encourages women who manages					
Most of our thoughts and tells discourages women					

Women managers seen as grave, conservative, misunderstood, and nonjudgmental					
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## **Annex II - Interview**

The purpose of the interview is to assess the challenges and gaps of women managers in this company.

1. What types of a leadership style you follow? How they are effective?
2. Do you think the company's strategy helps you to be here in the managing position?
3. What are the major challenges you faced that limits your potential & as a women through this year?
4. How do you handle a conflicts and different attitudes of your coworkers?
5. Do you think our culture helps a women to be a manager? Is there a coincidence?
6. What is the extent of women leadership effectiveness in the company?
7. What are the challenges that limit women leadership in the company?