

**AN ANALYSIS OF SUCCESS FACTORS OF WOMEN MANAGERS ON
ORGANIZATIONAL PERFORMANCE (A STUDY OF FIRST BANK AND ZENITH
BANK PLC AKWA IBOM STATE**

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Abstract

The study anchored on an analysis of success factors of women managers on organizational performance with reference to First bank and Zenith bank in Akwa Ibom State. The specific objectives underscore the following to determine the effect of personal characteristics on career success of women managers in the selected banks, to examine the extent corporate culture paradigm shift enhance women managers performance in the selected banks and to ascertain the effect of corporate environment on the success of women managers in the selected banks. The study adopted survey research design and the main research instrument was structured questionnaire. The population of the study is 200 and the sample size was determined using Yamane's formula to arrive at sample size of 133. The analysis was conducted using descriptive statistics and simple percentages, Chi-square and Z test was used to test the formulated hypotheses. The study reveals that there are significant effects of personal characteristics on career success of women managers in the selected banks, also corporate culture paradigm shift to a great extent enhance women managers performance in the selected banks and that there are significant effects of corporate environment on the success of women managers in the selected banks. The study recommend that there should be need for organization as a matter of policy framework incorporate women to be part and parcel of their decision by giving them the opportunity to exhibit their ingenuity, creativity and innovative ability in every cadre of organization position. Equally, that they should adopt and integrate the affirmative action whereby women managers or women in public office allowed 1/3 (one third) right to occur leadership position in every spectrum of life to allow them improve their leadership role play and knowledge transfer devoid of cultural inhibition.

Key Words: *Women managers, Glass ceiling, Organizational performance*

Introduction

Background of the Study

As business entities scramble to stay competitive in an ever changing global economy, diversity needs to be embraced and organizations must capitalize on all forms of skilled labour, regardless of gender to actualize their desired goals. The absence of women at leadership level is perplexing, considering the body of research showing that companies perform better when they have diverse leadership (Jones, 2004). In several instance, women are under-represented in decision-making positions in almost all countries. An increasing awareness of this fact has led various interest groups to engage in research and policy-making activities. Particularly in Africa, North American, Western European, and developing Asian countries, governments have arranged legal accommodations, prepared incentive programs, and designed many organizational changes for women to become integrated into the economy at higher levels.

A considerable number of studies have investigated the question of why the proportion of women in the top managerial levels has remained relatively small, but many of those studies have discussed this issue using the concept of job segregation, the glass ceiling, and pay equity during women's integration process into the workforce (Tower and Alkadry, 2008). Considering that it takes time to reform the existing human resources system dramatically, it might be meaningful to investigate the competencies of successful women who have already overcome existing barriers or ceilings in the

public sector. The lessons from those women may provide real insights for women employees beginning their careers to establish the career model for the future. Although researchers have become increasingly interested in the characteristics of successful career women since the mid-1990s (Kirchmeyer, 1998; Northcutt, 1991), prior research on the determinants of factors of women's career success centered mainly on either the workforce in the private sector or took a case study approach for individual women.

Similarly, women entrepreneurs are those women who initiate, organize and co-operate a business enterprise. Critical Success Factors or CSFs can be defined as "areas in which results, if they are satisfactory, will ensure successful competitive performance for the organization" (Rockart, 1978). Saraph et al. (1989) viewed them as those critical areas of managerial planning and action that must be practiced in order to achieve effectiveness. In terms of women entrepreneurs, they can be viewed as those factors and practices that should be addressed in order to ensure the success of women entrepreneurs. As women increasingly enter into the ranks of business founders, it is important to develop an understanding of their critical success factors and challenges they have to face before and during their business operation. Understanding their critical success factors and challenges can help us to better understand the education and training needs of potential women entrepreneurs.

Most surveys carried out in industrialized countries found that the achievement always ranked first that motivate both men and women ventured into business (Hisrich et al., 1997). Occupational flexibility also identified as another important factor that promotes women entrepreneurship (Ducheneaut, and Orhan, 2000).

Women have special capabilities and poss "soft" skills" in human sources management which are more needed currently than before in organizations. In fact, nowadays what is much accepted by organizations is the democratic leadership and sensitivity to the needs of individuals. Furthermore, the presence of women in organizations results in the development of a healthy and moral culture. Moreover, their presence in governance positions facilitates the organization inter communication improvements and innovation promotion. Besides, the information technology paved the ground for the women presence in the social affairs (Babae Zekliki, 2005; Gopal, 2008).

Though, attaining key position is very difficult for the women and involves many challenges. Though, identification and recognition of outdoor and indoor variables which affect women in attaining key position is very vital and important (White, 2003; Adingar , 2004; Chugh and Sahgal,2007). In recent years more and more women have appeared on the international arena as successful leaders. This trend is a good sign for leadership in the world which can be interpreted as a great step towards equal opportunities and the ability of public to overcome prejudices against women abilities to lead and rule (Sandon, 2006).

Women leadership abilities are formed under the influence of individual characteristics, internal and external environment. It is concerned with why they choose a particular course of action in preference to others, and why they continue with a chosen action, often over a long period, and in the face of difficulties and problems (Sandon, 2006). Chugh and Sahgal (2007) believe in the role of sex, sexual behavior, and the women leadership in management as the main barriers of women development. The cliché understandings and prejudgments which exist about their behavioral and emotional characteristics do not allow them to level up in the hierarchy of an organization (Jackson, 2000; Sfidani, 2002; Gopal, 2008). When talking about working women and women managers, the concept glass ceiling often comes up. In this context, glass ceiling refers to a barrier which women face, or have faced, in the business world. A glass ceiling comes across in an organization at the top of the hierarchy and prevents women from achieving the same positions as men (The Glass Ceiling Effect, 2001). Some argue that the glass ceiling has been already shattered and others argue otherwise. Maybe instead of a glass ceiling, women are now facing a glass labyrinth. Women have

the possibility to rise to higher positions but they face many obstacles on the way, instead of getting ahead straightforward as men often do (Tanhua, 2012).

Generally, the right for women to work, get the same pay as men and be leaders is still very current issue. Even though the situation has been getting better slowly, concept of the glass ceiling and quotas for women still exist.

Statement of the Problem

As women's participation in the public sector has increased dramatically over recent decades, issues relating to women's careers have become more important. It is evident that many obstacles continue to inhibit women's career development in the workplace. Women working in the upper managerial levels occupy a relatively small proportion of the workforce in most countries. The majority of decision-making positions in government are still dominated by men. Nigeria is not exempted to this phenomenon.

Despite the increasing prevalence of women in the public sector, the representation of women officials in the managerial grade levels remains low relative to other countries that have joined Organization for Economic Co-operation and Development (OECD). In 2013, women at the managerial levels occupied only 8.7 percent of positions in the Korean central government.

Women were seen as 'minors' and were confined to being 'homemakers'. Women who worked were expected to be domestic or unskilled workers or they were placed in administrative positions. The system of patriarchy and the 'women's work' stereotype had to be broken before women, particularly black women, could achieve equal status with men. A particular view of males' perception of the roles of females that had formed through centuries of habit and history had to be broken. Women needed to be emancipated from; being denied the opportunity to study in order to advance their career, the gender stereotypes that they were the 'inferior sex', and the traditional view that women belong in the kitchen and should be the child caregivers despite their personal traits and prowess.

The act of glass ceilings and low access to corporate boards among women in Nigeria organization showcased the imbalance in promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination. Despite the growing trend of implementing affirmative action measures to redress the disadvantages experienced by designated groups, ensuring their equitable representation in all occupational categories and levels in the workforce, Nigeria women in many organizations were still trapped by gender stereotype, culture restriction or male culture dominance etc.

Again, the unprecedented influence of the environment had seen as bane in some quarters to disrupt the idea of seeing more women climbing on top echelon of their organization. Against these backdrops, this study intends to analyze the success factors of women managers on organizational performance with particular reference to First bank and Zenith bank in Akwa Ibom State.

Objectives of the Study

The broad objective of the study is to analyze the success factors of women managers on organizational performance with particular reference to First bank and Zenith banks in Akwa Ibom State. The specific objectives include to;

- i. Determine the effect of personal characteristics on career success of women managers in the selected banks.
- ii. Examine the extent corporate culture paradigm shift enhance women managers performance in the selected banks.

- iii. Ascertain the effect of corporate environment on the success of women managers in the selected banks.

Research Questions

- i. What are the effects of personal characteristics on career success of women managers in the selected banks?
- ii. To what extent do corporate culture paradigm shift enhance women managers performance in the selected banks?
- iii. What are the effects of corporate environment on the success of women managers in the selected banks?

Research Hypotheses

The following null hypotheses were proposed,

- H₁: There are no significant effects of personal characteristics (leadership, experience, knowledge) on career success of women managers in the selected banks.
- H₂: Corporate culture paradigm shift to a low extent enhance women managers performance in the selected banks.
- H₃: There are no significant effects of corporate environment on the success of women managers in the selected banks.

Review of Related Literature

Conceptual Framework

Gender and leadership styles

According to Daft (2011) the gendered traits of men include aggressiveness or assertiveness, rational analysis and a take-charge attitude. Men tend to be directive and emotionally detached from their subordinates. They are competitive and individualistic and prefer working in vertical hierarchies. They rely on formal authority and position in their dealings with their subordinates. Furthermore, they are more result driven and task orientated than fostering good interpersonal human relations. These characteristics are commonly associated with the transactional leadership style. This is confirmed by Jogulu and Wood (2006) who says that the transactional leadership style appears to characterize leadership in a strong masculine way, as it is distinguished by ‘competitiveness, hierarchical authority and high control for the leader and analytical problem solving’ (Jogulu and Wood, 2006). The gendered leadership qualities women tend to portray are: women prefer less competitive environments than men do; they are more collaborative and are more concerned with relationship building, inclusiveness, participation and caring (Daft, 2011). They foster a feeling of “family” in the workplace and get emotionally involved. They try to create a platform where employees can speak openly about their problems in an effort to increase their productiveness. These are all characteristics of the transformational leadership style. Noor et al. (2011) confirm that women indeed tend to be transformational and charismatic leaders. This is confirmed by Klenke who says that women fit more generally into a ‘feminine model of leadership build around cooperation, collaboration, lower control for the leader and problem solving based on intuition and rationality’ (Jogulu and Wood, 2006).

According to Rosin (2012) men derive their advantage largely from size and strength, but the post-industrial economy is indifferent to brawn. Rosin states that our current service and information economy rewards precisely the opposite qualities, the ones that can be easily replaced by machines. Men are no longer doing physical hard labour of the traditional kind, but they are confined to four walls of an office. This has had the effect that most men have lost their jobs as they are competing directly against females who tend to be traditionally stronger in administration skills. Furthermore, Rosin (2012) states that social intelligence, open communication, the ability to sit still and focus are

all, at minimum, not the province of men (Rosin, 2012). They are characteristics more readily associated with women. Men may cling to themselves as providers, but they are further than ever from being able to embody those ideals. Their “inborn nature” and gender stereotyping primarily contribute to the fact that they are replaced by women and seen as less effective or at most equally effective (Rosin, 2012). We can thus conclude that male and female leadership styles are underpinned, but not limited to, their socialized gendered traits and behaviour. The preferred male leadership style seems to be transactional, in line with masculine traits and behaviour, whereas the preferred female style seems to be more transformational, in line with feminine traits and behaviour. By no means are men perceived as more efficient. According to Rosin (2012) the post industrial economy prefers a more consultative and collaborative approach and the staunch ‘get to the point’ approach is rejected. This leaves women with the upper hand and a chance for women being more successful and effective in their career aspirations.

Leadership Traits of Women

In 2005, a year-long study conducted by Caliper, a Princeton, New Jersey-based management consulting firm, and Aurora, a London-based organization that advances women, identified a number of characteristics that distinguish women leaders from men when it comes to leadership qualities (Torres, 2012), these are:

- Women leaders are more persuasive than their male counterparts
- When feeling the sting of rejection, women leaders learn from adversity and carry on with an “I’ll show you” attitude
- Women leaders demonstrate an inclusive, team-building leadership style of problem solving and decision making
- Women leaders are more likely to ignore rules and take risks.

Torres (2012) is of the opinion that these innate characteristics are normally attributed to women based on what is commonly accepted as their traditional familial role. They may also be fundamental in gender studies that have yielded results demonstrating that women leaders are often more effective than male leaders. These studies support the premise that the behaviour of women leaders who possess definite leadership characteristics is not simply unique, but very possibly at odds with what men practice (Torres, 2012). They include: confidence, vision, integrity, magnanimity, humility, communication, tenacity, visibility, empowerment and serendipity.

The reasons why there should be more female leaders can be divided into four themes. They include equality, women's contribution as leaders, the importance of women being able to speak out and meritocracy. In regard to equality, women and men should equal possibilities to get ahead in their careers and rise to higher positions, especially when it is not a question of incompetence anymore. Meritocracy, on the other hand, refers to the importance and primarily of competence and skills leaving everything else (such as gender) less meaningful. Many companies are missing available resources by not using the potential women have. 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, bringing benefits to organizations by using the expertise, skills and knowledge female leaders possess is extremely important (Tanhua, 2012). Female leaders are mostly underutilized, considering their educational level and the value they can bring to organizations (Piha, 2006). Studies have proven that organizational and financial performances are linked to each other. Studies also reveal that organizations which have more women in the board of directors or in senior management perform better. According to research, the higher proportion of women in, senior management has been proven to positively influence the growth of stock market, returns on invested capital, returns on equity and sales for example (Women in senior management: Still not enough, 2012).

Leadership is culturally binding and changes over time, so it is hard to give one definition of it which applies to all leadership. However, to understand female leadership and what is meant by it,

the fundamental nature of leadership will be explained next. 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 and Vershinina, 2010). Leadership can be seen as a tool or a process of motivating people. The motivation aims to achieve particular goals by the action of those people. The different styles of leadership derive from different ways of motivating people, different kind of goals and the nature of the organizations (Hannagan, 2008).

Hence, leaders set the direction for others to move forward to future and motivate them to reach the set goals by certain way of functioning or acting. Great leaders do not just lead and say where to go; they have to participate in it themselves as well. Leaders need to act on their visions, as they are easily judged by their action, not by what they say (Hannagan, 2008). Leaders should have responsibility and authority, and they must have vision for the future and be confident enough to lead everyone there.

Career Success

Career success has traditionally been viewed from the perspective of the organization. According to this view, the employee's attainment of career success implied the achievement of certain organizational goals. Or, alternatively for the individual, career success implied lifetime employment in one organization or a steady climb up the corporate ladder (Adamson, Doherty and Viney, 1998). However, according to Eby, Butts and Lockwood (2003), in the light of the changing career environment this tendency can no longer be guaranteed. There is a shift in current literature on the career environment, according to which traditional careers are being replaced by more boundary-less careers. The latter are relatively unpredictable, disorderly and frequently include mobility across organizations (Arthur, Inkson and Pringle, 1999; Arthur, Khapova and Wilderdom, 2005). Since careers are changing more, researchers agree that they have to start building new models to understand the changing nature of careers (Feldman and Ng, 2007; Heslin, 2005; Hite and McDonald, 2008; Mahler, 2008). This has led researchers to try and pinpoint the individual and organizational variables that play a role in facilitating employees' perceived attainment of career success (Heslin, 2003). There is an increase in literature covering the changing career environment (Adamson *et al.*, 1998; Arthur *et al.*, 2005; Feldman and Ng, 2007; Hite and McDonald, 2008; Park, 2010). In the light of this new knowledge, researchers came to realize that career success can best be understood as consisting of both objective and subjective components (Gunz and Heslin, 2005; Heslin, 2005; Langford, 2000). According to Judge, Cable, Boudreau and Bretz (1995), career success can be defined as the objective or subjective perception of accomplishments by individuals during their work experiences, which suggests an objective and a subjective dimension.

Scholars have defined and developed the concept of career success as "the positive work-related outcomes or achievement one has accumulated as a result of one's work experience" (Judge and Bretz, 1994; Judge *et al.*, 1995). Two types of career success have discussed in the literature: objective and subjective career success (Callanan, 2003; Crozier, 1999). While objective career success refers to objectively observable achievements that can be measured, such as salary, promotion, and status (Jaskolka, Beyer, and Trice, 1985; Judge *et al.*, 1995; Seibert, Kraimer, and Liden, 2001; Wayne *et al.*, 1999), subjective career success has been defined as an individual's feeling of accomplishment and satisfaction with his or her career (Judge *et al.*, 1995; Wayne *et al.*, 1999).

Early research in this area focused on determinants of objective career success, and rarely measured career satisfaction. As the argument that many people who have managerial careers (they are extrinsically successful) are not satisfied with their achievements finds support in the later literature (Korman, Wittig-Berman, and Lang, 1981), however, research has moved towards the use of a set of objective and subjective evaluations of career success (Gattiker and Larwood, 1990; Judge and

Bretz, 1994; Judge et al., 1995; Kirchmeyer, 1998; Melamed, 1996; Tharenou and Conroy, 1994). Thus, this article uses a comprehensive approach that examines both objective and subjective career success.

Factors Influencing Women's Career Advancement

i. Personal Factor

- **Personality**

Although the argument that personality affects career success at the managerial level has long existed, researchers did not begin to examine the relationship until after the mid-1990s (Seibert, Kraimer, and Liden, 2001). They focused on diverse aspects of personality, not on a single personality trait. Also Judge and colleagues (1999) and Seibert and colleagues (2001) examined the relationship between overall personality framework and career success using the Big Five Factor model of personality. Goldberg (1990) suggested the Big Five Factor model, which refers to the five major dimensions of personality: neuroticism, extraversion, openness, agreeableness, and conscientiousness. Neuroticism involves “the tendency to exhibit poor emotional adjustment and experience negative effect, including anxiety, depression, hostility, impulsiveness, self-consciousness, and vulnerability.” Extraversion involves “the tendency to be sociable, assertive, and experience positive effect, including warmth, gregariousness, excitement seeking.” Openness is “the disposition to be imaginative, unconventional, and autonomous.” Agreeableness is “the tendency to be trusting, compliant, caring, and gentle.” Conscientiousness includes “achievement striving, competence, deliberation, dutifulness, order, and self-discipline” (Boudreau and Boswell, 2001; Costa and McRae, 1992; White et al., 2004).

Previous studies concerning personal characteristics have used these variables as a basic framework. In the literature, depending on empirical contexts, the types of personality influencing career success varied. Although there is research evidence showing three of the Big Five factors (neuroticism, extraversion, and conscientiousness) are influential factors in career success (Judge et al., 1999), the research findings have shown mixed results.

Although some research found that neuroticism was negatively related to job satisfaction (Tokar and Subich, 1997; Seibert et al., 2001), Judge and colleagues (1999) argued there was no significant relationship between them. Extraversion was positively related to both objective and subjective career success (Tokar and Subich, 1997; Seibert et al., 1999; Judge et al., 1999). Thus, this needs to be clarified in future research.

- **Demographic Characteristics: Age, Education Level, Work Experienc**

Regarding the effect of age on career success, the research does not show consistent findings. For example, Gattiker and Lawwood (1988), Jaskolka and colleagues (1985), and Judge and colleagues (1995) argued that age has a consistent relation with managerial level and salary; on the other hand, Tharenou and Conroy (1994) did not find a significant relation between age and managerial level. Cox and Harguail (1991) pointed out that age was positively related to salary, but it had a negative effect on subjective career success.

Education level is one of the demographic characteristics considered by previous studies of career success and is a strong predictor of managerial level, salary, and promotion (Cox and Harguail, 1991; Jaskolka, Beyer, and Trice, 1985). Drawing on Melamed's (1995b) research findings, education level was positively related to salary and managerial level. Tharenou and Conroy (1994) also found a positive relationship between education level and objective career success. They explained that education provided knowledge or skills to carry out duties in higher ranks. Stewart and Gudykunst (1982) found the same result for the relationship of education and managerial level; however, they

also reported that education level, especially for females, had a negative relationship with number of promotions.

Work experience has been viewed as another strong predictor of career success; this relationship was observed for both men and women at the managerial level (Tharenou and Conroy, 1994). Work experience was related positively to objective career success, such as pay and promotion (Cox and Harguil, 1991; Dreher and Ash, 1990; Whitely, Dougherty, and Dreher, 1991). Although Gattiker and Larwood (1988) found no significant relation between years of work experience and managerial level, they did find that years of work experience had a negative effect on career satisfaction.

- **Motivation**

According to Vroom's expectancy theory of motivation, "people are motivated to put forth effort if they expect that the effort will lead to good performance, and that the effort will be instrumental in attaining valued outcomes" (Wayne et al., 1999). Researchers have tried to apply this theory to predict career success by incorporating motivation factors in their analytical framework. For example, Whitely and colleagues (1991) tested two variables-average number of hours worked per week and expected future income to measure work motivation and found a positive relationship between these variables and compensation. Judge and Bretz (1994) also reported that the number of hours worked per week was positively related to salary. On the other hand, in Wayne and colleagues' (1991) findings, the desire for mobility was negatively related to career satisfaction even though it was positively related to salary and promotion.

ii. Situational Factors

- **Work Environment: Training, Mentoring, Informal Network, and Gender Bias**

The first set of situational factors is the work environment. Training helps improve managerial skills and competencies, especially for female managers, because women usually have fewer opportunities than men to gain managerial skills through work experience (Tharenou and Conroy, 1994; Tharenou, Latimer, and Conroy, 1994). Tharenou and colleagues (1994) provided evidence that education increases knowledge, skills, and credibility for performance in top executive positions.

Scholars agree that mentors play a significant role in advancing women and men up their career ladders (Newman, 1993; Kirchmeyer, 1998). A mentor is generally defined as "a higher-ranking, influential individual in your work environment who has advanced experience and knowledge and is committed to providing upward mobility and support in your career" (Ragins, 1989) and a supervisor's attitude as a mentor is one of the strongest variables affecting career success (Adler, 1993; Greenhaus et al. 1990). Wayne and colleagues (1999) criticized prior research that did not include mentoring as a variable. They found significant relationships only for promotion, whereas for salary and career satisfaction, there was no significant effect. Tharenou *et al.* (1994) argued that employees who were supported by supervisors or peers were more satisfied with their organizations, and further, this support positively affected their job performance.

Engagement in an informal network has been considered as another factor that affects women's career success. Most organizations have many informal networks where members share their social interests, such as sports. Discussion and decisions on organizational issues often take place in informal, rather than formal structures. Men easily join these "clubs" or "old boy networks" (Perrewe and Nelson, 2004). Participation in these informal networks gives them chances to build trust and bonding among men and they may receive valuable resources and support with inclusion in such networks (Brass, 1985). However, women tend to be excluded from these informal networks.

Research indicated that women do not benefit from informal networks as much as their male colleagues do (Hetty van Emmerik, Euwema, Geschiere, and Schouten, 2006). Canning and Montmarquette (1991) indicated that, depending on gender, informal networks have different impacts on the number of promotions, such that exclusion from informal networks works to the disadvantage of women managers.

The literature on women's career advancement highlights the importance of individual and situational factors (Tharenou and Conroy, 1994). The individual factors include three issues: women's attitudes towards career advancement, work-related demographics, and early socialization. Attitudes exhibited by women who get ahead in their career included high self-efficacy, a strong desire to succeed, salient career (as opposed to family) identities, internal attribution to success, and positive attitudes towards mobility and relocation (Greenhaus and Parasuraman, 1993; Lobel and St Clair, 1992; Morrison, White, and van Velsor, 1982; Ragins and Sundstrom, 1989). With regard to work-related demographics, research found that women with higher educational attainments (Adler, 1993) and higher socioeconomic status (Adler and Izraeli, 1994; Kabasakal and Ozugur, 1995) stand a better chance of career advancement. This last point may be especially important in developing countries where socioeconomic status plays a more crucial role in determining career success than does gender (Cheng and Liao, 1994; Mansor, 1994; Wright and Crockett-Tellei, 1994).

Moreover, job-relevant criteria such as having extensive work experience and knowledge, seeking difficult and high visibility assignments, and continuously exceeding performance criteria also determine the extent to which women are recruited for higher positions (Adler, Brody, and Osland, 2000). The third factor, early socialization, affects women significantly: parental encouragement and maternal employment have been found to positively influence women's career success (Betz and Fitzgerald, 1987). The situational factors are usually discussed under two categories (Tharenou and Conroy, 1994): the work situation (e.g. organizational culture and practices), and the home situation (e.g. spousal support and family responsibilities). With respect to work situation, Adler (1993) noted that a male-dominated organizational culture is an obstacle to women's success. This is partly because women find it very difficult to enter the "old boys' network" (Davidson and Cooper, 1992), especially in non-Western "traditional" cultures (Cheng and Liao, 1994). According to Kanter's (1977) theory of sex discrimination, structural characteristics (e.g. length of career ladder, number of male-dominated hierarchical levels) assist men's rather than women's career advancement. Further, gender bias (i.e. favoring men) in training and development activities constitutes a barrier to women's career success (ILO, 1997; Izraeli and Adler, 1994; Tharenou, Latimer, and Conroy, 1994).

A part of the organizational culture is the attitude of "decision-makers" towards women in management. There is a higher likelihood of discrimination against women through human resource management practices such as selection, performance appraisal, and training and development. With respect to family situation, research indicates that women's careers suffer when they are married and have children (Davidson and Cooper, 1987; Ragins and Sundstrom, 1989). Research also confirms that spousal support plays a very important role in women's career advancement (King, Mattimore, King, and Adams, 1995).

The literature does not explicitly discuss the role of the socio-cultural context in influencing women's career advancement. However, it is suggested that socio-cultural context determines work- and family-related values and societal norms regarding gender roles, and attitudes towards women in management (de Leon and Ho, 1994; Riger and Galligan, 1980). Turkish culture is characterized by low gender egalitarianism (Fikret-Pasa, Kabasakal, and Bodur, 2001; Kagitcibasi, 1986). Despite the previously discussed supportive factors in the Turkish culture, inequality especially with respect to gender roles constitutes a potential barrier to women's career advancement in Turkey.

Traditional gender roles are such that women are primarily responsible for family care, where the family includes husband and children as well as parents and in-laws. Any activity including work that would endanger the family's welfare or honor is considered inappropriate for women. In general, the society encourages women's participation in the workforce *provided that* family life does not suffer because of women's work (Esmer, 1991).

Given the importance of socio-cultural factors, but their apparently mixed influence in Turkey, the first study was designed to elucidate the socio-cultural context in Turkey with regard to attitudes towards women's career advancement.

Theoretical Framework

Feminism Theories

In explaining the systematic differences why female entrepreneurs adopt a reduced growth intention and the smaller size of their businesses, we employ two theoretical perspectives, consistent with Holmquist and Sundin (2002). These are the liberal and social feminism to explain why women behave differently in the adaptation of the varying degree of growth aspirations. First, some scholars maintain that gender theory and feminist perspectives are necessary to understand this phenomenon. Secondly, others argued that differences and similarities between men and women should be considered within the conventional theories relating to entrepreneurship research field. Holmquist and Sundin (2002) conclude that contributions from both perspectives are needed to provide insights into these imbalances of gender and entrepreneurship. Feminist theoretical perspective address the questions of women's subordination to men, how it arose, how and why it is perpetuated, how it might be changed and what life would be like without it (Acker, 1987). Each perspective of the theories (social and liberal) offers differing views.

The liberal feminist theory according to Fischer et al., (1993), asserted that the liberal feminist tradition goes back to feminism's earliest days (the first wave of feminism) and argues for the necessity of social reform in order to give women the same status and opportunities as men. The fundamental basis of the liberal theory assumes that men and women are equal and that rationality, not sex is the basis for individual rights. It emphasizes the existence of discriminatory barriers and systematic biases facing women (for example restricted access to resources, education, business experience), which must be eliminated. Liberal feminism is outgrown of political views of equality, entitlement, and individual rights; the liberal feminist perspective has been the basis for many legal changes that have been used to bring about greater equality for women. Liberal feminist theory in the articulation of this theory in the context of women's entrepreneurship posits that if women had equal access to the opportunities available to men such as education, work experience, and other resources, they would behave similarly (Unger and Crawford, 1992).

Social Feminism theory- assumes that men and women are seen to be or have become different (Ahl, 2006), social feminism emphasizes that there are differences between male and female experiences through the deliberate socialization methods from the earliest moments of life that results in fundamentally different ways of viewing the world (Fischer et al., 1993). Female's socialization creates different perspectives, goals, and choices for women (Brush, 2006) and they choose their business field accordingly. The relationship between family and work has been stronger for women, rather than seeing their business as a separate economic unit in a social world. Brush (1992) adds that women view their business as an interconnected system of relations (family, community and business). These differences do not imply that women will be less effective in business than men, but only that they may adopt different approaches which may not be equally as effective as the approaches adopted by men (Watson and Robinson, 2003).

While the outcome of past findings is relevant to the question of if and how female and male entrepreneurs differ, there are still large gaps in knowledge. Some scholars (Kalleberg and Leicht, 1991; Cliff, 1998), have systematically explored whether or not potential differences related to

discrimination or socialization affect business performance or growth intention. Liberal and socialist theories provide socio-cultural reasons for expected gender differences. Sexton (1989) argued that there are no psychological reasons to believe that a female entrepreneur will have a lower propensity for business expansion. Accordingly, there is suggestive evidence that factors associated with growth intention, may vary by gender. Even if intent to grow does not vary by gender the process that leads to the decision may vary (Orser and Hogarth-Scott, 2002).

Given the important role of female business owners and their different structural variations, it follows that women may make a decision related to the growth of their businesses using different process by weighing the risk and reward differently from men. In view of these works of literature, the liberal and feminist theories and empirical research provide reasons for expecting gender differences and why female entrepreneurs and female business owners behave differently in their adaptation of low growth intentions. Many studies that were explored (Kalleberg and Leicht, 1991; Lee-Gosselin and Grise, 1990; Cliff, 1998) identified female entrepreneurs to have less experience in managing employees, less industry experience, prior start-up experience in businesses. Furthermore, women's firm also was found to be smaller than men's and have lower growth and income over some years, and to have lower sales per employee (Kalleberg and Leicht, 1991). Cliff (1998) speculates that women who lack relevant experience may question their ability to manage quickly growing enterprises and may therefore purposely limit the expansion of their firms and these might contribute to their modest growth expectations (Lee-Gosselin and Grise, 1990).

Empirical Review

Northouse (2004) suggested several different explanations. However, he admitted that there was no empirical evidence to support his postulations. His explanations for women's lack of success in gaining leadership positions included: (a) women are not part of the managerial pipeline, (b) women do not have line experience, and (c) women lack the necessary qualifications and/or confidence. Northouse indicated that the slow progression of women into leadership could also be attributed to organizational, interpersonal, and personal barriers. Organizational barriers were identified as (a) women being held to higher standards of performance, (b) women lacking developmental opportunities, and (c) women in a hostile culture/environment. Interpersonal barriers included (a) women being stereotyped, (b) women lacking or being excluded from mentoring and networking, and (c) women lacking emotional support. Personal barriers included (a) women striving for work/life balance, (b) women's non-work obligations, and (c) women lacking political savvy (Northouse, 2004).

In previous studies by Eddleston et al. (2004) and Nabi (1999), education and hard work were found to be significant predictors of objective career success. Although networking and consultation with mentors and skills development were not related significantly to objective career success in the Eddleston et al. (2004) and Nabi (1999) studies, managers in the sample of this study did indicate that interaction with successful individuals did contribute to their career success. This might be related to the specific South African context with its mandatory regulations and legislations (such as employment equity legislation). It might be that managers feel that this background almost necessitates the use of mentors and interaction with successful individuals in order to succeed. This is also in line with findings of McDonald and Hite (2008). Managers elaborated on this factor by explaining that they specifically attempt to display the attributes or characteristics of successful individuals, which contributes to their perceived success. Continuous learning and being part of an organization that provides support for learning and development is also known as a significant predictor of subjective career success (Maurer and Chapman, 2013; Park, 2010). This corresponds with managers' view in this study that a developmental organizational culture with shared knowledge and skills development is perceived as crucial for their career success. This is not surprising since South African organizations do focus on skills development, via the implementation of workplace skills plans and the opportunity of the organizations to obtain funding from the government for skills development. Given this opportunity, organizations in South Africa have an

added advantage of establishing a developmental organizational culture, which could enhance the career success of individuals, as explained in the present study.

The contributing factors identified in this study relate to a large degree to the interpretation of the predictors of 'knowing why', 'knowing whom' and 'knowing how' about career success, as they are conceptualized internationally (Eby *et al.*, 2003). Contributing factors such as being open to feedback may correspond with the 'knowing why' predictors (e.g. openness to experience and career insight); interaction with successful individuals may correspond with the 'knowing whom' predictors (e.g. networking) and a developmental organizational culture may correspond with the 'knowing how' predictors (e.g. engaging in continuous learning). Although the majority of the contributing factors that emerged from the present study are found in international literature, additional new unique impeding factors also emerged. The element of luck, which participants explained as 'being at the right place at the right time', as well as the maintenance of productive interpersonal relationships with others within the work environment are both aspects that were not noted in previous studies.

Akinboye (2004) says less than 5% of managers in strategic sectors are women. Shepiro et.al (2009) citing Gross and Scott (1990) stated that generation 'X' workers that is, women born during 1961 to 1982 period were unwilling to put in the effort to get to the top of their careers. But that by year 2000, some women had become highly successful career women by using flexible work arrangement or in the alternative, leave the workplace temporarily for reproduction and raising of children. By this, they would be able to perform the Socio-biological roles and come back to perform their roles in the workplace which could still be hampered due to their expected social role at home. However, Oladapo (2006) opines that girls in Nigeria still face discrimination due to customary attitudes. Socio-cultural beliefs affect the female gender negatively. Women are men's property in marriage and could be willed out to other men in the family after the death of the husband. They are seen as subordinate to men and are disrespected in every area because of the cultural norms of maleness that is regarded as superior to femaleness. In addition to these, Cole (2005) submitted that globally, women are greatly under-represented in middle level management cadre and even the senior level management cadre. Few of them in positions of authority in work organizations could be too authoritative for fear of being tagged weakling, whereas, some could be affective in their leadership roles so that organizational goals are achieved under their leadership.

Methodology

Research Design

Research design is the blue print that addresses the problems of scientific inquiry. A research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research problems and questions. The study adopted survey research design to ascertain the opinions of the respondents.

Sources of Data

There are basically two main sources of data for this study which include primary and secondary sources of data.

Population of the Study

Population is defined as the aggregate of all elements defined, prior to the selection of a sample. The target population for this study is 200 comprising of both senior and junior staff of the selected Commercial banks in Akwa-ibom State: First Bank Plc and Zenith Bank Plc. These banks were

chosen because of their levels of customer patronage, performance with respect to their market share, and long term duration in business operations.

Table 3.1
Population of the Study

Organizations under Study	Senior Staff	Junior Staff	Total Number
First bank Plc	35	75	110
Zenith Bank Plc	25	65	90
Total	60	140	200

Source: Human Resource Management Department of the Organizations of study.

Sample Size Determination

A sample is the process of selecting a number of study units from a predefined study population. To ensure that the sample is a representative of each of the Commercial banks in Akwa-ibom State, proportionate stratified random sampling was employed. This makes the proportion of the sample from each bank to conform to the pattern of the population and also increase accuracy of the study. Based on the above population, the sample size for this study was determined using Taro Yamane's formula. This formula is used where the population size for the study is known. Thus it is stated.

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size
 N = Total Population
 e = Margin of error (0.05%)
 1 = Constant

$$n = \frac{200}{1 + 200(0.05)^2} = 133$$

Description of the Research Instrument

Structured Questionnaire and oral interview are the major research instruments used for data collection. The questionnaire was formulated considering the research questions. The questionnaire has two (2) sections. Specifically, all the questions in Section A were general information of the respondents while the remaining questions in section B were meant to directly address the research questions. In the design of the questionnaire, 5 point Likert scale format was used. A total of one hundred and thirty three (133) copies of the questionnaire were distributed to the five banks selected for the study.

Validity of the Instrument

Validity of the research instrument, according to Onwumere (2005) is the extent to which a measuring instrument on application performs the function for which it is designed. To make sure that the research instruments applied in this work are valid, the researcher ensured that the instrument measure the concept they suppose to measure. A proper structuring of the questionnaire and a conduct of a pre-test of every question contained in questionnaire was carried out to ensure that they are valid. Also design of the questionnaire was made easy for the respondents to tick their preferred choice from the options. Response validity was obtained by re-contacting individuals whose responses appear unusual or inconsistent.

Reliability of the Instrument

Ezigbo (2007), states that test reliability refers to the consistency of reproducibility of the result of a test. To ensure reliability of the instrument, the researcher adopted a test re-test method in which the researcher distributed 10 copies of the questionnaire to the employees of Commercial banks understudied. That is, 2 copies for each organization. After some days, the instrument was collected and re-administered for the second time. The questionnaire distributed were completed and returned using spearman rank order correlation coefficient which was found to be high, $P = 0.0988$ showing the reliability of the instrument.

Data Analyses Techniques

The data collected would be presented in frequency tables. Hypothesis 1, 2, and 3 were tested by Friedman Chi-square and Z test through the application of Statistical Package for Social Science (SPSS 17.0 windows). If the calculated is greater than the tabulated, you reject the null and accept the alternate but if otherwise reject the alternate.

Return Rate of Questionnaire

The researcher administered 133 copies of questionnaire and 80 were successfully filled and returned. This gave a 100% success rate.

Table 3.1: Questionnaire Administration and Returns

Particulars	Distributed	Returned	Percent (%)
First Bank Plc	73	43	53.7
Zenith Bank Plc	60	37	46.6
Total administered	133	80	100.0

Source: *Field Survey, 2018*

As presented in Table 3.1, 43 (53.7%) respondents are from first bank while 37 (46.6%) respondents are from zenith bank all in Akwa-ibom State.

3.10.2 Presentation based on Objectives

In presenting and analyzing the data in this subsection, the decision rule stated below is used;

Table 3.2: Personal Characteristics on Career Success of Women Managers in the Selected Banks

Item	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean + Std. Dev.
Leadership quality, empowerment and serendipity	80 (100.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	5.00 + 0.00
Corporate Experience and vision	47 (58.8)	21 (26.5)	5 (6.3)	4 (5.0)	3 (3.8)	4.31 + 1.05
Knowledge and intellect	54 (67.5)	21 (26.5)	2 (2.5)	2 (2.5)	1 (1.3)	4.56 + 0.78
Education level	34 (42.5)	34 (42.5)	4 (5.0)	3 (3.8)	5 (6.3)	4.11 + 1.09
Productive interpersonal relationship and networking	21 (26.3)	23 (28.8)	18 (22.5)	11 (13.8)	7 (8.8)	3.5 + 1.26
Efficient performance record	14 (17.5)	43 (53.8)	10 (12.5)	5 (6.3)	8 (10.0)	3.63 + 1.15

Source: *Field Survey, 2020*

Based on the decision rule, from the data presented in Table 3.2, the respondents agreed that Leadership quality, empowerment and serendipity ($\bar{x} = 5.00 + 0.00$), Corporate Experience and vision ($\bar{x} = 4.31 + 1.05$), Knowledge and intellect ($\bar{x} = 4.56 + 0.78$), Education level ($\bar{x} = 4.11 + 1.09$), Productive interpersonal relationship and networking ($\bar{x} = 3.5 + 1.26$) and Efficient performance record ($\bar{x} = 3.63 + 1.15$) are personal characteristics on career success of women managers in the selected banks.

Table 3.3: Extent of Corporate Culture Paradigm Shift enhance Women Managers Performance in the Selected Banks

Item	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean + Std. Dev.
Culture of women involvement and participation	23 (28.8)	36 (45.0)	11 (13.8)	6 (7.5)	4 (5.0)	3.85 + 1.08
Women Recognition and promotion	32 (40.0)	39 (48.8)	4 (5.0)	3 (3.8)	2 (2.5)	4.2 + 0.89
Human resources orientation	23 (28.8)	41 (51.3)	7 (8.8)	5 (6.3)	4 (5.0)	3.93 + 1.04
Women affirmative action	29 (36.3)	32 (40.0)	8 (10.0)	6 (7.5)	5 (6.3)	3.93 + 1.16
Policy framework and global implementation	43 (53.8)	32 (40.0)	3 (3.8)	2 (2.5)	0 (0.0)	4.45 + 0.69

Source: Field Survey, 2020

Based on the decision rule, from the data presented in Table 4.6, the respondents agreed that Culture of women involvement and participation ($\bar{x} = 3.85 + 1.08$), women recognition and promotion ($\bar{x} = 4.2 + 0.89$), human resources orientation ($\bar{x} = 3.93 + 1.04$), women affirmative action ($\bar{x} = 3.93 + 1.16$), and policy framework and global implementation ($\bar{x} = 4.45 + 0.69$) are among the extent of corporate culture paradigm shift that enhance women managers performance in the selected banks.

Table 3.4: Corporate Environment Effect on the Success of Women Managers in the Selected Banks

Item	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean + Std. Dev.
Political	32 (40.0)	39 (48.8)	3 (3.8)	4 (5.0)	2 (2.5)	4.19 + 0.92
Economic	43 (53.8)	21 (26.3)	9 (11.3)	4 (5.0)	3 (3.8)	4.21 + 1.08
Socio-cultural	34 (42.5)	43 (53.8)	3 (3.8)	0 (0.0)	0 (0.0)	4.39 + 0.56

Legal and ethical	23 (28.8)	33 (41.3)	12 (15.0)	9 (11.3)	3 (3.8)	3.80 + 1.10
Demographic and global	19 (23.8)	43 (53.8)	9 (11.3)	5 (6.3)	4 (5.0)	3.85 + 1.02

Source: Field Survey, 2020

Based on the decision rule, from the data presented in Table 3.4, the respondents agreed that political ($\bar{x} = 4.19 + 0.92$), economic ($\bar{x} = 4.21 + 1.08$), socio-cultural ($\bar{x} = 4.39 + 0.56$), legal and ethical ($\bar{x} = 3.80 + 1.10$), and demographic and global ($\bar{x} = 3.85 + 1.02$) are effect of corporate environment on the success of women managers in the selected banks.

Test of Hypotheses

The results for the various tests of hypotheses are presented in this subsection.

Test of Hypothesis One

There are no significant effects of personal characteristics on career success of women managers in the selected banks.

In testing this hypothesis, the Z-test statistic was used. The results are presented in Table 3.5.

Table 3.5: One-Sample Kolmogorov-Smirnov (Z) Test Result for Hypothesis Two

		Finance influences performance of small-scale business
N		80
Normal Parameters ^{a,b}	Mean	3.7512
	Std. Deviation	1.01015
Most Extreme Differences	Absolute	.238
	Positive	.184
	Negative	-.238
Kolmogorov-Smirnov Z		5.672
Asymp. Sig. (2-tailed)		.000

a. Test distribution is Normal.

b. Calculated from data.

As presented in Table 4.10, the calculated Z-test result is 5.672. This is greater than the critical value of 1.96. Since the p-value (0.000) < 0.05, this result is significant. Hence, the null hypothesis is rejected and the alternative hypothesis accepted accordingly. Therefore, there are significant effects of personal characteristics on career success of women managers in the selected banks.

Hypothesis Two

Corporate culture paradigm shift to a low extent enhance women managers performance in the selected banks.

This hypothesis was tested using Friedman Chi-Square. The results are presented in Table 3.6.

Table 3.6: Friedman Chi-Square Test Result for Hypothesis One

Statistic	Value
N	80
Chi-Square	24.657
Df	5
Asymp. Sig.	.000

From the result presented in Table 3.6, the calculated Chi-square value is 24.657. This is greater than the critical Chi-square value of 11.071. With p-value (0.034) < 0.05, this result is significant. Therefore, the null hypothesis is rejected and the alternative hypothesis accepted accordingly. Based on this, the null hypothesis is rejected and the alternative hypothesis accepted accordingly. Hence, corporate culture paradigm shift to a great extent enhance women managers performance in the selected banks.

Hypothesis Three

There are no significant effects of corporate environment on the success of women managers in the selected banks.

In testing this hypothesis, the Z-test statistic was used. The results are presented in Table 3.7.

Table 3.7: One-Sample Kolmogorov-Smirnov (Z) Test Result for Hypothesis Two

		Finance influences performance of small-scale business
N		80
Normal Parameters ^{a,b}	Mean	3.7512
	Std. Deviation	1.01015
Most Extreme Differences	Absolute	.238
	Positive	.184
	Negative	-.238
Kolmogorov-Smirnov Z		5.672
Asymp. Sig. (2-tailed)		.000

a. Test distribution is Normal.

b. Calculated from data.

As presented in Table 3.7, the calculated Z-test result is 5.672. This is greater than the critical value of 1.96. Since the p-value (0.000) < 0.05, this result is significant. Hence, the null hypothesis is rejected and the alternative hypothesis accepted accordingly. Therefore, there are significant effects of corporate environment on the success of women managers in the selected banks.

Summary of Findings

The following results were found,

1. There are significant effects of personal characteristics on career success of women managers in the selected banks.
2. Corporate culture paradigm shift to a great extent enhance women managers performance in the selected banks.
3. There are significant effects of corporate environment on the success of women managers in the selected banks.

Conclusion

It is truism and an observable facts that gender discrimination and glass ceiling had been a dominant characteristics witnessed in masculine or male dominant world where women are regarded as second class citizen. In a situation where gender determine position and career progression and promotion predominate in the third world organization. But the changing paradigm of women pushing and desiring leadership position had been a welcomed idea because of the evolving dynamism that women managers are making landmark legacy in governance and leadership in organization through a landmark of success factors, changing corporate culture and environment. This study is able to unveil the stand that women managers have the ability and capability to excel in organization leadership and maximize the organizational performance.

Recommendations

The following suggestions were made for the way forward;

1. There should be need for organization as a matter of policy framework incorporate women to be part and parcel of their decision by giving them the opportunity to exhibit their ingenuity, creativity and innovative ability in every cadre of organization position.
2. They should adopt and integrate the affirmative action whereby women managers or women in public office allowed 1/3 (one third) right to occur leadership position in every spectrum of life to allow them improve their leadership role play and knowledge transfer devoid of cultural inhibition.
3. There should be an urgent need for drastic and total overhaul of organization corporate environment, conditions of service and massive turnaround or inculcation of global best practice to capture women rightful position as a good mixer of opportunities.

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