

PAN AFRICAN INSTITUTE FOR DEVELOPMENT – WEST AFRICA

P.O. BOX 133, BUEA, CAMEROON



DEPARTMENT OF DEVELOPMENT STUDIES

**GENDER GAPS IN ORGANIZATIONAL LEADERSHIP IN
MTN AND ORANGE HEAD OFFICES IN DOUALA:
ISSUES AND PROSPECTS**

A Thesis submitted to the Department of Development Studies of the Pan African Institute for Development-West Africa (PAID-WA) Buea, in Partial Fulfilment of the Requirements for the Award of a Master in Science (MSc) Degree in Sustainable Development with Specialization in Gender and Project Management.

By:

NKEMNGONG MBOUYA DESMOND

SUPERVISOR:

Dr. (Mrs.) Bisong Clara B.A. Mbuoben

Mme. Kelly N. Jabosung

BUEA, MAY 2019

The author assumes total responsibility for meeting the requirements set by Copyright Laws for the inclusion of any materials that are not the author's creation or in the public domain.

DECLARATION

I, Nkemngong Mbouya Desmond declare that this thesis is my original work and has not been presented for any other degree or certificate in any other University and that, all the sources of materials used for the thesis have been duly acknowledged.



Name of Student

Nkemngong Mbouya Desmond

14/8/2019

Date

CERTIFICATION

The thesis entitled: **“Gender Gaps in Organizational Leadership in MTN and ORANGE Head Offices in Douala: Issues and Prospects”** is submitted to the Department of Development Studies of the Pan African Institute for Development – West Africa (PAID-WA) Buea, by NKEMNGONG MBOUYA DESMOND for the award of a Master of Science (MSc) degree in Sustainable Development with specialization in Gender and Project Management.



Name of Supervisor

Dr. (Mrs.) Bisong Clara B.A. Mbuoben




Date



Name of Head of Department





Date

FONCHA, J.N. (PhD)

DEDICATION

This research is dedicated to the Nkemngong Ambrose's family especially to my beloved deceased mother Mrs. Nkemngong Alice Atabong.

ACKNOWLEDGEMENTS

This Research Project would not have been possible without the guidance and the help of several individuals who in one way or another contributed and extended their valuable assistance in the preparation and completion of this study.

I wish to express my deepest gratitude to my supervisors, Dr. Mrs. Bisong Clara B.A. Mbuoben and Mme. Kelly N. Jabosung , I am most thankful for their tireless efforts in giving me valuable and guidance throughout the preparation and writing of this work. Their constant constructive assistance brought this work into reality.

Also I offer my sincere appreciation to The Regional Director of PAID-WA Professor Uwem Essia, for his continual encouragement and support toward my school work, the entire staff especially Dr, Roland, Mr. Njie and Mr. Perez and the learning opportunities provided by PAID-WA.

To my parents Nkemngong Anu Ambrose and Nkemngong Pascaline, for their financial and moral support. My siblings (Ann Marie, Challot, Constance, Valentine and Anita), Cousins and Uncles for their prayers and support. Thank you very much may. God Bless you all.

I am grateful to all of my classmates especially those of MSc. Gender and Project Management and Human Resource Program in PAID-WA Buea who contributed academically and morally to this research

My appreciation goes to the research assistants and the respondents who made the whole exercise a success. God bless you all.

ABSTRACT

This study focused on investigating issues related to Gender Gaps in Organizational Leadership in MTN and Orange Head Offices in Douala. The major objective was to examine the causes and effects of gender gaps in organizational leadership and the implications for the mainstreamed in leadership. The specific objectives include: to assess the general characteristics of gender gaps (inequality in MTN and Orange head offices Leadership; To find out factors responsible for gender gaps in leadership and the implications of these gaps for the mainstreaming of gender in organizational leadership). The stratified random sampling technique was used to select Five hundred respondents in to some four key departments in MTN and Orange (Central Administration, Human Resource, Mobile Financing and Marketing) who were administer the 511 questionnaires required for the study but just 500 came back. Data were analysed using descriptive statistic and inferential statistics with the aids of SPSS software. The findings show that though 56.60% female employees of the workers in the organisations it was somehow difficult to find woman occupy key leadership position in the organisation. It was also revealed that amongst the factors leading to the gender gap are women's reproductive functions and family responsibilities at home which greatly interfere with women jobs. Study shows gender gap at the top of leadership especially makes skilful and competence female employees feel discourage to aspire and occupy leadership position and this may lead to waste of human and other resources. Recommendations have been made to MTN & Orange Cameroon, the government and other stakeholders to promote gender equality in the country and mainstream gender in organizational management. Suggestions have also been made for further studies.

Key Words: *Gender gap, Organizational Leadership; MTN & Orange Cameroon.*

TABLE OF CONTENTS

DECLARATION	Error! Bookmark not defined.
CERTIFICATION	Error! Bookmark not defined.
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
ABSTRACT	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
LIST OF ABBREVIATIONS	x
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the Study	1
1.2 Statement of the Problem.	11
1.3 Research Questions	12
1.4 Objective of the Study	12
1.5 Significance of the Study	13
1.6 Scope of the Study	13
1.7 Organization of the Study	13
1.8 Description of Study Area (Douala)	14
1.9 Definition of Terms.....	15
CHAPTER TWO.....	17
LITERATURE REVIEW AND THEORETICAL FRAMEWORK	17
2.1 Conceptual Review	17
2.1.1 Gender Concept	17
2.1.2 Gender Equality	18
2.1.3 Gender Rights	20
2.1.5 Leadership.....	22
2.2 Theoretical review	26
2.3 Empirical Review.....	30
2.4 Gaps identified	47
CHAPTER THREE.....	48

METHODOLOGY OF STUDY.....	48
3.1 Research Design.....	48
3.2 Study Population.....	48
3.3 Sample Size Determination.....	48
3.4 Sampling Technique	49
3.5. Data Collection	50
3.5.1 Primary Sources	51
3.5.2 Secondary Sources	51
3.6 Procedure to Data Collection.	51
3.7. Analytical Approach	51
3.8. Validation of the Result	51
3.9 Ethical Consideration.....	52
CHAPTER FOUR	53
DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS	53
4.1 Presentation of Demographic Analysis.....	53
4.2 Presentation of Analyses for the Specific Objectives of the Study	58
4.3 Discussion of Findings.....	81
4.4 Implications of Findings	83
4.5 Limitations of the study	86
CHAPTER FIVE	87
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS.....	87
5.1 Summary of Finding	87
5.2 Conclusion	87
5.3 Recommendations.....	88
5.4 Suggested Areas for Further Research.....	89
REFERENCES	90
Appendix Two	107

LIST OF TABLES

Table 1: Sectoral Distribution of Employed persons, by Sector and Sex (2004 through 2007) ..	38
Table 2: Women are more likely to occupy position in the organization	58
Table 3: Men are more likely to be promoted into leadership position than women	59
Table 4: Majority of the leaders are male especially at top level	60
Table 5: There is gender equality of major gender representation of all the leadership level of the organization.....	60
Table 6: In the past 5years it was very difficult to see a women in a leadership position	61
Table 7: At the various level of leadership, you can sometimes find majority of the people are women.....	62
Table 8: Most position occupy by women are lower level of leadership	62
Table 9: Men are better leaders than women	63
Table 10: Women should have the same rights as men to become leaders of the organization ..	64
Table 11: Men and women are equal in the organization	64
Table 12: Determinants of leadership in the organizations.....	65
Table 13: Its more difficult for women to reach leadership positions than men	68
Table 14: Difficulties women encounter to reach leadership position.....	69
Table 15: Obstacles to gender implementation in organization.....	74
Table 16: Low presence of female in leadership position negatively discourage women who are capable to occupy leadership position in the organization	75
Table 17: Gender gap leads to waste of resources	76
Table 18: Gender gap leads to gender inequality.....	76
Table 19: It leads to poor working environment that will make the women not to work hard....	77
Table 20: Organization has developed capacity building to recognize and handle organizational resistance to address gender issues	78
Table 21: Organization has projects/programs that contribute to the empowerment of women .	78
Table 22: Strategies are implemented to recruit and promote women in to senior management	79
Table 23: Gender issues are taken seriously and discuss openly by both men and women	79
Table 24: Gender policies that affirms commitment to gender equality.....	80
Table 25: Management is committed in promoting female representatives at senior levels of the organization including board members.....	81

LIST OF FIGURES

Figure 1: Map of Douala Municipality	14
Figure 2: Levels of Leadership Positions in Organisations	23
Figure 3: Gender	53
Figure 4: Age	54
Figure 5: Education.....	55
Figure 6: Marital Status	56
Figure 7: Position of Workers.....	57
Figure 8: Area of Work.....	58
Figure 9: Participatory method	70
Figure 10: Organisational plan of activities form men and women	71
Figure 11: Role of men and women in projects.....	72
Figure 12: Gender problems in leadership.....	73

LIST OF ABBREVIATIONS

ANC:	African Nation Congress
ACHPR:	Africa Charter on Human and People Rights
API:	Application Programing Interface
BOD:	Board Of Directors
BWASA:	Business Women Association on South Africa
CEO:	Chief Executive Officer
CEDAW:	Convention on the Elimination of All forms of Violence
CAMTEL:	Cameroon Telecommunication
CEMAC:	Central African Economic and Monetary Community
CFO:	Chief Financial Officer
CDF:	Cameroon Development Funds
COO:	Chief Operating Officer
EIGE:	European Institute for Gender Equality
EU:	European Union
GAD:	Gender and Development
GPSF:	Global Professional Service Firm
GM:	Gender Mainstreaming
GDI:	Gender development Index
HDI:	Human Development Index
HD:	Human Development
HR:	Human Resource
ILO:	International Labour Organisation
IAC:	International Aid Communities
JICA:	Japan International Cooperation Agency

MD:	Managing Directors
MTN:	Mobile Telecommunication Network
MSC:	Masters in Science
OECD:	Organisation for Economic Cooperation and Development
OHCHR:	Office of the High Commissioner for Human Rights
PAID-WA:	Pan African Institute for Development West Africa
PENAS:	Proceeding of the National Academy of the Science of the United State of America
PPFA:	Performed by Particular Gender
SD:	Sustainable Development
SPSS:	Statistical package for Social Science
USA:	United State of America
UN:	United Nation
UDHR:	Universal Declaration of Human Rights
UNICEF:	United Nation Children Fund
UNFPA:	United Nation Population Fund
UK:	United Kingdom
WHO:	World Health Organisation
WID:	Women In Development

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Social psychologists have had a popular interest in matters related to leadership which have transformed the field of social psychology to an empirically based understanding of leadership. During its creation, leadership was a call for attention in many disciplines and as the field kept on widening, scientists sustained interest in both leadership and topics that were fundamental in leadership processes (Hoyt & Simon, 2011). Leadership position in organisations is often seen as a field of work that involves the setting of goals for both individual and groups of people in that organisation, while making sure that the challenges faced by the organisation are also met (Cook, 2018). Leaders in organisations often rise to be at the top of administrative and executive positions due to their abilities to manage the present situation while looking toward the future task ahead (SEU, 2018). This position also requires someone that can meet the needs of different kinds of people that are working together towards a goal but this position is mostly filled with one particular sex (men) all round the world and the other sex (female) are underrepresented in such positions.

In the past, leadership position has been dominated by the men, and it is, however, essential for the status of both men and women to be considered in a tridimensional Sustainable Development (SD) approach because of the situation of women in the poor economy and their social status. During the past's decade, women in Bangladesh, for example, have been marginalised and treated unequally, and their responsibilities were often underestimated to be less important in most societies. SD cannot be achieved due to the lack of women involvement, which makes them to be vulnerable for their poor social and economic positions in the society especially in developing and undeveloped countries (Chowdhury & Dewan, 2014) which have to increase the proportion of women involvement in the development of the nation.

Genders of people are socially contracted differences that exist in communities leading to gender inequality and unequal rights (Georgina, 2014). WHO perceive gender as attributes, activities, behavior and roles a society will consider appropriate for men and women. But these roles and

behaviours cause differences in communities that turn to favour only one group of gender over the other in wealth, political appointment, access to quality education and incentives.

Research on gender in organisational leadership was greatly ignored in social psychology within the past years due to lack of interest until around the 1970s were issued on gender in leadership began attracting the attention and interest of writers in popular press who started talking about women inherent marginalises in leadership positions (Hoyt, 2010). Also, Arum (2011) carried out a study on whether or not there are sex differences, gender gap in leadership positions in organisations and realized that these differences can be seen from a relationship based or task-based perspective due to the fact that men have primarily held leadership positions and they turn to have those perceptions of them being the most effective leaders.

A recent assessment of public opinion was conducted in America that found that 35% of employees in the organisation will prefer to have a male supervisor than a female one, while 23% choose but a female supervisor and 41% were neutral with no preference during the 90s. But when this same research was conducted within the 20th centuries, 66% of the employee did prefer a male supervisor and only 5% for female as their leader (Newport & Wilke, 2013). This percentage has been relatively steady over the recent years, but after studying the male and female bosses in organisations Newport& Wilke realised that majority of the workers did not prefer one gender over the other because acceptance of women as leaders was still trending upward. Drilling down into the data, it was surprise to notice that 40% of female workers preferred a male leader whereas just 29% of men will prefer a male as their leader which means that most women will not want to be led by a female while most men would not also like to be driven by a male leader in the organisation.

These gender gaps in this nations are as a result of unequal access to opportunities between both gender and gender gaps can be seen in most communities in areas of education, politics, cultures, payment, recruitment and leadership, just to name a few. But most often in organisations, the gender gap is mostly persisting in employee's payrolls and leadership positions. According to Hennig & Jardim (2009), they assumed that the ability for men and women to carry out responsible jobs in organisations are slightly different even thou, women do possess the appropriate job qualification for the task, but they still remain liable to discrimination.

In Africa, it is important to note that the nuclear family had some tremendous impact on the gender behaviours of children. In regard to the girl child, they are supposed to be submissive, inactive, avoidance of aggression and competition, which discourage them from taking risk and some other qualities our culture consider to be feminine. Based on ILO (2015), Statistics which indicated that, even when both boys and girls in high school have the same college and career aspiration in life, the male sex often receive more parental encouragement to pursue their goals than the girl child. Studies have proved that boys and girls in a high school setting usually have the same career aspiration in life, but the boys receive more parental encouragement to pursue their goals than the girl child.

The world statistics indicates that, women make up just 60.6% of the global population and 46.5% of the labour force but the number of women represented at senior corporate levels is significantly small by assessment making it readily identify the number of women at the top of leadership position in some organisations and political systems such as Chancellor Germany and PepsiCo's CEO, but closer examinations reveal the real gender gap that still persists in most countries and organisations (Hoyt & Simon, 2011). Most organisation turn to lose talent from a large pool of motivated female which were prohibited from many jobs, due to their sex. That is why the human capital theorists turn out to argue that, such underutilization of resources was disadvantageous and wasteful to the firm's profitability and competitiveness. Some studies have proven that most humans perceive successful managers to have the characteristics that are uniquely associated with men but which, the actual qualities of a successful manager are a combination of masculine (e.g., self-confidence, initiatives, forcefulness, task orientation) and feminine (e.g., feelings, concern for people and relationships) traits in an organisation.

According to Fensom (2016), he highlighted a wide gender gap that was still persistent in the Asian develop countries and the progress toward economic equality was still slow, with 59% being one of the widest gender gaps in 2008. The top countries who were making everything possible to close these gaps were Iceland, Norway, Finland, and Rwanda and Nicaragua coming 5th and 10th base on the world ranking, topping from developing countries who were globally recorded for their effort despite being from developing countries. They were fast progressing in the empowerment of women in their countries.

According to an EU report in 2012, women make up just 3.4% of president and chairs within the EU, and other parts of the world were also seeing the same trends even though the USA saw a slightly improve figure with 15.7%. Canada and Australia were both at the level of 10% of female board representation. In Asia Pacific region women made up just 6.5% of board members while in North-Africa and the Middle East could have just 3.2%, and in Australia, they could boast of 35.4% of female representation within government board seat making it seems, there is an improvement in women acquiring top leadership position.

It is true that Australia was doing remarkably well in representing women at the top leadership position in the country, but another Asian country that was far more better off than any other country in Asia was the Philippines with regard to women status. Based on the Global gender gap report of 2014, Philippines were ranked ninth in the world in terms of gender equality out of the global top 50 countries. Notwithstanding their effort to mainstream gender in their country, they were also rank among the top countries in terms of educational attainment, as well as in the health and survival of women (Daniels, 2017). The proportion of women being in business in this country was remarkable encouraging as compared to the neighbouring countries. The global professional services firm (GPSF) reported in its report that, the Philippines were ranked first for the number of women holding senior management roles in Southeast Asia and women were still able to comprise of an average of 34% of corporate board seat in their nation.

Also in Africa, some countries which have a high percentage of women as principal owners of firms such as Cote d'Ivoire (61.9%), Mali (58%), Angola (56.6%) and Zimbabwe (56.2%). Countries like Madagascar, Botswana, Liberia and the Central African Republic could boast of 50%, but the countries with the lowest percentage of firms owned by a female in their regions are Eritrea at 4.2% and Sierra Leone with 7.9%. Guinea, Lesotho, Mauritius, Burkina Faso, Niger, Mauritania and Cameroon ranged between 15% to 20% (ILO, 2015).

According to the ILO survey conducted in 2015 on 93969 enterprises in Cameroon did indicated that, while 27% of their employee were women in those enterprises only 10% could have female manager represented at the top of organisations and it was rare to find a female CEO of a large company that was established by a woman.

Gender gaps in labour markets have been persistent over time, significant markets indicators clearly pacify the gender gaps in the market within the past years with women being marginalized from their rights as human and workers in organisations just because of the sex they possess and females life's ambition have been weakened by their early childhood socialization in nuclear family that have affected their behaviours and their way of thinking. Due to this, there have been an overall picture of the gross under-representation of women in employment and leadership profile of public and private organisation in Cameroon and the gender gaps are more pronounced at the top of management than anywhere else. Regarding some tertiary institutions in Africa. The statistics of the female academic head in their universities indicates that 6.1 per cent are employed in Ethiopia, 12.4 per cent in Nigeria, 17.6 per cent in Sierra Leone, 19.7% in Uganda and 20.1% in Cameroon (Georgina. 2014).

A Woman in Cameroon is less frequently found at line positions in organisation but mostly represented in staff position which makes it difficult for them to have the opportunity to demonstrate their own competence and even in female-dominated occupations, men still have more opportunities to be promoted at the top as compared to their female colleagues in the organisation. In regard to the health care sector, the promotion of women at senior management and director of hospitals has been shown to be slower in comparison to the men even though women hold most positions.

However one doesn't need to go that far to realise that gender discrimination does exist in the world when it comes to selecting a leader for a particular position. In 2007, during the USA presidential election Gallup polls indicated that 14% of the voters stand against the opinion that the next president of USA should be a woman and 10% of the US population swore not to vote for a qualified woman even doe is nominated by their party. And within the 89% who said they would vote for a woman 14% of them were not comfortable with that decision, which means that the level of trust given to women at top position is drastically small (Yndinda. 2010). With all this discrimination faced on women around the world, the practice of gender mainstreaming (GM) was officially introduced by the European Commission that seeks to rectify gender gaps experience by most organisations and their influence on education, working arrangement, family, career path and fertility (EU, 2010). The charter of fundamental right in EU also looked at GM as a strategy and

method to struggle for equality between men and women in all action while prohibiting gender discrimination within them in the society and in organisations.

Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)

During 1979, CEDAW was adopted by the UN general assembly in order to fight for a women-specific treaty. The widespread and systematic discrimination of women in all spheres of life was still a global reality existing in most countries that was alarming and did call for attention. During the tenth anniversary of the Convention in 1989, almost one hundred nations from Eastern Europe and Central Asia had agreed to be bound by its provisions and were therefore obliged to work in accordance with the CEDAW laws put in place (Cuthbert, 2017).

This convention explicitly acknowledges the general discrimination against women that continue to exist and then emphasised such discriminations that violate the principles of equality of rights and respect for human dignity. Discrimination against women in society are seen as those exclusions, distinction or restriction made on the basis of sex in political, social, economic and cultural fields which have the effect or purpose of impairing or abolishing the enjoyment, recognition or exercise by women, regardless of their marital status, on the foundation of equality of men and women human right and fundamental freedom (UN, 2009).

For example, looking at a scenario that happens in Peru of which article 168 of the Peruvian civil code provided that only men had the right to represent matrimonial property before the courts. “Mme. Avellanal was married to her husband and owned two apartment houses in Lima, she sues a tenant in court for not paying his rent but the supreme court held that she did not have the right to sue her tenant for overdue rent due to the fact that she was married, so only her husband had that right to represent matrimonial property (UN, 2018). The woman was not satisfied with the court judgment, so she complained to the Human Right Committee, and it was found that Mme. Avellana has been denied equality before the court which constituted discrimination on the ground of sex”.

The aspect of violence against women in Cameroon is a prevalent problem, despite the country legal framework (UN, 2014). Based on the 2004 survey that was carried out in Cameroon, 13% of women had been sexually assaulted meaning, 500,000 women are raped each year in Cameroon as a result of violence. So advocate of human right made recommendation regarding Cameroon

civil legislation, penal code, justice and legal centers and provision of victim's services for the United States review of Cameroon.

Resolution 1325 (2000) of the United Nations Security

The 1325 resolution which is also known as the Maputo resolution was put in place to ensure that women should be part and fully participant at all level of conflict resolution meetings and crisis management committees. These resolutions provide that women should be allowed to work and also contribute as partners with the men's having their own significant contribution. In account to protect and promote human and people rights in Africa under the African Charter on Human and People rights (ACHPR, 2016).

These resolutions also emphasise obligations of some state parties based on the national and international human right always to protect the right of human, more particularly to guarantee the security of persons living in their own nation as well as the freedom of association, assembly and expression. But it was also noted that, human right defenders face particular barriers in engaging in defence of human rights.

Reaffirming the importance of women role in the prevention and resolution of peace-building and conflicts in the world, the secretary general of member states did provide training guidelines and materials on the right and protection of women particular needs as well as involving women in peacekeeping and peace building measures (UN, 2014).

That is why the African Platform for action and the Beijing platform for action of 1995 and Dakar Declaration of 1994 did call for all the member states of the United Nations, to take substantial steps to give greater attention to human rights of women so as to be able to eliminate all forms of gender discrimination especially gender-based violence which affect women in most society (AU, 2013).

During the 1960s, the International Aid Communities (IAC) emphasise on the aspect of women partaking in development and the improvement of their status in developing countries around the 1970s. The concept of Women in development (WID) that focused on women was introduced into the system, that seeks to integrate women into development phases, to increase their efficiency in existing roles and also to analyse their needs while advocating discrete development to women

and lay emphasis on their development projects. But after some time during the 1980s, a new notion of Gender and Development (GAD) was introduced to replace WID. GAD was eventually introduced to compare the social relationship of men and women and assumed that, all development policies and projects could make different impact to men and women (JICA, 2015) because this approach was eventually out to remove the gender barriers that could lead to equitable participation of men and women in the growth process and also ensure access and control over resources that will work in accordance with the Sustainable development goals. The equality of men and women in organisations is a fundamental development objective and is essential for men and women to partake equally in organisations and in the economy for better sustainable development Bank (2015). The World Bank paid consent to the Africa Region needs and was dedicated to improving the lives of women and men by assisting government partners with knowledge and finance to minimise such gaps.

In some countries in Africa like, Guinea, Madagascar, Botswana, Mauritius, Namibia and South Africa, women increased their share in management jobs during the last decades and there was a slight decline based on the number of men that occupied management positions in Ethiopia and a reasonable decrease in Uganda (ILO, 2015) that made women to start holding some top management positions.

According to Standing (2005) who made a similar study of Human Resource (HR) in Zimbabwe, Nigeria, Cameroon and some other African countries noted that, women formal sector of employment is mainly in health service sectors. This is because, women dominate the men as employees, holding 57.4% of the total employment but still, these women are concentrated at the lower end of the hierarchy and salary grades.

In Africa, some Commonwealth countries have addressed the political empowerment of women by promoting GAD in their nations like Rwanda, where women through legislative proportion hold 56% of the parliamentary seats and South Africa parliamentary seat consisted of 43.3% of women in the ruling political parties based on the African National Congress (ANC).

The conventional belief is always made that women are not good enough for a specific leadership position to be given to them, but the notion that women could only get married and bear children were implanted into the minds of men which turn to affect their consciousness and perception

about the world around them (Georgina, 2014). For instance during the national conference that was held in Nigeria at recent times, a higher percentage of male participant overwhelmingly refused the motion to allow female sex to occupy executive positions in Nigeria politics because, in recent times, just about three female has been able to occupy the Vice Chancellors position in Nigerian Universities since the beginning of University education in Nigeria, this university include, University of Benin, University of Abuja and University of Uyo. And this created a perception and lack of confidence in to the minds of these women that they can't venture in to leadership roles in the nation or in organisations while having stereotype believe that their sole purpose in the society is groomed to their marriage roles as wife, food provider and mothers, and are condition at early age to start believing that a woman is inferior to a man and her place is at home. But in the recent times now in Nigeria, the barrier of gender disparity have been minimised as women now occupied leadership positions, and some of them are prominent entrepreneur who are owners of organisations who are doing exceptionally well in those companies.

Kenya also has been taking some affirmative actions toward gender equality and thus, have achieved a reasonable percentage of almost 40% of women representation in public and private functions in 2012, as a result of gender introduced as a performance measurement for federal authorities (URT, 2013). And they have been efforts in recruiting and promoting women in public service in other to introduce an organisational environment that is not one gender dominated but equal.

Based on the Japan International Cooperation Agency (JICA, 2015) that carry out a study in Cameroon in the agricultural and environmental protection sector to compare with 187 countries around the world on their Human Development Index (HDI) on knowledge, health and their living standard realized that Cameroon was part of the countries having the lowest HD and it level of gender gap within the Gender Development Index (GDI) was higher than the average of those other countries and almost same Sub-Sahara African countries with 0.872 representing countries with the largest level of gender disparities in their organisation.

MTN Cameroon (MTNC) and Orange are telecommunications companies in Cameroon which are subsidiaries of MTN group from South Africa and Orange group from France. Both companies have existed in Cameroon for a period of about 17 to 19years with diverse missions.

MTNC head office is located at Rue Drouot Douala Akwa in the littoral region, with a total population of 795 employees working in that basement and with its sub-branches situated all over the regions of Cameroon with about 15000 employees who are 99% Cameroonians and, with the corresponding organisation top position been headed by men. While Orange Cameroon head office is located adjacent to MTNC head office still in the littoral region with a total population of 633 employees working in that basement with its sub-branches also located all over the regions of Cameroon, with a total of about 17000 employees.

Based on the authorisation of the first mobile operator in Cameroon CAMTEL to MTN International and Orange international to operate in Cameroon, they have put their self as the leaders of electronic communication in the market, and are seen as essential partners of the socio-economic growth of Cameroon and Africa. MTNC have played a significant role in the Cameroon economy as one of the biggest private investors in the country and secondly have contributed massively on the State revenue in terms of customs duties and taxes paid. From the year 2000 to date, MTNC has created an average of 74 new direct jobs such as mobile money and some others of which women occupy 40% of them and the vitality of their work often provide daily income to about 200,000 families. The organisations also host a foundation which contributes to the welfare of the communities in areas of education, health and community development of which the organisation uses 1% of its profit to perform all these activities (www.mtnorg.cm).

Main while, Orange Cameroon have transformed the Cameroon economy to be a digital society based on some of their programs like Orange Fab, Challenge Innovation, Social Entrepreneur Price and also by providing APIs by young developer around the nation which leads to the continuous innovation of their services been delivered. Orange Cameroon is more into fighting against the digital divide that makes women been left out in the digital world, so the empower women through their foundation know as Orange foundation to empower women via the deployment of Digital homes where many women and girls are being trained on digital technologies. The organisation also pays more values on the Cameroonian numerous cultural activities that revive the traditions and languages of our diverse cultural groups. The organisation is even more into supporting festivals such as NGOUON, the “Fete du Coq”, NGONDO, MPOO and MEDUMBA to name a few.

1.2 Statement of the Problem.

During the past decades in many countries in the developed and developing world, organizational leadership is centered on the males with an existing gender gap (Grant, 2018). From the 20th century till date, the gap is in favor of the males with a remarkable absence of women in power and leadership positions especially in Cameroon and some African countries with female leaders or managers of organizations contributing a small percentage to leadership as compared to the males (Seghieri et al., 2015).

In Cameroon like in other parts of the world there are ongoing efforts from governments and other stakeholder to discourage gender discrimination in various aspects of life and work. Despite the increasing sensitization and awareness of this issue on development, women's participation in organizational leadership still seems to be low (Atanga, 2010) as males seem to dominate most leadership positions of their organizations. The MTN& Orange Cameroon head offices in Douala are somehow showing the same kind of situation whereby trends on all forms of leadership position from the Director General to different heads of units seem to show that there is the high presence of males in leadership positions than females. Just like some reports of gender diversity in some telecommunication companies in Africa revealed that women participation in leadership ranges from 10% to 52% and less than 1 in 10 of their senior leaders are women(Onalaja 2015).

Sometimes, in MTN& Orange head offices Douala and Cameroon as a whole generally very few women possess the necessary qualification or charisma for leadership, but even when and where women have the potentials for leadership, they seem to be prevented by some factors related to their nature as women, level of education and some others not very clear that negatively affect their chances to be selected to positions of leadership (Olufemi et al, 2011). There is a worry on why and how in MTN and Orange Head Office several skilled female workers with potentials of good leadership qualities are not easily appointed or promoted into leadership positions. There is a question whether women are being hindered or denied leadership just because they are women or whether men are mostly being preferred for recruitment and administrative or managerial positions in organizations, than their female counterparts (Grant (2018).

Gender inequality or gaps in workplace leadership usually has implications for equal enjoyment by women and men of socially-valued goods and facilities for effective work, the hiring opportunities, resources management, rewards and promotion in the organization. These

sometimes may negatively affect both genders especially the females aspiring for opportunities and professional development in leadership (Sperandio and Kagoda, 2005).

Therefore, the purpose of this work is to investigate the indebt causes and effects of gender gaps in organizational leadership in MTN & Orange Cameroon Douala Head Offices, and the implications for mainstreaming gender in organizational Leadership.

1.3 Research Questions

The main research question of this study is to investigate gender gaps in the organisational leadership of MTN and Orange head offices in Douala? Specific research questions:

- What are the general characteristics and trends of gender gap that exist in leadership in MTN and Orange head office?
- What are the various factors responsible for the gender gaps in the organisations leadership in MTN and Orange head offices which affect women career development?
- What are the implications of gender gaps on organisational and professional growth and propose strategies to be used to mainstream gender in the organisational leadership of MTN and Orange head office?

1.4 Objective of the Study

The main objective of the study is to investigate the causes and effects of gender gaps in the organizational leadership of MTN and Orange Cameroon head offices in Douala and the implications for the mainstreaming gender in organizational management.

The specific objectives of this study are:

- To assess the general characteristics and trends of gender gaps (inequality) in organizational Leadership in MTN and Orange head offices.
- To investigate the factors responsible for the gender gaps in the organisations leadership of MTN and Orange Cameroon head office which affect women career development.
- To assess the implications of these gaps on the organisational and professional growth and propose strategies through which gender can be mainstream in these organisations

1.5 Significance of the Study

To the organisations:

-This study will create awareness context specific on the factors that hinders women's participation in leadership, and will highlight the need for more emphasis on every workers capacities and skills.

-It will highlight the possible differences between both men and women in the organization and demonstrate the extent to which gender is considered in the organization, whether is gender sensitive or gender different while making sure that policies governing both genders in organisations are revisited so as to show the importance of gender mainstreaming in organisational management.

To the government: It will enable the government reinforce laws that protect human rights especially the rights of women in organisations so that gender discrimination in organisational management will be eradicated.

To the society: It will positively present good images about the organisation to the general public and brighten the stars of the organization to shine in a way that it will attract more job applicant from females with the required skills who thought the organisation was gender imbalance to come closer to apply for jobs and best candidates with require skills will be given the job without considering if they are male or females.

1.6 Scope of the Study

Geographically: This study is delimited geographically to the Littoral Region of Cameroon with a specific focus on the employees of MTN and Orange head offices.

Thematically: This study will find out the characteristics of gaps in leadership, factors leading to gap and implications on organisational and professional growth. This study was limited to permanent and contract workers working in the organisations. The timeframe for this study was between June 2018 to January 2019.

1.7 Organization of the Study

For a better understanding of this study, we have divided the work into five chapters. Chapter one will provide a background of the study, talks of the statement of the problem, the objectives of the

study, research questions formulated, significance and scope of the study including definition of terms while Chapter two will concentrate on literature review which contains issues on the origin or historical background regarding gender gaps in the society. It also describes and explains the concepts of gender and strategies to mainstream gender gaps in organisational leadership. Chapter three will expatiate on the methodology used in the research design, the instruments of data collection that is, how data will be collected, the sample population and the sample techniques and method of data analysis. In Chapter four, information on how the data was collected, presented, analysed and interpreted will be discussed. And finally, Chapter five will be on the summary of the findings, limitations of the study, recommendations and conclusion.

1.8 Description of Study Area (Douala)

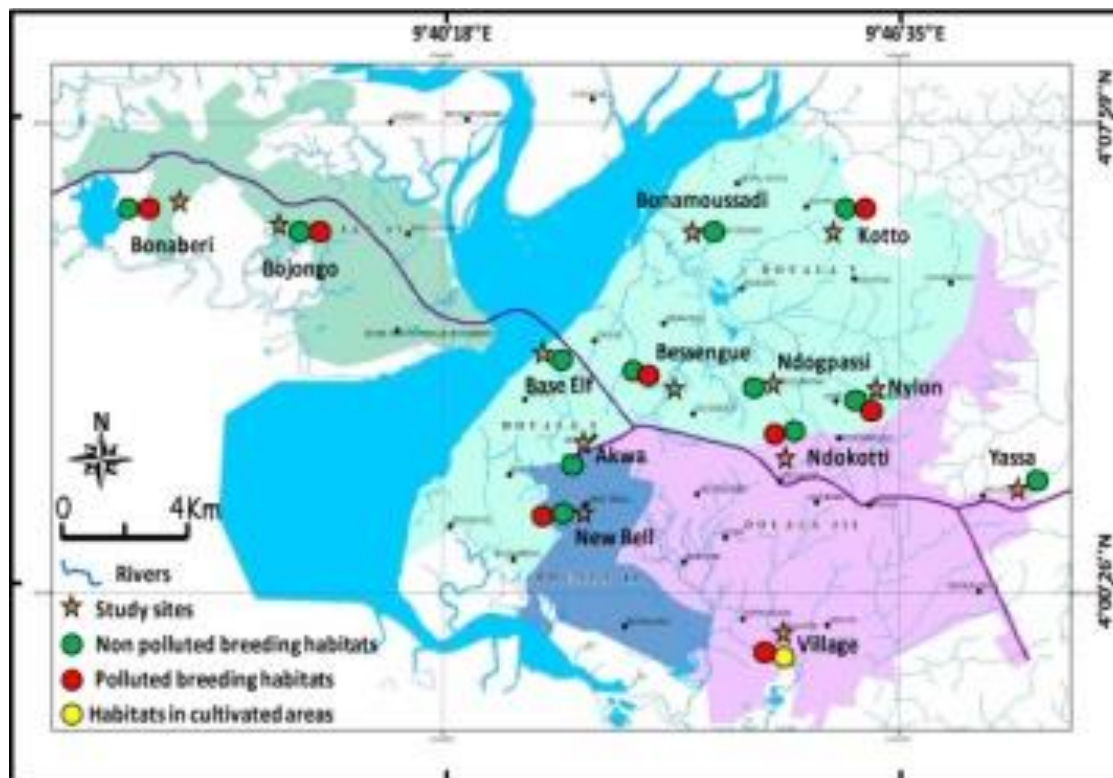


Figure 1: Map of Douala Municipality

Source: Nkondijio (2011)

MTN and Orange Cameroon are private limited companies situated all over the regions in Cameroon with their main offices located in Akwa, Douala located in the littoral region, which is the largest city in Cameroon and as well as the economic capital. And consequently, it is the

wealthiest city among the Central African Economic and Monetary Community (CEMAC) region of the six countries.

The city of Douala is located at the banks of the river Wouri which is link by the longest bridge in Cameroon by the name “Bonaberi Bridge”. The city of Douala have seven districts (Akwa, Bonaberi, Bonapriso, Bassa, Deido, Bonanjo and New Bell) with about 120 neighborhood (CamerWeb, 2018). But Akwa is seen as Douala business district while Bonanjo as the administrative district (Daniele, 2010).

In the economic city of Douala, it is known to handle all the country major exports of oil, coffee, rubber, timber, cocoa, metal and fruits. The 2010 population statistic of Cameroon indicated that, the surrounding area of Douala had an estimated population that surpasses 2,000,000 inhabitants.

After the independence of Cameroon, the city of Douala was able to expand rapidly in trade, local industries and some other domains which are looked to be important in the city like the extraordinary attraction of migrants, coming from near and far such as the western region of Cameroon and some neighboring countries like Chad, Mali, Nigeria etc. (CamerWeb, 2018).

1.9 Definition of Terms

Gender: Gender is a social construct that differentiates men and women in the society such as norms, roles and relationships between groups of women and men even though it differs from society to society and can be changed. Is true that everyone is bound to be either a male or a female and are taught appropriate norms and behaviours on how to interact in the society with other same sex or opposite sex within the household, workplace and communities (WHO, 2018).

Gender Mainstreaming: Gender mainstreaming is the integration of gender perspective into every stage and policy processes such as design, monitoring and evaluation and implementation, with a soul propose of promoting equality between men and women in the society. Eventually, it means evaluating how policies influence the life and position of men and female in society and taking into accountability of re-addressing them if need may be. The ultimate goal of mainstreaming gender is to achieve gender equality (EU, 2014).

Gender Gap: Gender gaps expose to us how unequal access to opportunity is between men and women in the society which is often as a result of the differences in the way men and women are

treated in political, intellectual, social, cultural, economic environment or what men and women do and achieve (Harris, 2017).

Leadership: leadership is the art of inspiring a group of people to act towards accomplishing a particular task or ascertaining a common goal. Leadership encompasses courage, trustworthiness, humaneness and discipline. They are out to help themselves and others, to make sure the right things are done and such things to be done the right way, they set direction, create something new and build an inspiring vision (Ward, 2017).

Culture: Culture is the features and knowledge of a particular group of people, encircling language, religion, cooking, social habits, music and arts or can be seen as a share of shared patterns of behaviors and interactions, reasoning constructs and understanding that are learned by socialisation. Thus, it can be seen as the development of a group identity nurtured by social patterns unique to the group. Culture incorporates religion, food, what we wear, how we wear it, our language, marriage, music, how we behave with loved ones, what we believe is right or wrong, how we sit at the table, how we greet visitors, and a million other things (Zimmermann, 2017).

Organisation: According to the Business dictionary (2018), an organisation consists of a social unit of people that are organised and managed to meet a need or to pursue a collective goal. All organisations have a management structure that controls the relationships between the different activities and its members, and subdivides assigns roles, responsibilities, and authority to be carried out as separate tasks. Organisations are open systems--they affect and are affected by their environment.

Education: Education is a procedure used in facilitating learning or a manner in which people can acquire skills, values, habits, beliefs and knowledge under formal or informal settings and it often takes place under the guidance of educators, but people can as well educate themselves independently without someone educating them (Webb, 2014).

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

The central objective is to develop a review of existing literature, a framework for analysis. This chapter has been designed into four parts. The first part discusses essential concepts, and part two looks at existing literature on the objective matter, part three focuses on models, and part four designs a framework for analysing the effects of culture on entrepreneurial behavior.

2.1 Conceptual Review

2.1.1 Gender Concept

Most often, many researchers usually use sex and gender interchangeably on the way they address some situations in the society, of which these two words are distinct, and it is important to recognise the differences between the two (Newman, 2018). Sex is the biological differences between men and women based on their physiology and reproductive capabilities. For example male and female genital, both internal and external are different. Similarly, the types of hormones present on male and female bodies are different.

According to most authors, they defined gender as a socio-cultural expression of particular characteristics and roles that are related with a certain group of people and the way in which male and female interact with each other in the society with reference to their sexuality (Jhpiego, 2018). But regarding the social emphasis of this definition, what it means to be a man or a woman varies among cultures. Considering the situation of Cameroon, most of its norms do not permit a woman to climb a palm tree because it is looked as being more risky for a woman than for a man to climb that same tree, all this is due to their physical appearance (WHO, 2009). The roles and expectation of both men and women in society are learned and can be changed over time as well as vary within and between cultures.

Gender is the most visible and noticeable character that is often used to distinguish many individuals. Individual's behaviors are more links and connected to many different factors that outline their personality such as, cultural background, religion or ethnicity, but only two are more

familiar to any human across the world: male and female genders. Previously, women haven't been allowed to participate in social life issues because rules were made by men for men (Daniel & Moudic, 2010). Based on culture, there are major differentiations on what men and women can do or cannot do in social culture as compared to the other. But what is often seen and is consistent across all cultures in the world is that, there is always a distinct difference between men and women roles. For instance, in the Cameroon context, the men are looked to be the head and breadwinner of the family, by ensuring that the needs of the family are provided, and they still hold the right to undertake any activity of their choice, access and control over resources as well as decision making power in a family (WHO, 2009) while women earn significantly less money and do more of housework than the men. These men are also seen as being responsible for most of the productive activities outside their homes than the women.

2.1.2 Gender Equality

Gender equality stands out to fight against the hidden disparities among individuals based on gender. Such disparities may include discrimination in terms of services, benefits, opportunities, decision making power and influence in resources. And these disparities are mostly witnessed in African countries more than anywhere else in the world (Wikigender, 2015).

These dissimilarities remain noticeable because of political, social and historical evolutions. Also, the western society is also dominated by masculine values which were transmitted from generation to generation that is why most men model is based on superiority over women in any field of life, from family leadership at home to organisational leadership in the office. In other regard, men often use the bible as a point of defence since as the woman was created from Adam's rib because God could not find a helper suitable for him, The Bible (Gen 2:20). The bible myth also reveals that Eve did commit the first human sin ever which she led Adam to make the same mistake, that is why the male thought it wise to dominate women in leadership as their punishment. History books still, mention the great men who played some significant roles in history events but forget to mention great women as well. So the evolution as far as women are concerned still remains very low (Daniel & Moudic, 2010).

For gender equality to be achieved men and women have to enjoy the same rights and opportunities across all sectors of the society and when the different behaviours, aspiration and

need of men and women are equally valued and favored, gender inequality across the globe will be cut off (EIGE, 2016).

Equality in this phase does not mean that men and women will become the same but rather, it seeks to explain that men and women responsibilities, right and opportunity will not be contingent on whether they are born male or female, meaning they can engage in doing anything of their choice with nobody hindering them or stopping them (UN, 2018). Gender equality is more of equal representation; it is intensely concentrated toward women's rights, and often requires policy changes to favour them.

The principle of gender equality and the corresponding mitigation of discrimination across the world is a fundamental principle of the international human right law (WHO, 2018) which was enacted under the Universal Declaration of Human Rights (UDHR) and adopted by the United Nation General Assembly in 1948 that proclaims:

Act 1: That all human are born free and equal in dignity and rights

Act 2: That every human is entitled to all the rights and liberties as outlined in this declaration, without dissimilarity of any kind such as colour, sex, race, language, religion, political or other outlooks, national or social origin, property, birth or other status.

Following these international laws, countries are supposed to pay respect to them when legislating the laws pertaining to their own countries so that, the disparity between the genders will not realise and the parity between men and women in the society will lead to countries development. But (UNFPA, 2015) stated that, regardless of many international agreements conforming their human rights, women are still more poorer and illiterate in many societies than men and have less access to property ownership, credit, training and employment. In Cameroon, regardless of the law article which talks on human rights, most cultures do not still abide with it, they still dis-favour women in inheriting properties and still stop them from going to school or performing a specific task for which is believed by the elite in those societies to be a male task.

As I earlier said, gender equality is not a women's issue but should always endeavour to engage men and women as well as their concern together in a particular phased.

2.1.3 Gender Rights

Is true that gender equality is at the very heart of human rights and United Nation values, which charter was adopted by the world leaders in 1945 on “equal rights of men and women as well as the protection and promotion of women human rights” as states responsibility to put in their legislation that govern the nation (OHCHR, 2018). The acknowledgement of the essential dignity and the equal and indisputable rights of all members of the human family will lead to a foundation of justice, freedom and peace in the world. But this doesn’t turn to be the case in most society because, contempt for human rights have resulted to vicious acts which have to misdirect the conscience of mankind that has made it one sideward, as some gender human rights are restricted because of their sex structure while the other is most favored.

Yet, a significant amount of women around the world, especially in Africa continue to experience discrimination on their rights as human more than men. Some areas of gender discrimination of human rights are on:

Some laws and policies are put in place that prohibits women from equal access to properties and housing like men. Such as in most cultures in Cameroon, women are giving embargo from owning properties when their husband is still alive or inherit the husband properties or the parent properties when there is still a male person in their family.

The economic and social discrimination in the society results in lesser and poorer life choices for women in most nations rendering them to be at the disfavor side in the society, making them vulnerable to maltreatment. UDHR report that gender-based violence in the world today affects at least 30% of women globally.

The human right defenders for women disliked in most communities and hated for their work are seen as a threat to honour, religion and cultures in most societies (OHCHR, 2018). This is so because, most people minds are crowded with societal perception, so they believed that the human right defenders should not interfere with what has been existing within the past years. But it is good to affirm that, women rights are fundamental human rights enshrined by the UN for every human on the planet. Some of the conversion put in place for women by the human right defenders includes:

2.1.4 Organisational Leadership

Organisational leadership is a dual focused management approach that works towards what is best for individuals and what is best for a group as a whole simultaneously. It is also an attitude and a work ethic that empowers an individual in any role to lead from top, middle or bottom of an organisation (Kramer, 2019). This is a field of business management that specifically relates to meeting the challenges and goals brought by both individual employees or any organisation as a whole. Organisational leadership often rises to be at the top of administrative and executive positions in organisations because of their ability to manage the present while looking toward the future (Seu, 2019). To round it up, Organisational leadership means understanding both the strength and weaknesses of the company workforce, business plan and day to day operations. Organisational leaders use their skills and knowledge to manage and strengthen the component of an organisation by implementing change, confronting problems and creating a positive and productive workplace (Seu, 2019).

2.1.4.1 Organisational leadership skills

Here are five organisational leadership skills that leaders often have

- **Leading people**

According to a survey conducted by the center for creative leadership in UK, it was realized that 73% of businesses say leading people is the most vital skill needed in any workplace (O'Brien, 2012). To lead authentically in organisations and in MTN and Orange Cameroon, a manager is able to direct and motivate a team, identify the strengths of each individual, empowering employees and delegating responsibilities accordingly to the workers, so as to ensure a sense of direction to the workers. (Lewis, 2019).

- **Strategic Decision Making**

No matter the business climate, leaders in every organisation must be able to make decisions that reflect the best interests of a company short term and long terms goals. In ideal situations, leaders take time to weigh options, consider consequences and stand by their decision once made (Lahti, 2013). A strategic decision maker may rely on team members and others with specific expertise to

help support their decisions, using the resources available to make choices in the best interest of the business.

- **Conflict Management**

Leaders have to manage conflict in their work place, which can be a formidable task in some organisation. Resolving conflict is about more than choosing sides. Which is about weighing the priorities of the parties involved, resolving the situation in an effective way and learning from the experience as a whole (Lewis, 2019).

- **Participative Management**

Organisations are not looking for leaders who rule from afar and hand down decisions without collaboration. Progressive management show participative management, where employees are involved in the decision making process that can greatly benefit a business. By being included in the planning, design, and execution phases of a business, employees are more motivated, productive and creatively fulfilled (Fendi, 2019).

- **Challenging the Status Quo**

To promote growth, organisations must go beyond the status quo. A leader must reflect on the organisational goals and employ critical thinking skills and reflection to find innovative ways to elevate the business (Collins, 2019).

2.1.5 Leadership

Leadership is seen as a broad word, because it is cultural binding and changes over time. So it is challenging to give particular definitions that will apply to all the other style of leadership. Never the less, for our understanding of leadership in this study, leadership comprises of three aspects, which are goals, people and influence (Lahti, 2013). Leadership is all about influencing one action that can enable him or her achieve goals. Leadership is all about people driven and the ability to make them feel inspired to achieve the set goals of an organisation or company.

A leadership guide follower in a positive way, but in organisations, leadership is often seen as the aspect of motivating groups of people to act toward achieving a common goal. Most often effective leadership is based upon the idea, and they must be communicated to others in a way that will

involve them to act as the leader wants them (Ward, 2018). And for one to be a great leader, he or she must have the ability to make a visionary and strategic decision in order to positively convince others to follow his/her path. Leaders act on their vision, because of their action, not their words quickly judge them.

Leaders are people who create a vision and can positively get others to work towards achieving that goal. Moreover, what it takes is just to set directions and inspire others toward accomplishing a task and motivating them (Rouse & Pratt, 2018). Some people are naturally endowed with more leadership abilities than others, and can be trained and taught how to become leaders by improving some of their skills.

2.1.5.1 Levels of Leadership Positions in an Organisation

The levels of management in an organisation are the demarcation between the various leadership positions in an organisation (Juneja, 2018). And these levels have been broadened when the size of the workforce and the business increases and vice versa. Levels of leadership in organisational management determine a chain of command, the authority level and status that are enjoyed by any managerial position.

Segmenting the level of leadership in an organisation is vital in maintaining the productivity of the organisation and the work performance of the employees (ManagementStudyHQ, 2018). The levels of leadership in organisations can be classified into three broad categories:



Figure 2: Levels of Leadership Positions in Organisations

Source: (Juneja, 2018)

2.1.5.1.1 Top Level Management/Administrative Level

The top-level management of an organisation also known as administrative level is often seen as the ultimate source of authority that lay down goals and policies for workers to follow and be executed, which consist Board of Directors (BOD), Managing Directors (MD), Chief Financial Officer (CFO), Chief Operating Officer (COO) or Chief Executive Officers (CEO). Most of their time is keen to planning, controlling, and decision making in the direction of the business and coordinating the entire functions of the organisation (Juneja, 2018). The top-level management plays a significant role in resource mobilisation that also shows accountability to the shareholders and the general public as well.

Notwithstanding the fact that most top management officials are well educated and know the backbones of the organisation, it has been realised that, this position is mostly made up of one set of gender. The impact of gender stereotype and gender bias is seen in the different career expectations and assessment of the performance of men and women (Einarsdottir, 2018). Most often, when women attempt to move up the top management positions, some invisible insurmountable barrier was generated that kept them from attaining higher positions or, was called the glass ceiling. This invisible barrier prevents minorities group and women from reaching the top corporate ranks which take account of neither their ability nor their performance record.

And the World Bank statistics indicate that, this level of management is mostly occupied by the men and women been left out. For instance, women held merely 3% of the 500 CEO seats in the world and only 15.2% on the 500 board seats and also globally, women representation in national legislature or parliamentarians is just 19.0% (Hoyt & Simon, 2011). Also, the report from Grant Thornton Women in Business in March 2018 shows that, only 28% of senior administrative roles in South Africa are occupied by women with just an increase of 2% more than in 2004. The report did also reveal that 31% of South African companies don't have any women at any senior management position which look so disturbing for a country which is so focused on transformation (Xulu, 2017).

Which implies that the gender representation at top management is not balanced, and so the organisation should strive to eliminate all forms of gender inequality at senior management

because they turn to lose women of potentials who are also well educated and able to deliver better decision than some men, which can take the organisation to greater heights?.

2.1.5.1.2 Middle level Management/ Semi-Executive

Middle-level management is mostly constituted by branch managers and departmental managers. They are the intermediate leadership level of a hierarchical organisation and are subordinates of the top management also known as semi-executive which are responsible for the organisation and direction of the sub-unit of the firm known as the low-level management and access the efficiency of low-level managers (Management Study HQ, 2018). They account to the top level management for the activities of their department, but in small organisations, there is only one layer of middle-level management of which big enterprises do have senior and junior middle-level management.

The mostly employ and train the low-level management and provide a top-down communication between the top management and the low-level management of an organisation as they transfer information, report and other data of the enterprise (Juneja, 2018).

Members of this level are more involved in the day-to-day workings of a company; they may provide valuable information to top managers to help improve the organization's bottom line also responsible of working in accordance to the goals set by top management, which enables them to be able to set their own departmental goals in accordance to the general purpose of the organisation. Middle-Level managers can motivate and assist first-line managers in achieving their business objective.

For instance, in October 2017, 16 out of 21 directors in OECD, and 7 out of 8 heads of agencies and individual entities were men who were the majority. In Australia, while women occupied 57% of all Department of Foreign Affairs and Trade staff, only 34% of them could be seen holding the position of senior executive service staff and 27% of heads of missions (UNICEF, 2015).

2.1.5.1.3 Lower Level of Management / Supervisory / Operative / First-line managers

The low-level management are also refers to as supervisory, the operational level manager or first line managers as the feature at the base of the operations. They oversee and direct the operative employees and communicate the fundamental problems of the firm to higher levels of management. This administrative level is made up of the foreman, line boss, the shift boss, the

section chief, head nurse, superintendents and sergeants (Khanfar, 2013). They solve issues within and among workers and are responsible for the maintenance of appropriate relationship within the organisation.

They devote most of their time addressing the functions of the firm, as initiated by the managers above them and are responsible for the daily management of line workers - the employees who actually produce the product or offer the service (Mazur, 2018). There are first-line managers in every work unit in the organisation. These are the administrators that most employees interact with on a daily basis, and if the managers perform below standard, employees may also perform poorly,

It has been realised that, in most organisational setting, women are mostly represented at the line management level than any level in the organisation. Such as in the Cameroonian environment with organisations as C.D.C Cameroon, one can find more women in positions of field supervisors than any top spot in the organisation. They are hardly seen at senior positions of management, but at the first line management, we can find a couple of them. This can also be seen in some companies policies which state that they can't hire or promote a woman at the top of management which other organisations believe that, women aren't tough enough for business.

2.2 Theoretical review

Some major theories were used to guide the study. The Theory of Meta-Analysis of gender and leadership, the Liberal feminist theory, the Radical feminist theory, the Socialist feminist theory were examine below.

2.2.1 Theory of meta-analysis of gender and leadership

In a meta-analysis of gender and leadership style (Eagly & Johnson, 1990), social perceptions and expectations apparently influenced women's leadership styles, who were leaning toward being more relationship based when appointed to leadership roles in laboratory studies. Men were based more toward the social stereotypes of being more tasks oriented, self-assertive and motivated to master their environment while women conformed more toward social stereotypes of being more interpersonal, selfless and focused to others. This is often referred to as a person orientation over task-orientation with women viewed as having an advantage (Bass & Avolio, 1994; McGregor, 1985). There is an evidence to support the tendency that women adopt a more collaborative, cooperative, democratic leadership style while men leadership style is more directive, competitive,

and autocratic style. Even if selection criteria for leadership positions may be out the gender differences, female leaders seem to be intentionally different and more collaborative based on differences in personality and social interpersonal skills. The use of a collaborative process is central to views of effective leadership.

Talking about performance appraisal, are women evaluated more negatively compared to men that perform the same leadership behaviors? To borrow Eagly and Carli word there is bias against female leaders in appraisals of their effectiveness and expectations of their leader behaviors (Eagly & Carli, 2007). This places them in double bind situations when they are compelled to conform to role expectations associated with gender and leadership. Should they be feminine women and be perceived as weak or strong leaders and be perceived as too domineering? Whereas current organizations typically conform to masculinized norms, women leaders can be at a disadvantage when exercising behaviors that contradict such expectations or when they are compelled to conform to these norms. In *Women and Leadership* (Chin, Lott, Rice & Sanchez-Hucles, 2007), they examined leadership among more than 100 feminist women that were leaders. While many preferred a feminist leadership approach, which was more collaborative and inclusive in nature, many felt this was not sanctioned within the organizations they led. Many feminist women often took on leadership positions to achieve social justice goals, trying to be transformational in their vision, empowering in their actions, and upholding ethical principles. Many of them felt constrained to follow institutional rules defined by masculinized norms, and needing to compromise feminist principles in their leadership styles to be effective.

2.2.2 Liberal Feminist Theory

The liberal feminist theory is an individualistic theory that had been applied to gender issues. The theory argues that, based on the false believe the society hold on women to be by nature less intellectual and physically capable than men have turned to discriminate against them in the public forum and in the academy (Wikibooks, 2017). Liberal feminism has been the most widely accepted social and political viewpoint among feminists, that is why the liberal feminists believe that the female subordination in the society is as a result of legal and customary constraints that hinder their triumphant victory for the strive of gender equality.

The deployment of liberal feminism was initiated from the liberal political theory and thus turns to pay it attention on equality. According to (Schwartzman, 2006), the ethics and concepts of liberalism have been used in feminist struggles for liberation throughout recent history. During the period women suffrage movement on the battle for abortion eradication also formulated their demands in terms of equality, autonomy and individual rights (Lewis, 2017). The equal right amendment set in place in the United States was a crucial aspect for this feminist that advocated for the federal equality amendment in the 1960 and 1970s organisations as well as the national organisation for women.

The liberal feminist defends the same rationality of sexes and emphasises the importance of structuring familiar, social and sexual roles that will turn to promote the autonomous self-fulfillment of women. Liberal feminist saw the similarities of men and women as an average difference that attributes most of their personality and character to promote a single set of an intersexual virtue for both men and women.

These feminist do not see this differences as biology differences because both men and women are not different since they are all human, so should not be treated differently under the law but should be given equal rights as men, notwithstanding the same educational and work opportunities (Lorber, 2015). That is why they are concern with all source of gender discrimination that may hinder women in the society such as inequitable wage scales, gender job market bias and the discrimination of putting women in leadership positions in private, government organisations and cultural institutions. In this regard, the liberal feminist arms themselves with the civil rights movement, anti-discrimination legislation and affirmative action to fight against gender inequality in organisations.

So, the liberal feminist main goal was to create a sense of equality of opportunity and individualism that can be derived from political philosophers of liberalism. This feminist also argued that women should have similar rights like men in all public phases. According to the writings of (Wollstonecraft, 2012), he explained that the empathy of women towards inequality and their commitment to resolving this issue turn to appear very strong to solve.

The oppressi on of women in Africa was taking a different turn as a result of women been denied of their rights but this feminist hold that the oppressors were those Africa states who did not protect

nor recognise women right. But they believe that, if these states could be identified and preserve the right of women and people of Africa, they will be no more oppression even if their cultures disadvantage to them (Zalta, 2013).

In Uganda, the female discrimination barrier into the male-dominated job market and profession was successfully demolished for women entry and have helped to equalised wage scales for both parties in the job and some other reproductive rights legalised (Lorber, 2015). It was somehow more effective in providing a solution on to the fact that, even if women are differs from men they are not inferior.

2.2.3 Radical Feminism Theory

The Radical feminism theory indicate a movement of people whose believes are so deeply rooted in society that the only cure is to eliminate the concept of gender completely. And this was thought to be possible by finding technology that will allow babies to be grown outside of a woman body to promote more equality between men and women (Bank, 2015). This will allow women to avoid missing work for maternal leave, because all over the world and in Cameroon in particular, women are been held back in organisations as a result of these factors which makes it difficult for them to ascertain some major positions in the organisation.

The radical feminist argument is in one reason of women aren't been promoted as quickly as men. In fact radical feminist would argue that, the entire traditional family system is sexist. Men are expected to work outside their home while women are expected to care for children and clean the house which applies more in the Cameroonian culture (Georgina, 2014). Radical feminist note that this traditional dichotomy maintains men as economically in owner over women and therefore, the traditional family structure should be rejected, so that women can be able to feel comfortable as human in their home land.

2.2.4 Socialist Feminism Theory

Socialist feminism entails a movement that calls for major social change and an end to capitalism through a socialist reformation of our economy. Basically, socialist feminism argues that capitalism strengthens and supports the sexist status because men are the ones who currently have power and money in most nations and in the world in general (Fajardo & Erasmus, 2017). These

men's are more willing to share their power and money with other men than a woman, which mean that women are continually been given fewer opportunities and resources to ascertain a leadership position in the society. This keeps women under the control of men in the society (Khanfar, 2013).

In short, socialist feminism focuses on economics and politics. They might point out the fact that in the United States women are typically paid only \$0.70 for the exact same job that a man would be paid a dollar for. Why are women paid less than men for the same work? Socialist feminists point out that this difference is based on a capitalist system, of the men being at the top of nearly all major decision making positions (Lorber , 2015).

2.3 Empirical Review

2.3.1 General Characteristics and Trends of Gender Gaps (inequality) in Organizational Leadership in MTN and Orange Head Offices.

There has been some concentration on women issues in the workplace, such as women not on board sits, the payroll of women being drastically small than that of the men and the death of female leaders. Emphasis will be geared toward the critical areas in which gender gaps are affecting both men and women in society and organisations.

Training and Development

Any organisation who have high aims for learning and their business goals is to survive and excel in whatever they do finds it imperative to invest in ongoing training and development of their workers, so as to improve their proficiencies in production while making sure they acquire a lot in return to boost their organisation product and also seen as a strategy of retaining their workers (Truitt, 2011).

Most successful organisation does make use of their most valuable resources which is their workers. When workers are well managed in the organisation, it will enable them to maximise their potential which will, in turn, benefit both the worker and their organisational performance (James, 2017). The recruitment and retention of skilled workers by most organisations is not an easy task for employers, but by organising some useful training opportunity for workers, it is evident that the retainment of skilled workers will be easy.

But never the less, gender discrimination in capacity building is still rampant in most Nigeria organisations because of employees and treated differently from other solely because of their gender, rather than the job requirement or the performance at work (Strain, 2018).

According to the study, Effect of minor skills on employee performance conducted by, (Giang, 2012) on 120 men and women affirm to the fact that they have the technical skills needed to perform their current jobs but it was later realized that only a few women than the men said their employers provided them with opportunities to develop their technical and leadership skills as compared to the number of men that are sent for training. This is a big problem that most organisational in Cameroon are facing, men are always out to develop their skills while the women sit behind and wait. Both men and women also disclosed that they have the practical skills needed to perform their current jobs, but a smaller amount of women as compare to men say their employer was providing them with chances to develop the technical, soft, or leadership abilities they will need in the future.

Training and development have been an essential part of workers capacity building and commissioning authorities of the advantages of training activities to the organisation and workers. Creating a sense of equality in training and development will transform participants in to gender experts in organisations (EIGE, 2016). Training and development ensure that workers are equipped with the right kind of knowledge, abilities and skills that suit their jobs, to deliver reasonable performance and increase in production. The growth and accomplishment of a business lies with training and development when the right training is provided to workers as to be able to meet current and future business demand even though some workers are preferred than other to be sent for these trainings.

It is eventually true that women make up half of the world population and also amongst them, still possess half of the world potential, but are still lacking behind in skill training acquisition and vocational education to participate in the organisational workforce. Which could enable women to be equipped with the competencies they require for a specific job and improve their chances of being employed for other jobs and develop their social skills (ILO, 2016). On the UN 2030 sustainable development agenda that was provided, to fight for gender equality while making sure women and girls are empowered, stick to make sure that the discrimination against women should

come to a completion as a result of ensuring access to quality technical training and skill development for productive employment and decent work for all men and women.

Recruitment and Selection

Recruitment and selection are mostly based on the searching of a potential applicant with desire knowledge, experience and skill that feat the organisation while selecting the most suitable candidate to fill up the job vacancies based on position specification and description (Ahri, 2018). This will require going to the most extensive pool of applicants and select the best feat candidate for the required role in an organisation. But this doesn't seem to be the case as described, but rather, a lot of unjust action is a practice that is discriminatory to gender, a lot of biased and favouritism have been realised in Cameroon organisation, making one set of gender dormant in the organisation. The most obvious matter about gender issues is the fact that women are under-represented in social institutions. In Africa, only a small proportion of women get their self-involved in social institutions (Associations, Companies, Public administrations and Public service) at most higher level. That is why most organisation point of view is men oriented. The lack of women being recruited at a leadership position in organisations contributes to instead reinforce the masculine point of view and hamper the evaluation of the society (Daniel & Moudic, 2010). This review also applies in MTN & Orange Cameroon where majority almost all of the top positions in the organisations are headed by the male employees and the female employees are totally left out of the picture. This can be demonstrated on Appendix two on page 121 below.

Due to discrimination in the workplace, many hiring opportunities have been limited to both racial minorities like black Africans and women in African countries which are dominated by white's citizens (Pedulla & Pager, 2015). Previous studies have proven that, a white applicant seeking for jobs have received 50% callback for an interview than most qualified black African, and in low wage labour jobs, it turns to be the opposite with most black African been call back for an interview than white men and more to that, women receive the same sort of discrimination with stiff penalties against mothers. According to the US equal employment opportunity commission, they put in place laws that prohibit workplace discrimination. These laws were enacted in the civil right act of 1964 which prohibit employment discrimination which is as a result of sex differences (Strain, 2018). Most employer who turns to be guilty of direct gender discrimination in the workplace may pass over a job main for a qualified female applicant to in favour of an unqualified male applicant

with less knowledge about the job, just because his male associate preferred working with males than females. That is why in most employment openings, a female applicant has been posed questions that aren't raised to men such as whether they are planning to have children and the number they intend to have. With such notion of an employer, women tend to have fewer chances to be recruited for a job in organisations.

Regarding France where women are more graduated than their male counterparts, but unexpectedly, just a few numbers of women get involved at higher leading positions in organisations. This obviously implies that most companies do not have time to exploit the major part of most of their qualified workers, which means that organisations deprive themselves of half of their talented people (Daniel & Moudic, 2010). During job search, when applicants have submitted their resume and other applications, the examination of their preferred skill and experience of the applicant is more important than just reading pieces of papers because these men and women represent their skill differently on the resume and if careful attention is not taken when reading in between the lines, one could exclude women in preference of qualified men.

In most occasions on the hunt for job search, men usually seem to overstate their capabilities and exaggerate on the skills they possess while most women understate their achievement and the skills they retain. In 2014, the Proceedings of the National Academy of Sciences of the United States of America (PNAS) published a study which reported that when men and women are asked to predict their performance on a math evaluation, women underestimate their score while the men are often more likely to overestimate their scores (Melhuish, 2017). That is why when it comes to application material, a male candidate may seem more qualified than a woman in the search for a job, but in reality, women are also more qualified for that same job.

In most organisations in Cameroon, one of the causes of women's low representation at the top management position is not often as a result of gender discrimination in the organisation but the women themselves. Most often they turn down promotions to senior positions, not because they are not capable, but they fear away from responsibilities that it might weigh on them since as they first have families to take care of them (Weisberg, 2018). This is also as a result of the low representation of women in Cameroon and in Africa. Looking at a scenario that happened in Brasseries du Cameroun, a female worker explained her past situations as she went through some marriage counselling, a divorce and a day to day challenges of being a single mum of three

children, during a particular interval, she had to turn down a promotion because she needed more time to take care of her children. This move felt risky from the traditional career expectation of every worker.

In 2010, a successful capitalist Roizen did some studies on students using some real-life examples of which he divide the students into two groups to read some books and rate a character in some cases, these two groups of student notify Heidi and Howard equally competent in the cases but one was selfish while the other was appealing in the sense that “when a man is successful in what he does, he is liked by both men and women but when a woman is definitely successful to, people from both gender like her less”. And when this study was tried again in 2013, participant preferred a female leader than a male leader but trusted her less than the man (Sandberg, 2013). All this stems as the causes for the low representation of women at the top position in organisations.

2.3.2. Factors Responsible for the Gender Gaps in the Organisations Leadership of MTN and Orange Cameroon Head Office which Affect Women Career Development

According to a study carried out by Coilin S. Stamarki on the factors responsible for gender gaps in organisation leadership, he realized that, Gender gap in organisation is being caused by a number of factors that distort one set of gender than the other in achieving higher heights in top organisational position, women being at the unfavourable end of the line with less than 5% of fortune 500CEO in the world, and 15% of executive officer in those same companies, 20% being full professors in natural sciences but only 6% could partner in venture capital firms (Gino & Brooks, 2015).

2.3.2.1 Gender Role

Gender role is regarded to be a fundamental part or portion of everything that has been carried out by people in the society such as the behavior of male and female in communities and the organisations. And, some other factors like the nature of male and female in a dynamic part on how they behave in business market, toward their customers (Sbi, 2009).

Gender roles in every society, ethnic group and culture are known of having its set of ideologies on how they expect men and women to behave, voice, dress and present themselves in the community and the world at large. Making it seems like there are specific roles in the society that

has to be performed by particular genders (PPFA, 2018). And according to the WHO, who came up with a definition of gender roles as the socially constructed roles, behaviors, activities and attributes that a given society will consider appropriate for men and women, which is usually centered on the conception of femininity and masculinity.

It is also known that the role of a person indubitably relies upon his or her gender, that sticks to differentiate their personality in the aspect of their biological and mental behavior toward people because the society obviously expects a particular behavioral pattern from both genders in society. These have made most organisations believe that, men should be more chosen in leadership positions than women because they can work in a group with ease or independently, but women will rely more on coaction at the workplace (Mohammed, 2018).

When roles in organisational leadership in Africa is vital in business and varies from countries to regions. Women participation in the workforce is comparatively higher in Africa, which ranges from 40% in Malawi, Kenya, Ethiopia and Uganda while 80% for Burundi, Gambia, Burkina Faso and Sierra Leone. But the countries from North Africa and the rest of Africa have lower participation of 20% of women in the workforce (Punnett, 2017).

The recent modern business world has grown in such a way that people expect to see a fair representation of the two genders working together with no superficial of having either more female or male employees in organisations. Based on (Ultius, 2014) observation to witness the interaction between male and female employees in organisation setting and saw that, the office was male-dominated and female employees were submissive and passive to their male coworkers who have been labelled as authoritative figures to females in the office indicating a typical traditional gender socialization and cultural settings.

Away from the physical differences that exist between male and female, their mental differences are also seen as a barrier in organisations. Women are known to be stronger in language skills which also uplift their writing skills. In as much as these skills are good for a leader to possess, but on the other hand, men are stronger in their visual skills which increase their grasping ability. Women will have to be showing their skills more professionally when being at the same level as men at times, which results in discrimination at the workplace (Mohammed, 2018).

In organisational settings in Africa, there have also been some gender disparities concerning which leadership role should be assigned to which worker. And most often in organisations, the men have been seen to be allocated the most studious task in the organisation as a result of their biological structure while the women receive less complicated task to be performed (Reuters, 2018). Due to this matter of role distribution in the company, it, in turn, lead to gender discrimination in workplaces and often occurs when an individual is treated differently on account of their gender in the society or in organisations, and this has turned to result to occupational maltreatment of workers base on their gender, sexuality, height, weight, accent or race in workplace.

According to the LeanIn.Org which conducted a study at 132 global companies and did made a survey on 34000 men and women on the attrition, promotion and career outcomes of workers, they realized that, that disparity of workers began at their entry level in the organisation because 30% of the men were more likely than women to be assigned management roles (Staley, 2016). These continue throughout their career parts to as men were moving up the ladder in larger numbers making up the lion share of senior positions in organisation and women were drastically being left behind.

In regards to the south African economy in 2017, 31% they could not boast of a female being assign to a leadership roles in a company and based on the Businesswomen Association of South Africa (BWASA) census on female leaders, it was also realized that 22% of the board of directors are women but only 7% could be seated at the executive director's position. Furthermore, only 10% of the South African CEOs are women (Fajardo & Erasmus, 2017)

Also, according to (Wolfe, 2017) Some manger past over task or promotion to men than women because women often get pregnant (pregnancy discrimination) in most occasion with their life frame, since as it will make them not to be steady or to use them when you need them (gender discrimination) and now, the task has been offered to a less qualified male applicant just because he is a male. But also, the men similarly experience discrimination in the workplace, for example in a twist Ventura corporation, a beauty product wholesaler was sued by the EEOC for discriminating against men by refusing to hire men as sale representative and also a male worker of the Federal Bureau of Investigation sue the federal government for gender discrimination, claiming that there is biased against men to become an FBI agent.

Due to the various roles that both genders possessed in the society, it has created a concept in most organisations in regards to the kind of jobs that are assigned to either gender. Since as the notion of job assignment is the delegation of task to employees to be executed, most organisations around the world believe that some particular function in the organisations are main for men while some are mainly for the female employees in the various organisation (OHCHR, Gender stereotyping, 2018).

According to the 2014 Monitor Poll released, most Africa organisational path in leadership is based on the assumption that, each and every human in organisations have roughly 40years of uninterrupted time to dedicate to work and those years will reveal in lock-step fashion, that is, in a person 20s and 30s, he/she gets to established with a job, and in the mid-30s and 40s, they stick for top positions then during their 50s and 60s, they lead the top of the organisation (Weisberg, 2018) and probably after you retire. This indicates a corporate ladder in organisation life which is still alive in the present date. But unsurprisingly, women in the age group of the 30s and 40s are the one most likely to disqualify themselves for top positions, by saying that “ it will be difficult for most people to succeed at work and probably still have enough time to take care of their family and contribute in their community.

Organisations in Africa are full of ups and downs that hinder a particular set of gender than the other from occupying top positions. Most women are underrepresented in leadership positions than men as a result of just a magnitude of them enter into occupations that will eventually lead them to leadership opportunities. This women mostly engage them self into servants jobs which they report themselves to supervisors. In Cameroon, the bottom sector of most agricultural organisations like CDC, Tole and Penja is filled with a 65% proportion of women over men. This causes a big hindrance for them to top senior position in the organisation (Paustian-Underdahl, 2012).

Actually, the participation of both men and women in the economic sector of the various countries within the world is sharply different in proportions, with the reason being that some male and female in Africa are traditionally associated with setting type of task. There are also wide ranges of other possible social, economic and cultural variable that impact the gender distribution in different occupation, as well as within a region or country. An average statistics gather by the United Nations (UN) for the year 2004 through 2007 reflect these differences (UN, 2018).

Table 1: Sectoral Distribution of Employed persons, by Sector and Sex (2004 through 2007)

Region	Agriculture	Industry	Services	
Africa	43% women / 42% men	11% women / 20% men	46% women / 39% men	
Asia (excluding China)	32% women / 26% men	12% women / 25% men	56% women / 49% men	
Latin America and the Caribbean	7% women / 22% men	13% women / 27% men	80% women / 51% men	
Europe and other more developed regions	6% women / 8% men	15% women / 36% men	79% women / 55% men	

Source: (UN, 2018)

But around the countries within Africa, it was estimated that over 60% of the women living in developing countries do make a living out of agriculture while only 10% of the Africa women do own livestock and 1% own their own land which is drastically small as to the proportion to men, who do work in organisations are don possessed lands in abundance.

2.3.2.2Culture

Thus, (Egger, 2017) saw a variation of cultural and social identities among people existing together in a define employment or market setting and believed that business perspective diversity is seen as a source of conflict as a result of less effective communication that leads to harassment and discrimination behaviours because avoiding diversity in the workplace is not feasible, and organisations have to cope with diversity in a positive way. These consequently let to the adjustment of their policy statement of some firms by focusing on fairness and respect even doe, Adler, 1986 said is not enough to establish a heterogeneous working groups but necessary to

manage them as well so that the role of women in organisation could be considered as relevant, so they will not be ignored or treated differently.

In some organisation which women manage to attain high positions in, there is still an enormous difference in their gender responsibility, because these women still have to fulfil their duty as a homemaker though they are working. They have always to be performing their household chores as their culture demands after been busy in the office for the hold day (Mohammed, 2018). Due to such studiousness, many women are often bound to reject some top positions that are delivered to them at the workplace. This led to one of the causes of the low representation of women at the organisation top position.

In the contest of the Cameroon organisations, there is a high magnitude of gender gap in leadership because many organisations aren't ready to hire women to occupy top positions in those organisations as a result of societal perception and since as these women don't possess the kind of connection as men do have with people in such organisations, they turn to be lacking behind the men (Dimock, 2015). It is believed in the United States that, 53% of their populations don't think women will achieve parity with men in top executive positions. About 2/3 of the American population including majority of the opinion of men and women seems alike in the sense that, they believe it is easier for men than women to be elected in high political offices and 3/4 of women said men do have better shot on this roles than them, making them withdraw themselves from such high aims and positions in the society and this Patten turn to be repeating itself across generations.

Women often perceive a slower trek to the top of organisations, and they feel that promotions are awarded to the most deserving employees and gender has been a factor of missed raises to toppers positions. Even most of these women believe that their gender stands as a major barrier hindering them from advancing at the top of management (Waller, 2016).

2.3.2.3 Educational level

In Cameroon, the percentage of women undereducated overthrow that of the men and since as most men are more educated than the women and do have good paying jobs and occupy better and top positions in their various organisations, they turn to under-evaluate women effectiveness as leaders and the kind of performance they can deliver (Ridgeway, 2010), all turn to be the stereotype that surrounds gender role and leadership.

That is why society bear perception that women are less effective leaders than men in all domains; this then also help to explain why only a few numbers of women can make it at the top of management hierarchies. According to the theory of status characteristic, men are better seen as those having a higher status in the society than women, and the higher status given to men in the society typically means that they are more suited for leadership positions than women (Berger & Fisek, 2015). And past research has shown that the effort of women toward power and leadership has let to dislike and conflict that have decreased their ability to be effective leaders.

Women have reached a high position in the workplace. However, there is still a massive difference in gender responsibilities. Working women still have to fulfil the duties of a perfect homemaker though they are working. They have to look after all the household chores even after being busy for the whole day. Though there are some men who often manage to help out with the chores, women are still the primary doors of the house and are expected to fulfil all the responsibilities.

And based on a study conducted on some Harvard business school graduate on why the gap in leadership is still that wide, they was a standard answer from those graduate highlighting a common factor, which was the mismatched of expectation between men and women on who was going to be responsible about home choice and duties (Weisberg, 2018). But the men were convenient to say that they preferred the traditional relationship and perception of the past where their career was primary to them, and these women end up making their own career secondary even thou things were not meant to be that way.

Based on the recent studies conducted in on African universities, it was affirmed that most of them hold lower ranking than men and account about 43.94% representation in those universities, but only 26.81% could hold the rank of Doctors and Professors and 49.34% as assistant professor (Alomair, 2015). Whereas, when it comes to the men, 50.66% could account for assistant professors and 70.88% of full-time professor. From the percentage notified, it shows that the number of men that are professors in African overtake that of women.

2.3.3 The Implications of these Gaps on the Organisational and Professional Growth and Propose Strategies through which Gender can be Mainstream in these Organisations

According to a study carried out by Paul Trevino on the implications of gaps and propose strategies through which gender can be Mainstream in organisations. Some points were highlighted:

2.3.3.1 Implication of Gender Gaps in Leadership on the Organisation

As a result of the gender gap realised in the organisation, it turns to create some notion to individuals and organisation that also, in turn, live back trace marks behind. When we talk of women that are striving for leadership positions in the organisation, the concept of glass ceiling often come up across most organisations which affect mostly women in the business world from achieving the same heights as men (Lahti, 2013).

In some high school institution in Cameroon, there has been an increase of female leaders, but the progress still remains slow (Alomair, 2015). The lack of women at higher school institution has been attributed with the challenges women face in all phases of life such as discouragement over their personal circumstances, career advancement and some invisible rules within institutions that draws them back and make it difficult for them to excel.

Some of the implication of this gender gap in leadership are realised in most business venture in Africa, like in Nigeria, where men performance at work are mostly overestimated while that for women is undervalued (Steling, 2016). This mainly explains why some women in organisations are only promoted based on past accomplishment, but for the men own sides, they are promoted base on their potential and women see this as a hindrance.

The gender gap in leadership had made women to be seen as less effective leaders than men in all occupation; that is why it explains the reason why few women make it at the top of management hierarchies. In this regard, effective leadership measures are used within organisations as part of performance assessment, and turn to have important implication for employees and leaders across organisations (Underdah, 2012) and could influence both pay and promotion opportunities for men and women. Most of the leaders in the organisation who felled they have received an unfair and biased evaluation of their effectiveness turn to lose trust in their various organisation.

It was also notified that, corporate initiative wasn't enough in addressing the gender gap in leadership, but Pew research conducted a study in 2013 which showed that visionary women do earn degree more than men and are more eligible to work at managerial roles than men, but due to the sex difference, they enter the workforce with a pay parity that is closer to that of the men. This, in turn, means that, despite their level of education and demographics, these women are still left

behind, which in turns makes other women feel discouraged in going to school to acquire knowledge (Berhane, 2015).

The workforce participation of women in Cameroon is relatively high, but the same does not apply in leadership roles. According to the (ILO, 2013), due to the gender gap faced by most organisations, women mostly turn to be seeking employment in informal sectors, where they are paid on an hourly, or daily basis which is proportionally less than what men earn, and this jobs can just disappear at any time. Countries around Sub-Saharan Africa and South Asia have the most significant proportion of informal employment in the world. This means that, the number of women who could apply for a formal job in an organisation preferred to look for an informal job, and the skills and competence that they may possess will be of waste.

Another implication of gender gap in an organisation may lead to a bad reputation of the company. That is, the harmful effects of gender inequality do not take it brake just at the organisation doorstep, but pronounce itself publicly by the victim's consent, who have experienced the discrimination in the organisation (Trevino, 2019). That is to say, public allegations of gender discrimination can hurt the brand image of a company. This will give a hard time to employers in recruiting in-demand workers in the company.

The level of gender gaps in organisations increases the percentage of employee turnover due to the negative impact on one's health and happiness. Most often in the organisation, sexual harassment increases the chances of employee turnover but women more than men turn down their high paying executive positions due to being a victim. And when an employee leaves, it is cost by the organisation to recruit and train new workers, and if another woman is hired and she discovers that gender inequality is still present, the cycle of living the job will still repeat itself (Trevino, 2019).

2.3.3.2 Mainstreaming Gender in Organisational Leadership

Gender Mainstreaming (GM) is a mechanism that was introduced by the European Commission in other to rectify gender gaps that most institution faced that could influence their individual decision on education, working arrangement, career path, fertility and family (EU, 2010). And the Charter of Fundamental Rights in the EU could see GM as a way to strive for equality between men and women in all their activities, so as to disclaim sex discrimination among them.

Gender mainstreaming is based on the concept of GAD that integrates gender perspectives in all policies throughout the world, such as planning, implementing, monitoring and to evaluate the different development needs and impact of men and women (JICA, 2015). GM seeks to make gender visible at the center of policy areas while making sure that gender nature of assumption, process and outcomes are addressed. That is why UK has embedded GM in its current legislation and has been the core strategy of applying equality in public services. Here the socio economic differentiation of men and women in the society will be taken into consideration without any bias when appointing leader.

Motivation is not enough to overturn years of systemic inequality and to in turn create opportunities for more female executive. But when strategies are implemented, both individual employees and business leaders can join together to fight this gender gap to move the workforce to the direction of leadership balance.

But it was found that, the establishment of diverse gender workforce has proof to have positive effect in organisations, and according to Sachs and JB finding, they realized that if the gender gap between men and women are close up during employment, it will boost up the GDP of most African countries (Elsesser, 2017). And during the 2012 gender diversity report in Australia, it was also realised that share price of performance in companies that had at least one woman on board uplifted the organisations more than organisations with no woman at the highest level by 17% to 26% difference. It has also been proven that, if more women are promoted to a board position in organisations, it will minimise the incidence of organisational fraud. Meaning, the presence of the female at the top position creates more positive impact than negative ones.

McKinsey and Company also reported the same expression based on the research that was conducted, by saying that organisation that have women at top leadership position like the men tend to experience greater positive impacts of financial performance as well as organisational excel, that led to the innovational capacity of the companies (Zheng, 2015). Even though there are a number of factors to accomplish such but focus are directed on not really to protect women on specific programs but on changing workplace culture so that everyone could benefit from it (Berhane, 2015) and this cannot be realised if male leaders are not involved to see work toward that view.

It was realised that if gender is mainstream with at least a quarter representations of women on board, they will deliver an average of 20% higher earnings for the organisation based on their performance and they are better in occasions of managing organisational risk when it comes. The representation of women at top management makes some task easier because research shows that women directly influence 70% to 80% of the global spending of consumer goods (Akingbade, 2016). So the representation of women at the top leadership position is very vital as they will give better decision during board meetings.

Tanzania and Rwanda are sorted as one of the best countries in the world that are making everything possible to eliminate the gender gap in leadership positions (Punnett, 2017). Both of these countries have created constitutional requirements for their government to include a certain number of women at leadership positions that is why as of date there is a high number of women representation in parliament. In areas where there are no quotas, African government should include women too.

If countries in North Africa and the Middle East, can meet up with gender parity performance, it is estimated that the GDP in those countries will increase by 12% which indicate that it will be an excellent reason if effort toward gender equality at leadership positions are taking in to account (Punnett, 2017).

From the onset, gender equality has been a significant figure of concentration that matters for most researchers and gender mainstreaming was no longer an option to them but a demanding and compulsory factor to implement in all organisation (Puri, 2016). In recent time, there has been an increased in acknowledgement of gender equality to sustainable goals. So in this regard, gender mainstreaming was seen as the primary measure for attaining lasting gender equality and women empowerment.

According to (McKinsey, 2018) finding on diversity, he realised that only fewer men than women could acknowledge the fact that women faced challenges at the workplace. And he could notice that both men and women possess equal skill and qualification at the job side but women where facing much more difficulties reaching the top of management of which, 93% of women could agree to this statement and 58% for men while only a magnitude of just 5% of women and 28% of

men disagree with the report. But could be generalised that, the gender gap in leadership still persist in organisations.

But on the view of Seen a Sharp, she reported that, there is a wide gender gap in leadership and gender equality in leadership can be achieved when both men and women take full participation to make it happen, but women have to demonstrate a sense of confidence, leadership, openness and vision even though men do have full access to leadership, as leadership position are filled with those who resemble the men (Heskett, 2015). She describes how some of these male leaders observe how their own daughters are being denied leadership position in other organisation which influence them to adjust their own decision on hiring and promotion in their organisation, to make it gender sensitive.

Mckinsey and Co, presented a statistic representation of women role in leadership on a book titled “Women Matters Africa” and reported that, across all African countries, women represent only 5% of organisation CEOs, 22% as cabinet members, 24% occupying positions in parliament, 29% are senior managers, 36% of women are promoted in organisation, and 44% of women hold line manager position in organisations (Akingbade, 2016). It could be observed that, the proportion of women representation in leadership roles in African organisation is still wider and he believes that, if the percentage of women in organisational roles is increased, it will lead to positive consequences on the development of Africa.

One specific area, in which women hold the majority of the leadership role, is an entrepreneur. During the global entrepreneurship monitor in 2014, it was found that women really participate more in entrepreneurial activities which have increased by 7% across 61 economies worldwide within the period of 2years (Punnett, 2017). The women at entrepreneurial role have to manage to narrow the gender gap across all economies by 6% since 2012 which have added some value on economic growth. Women in Africa turn to have the highest rate of women entrepreneur than any other country in the world. But in spite of such growth, they are faced with serious financial constraints and the Africa Development Bank has developed some programs that may provide them with some support.

According to (Hill, 2018), she realized that 30000 cases were settled in the U.S. Equal Employment Opportunity Commission report about sex discrimination within the last previous five years and

she also notify that, deliberate sex discrimination in leadership was not the only barrier but also the negative stereotype about women in leadership, the hostile work environments and bias all sum up to restrict women occupying top management spots in organisations,

Women discrimination is seen in all areas and cultures in the world, up to the extent that the best-suited jobs like secretaries, receptionist, nurturing and service provision. While men are believed to match some particular types of jobs in the society like careers involving a high level of authority and decision making in organisations. Women are usually under looked most organisations because they believe that women cannot rule big organisations and it was perceived that even this same women themselves had the same mindset that they cannot occupy top positions in a big organisation because of the gender differences in the society (Women, 2017).

From the various study conducted, an organisation within the past years, statistics shows that men are mostly promoted in to higher positions and more challenging assignments are also delegate to them than women (Waller, 2016), and they are more likely to feel confident of the task assigned to them than women, and so believe that women can't perform such a risky task as the men.

Based on the study carryout by (Macarie, Hintea, & Mora, 2011), 70% of the women that were interrogated were married women that have children and based on the organisational policy, the average seniority in management is 9.18years in service but it was realized that women could only be appointed in leadership positions mostly after 40, which is quite late for them since as they don't occupy top management position but middle management jobs.

Also in this regard, less female than male are seen as leaders in most organisation because, according to the study carried out by (Fjærli, 2015), he did realize that women were discriminated upon as a result of prejudice in both masculine and feminine fields of work which also coin up to the belief of women being inferior to men in almost all work fields. And (Biernat & Danaher, 2012) also realised that the stereotypy which women poses insinuated to be less suitable for leadership because the study presented that a good female leader was objectively worse than a good males leader since as the evaluating standard of female leadership reference a lower standard.

According to a survey that was conducted by the Canadian development agency in regards of the various roles that are most important and perform by the various gender, it was found out that by (Abma, 2011), 31% of the Canadian boys of age 12 to 17 believed that a woman most crucial role

is feeding and taking care of the family while the man bring in the income that the women use to take care of the family.

2.4 Gaps identified

Research findings on gender gaps in organisations leadership in develop countries such as the USA, United Kingdom etc. and from some developing countries in Africa have been examined. Unfortunately, in a place like Cameroon, not much research context specific has been done concerning gender gaps in leadership in Cameroon MTN and orange. The gap identified in the literature is the absence of adequate information about the context of Cameroon, and this study seeks to carry out in-depth research in MTN and Orange Cameroon regarding the factors that led to the gender gap in at top position and how gender can be mainstream in leadership.

CHAPTER THREE

METHODOLOGY OF STUDY

This chapter will focus on the methodological approach used in conducting the research. The tools, materials and method that were used to collect data shall be presented in this chapter; the research will describe the study population and the area in which the study is being carried out. This chapter will also reveal the kind of research methods and instruments that were used to collect data and how the facts will be used.

3.1 Research Design

The descriptive survey research design was implemented for this study. This design samples the views and ideas of respondents concerning the variables of interest in the study. In this study, the views and decisions of the respondents in relation to the variables of interest were sampled by the use of an open and closed ended questionnaire. The data collected was then subjected to both qualitative and quantitative analyses.

3.2 Study Population

The study population consisted of personnel and top officials from the ages of 18 and above; who have been working in MTN and Orange Cameroon for a period ranging from 3 months and above. These groups of people were selected within a total population of about 1428 (795 employees from MTN and 633 employees in Orange Cameroon) employees working in those two telecommunication companies.

3.3 Sample Size Determination

The total population of workers from each organisation is 795 employees in MTN head office Douala and 633 in Orange head office Douala, giving a total of 1,428 employees, that was subjected individually to Bourley's formula which is adapted to determine a sample size when the total population is known (Yamane, 1987).

$$n = \frac{N}{1 + Ne^2}$$

n = the sample size sought

N = the population size

E = Tolerable error

1 = Constant

n = ?

e = 0.05

Sample Size for MTN

N = 795

$$N = \frac{795}{1 + 795(0.05)^2} = 266$$

Sample size of Orange

N = 577

$$N = \frac{577}{1 + 577(0.05)^2} = 254$$

Total sample size

Sample size of MTN + Sample size of Orange

$$N = 266 + 254$$

$$= 511$$

3.4 Sampling Technique

The sampling technique approved for the selection of respondents for this study was the stratified random sampling technique. Firstly, the two organisation under investigation stood as stratum from where the respondent were selected. From each of the organisation, proportionate sampling technique was used based on the number of respondents to be chosen in each organisation as

determined by the Bourley's formula and the simple random sampling technique was formerly used to select the respective respondents from their departments. To do this a list of workers in each of the department under study was obtained from the human resource department and a table of random number was formed. Randomly the required number of respondents was selected from each of the department. In MTN, 26 respondents were selected from the Central Administration, 21 respondents from the human resource department, 33 from the Mobile financial service department, 116 from the Marketing department, 19 from the customers service department, 31 from the sale and distribution department and 20 from the information and technology department. And in Orange, 29 respondents were selected from the Central Administration, 26 respondents from the human resource department, 47 from the Mobile financial service department 101 from the Marketing department, 25 from the customer service department, 15 from the sale and distribution department and 2 from the information and technology department. In all, a total of 266 and 245 respondents were selected from both organisations respectively and used for the study.

3.5. Data Collection

The instrument used for this study is structured questionnaire entitled "Investigating Gender gaps in Organizational Leadership in MTN and Orange head office Douala. Issues and prospects". The semi-structure questionnaire constructed by the researcher aimed at eliciting information from the respondents on the specific objectives of the study. The questionnaire consisted of four sections (A, B, C, D). Section (A) contained items seeking information on the demographic characteristics of respondents such as age, sex. Section (B) to (D) contained items that measured the various sub-objectives of the study. Items in this section were designed on 4-points Likert scale type with "SA" for Strongly Agree, "A" for Agree, "D" for Disagree and "SD" for Strongly Disagree respectively. The items here were positively and negatively worded. The respondents were required to tick one of the four possible options against each item, to indicate the extent of their convenient or disagreement with the items.

The study made use of both primary and secondary method of data collection.

3.5.1 Primary Sources

The study made use of the primary data collection technique. The main primary source for data collection in this study was through the administration of interview guided questionnaires to gather information on gender gaps in the organisation.

3.5.2 Secondary Sources

Secondary data included the review of diverse literature such as official documents from the organisations, journals and some published and unpublished materials on Gender gap and leadership. These provided useful data and facilitated the understanding of the consequences of the subject under study.

3.6 Procedure to Data Collection.

Copies of the questionnaire were administered to the respondents personally by the researcher. This was after obtaining permission from the administration of the two Organisations. Care was taken to explain the details in the questionnaire to the respondents. In all, a total of 511 copies of the questionnaire were administered and only 500 questionnaires, managed to come back to the researcher the researcher.

3.7. Analytical Approach

The study employed descriptive statistics and inferential tools in analysing data for this study. Under descriptive tools, frequencies, percentages, and. Charts were used to enhance illustrations while a regression model was used as the inferential tool. The regression model was done with the help of SPSS version 20.

3.8. Validation of the Result

The study took the following steps to ensure the validity of the results. The open and closed ended questionnaire were structured in a manner that is capable of acquiring valid information but was also presented to the supervisor and an expert in quantitative analysis for validity in other to make sure that all the items on the questionnaire target the research questions which are obligatory to be tested. Remarkably, some of the items were modified just as the irrelevant ones were also removed and new ones introduced. After several amendments made, the apparatus was decisively corroborated by the supervisor.

3.9 Ethical Consideration

Ethical considerations are a crucial aspect of research. After the researcher had properly introduced himself and made known his purpose of carrying out his study to the respondents, a letter from the Institution helped to assure and guarantee to the MTN and Orange Cameroon employees of the careful handling of confidential information provided by the company. For ethical reasons, the trustworthiness of the worker's response was also ensured, as questionnaires did not require the names of the respondents.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSION OF FINDINGS

This chapter covers the analysis and the interpretation of the various data collected through the use of semi structure questionnaires. Data collected in the field was subjected to descriptive analysis. Specifically, frequencies, bar-chart, pie chart, percentages, ANOVA and Regression were used to analyse the responses and answer the research questions. Data is analysed in sections.

4.1 PRESENTATION OF DEMOGRAPHIC ANALYSIS

SECTION A: Analyses of Demographic Data of respondents in MTN and ORANGE head office

The demography of respondents is presented in the following table and figures.

4.1.1 Gender of Respondents

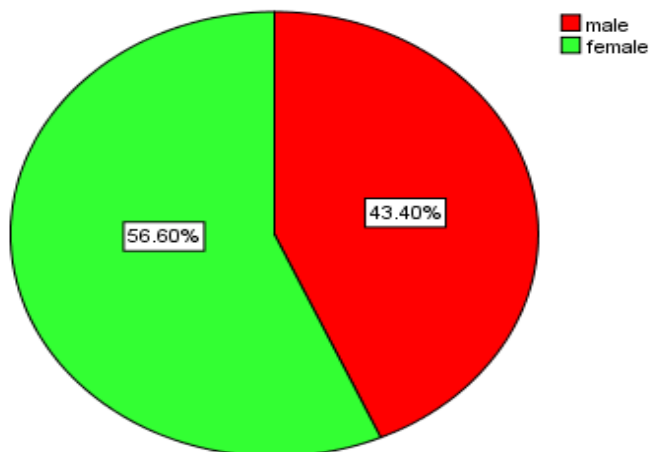


Figure 3: Gender

Source: Researcher's Field Work, 2018

Figure 3 above depicts that, 43.4% and 56.6% of respondents are male and female respectively answered and returned the questionnaires. This means that there are more female employees in

this telecom companies than male but they are not easily found on the leadership structure on the organisation.

4.1.2 Age of Respondents

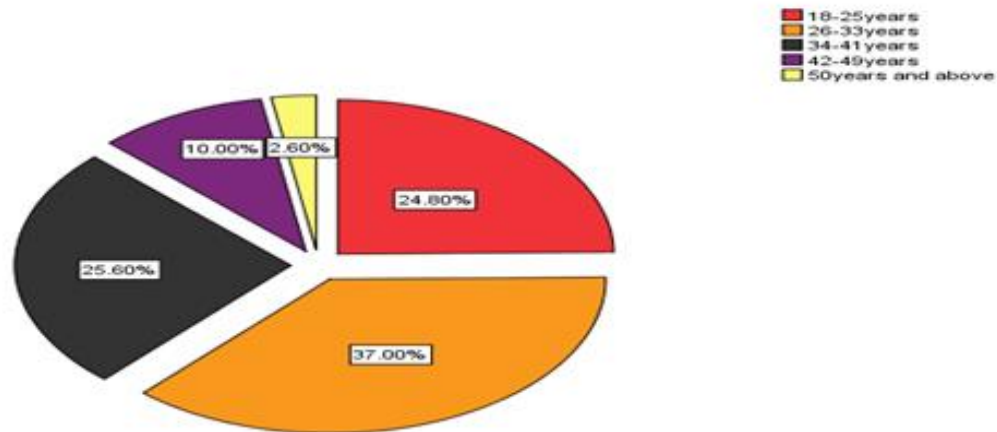


Figure 4: Age

Source: Researcher's Field Work, 2018

The ages of respondents are as shown in Fig 4. From the above figure, 24.8% of the respondents ranged between 18-25years, 37.0% were between 26-33years, 25.6%, between 34-41years, 10.0% were between 42-49years, while 2.6% were above 50years. This means that most of the workers at the telecom companies are of age 26-33years of age. The fact that a majority of our respondents were between 26-33 years old is an indication that the organisations do not have age restriction for recruitment of young workers in the organisation.

4.1.3 Educational Level

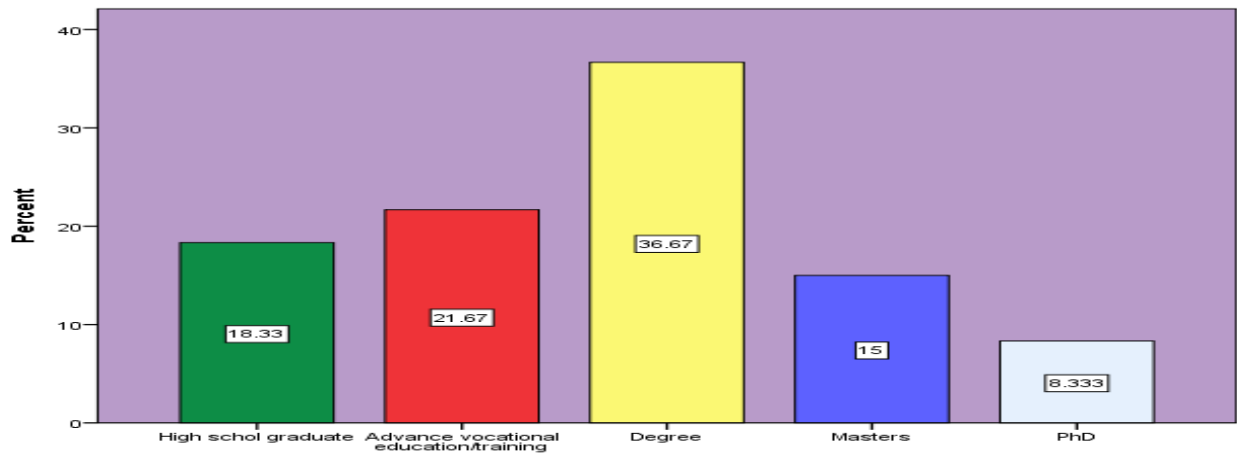


Figure 5: Education

Source: Researcher's Field Work, 2018

The educational background of the respondents was also investigated as shown in Fig 5 above. 18.33% of the respondents were high school graduates, 21.67% were Advance holders/or had some form of vocational training, 36.67% were degree holders, 15.0% had masters while 8.33% had PhD. This means that the majority of the workers in this telecom companies are literate and are able to provide useful knowledge and skills to that can help the organisation meet its objective within their time frame.

4.1.4 Marital Status

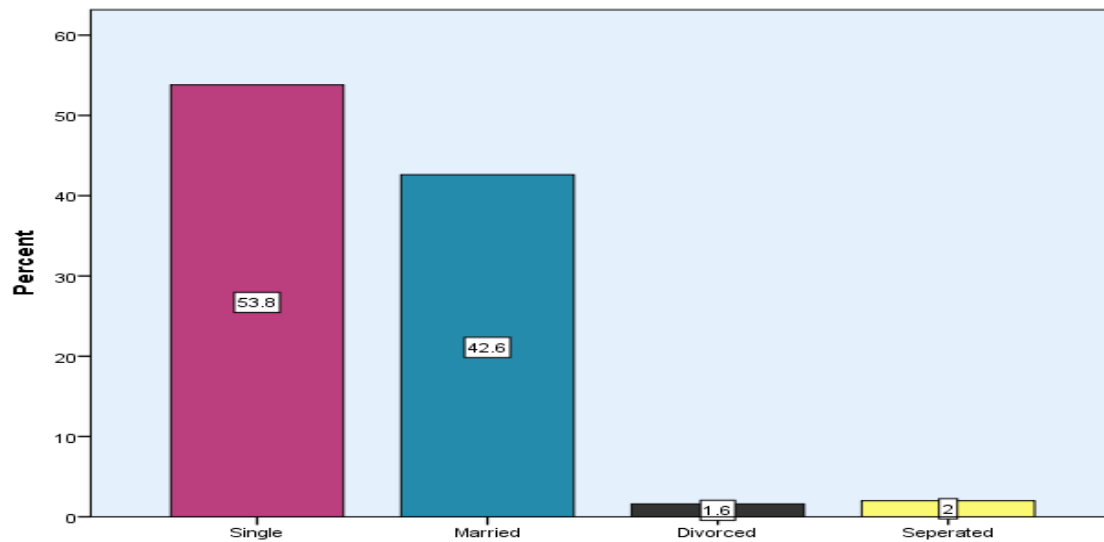


Figure 6: Marital Status

Source: Researcher's Field Work, 2018

Here respondents were asked if they were married, single, separated widow and the results were as follows; Fig 6 above shows that, 53.8% of the respondents were single, 42.6% were married, 1.6% divorced and 2.0% separated. This implies that most employees of the two telecom network companies are single while a good number of them are married, which affirm to the reason why family responsibility at home and their reproductive health affect their positions in the organisation.

4.1.5 Position Held in the Organization

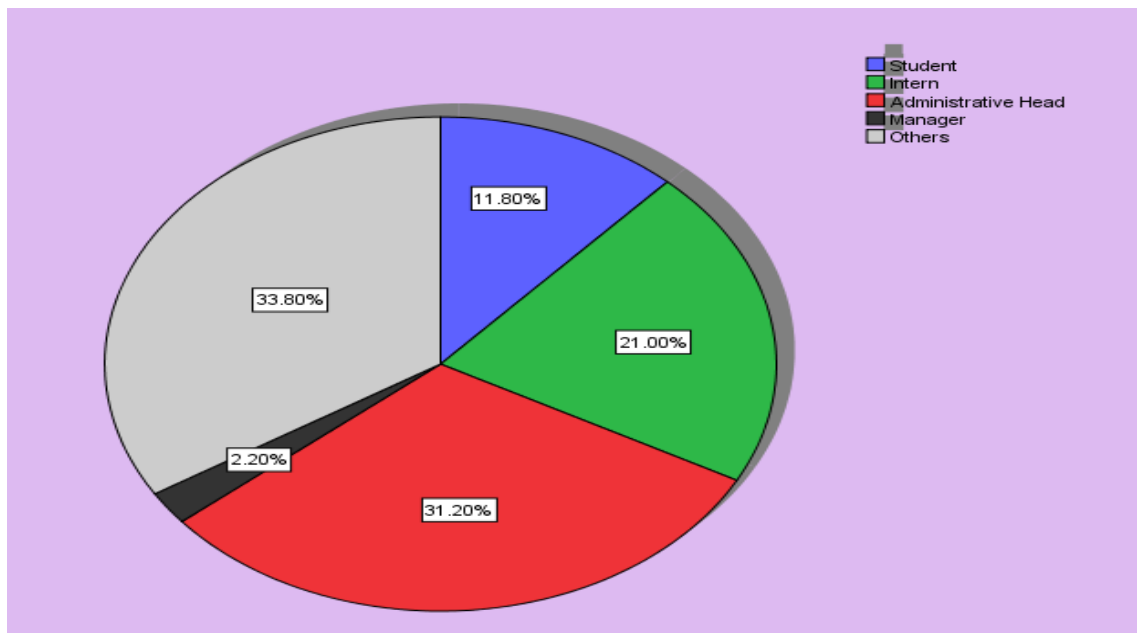


Figure 7: Position of Workers

Source: Researcher's Field Work, 2018

The position or role duty post held by respondents of the study was also investigated as shown in Figure 7. According to this figure, 11.8% of the respondents were students, 21.0% were interns, 31.20 were administrative, 2.2% were managers and 33.8% had other role and responsibilities. These results indicate that majority of the respondents covered in the study were employees who are directly connected with the administrative affairs of the organisation and therefore could give credible information about the organisation.

4.1.6 Area of Work

When asking whether respondents work at the head office or field area as shown in figure 8 below. 36.6% of the respondents work directly at the organisation head office while 63.4% were field workers.

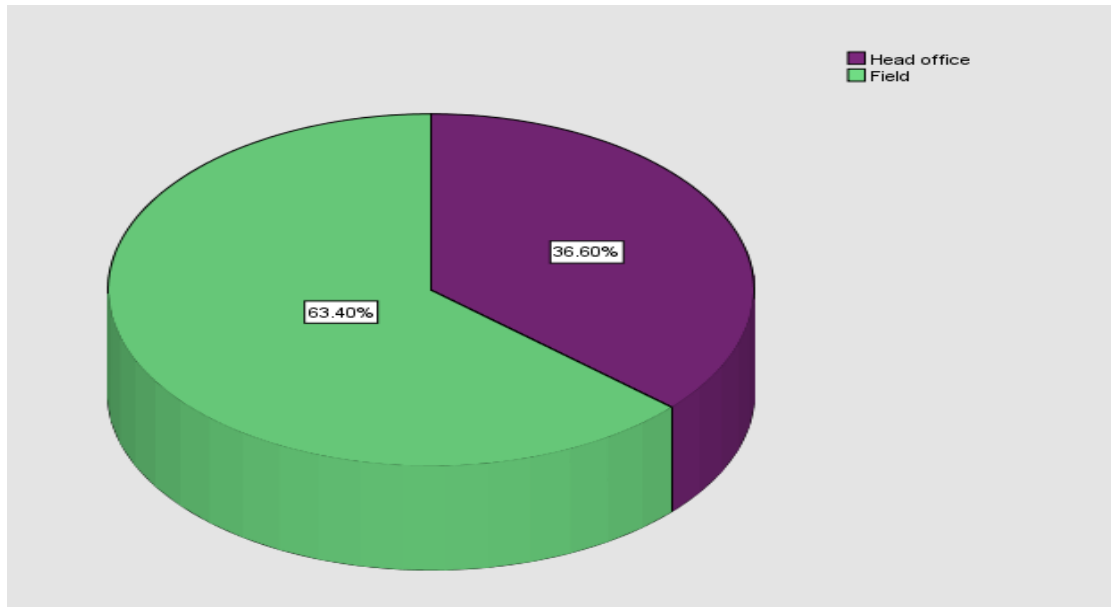


Figure 8: Area of Work

Source: Researcher's Field Work, 2018

4.2 Presentation of Analyses for the Specific Objectives of the Study

SECTION B: Answer to research objectives 1

4.2.1 General Characteristics and Trends of Gender Gaps That Exists in Leadership in the Selected Organization

4.2.1.1 Likelihood of women to occupy positions in the organization

Table 2: Women are more likely to occupy position in the organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	70	14.0	14.0	14.0
	Agree	77	15.0	15.0	29.0
	Disagree	214	42.0	42.0	72.0
	Strongly disagree	139	27.0	27.0	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

Respondents were asked to state if ‘women are likely to occupy a senior position in the organisation. Table 2 results show that 14-15% of the respondents were in agreement that women are likely to occupy positions in the organisation while 27-42% were in total disagreement. This result shows that there exists gender inequality among employees when leadership is a concern.

4.2.1.2 Likelihood to promote men than women

Table 3: Men are more likely to be promoted into leadership position than women					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	170	34.0	34.0	34.0
	Agree	155	31.0	31.0	65.0
	Disagree	125	25.0	25.0	90.0
	Strongly disagree	50	10.0	10.0	100.0
	Total	500	100.0	100.0	

Source: Researchers Field Work, 2018

Respondents were also asked to state if men are more likely to be promoted into leadership positions than women in their organisations. Table 3 shows that about 31-34% of the respondents were in total agreement that with the above statement while 10-25% were in total disagreement. This result means that men are more likely to be promoted into leadership positions than women.

4.2.1.3 Number of males in top leadership positions

Table 4: Majority of the leaders are male especially at top level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	150	30.0	30.0	30.0
	Agree	209	41.8	41.8	71.8
	Disagree	55	11.0	11.0	82.8.0
	Strongly disagree	86	17.2	17.2	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

From table 4 above, 30-41% of the respondents said they agree that the majority of the leaders in their organisation are male especially at top levels while 11-17% were in total disagreement. This result indicates that the majority of the leaders are male especially at the top level.

4.2.1.4 Gender equality of major gender representation of all leadership level

Table 5: There is gender equality of major gender representation of all the leadership level of the organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	148	29.6	29.6	29.6
	Agree	113	22.6	22.6	52.2
	Disagree	139	27.8	27.8	80.0
	Strongly disagree	100	20.0	20.0	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

Table 5 shows that 22.6-29.6% of the respondents are in agreement that, there is gender equality of major gender representation of all leadership level in their organisation, while 27.8-30.0% were in total disagreement. This implies that there is no total full equality of gender representatives when a leadership position is concerned in telecom companies.

4.2.1.5 Response based on Difficulties to See Women in Leadership Positions in the Past 5years

Table 6: In the past 5years it was very difficult to see a women in a leadership position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	138	27.6	27.6	30.0
	Agree	140	28.0	28.0	55.6
	Disagree	98	19.6	19.6	75.2
	Strongly disagree	124	24.8	24.8	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

Table 6 above shows that 27.6-28.0% of the respondents are in agreement to the statement that 'in the past 5years, it was challenging to see a woman in a leadership position, while 19.6-24% were in total disagreement. This result indicated that in the past 5years women were hardly given a leadership position in their company.

4.2.1.6 Responds on Finding Women at Supervisory Positions of Leadership

Table 7: At the various level of leadership, you can sometimes find majority of the people are women					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	100	20.0	20.0	20.0
	Agree	75	15.0	15.0	35.0
	Disagree	125	25.0	25.0	60.0
	Strongly disagree	200	40.0	40.0	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

Respondents were asked to state if 'at various level of leadership, you can sometimes find women to be the top majority as shown in table7 above. Results show that 15-20% of the respondent agreed to this statement while 25-40% were in total disagreement. This indicates that, at various level of leadership, it's sometimes difficult to find women at top level positions in the organisation.

4.2.1.7 Response on most position occupied by women are lower level of leadership.

Table 8: Most position occupy by women are lower level of leadership					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	180	36.0	36.0	36.0
	Agree	187	37.4	37.4	73.4
	Disagree	93	18.6	18.6	92.0
	Strongly disagree	40	8.0	8.0	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

Table 8 above shows that 36-37.4% of the respondents agree that most position occupies by women are lower levels of leadership while 8-18.6% disagree with this notion. These results show that women are often given a lower level of leadership to control in the organisation, thus creating gender gaps.

4.2.1.8 Responds on whether men are better leaders than women.

Table 9: Men are better leaders than women					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	115	23.0	23.0	23.0
	Agree	140	28.0	28.0	51.0
	Disagree	120	24.0	24.0	75.0
	Strongly disagree	125	25.0	25.0	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

Results on table 9 show that 23-28% of the respondents agree to the statement that 'men are better leaders than women' while 24-25% of them disagree. It implies that majority of the respondents have the general perception that, men are better leaders than women.

4.2.1.9 Response on whether women should have same rights as men

Table 10: Women should have the same rights as men to become leaders of the organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	225	45.0	45.0	45.0
	Agree	160	32.0	32.0	77.0
	Disagree	60	12.0	12.0	89.0
	Strongly disagree	55	11.0	11.0	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

Table 10 shows that 32-45% of the respondents agree to the statement 'women should be given the same rights as men to become leaders of the organisation while 11-12% disagree. These results show that the majority of the employees of the telecom companies have a positive attitude towards gender equality.

4.2.1.10 Response on men and women equality in the organization

Table 11: Men and women are equal in the organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	75	15.0	15.0	15.0
	Agree	88	17.6	17.6	32.6
	Disagree	180	36.0	36.0	68.6
	Strongly disagree	157	31.4	31.4	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

Table 11 shows that 15-17.6% of the respondents agree in agreement that women and men are equal in the organisation while 31.4-36.0% were in total disagreement. These results indicate that men and women are not equal in the organisation thus depicting a great gender gap difference.

SECTION C: Answer to research objective 2

4.2.2 Factors Responsible For Gender Gaps in Organisational Leadership

4.2.2.1

Table 12: Determinants of leadership in the organizations

Statement	Response	Frequency	Valid percent
You must be skill enough to occupy leadership position	SA	190	38.0
	A	168	33.6
	D	67	13.4
	SD	75	15.0
Your manner of behaviour that encourages team work and shows leadership	SA	203	40.6
	A	159	31.8
	D	92	18.4
	SD	46	9.2
You must attain a certain level of education before you occupy a leadership position	SA	177	35.4
	A	168	33.6
	D	100	20.0
	SD	55	11.0

Statement	Response	Frequency	Valid percent
You must be married	SA	108	21.6
	A	163	32.6
	D	138	27.6
	SD	96	19.2
You must be politically conscious of the leadership position	SA	212	42.4
	A	128	25.6
	D	76	15.2
	SD	84	16.8
Just been a man is preferable	SA	150	30.0
	A	183	36.6
	D	88	17.6
	SD	79	15.8
You must belong to a particular ethnic group	SA	100	20.0
	A	96	19.2
	D	179	35.8
	SD	125	25.0

Source: Researcher's Field Work, 2018

Factors that determine leadership position in the organisation were also investigated as shown in table12 above. About 33.6-38.0% of the respondents were in total agreement that experience and

skills was a major determinant of leadership position while 13.4-15.0% disagree to the above statement.

Also, about 31.8-40.6% of the respondents agree that manners and behaviour are major determinants of acquiring leadership while 9.2-18.4% of the respondents did not conform with this notion.

33.6-35.4% of the respondents agree that you may need a certain level of education to be able to acquire a leadership position, while 11-20% disagree.

About 21.6-31.6% of the respondents agree that been married will give one a higher chance of acquiring a leadership position, while 19.2-27.6% of the respondents were in total disagreement to the idea mentioned above.

Also, 25.6-42.4% of the respondents agree that one must be politically conscious before been given a top leadership position in the company while 15.2-25.6% of the respondents disagree with this statement.

About 30-36.6% of the respondents agree that leadership is best for men than women while 15.8-17.6% of the respondents did not agree to this.

Finally, about 19.2-20% of the respondents agree that the ethnic origin of an individual would determine if they would be given a leadership position in the company while 25-35.8% of the respondents did not agree

Thus, in summary, table 12 shows that factors that determine leadership position in the organisation include, skills and experience, the manner of behaviour, level of education, marital status, the political consciousness of the individual, and being a man by gender.

4.2.2.2 Difficulties encountered by women to reach leadership positions

Table 13: Its more difficult for women to reach leadership positions than men					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	118	23.6	23.6	23.6
	Agree	179	35.8	35.8	59.4
	Disagree	111	22.2	22.2	81.6
	Strongly disagree	92	18.4	18.4	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

Table 13 shows that 23.6+35.8% of the respondents agreed that women face more difficulties than men in order to reach top leadership positions, while 18.4 + 22.2% disagreed.

4.2.2.3

Table 14: Difficulties women encounter to reach leadership position

Statement	Response	Frequency	Valid percent
Family responsibility sometimes interfere with work	SA	93	18.6
	A	225	45.0
	D	112	22.4
	SD	70	14.0
Lack of self-confidence	SA	123	24.6
	A	168	33.6
	D	116	23.2
	SD	93	18.6
Unwillingness to relocate	SA	68	13.6
	A	77	15.4
	D	188	37.6
	SD	167	33.4
Low level of education	SA	163	32.6
	A	158	31.6
	D	115	23.0
	SD	64	12.8
Lack of support in household when work is demanding	SA	178	35.6
	A	149	29.8
	D	90	18.0
	SD	83	16.6
Their reproductive role affects commitment to leadership	SA	112	22.4
	A	186	37.2
	D	150	30.0
	SD	52	10.4

Source: Researcher's Field Work, 2018

From the above table, the following difficulties encountered by women were revealed as follows;

About 18.6+45.0% of the respondents agreed that family responsibility sometimes interfere with work, 24.6+33.6% agree that the lack of the self-confidence of the women, 13.6+15.4% agreed that, the unwillingness of some women to relocate to another area, 31.6+32.6% of the respondents agreed that low educational level of the women was a major problem. About 29.8+35.6% mentioned lack of support from family members and 22.4+37.2% of the respondents agreed that the reproductive nature of the women present itself as a major difficulty why women are unable to acquire top leadership positions in the company.

4.2.2.4: Organisation makes use of participatory method to incorporate the views of both male and female

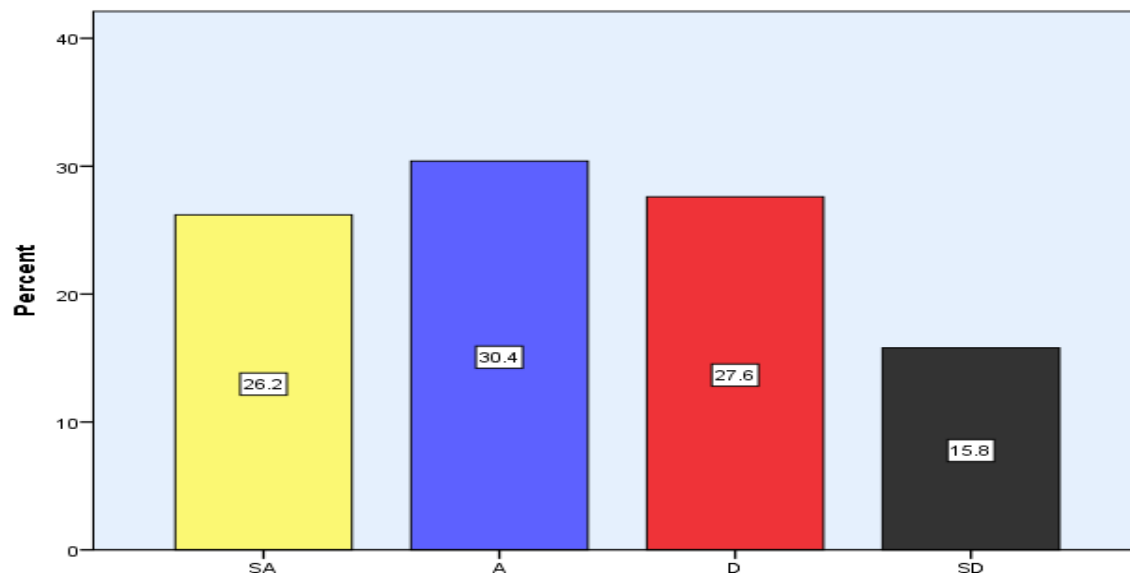


Figure 9: Participatory method

Source: Researcher's Field Work, 2018

Respondents were asked if the organisation makes use of participatory methods to incorporate the views of both male and female. Figure 9 shows that about 26.2+30.4% of the respondent stated in total agreement while 15.8+27.6% of them disagree to the above notion.

4.2.2.5: Implementation plan of the organisation include activities that strengthen skills of both men and women

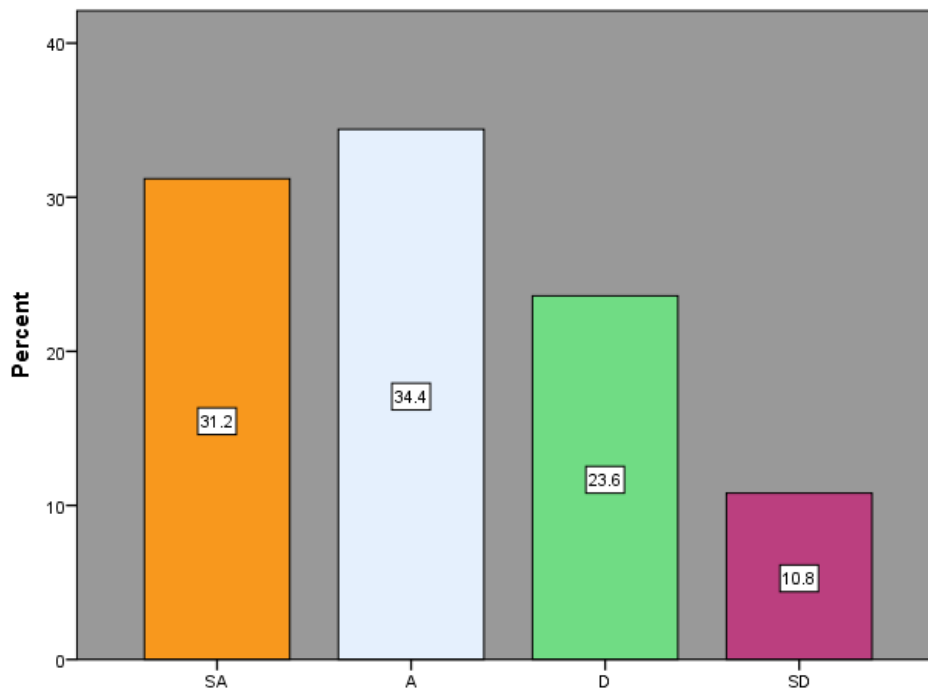


Figure 10: Organisational plan of activities for men and women

Source: Researcher's Field Work, 2018

Figure 10 shows results of response to the statement 'implementation plan of the organisation include activities that strengthen the skills of both men and women'. Results show that about 31.2+34.4% of the respondents agree to the above statement while 10.8+23.6% were in total disagreement.

4.2.2.6: Projects implementation takes into account the role of gender of both men and women

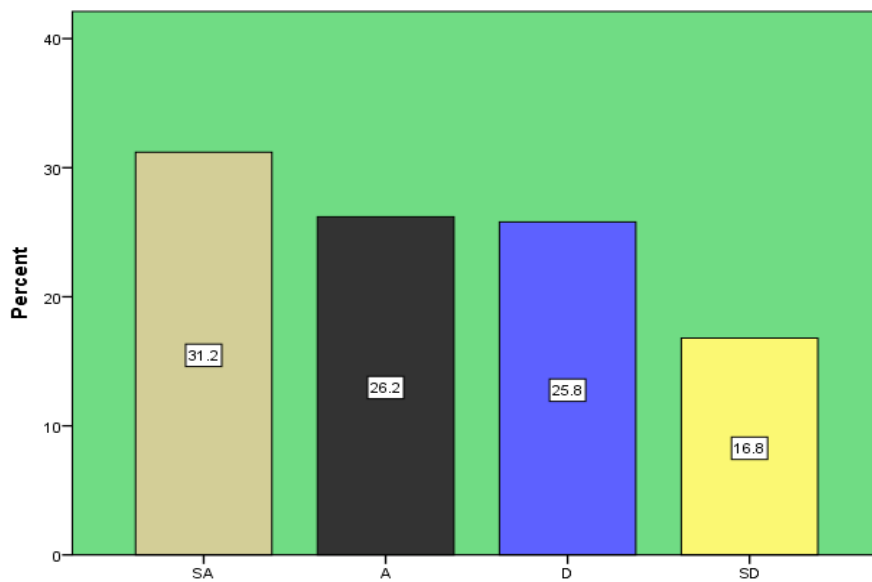


Figure 11: Role of men and women in projects

Source: Researcher's Field Work, 2018

With respect to the statement 'projects implementation takes into accounts the role of the gender of both men and women. Results depicted in figure 11 shows that about 26.2+31.2 of the respondents agree, while 16.8+25.8% disagree with the statement mentioned above.

4.2.2.7: Problems experience in term of gender in differences in leadership of the organisation

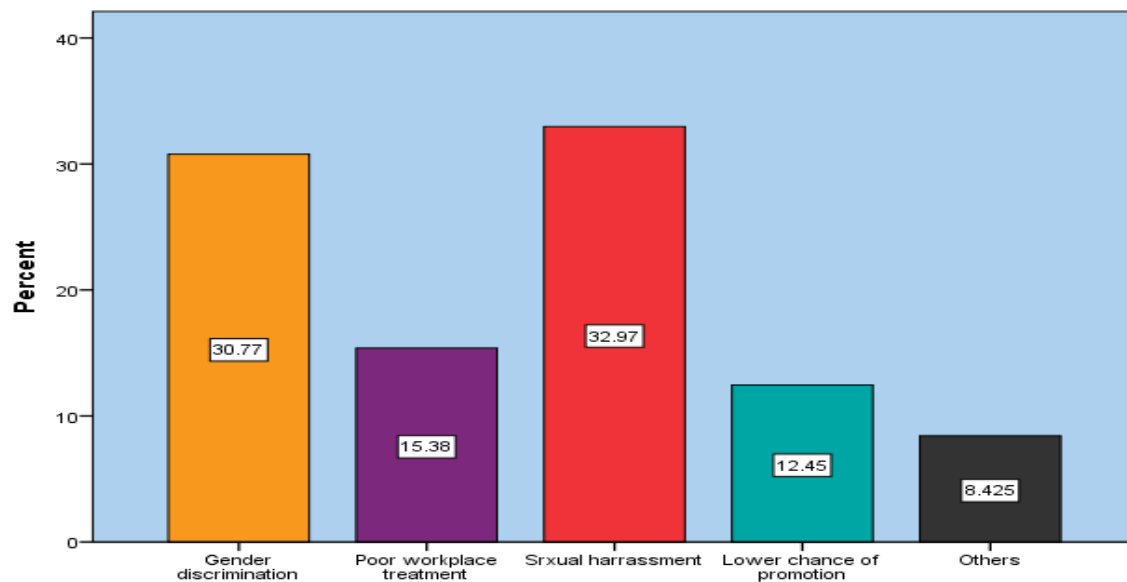


Figure 12: Gender problems in leadership

Source: Researcher's Field Work, 2018

Figure 12 shows the various problems experienced in terms of gender differences in the leadership of the organisation. 30.77% said gender discrimination, 15.38% poor workplace treatment, 32.97% sexual harassment, 12.45% low chances of promotion while 8.42% were other problems. 4.2.2.8 Difficulties women encounter to reach leadership position

Table 15: Obstacles to gender implementation in organization

Statement	Response	Frequency	Valid percent
Office culture/environment	SA	125	25.0
	A	188	37.6
	D	116	23.2
	SD	71	14.2
Societal stereotype	SA	106	21.2
	A	197	39.4
	D	112	22.4
	SD	85	17.0
Organizational size	SA	139	27.8
	A	176	35.2
	D	135	27.0
	SD	50	10.0
Lack of staff training on gender	SA	200	40.0
	A	140	28.0
	D	90	18.0
	SD	70	14.0
Lack of financial resources on gender programming	SA	155	31.0
	A	178	35.6
	D	87	17.4
	SD	80	16.0
Low organization priority on gender issues	SA	123	24.6
	A	223	44.6
	D	87	17.4
	SD	67	13.4
Lack of support from senior management	SA	134	26.8
	A	117	23.4
	D	169	33.8
	SD	80	16.0

Source: Researcher's Field Work, 2018

Table 15 present some of the obstacles in integrating gender analysis in program/project planning, implementation and evaluation of the organisation. Major obstacles identify are lack of office equipment and good working environment as stated by 25-37.6% of the respondent, societal stereotype (21.2-39.4%), organisational size (27.8+35.2%), lack of staffs training on gender (28+40%), lack of financial resources for gender programming (31+35%). Low organisation priority for gender issues, and finically, lack of support from senior management as accounted for by 23.4+26.8% of the respondents.

SECTION D: Answers to research objective 3

4.2.3 To assess the implications of these gaps and professional growth and propose strategies through which gender can be mainstream in these organisations

4.2.3.1 Implications of Gender Gaps

The implications of gender gaps in the organization were also investigated as shown below;

Table 16: Low presence of female in leadership position negatively discourage women who are capable to occupy leadership position in the organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	168	33.6	33.6	33.6
	Agree	191	38.2	38.2	71.8
	Disagree	76	15.2	15.2	87
	Strongly disagree	65	13.0	13.0	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

Table 16 shows that majority of the respondents (33.6+38.2%) are in agreement to the statement that 'low presence of a female in leadership position negatively discourages women who are skilful

of occupying a leadership position in the organisation while (13+15.2%) of the respondents disagree.

4.2.3.2 Waste of Resource

Table 17: Gender gap leads to waste of resources					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	145	29.0	29.0	29.0
	Agree	178	35.6	35.6	64.6
	Disagree	102	20.4	20.4	85
	Strongly disagree	75	15.0	15.0	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

From table 17, majority of the respondents (29+35.6%) of the total respondent agreed that gender gaps in a company lead to a waste of resources while 15+20.4% disagreed with this idea. Therefore we can conclude based on findings that gender gaps lead to wastage of resources.

4.2.3.3: Gender Inequality

Table 18: Gender gap leads to gender inequality					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	88	17.6	17.6	17.6
	Agree	194	38.8	38.8	56.4
	Disagree	115	23.0	23.0	79.4
	Strongly disagree	103	20.6	20.6	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

Table 18 shows that majority of the respondents (17.6+38.8%) agreed that gender gaps in an organisation lead to gender inequality among staffs, while 20.6+23% did not conform to this. This indicates that it results in gender inequality.

4.2.3.4: Poor working environment

Table 19: It leads to poor working environment that will make the women not to work hard					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	89	17.8	17.8	17.8
	Agree	157	31.4	31.4	49.2
	Disagree	177	35.4	35.4	84.6
	Strongly disagree	77	15.4	15.4	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

Table 19 shows that about half of the respondents (17.8+31.4%) are in agreement that it leads to a poor working environment that will make the women not to work while (15.4+35.4%) disagreed with this. Meaning that the workers were in total disagreement with this point, no matter the gender gap in the organisations, the working conditions were not as bad as perceived.

4.2.3.5 Strategies through which gender gas can be mainstream

Finally, respondents were further asked to state some of the strategies which could be used by the organisation to minimise gender gaps.

4.2.3.5.1: Capacity Building programs to address gender issues

Table 20: Organization has developed capacity building to recognize and handle organizational resistance to address gender issues					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	36	7.2	7.2	7.2
	Agree	131	26.2	26.2	33.4
	Disagree	156	31.2	31.2	64.6
	Strongly disagree	177	35.4	35.4	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

When asked if the organisation has developed the capacity building to recognise and handle organisational resistance to address gender issues as shown in table 20 above, results show that about 7.2+26.2% agreed while 31.2+35.4% of the respondents disagreed to the above statement.

4.2.3.5.2: Projects/Programs for women empowerment

Table 21: Organization has projects/programs that contribute to the empowerment of women					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	35	7.0	7.0	7.0
	Agree	121	24.2	24.2	31.2
	Disagree	178	35.6	35.6	66.8
	Strongly disagree	166	33.2	33.2	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

When asked if organisation has projects/programs that contribute to the empowerment of women, 7%+24.2% of the respondents agreed while 33.2+35.6% disagreed as shown in table 21 above.

4.2.3.5.3: Strategies to recruit and promote women in senior management positions

Table 22: Proactive strategies are implemented to recruit and promote women in to senior management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	65	13.0	13.0	13.0
	Agree	145	29.0	29.0	42.0
	Disagree	170	34.0	34.0	76.0
	Strongly disagree	120	24.0	24.0	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

Respondents were asked if proactive strategies are implemented to recruit and promote women into senior management as shown in table 22, results show that 13+29% agreed that active strategies are applied to hire and encourage women into senior management while the majority of 24+34% of the respondents did not conform to the above view.

4.2.3.5.4: Attention is put on gender issues and discuss openly

Table 23: Gender issues are taken seriously and discuss openly by both men and women					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	41	8.2	8.2	8.2
	Agree	87	17.4	17.4	25.6
	Disagree	193	38.6	38.6	64.2
	Strongly disagree	179	35.8	35.8	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

Respondents were further asked if gender issues are taken seriously and discuss openly by both men and women as shown in table 23. Survey results show that only 8.2+25.6% of the respondents agreed while 35.8+38.6% were in total disagreement.

4.2.3.5.5: Gender policy that affirm commitment of gender equality

Table 24: Organization has written gender policies that affirms commitment to gender equality					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	50	10.0	10.0	10.0
	Agree	58	11.6	11.6	21.6
	Disagree	180	36.0	36.0	57.6
	Strongly disagree	212	42.4	42.4	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

Finally, respondents were asked if the organisation has written a gender policy that affirms a commitment to gender equality as shown in table 24 above. Results show that about 10-11.6% agree while the majority of 36-42.4% were in total disagreement that organisation had written policies that affirms a commitment to gender equality.

4.2.3.5.6: Management commitment to promote female to senior levels

Table 25: Management is committed in promoting female representatives at senior levels of the organization including board members					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	79	15.8	15.8	15.8
	Agree	85	17.0	17.0	32.8
	Disagree	211	42.2	42.2	75.0
	Strongly disagree	125	25.0	25.0	100.0
	Total	500	100.0	100.0	

Source: Researcher's Field Work, 2018

When asked if management is committed to promoting female representatives at senior levels of the organisation including board members as shown in table 25, survey results show that about 15.8+17% of the respondents were in agreement while 25+42.2% were in total disagreement to the statement mentioned above.

4.3 Discussion of Findings

a) Findings for objective one

The findings of research objective one of this study revealed that on the general characteristic of gender gaps in MTN and Orange head office indicates, though the number of female workers in the organisations surpass the male with 13.2%, there are more males than females in leadership positions. When it comes to the various leadership levels in the organisations, men and women are not equally represented even though we can mostly see more females in the organisation but the men do occupy majority of the leadership positions. This finding are in line with the results of (Alice & Linda, 2007), who in their study assessed the general characteristics of gender gaps in some five organisations in Boston city to determine how they can elevate women to become leaders in organisations but discovered the dearth gap of women in leadership positions and the

longer time needed for them to advance in their career paths, because leadership positions were all filled with men from top to bottom of the organisational leadership structure.

b) Findings for objective two

From the findings of objective two, it was discovered that the factors responsible for gender gaps in MTN and Orange head offices were mostly as a result of women reproductive health system, and family responsibilities at home as declared by the respondent. Which means that most of the workers are unable to balance their work life and family issues and due to that, most workers especially women are finding it challenging to aspire for a leadership position when most often, family responsibility at home are always demanding. This finding are in line with the result of Meried (2018) who carried out a survey in Zimbabwe on the gender role and reproductive responsibility and their impact on leadership at the community and realized that, family responsibility variously affect both men and women when it comes to taking further studies or training opportunity in the sense that, some women find it difficult to go for a training or studies which will compel them to be away from home for an extended period of time when their children are still young. A similar study was also carried out in Cambodia, where women where gather in a workshop to discuss the problems they faced in juggling and family responsibilities, including child bring up, breastfeeding and domestic chores, and their decision was all directed on the preference of their family issues than their the career aspiration in life.

The findings also revealed that workers faced problems of sexual harassment in order to occupy a leadership position which is as a result of lack of organisational consent on gender issues. This finding were in line with the outcome of Jaufer (2017) study, who also revealed in his study that gender inequality in organisations creates a workplace culture where women are not taken seriously or recognised for their contributions. This turn to paves out the way for sexual harassment and abuse by superior, employers and coworkers, which clearly indicates that sexual harassment in the workplace is linked to the gender assertion of power. Also the findings were also in line with that of Trevino (2019) findings, who realised that sexual harassment was a major problem to occupy leadership positions in organisations, and with the rampant harassment witness, it increased the chances for employees turnover in the organisation and more women than men turn down their high paying positions due to being victims.

c) Findings for objective three

From the findings of objective three, objective one and two clearly reveal that there is a gender gap in the organisational leadership of MTN and Orange Cameroon, and most of the people who suffer from this gender gap inequality in MTN and Orange Cameroon are the women. The consequences of this gender gap as revealed by almost half of the respondent (17.8 – 31.4) indicates that, workers who suffer from these gender gaps are no more comfortable with their working environments as compared to majority of the respondent (15.4 – 35.4%) who are satisfied with their working environment and (33.6 – 38.2%) of the respondents also revealed that, the low presence of female leaders in leadership position in MTN and Orange Cameroon negatively discourages other women ambition to occupy a leadership position in the organisation. And due to the less self-esteem in this women, the skills, experiences and competencies of these women are then turn to wastage which the organisation could benefit from them. This findings were in line with the results of Hoyt & Simon (2011), who carried out a study on the implication of gender gaps to an organisation and also reveal that, organisations turn to lose talent from the large pool of motivated female employees who were discriminated to occupy a leadership position due to their sex and the human capitalist also argue that, the underutilization of resources was disadvantageous and wasteful to firms profitability and competitiveness.

This finding were also in accordance with the result of Georgina (2014), who reported that in Nigeria, just about three female has been able to occupy the Vice Chancellor position in the Nigerian Universities since its creation, and this has created lack of ambition in the mind of most Nigerian women to venture in to leadership role of the universities.

4.4 Implication of the Findings

4.4.1 Implications of Findings for Socio Demographic Characteristics of Respondents

The findings of this research reveal that most of the employees in the study sample are female (56.60%), while the, male makeup just (43.40%), This implies that the organisations is gender imbalanced. Most of the respondent of 37% where between the age group of 25 – 33 years old who were 53.8% single with a majority of 36.67% being degree holders, this also implies that, the organisations are filled with young people around the versenity who are definitely not married and one can mostly find degree level holders than any other qualification holder in the organisation.

Meaning workers in these organisation are qualified educated personnel. The majority of 63.4% respondent area of work was in the field and minority numbers of the respondent 33.8% are administrative workers in the human resource department, mobile finance department and general administrative board. Which implies that, most of the workers in MTN and Orange head office work in the field.

4.4.2 Implication of Findings for Objective One

Base on the finding of research objective one of this study it was revealed that, the general characteristics of gender gap in MTN and Orange head office shows that 27 – 42% of the respondent strongly agree or agree to the fact that is more difficult for women to occupy leadership positions in the organisation due to the fact that the men are more fortunate to be uplifted to a leadership position than a woman. That is why at the top level of leadership, we can mostly find more men than women.

Regarding the equal representation of gender at all the various level of leadership in the organisations, 22.6 – 29.6% of the respondent strongly agree or agree to the fact that men and women are not similarly represented at the various level of leadership in the organisations. That is why in the last previous five (5) years in the organisations, it was difficult to find a woman occupying a major leadership position in the organisation. But 36 – 37% of the respondent also did revealed that, the primary level in the organisation that one can find most leaders as women is at the line level of leadership, since as it is believed by most of the respondent that men are better leaders than women and they are mostly preferred to be appointed into major leadership position in the organisation than women even though they hold the same level of education. This implies that there is a wide gender disparity at the top of the organisation concerning leadership position, which is as a result of societal stereotype and these make women feel inferior on the kind of leadership position they are being asked to occupy in the organisation since one could only find majority of the female who are leaders at the lowest level of leadership.

4.4.3 Implication of Findings for Objective Two

From the finding of objective two, it was discovered that, in order for one to occupy a leadership position in the organisation, he/she must be skilled enough, be of good behaviour toward other workers and must ascertain a setting level of education before being qualify for a leadership

position in the organisation. Also, 30 – 36% of the respondent did indicate that just being a male is preferred to occupy a leadership position in the organisation than a female. Other major factors responsible for gender gaps in the organisations which seek to dis-favour women from holding a leadership position in the organisation as revealed by the respondent were family responsibility at home, which mostly interferes with their jobs is a major barrier to them and the most important factor cutting across all women is their reproductive role. This factor is seen as a big hindrance on their commitment to any leadership role especially if work is more demanding at that point of time. And problems such as sexual harassment were other big hindrance for workers to occupy a leadership position in the organisation. Which implies that workers are been promoted to leadership positions based on some factors the organisation deem it important for workers to pose and being male stands as a bigger chance for the workers to be appointed into leadership positions. And the workplace harassment of workers lead to a discriminatory pattern which often lead to low morals, emotional stress, absenteeism and the loss of competent workers which may affect the organisation productivity and to the victim he/she can suffer from psychological harm, fear and difficulties staying focus on the job side

All this problem are notified because the organisation do not have priority on gender issues relating to the organisation and that is why training on gender issues are hardly effectuated in the organisations.

4.4.4 Implication of Findings for Research Objective Three

From the finding on the third research objective of the study it was eventually realised that, due to the gender gaps identified at the top level of management in leadership, most women who are skilled or experienced enough to occupy a leadership position in the organisation turn to feel discouraged for wanting to be part of the management team since as their capabilities are not even been looked into as workers who are qualified to occupy a leadership position in the organisation. Due to such, most capacity and skills of workers are not being put into use which in turn lead to waste of resources.

In regard to the strategies being put in place by the organisation to close the gender gaps identified at leadership positions, it was reveal by 31 – 35.4% of the respondent who strongly agree or agree to the point that capacity building programs/projects are not being put in place to address gender

issues in the organisation. And written gender policies that affirm a commitment to gender equality are not also being specified as major consent on the organisational policy with less regard in promoting female employees on leadership positions.

4.5 Limitations of the study

Pertaining to the activities of the researcher, there were some challenges the researcher faced during in the research such as:

It was difficult for the researcher to be granted access to the organisations data, due to the confidentiality policy of the organisations

There was limited finance for the numerous trips to MTN and Orange head Offices in Akwa Douala on a daily basis. This made the work to be tedious because the researcher had to walk around the selected departments to meet workers and get feedbacks.

There were limitations with the instruments of the research especially the questionnaires which were problematic to workers in the sense that, they complained that the copies of questionnaire given to them were too long, and the researcher had to plead for their patience to answer the question and even went an extra miles to buy some of them lunch in regard for their time.

Inadequate information was a limitation too because, in some situations, most of the employees thought that it was a trap for them. So not feel safe to disclose some confidential information about the organisation and what concerns them.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The finding of research objective one of this study revealed that it is more difficult for women to occupy leadership positions in MTN and Orange Head offices due to the fact that men have mostly been preferred to fill such positions. Even when it comes to the various level of leadership in the organisations, the men still surpass the female, and most of the women who manage to occupy a leadership position in the organisation could only be found at the lowest level of leadership.

The finding of research objective two disclosed that the major factors responsible for gender gaps in the organisation were dealing with family responsibility at home and the reproductive sexual role of women, which posed as the major hindrance to them as to when leadership positions are consent. And other problems that are somehow link to the factors responsible for gender gaps in the organisations where gender discrimination and sexual exploitation (sexual harassment) of workers.

Finding of research objective three also did reveal that, the implication of gender discrimination at leadership positions in the organisation turn to discourage some able and well-qualified workers to shy away from such positions. Besides, these indirectly leads to waste of resources since as their capacity and skills have not been put into use. And no dominant strategy has been implemented by the organisations regarding the gender issues affecting the organisations.

5.2 Conclusion

Based on the findings obtained from this study, we can conclude that the leadership positions at the top of management and at the various levels of leadership in the organisations are mostly occupied by the men even though most of the men and women in these two organisations have the same level of education. But we can find mostly find the men in these organisations as managers, administrator, departmental manager and chief of service of the various sectors or domains of the organisation. Also, we can come out with the conclusion that the factors responsible for the gender gap in MTN and Orange head office are as a result of the family responsibility workers have at especially women and their reproductive system. Other factors like gender discrimination and

sexual harassment of workers were also prime causes of the gender gap in MTN and Orange Cameroon, and sometimes, the role that the Cameroonian society plays in their culture/education and their own inspiration might be a cause. The implication of this gender gap in these organisations lead to waste of resources, discouragement of ambition and a setting level of dissatisfaction with the working environment these workers find themselves, which sometimes reduce current and future female employees commitment.

5.3 Recommendations

Throughout the research, some observations have been made, and diverse ideas have been recommended in four dimensions; first to the government of Cameroon; then to the Cameroonian (families) society; to local organisations and women themselves. Therefore, women leadership needs to be appreciated and supported by men and the Government as a whole.

To the management board of MTN and ORANGE head offices in Douala

- It can be that organisational practices can sometimes be a barrier for women advancement in the organisation. So it is advisable for companies to check their hiring practices, committees and stretch assignments to be able to gain awareness of the current practices of the organisation will unveil some red flags that previously went unaddressed or unnoticed.
- Motivate all workers by organising seminar and workshops on leadership
- Avoid gender discrimination in hiring, gender biases in promotion and gender disparity in the provision of goods and facilities need for better productivity.
- The human resource managers should be cautious while hiring and elevating employees and providing facilities to employees in order to avoid any gender inequalities because it has a direct relationship on employee output and which will reduce organisational productivity.
- They must accept the status of female workers and realise the international scenario of women fair representation and quotas in leadership.

To the Cameroon Government

- Implementation of State policies to promote equality among all citizens should be encouraged.

- Government increase of women in decision making positions among itself and all other sectors can be a fertile ground in the increase of women in decision making.
- Sensitisation of population's, women in particular about the role that women have to play in the development of our country in particular and our continent in general.

To civil society and NGOs organisations linked with women's empowerment.

- Carry out sensitization and capacity building on the importance of gender in leadership especially women participation.
- Open up leadership position in organization to both men and women especially woman participation.
- Educate both boys and girls with the sense of ambition, vision and development.

To Women

- Women should work and enhance their competencies and skills in various domain especially in their career development.
- Women should aspire for leadership positions and thereby improve on themselves to feet all the leadership positions in an organisation.
- Draw a limit between professional and family life to reduce the negative influence of reproductive roles on their jobs.

5.4 Suggested Areas for Further Research

The research was limited to gender gaps in organisation leadership in MTN and Orange head offices in the Economic capital of Cameroon (Douala). The researcher suggested that further research should be carried out in other areas such as:

An investigation on strategies to mainstream gender in other organizational management in some regions in Cameroon.

REFERENCES

- Abma, D. (2011, September). Many Canadian youths believe in old-fashion gender roles: study. Post Media News.
- ACHPR. (2016). Resolution on Measures to Protect and Promote the Work of Women Human Rights Defenders - ACHPR/Res. 336 (EXT.OS/XIX) 2016. African Commission on Human and People rights.
- Ahri. (2018). RECRUITMENT AND SELECTION. Australian HR Institute.
- Akingbade, A. (2016, August 22). 3 Reasons Why We Need More Female Leaders In Africa. Ventures Africa.
- Alice, E., & Linda, C. (2007). The truth about how women become leaders. leadership for the common good.
- Alomair, M. O. (2015). Female Leadership Capacity and Effectiveness: A Critical Analysis of the Literature on Higher Education in Saudi Arabia. College of Educational Studies, 81-82.
- Arum, J. A. (2011). At the end of the road? On differences between women and men in leadership. Leadership and Organization Development Journal., 428–441.
- AU. (2013). Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa. African Commission on Human and Peoples' Rights.
- Bank, W. (2015). Improving Gender Equality in Africa. The World Bank Group.
- Berger, J., & Fisek, M. H. (2015). Status characteristics and social interaction. New York: Elsevier Scientific Pub. Co.
- Berhane , S. (2015). How To Make Gender Equality At Work Matter To Everyone. STRONG FEMALE LEAD.
- Biernat, M., & Danaher, K. (2012). Interpreting and reacting to feedback in stereotyperelevant performance domains. Journal of Experimental Psychology, 7-8.

- Businessdictionary. (2018). Retrieved May 21, 2018, from businessdictionary website:
<http://www.businessdictionary.com/definition/organization.html>
- CamerWeb. (2018). CamerounWeb. Retrieved November 1, 2018, from
<https://mobile.cameroonweb.com>douala>
- Chowdhury, M. H., & Dewan, M. N. (2014). GENDER EQUALITY AND SUSTAINABLE DEVELOPMENT WITH A FOCUS ON THE COASTAL FISHING COMMUNITY OF BANGLADESH. Economics Discussion Papers, 1-2.
- Chris, J. (2018). 16 Autocratic Leadership Style Examples. Joseph Chris driving business connection.
- Cook, M. (2018). WHAT IS ORGANIZATIONAL LEADERSHIP? Best Collage Review, 1-2.
- Cuthbert, E. (2017). Strengthening Health System Responses to Gender-based Violence in Eastern Europe and Central Asia. Retrieved June 13, 2018, from Defining Gender and Gender Equality: <http://www.health-genderviolence.org/site-credits/site-credits>
- Daniel, A., & Moudic, Y. (2010, May 19). Female and gender leadership: To which extents gender impacts on leadership and organizations in France? Business Administration, 17-18.
- Daniele, D. K. (2010). Suites architecturales: Kinshasa, Douala, Daker, Epinal. 42-45.
- Daniels, M. (2017). The Gender Gap: What Asia Can Learn From The Philippines. Human Capital Leadership Institute.
- Dimock, M. (2015, January 14). Obstacles to Female Leadership. Pew Research Center.
- Egger, E. H. (2017). On the Role of Gender and Diversity in Modern Organisation Theory. Research Group on Gender and Diversity of Organisations, 3-4.
- EIGE. (2016). GENDER EQUALITY TRAINING, Gender Mainstreaming Toolkit. European Institute for Gender Equality, 4-5.
- EIGE. (2016). What is Gender Equality? COMHIONANNAS INSCNE IN ÉIRINN GENDER EQUALITY IN IRELAND.

- Einarsdottir, U. D. (2018, March 16). It's a Man Who Runs the Show": How Women Middle-Managers Experience Their Professional Position, Opportunities, and Barriers. *SAGE Journal*.
- Elsesser, K. (2017). Guidelines for gender neutral recruitment. South Australian Government, 4-5.
- EU. (2010). Strategy for equality between men and women. 3-8.
- EU. (2010). Strategy for equality between men and women. 3-8. European Commission.
- EU. (2014, December 4). What is gender mainstreaming? European Standard on Gender Mainstreaming in the ESF.
- Fajardo, C., & Erasmus, M. (2017, May). Gender Disparity in South Africa. Bain and Company Insight.
- Fensom, A. (2016, October). New Leaders Challenge Asia's Gender Gap. *The Diplomat*.
- Fjærli, B. A. (2015). DIFFERENCES IN PERCEPTION OF MALE AND FEMALE LEADERS. Faculty of Technology and Maritime Sciences, 5-6.
- Georgina, E. I. (2014). Gender Sensitivity in Recruitment and retention of Workers in an Organization: A review. *International Research Journal of Social Sciences*, 51-52.
- Georgina, E. I. (2014, October). Gender Sensitivity in Recruitment and retention of Workers in an Organization: A review. *International Research Journal of Social Sciences*, 3(10), 51-54.
- Gino, F., & Brooks, A. W. (2015). Explaining Gender Differences at the Top. *Harvard Business Review*.
- Grant, J. (2018). GENDER AND LEADERSHIP. Gender And Leadership forum.
- Hennig, M., & Jardim, A. (2009). The Managerial Woman. *The Survival Manual for Women in Business*.

- Heskett, J. (2015, December 2). What Will It Take to Achieve Gender Equality in Leadership? Harvard Business School Working Knowledge.
- Hill, C. (2018). Barriers and Bias: The Status of Women in Leadership. AAUW.
- Hoyt, C. L. (2010). Women, Men, and Leadership: Exploring the Gender. Social and Personality Psychology Compass, 484–498.
- Hoyt, C. L., & Simon, S. (2011). Taking a turn toward the masculine: The impact of mortality salience on implicit leadership theories . Jepson School of Leadership Studies articles, book chapters and other publications, 3-4.
- Hoyt, C. L., & Simon, S. (2011). The impact of motality salience on implicit leadership theories. Jepson School of Leadership Studies articles, books chapter and other publication, 3-4.
- ILO. (2015, January 12). More women needed at top management positions in Africa. nternational Labour Organization.
- ILO. (2016). Discussion: Gender Equality in the World of Work. Getting to equal by 2030: The future is now. Global privart and public knowledge sharing platform.
- ILO, I. (2013, Febuary). Why is women’s labour force participation dropping? Retrieved July 18, 2018, from http://www.ilo.org/global/aboutthe-ilo/newsroom/news/WCMS_204762/lang--en/index.htm
- James. (2017). Training and Development. Close yoour pay gap, 3-4.
- Jaufer, A. (2017). The link between gender inequality and sexual harassment in the workplace. Roar.media.
- Jhpiego. (2018). Gender Concepts and Definitions. John Hopkins University Affiliate.
- JICA. (2015, December). 2015 Country Report of Gender Profile (Cameroon). Japan International Cooperation Agency (JICA) TAC International Inc., 1.
- JICA. (2015, December). Country Report of Gender Profile (Cameroon). Japan International Cooperation Agency (JICA) TAC International Inc., 1.

- Johnson, R. (2018). 5 Different Types of Leadership Styles. Hearst Newspapers.
- Juneja, P. (2018). Levels of Management. Management Study Guide Content Team (MSG).
- Khanfar, N. M. (2013). Gender Inequality of Women in the Workforce: A Human Resource Management Quandary. *Journal of Business Studies Quarterly*, 244-245.
- Lahti, E. (2013). Women and leadership: Factors that influence women career. *Lahti University of Applied Sciences*, 7-8.
- Lewis, J. J. (2017). What is Liberal Feminism? How Does It Differ From Other Feminisms? ThoughtCo.
- Lorber, J. (2015). The Variety of Feminisms. *THE VARIETY OF FEMINISMS* .., 9-10.
- MACARIE, F. C., HINȚEA, C., & MORA, C. (2011). Gender and Leadership. THE IMPACT ON ORGANIZATIONAL CULTURE OF PUBLIC INSTITUTIONS. *Transylvanian Review of Administrative Sciences*, 146-156.
- Management. (2018). What is Leadership. Management Study HQ .
- ManagementStudyHQ. (2018). Levels of management. Management Study HQ.
- Married. (2018). The role of women leadership and gender equity in leadership and health system strengthening. *Cambridge core*, 44-11.
- Maxwell. (2017). 10 Leadership styles with examples. Career2NextOrbit .
- Mazur, L. (2018, April 6). Managemet Levels. Retrieved Novermber 23, 2018, from <https://www.referenceforbusiness.com/management/Log-Mar/Management-Levels.html#ixzz5Xhbg2diy>
- McKinsey. (2018). The case for gender equality is strong. Why is progress so slow? McKinsey Insights .
- Melhuish, R. (2017). The Hidden Ways Gender Bias Can Sabotage Recruitment. *Business journal* .

- Mohammed, A. J. (2018). Understanding the Impact of Gender Roles in the Workplace. Opinionfront.
- Newman, T. (2018, February 7). Sex and gender: What is the difference? MedicalNewsToday.
- Newport, & Wilke, F. (2013, November 22). Female Leaders and Perception. Retrieved May 22, 2018, from <http://www.gallup.com/poll/165791/americans-prefer-male-boss.aspx>.
- OHCHR. (2018). Gender stereotyping. Retrieved August 5, 2018, from <https://www.ohchr.org/en/issues/women/wrgs/pages/genderstereotypes.aspx>
- OHCHR. (2018). Women's Human Rights and Gender Equality. United Nation Human Rights Office of the High Commissioner.
- Olufemi, J., Adejuwon , & David, K. (2011). Gender issues in human resource management in Nigerian public service. African Journal of Political Science and International Relations, 112-119.
- Page, M. L. (2011, May). Gender Mainstreaming — Hidden Leadership. Gender, Work and Organization., 18(3).
- Paustian-Underdahl, S. C. (2012). A META-ANALYSIS OF GENDER DIFFERENCES IN LEADERSHIP EFFECTIVENESS. North Carolina: Charlotte.
- Pedulla, D. S., & Pager, D. (2015, July 12). Here's how minority job seekers battle bias in the hiring process. Academic rigour, journalistic flair.
- PPFA. (2018). What are gender roles and stereotypes? Planned Parenthood Federation of America Inc.
- Punnett, B. J. (2017). Leadership Effectiveness in Africa and the African Diaspora, Palgrave Studies in African Leadership,. (L. N. Clarke, Ed.) University of the West Indies.
- Puri, L. (2016, June 30). Gender mainstreaming is no longer an option, it is an imperative. Retrieved July 16, 2018, from [unwomen.org: http://www.unwomen.org/en/news/stories/2016/6/lakshmi-puri-speech-at-coe-strategy-conference-gender-mainstreaming-panel](http://www.unwomen.org/en/news/stories/2016/6/lakshmi-puri-speech-at-coe-strategy-conference-gender-mainstreaming-panel)

- Raza, A. (2018). 12 Different Types of Leadership Styles. Retrieved July 4, 2018, from WiseToast Web Site: <http://wisetoast.com/12-different-types-of-leadership-styles/>
- Reuters, T. (2018). Gender Discrimination. FindLaw,.
- Ridgeway, C. L. (2010). Gender, status, and leadership. *Journal of Social Issues*, 637–655.
- Rouse, M., & Pratt, M. K. (2018). Leadership. SearchCIO.
- Sandberg, C. (2013). *Lean In: Women, Work and the Will to Lead*. New York: Random House.
- Sbi. (2009, December). Gender Roles and Organizational Behavior. Retrieved August 5, 2018, from <http://www.consultant-for-business-excellence.com/gender-roles.html>
- SCHWARTZMAN, L. H. (2006). ABSTRACTION, IDEALIZATION, AND OPPRESSION. *Metaphylosophy journal*.
- Seghieri, C., Rojas, D., & Nuti, S. (2015, April 10). Are there gender differences in how managers and professionals perceived organizational climate? The case of Tuscan healthcare system. *SUMA DE NEGOCIOS*, 9-10.
- SEU. (2018). South Eastern University. Retrieved May 17, 2018, from SouthEastern Online learning web site: <https://online.seu.edu/online-degrees/business/what-is-organizational-leadership/>
- Staley, O. (2016, September 27). Here's new ammunition from McKinsey for women fighting for equality in the workplace. Retrieved August 5, 2018, from <https://qz.com/793109/a-mckinsey-and-lean-in-report-on-women-in-the-workplace-study-shows-women-are-still-trailing-men-in-opportunities/>
- Standing, H. (2005). Gender – a Missing Dimension in Human Resource Policy And Planning for Health Reforms. *Institute of Development Studies*, 1.
- Steling , K. (2016, may 2). 6 Powerful Ways To Close The Gender Leadership Gap. YFS Small Business Contributors.

- Strain, M. (2018). Gender Discrimination in the Workplace & Hiring Practices. Hearst Newspapers, LLC.
- TEC. (2015, June 24). 9 common leadership styles: Which type of leader are you? Retrieved July 4, 2018, from The Executive Connection website: <http://tec.com.au/resource/9-common-leadership-styles-which-type-of-leader-are-you/>
- Trevino, P. (2019). The effect of gender disparity ripple through an organisation. Ere media.
- Truitt, D. L. (2011). The Effect of Training and Development on Employee Attitude as it Relates to Training and Work Proficiency. Sage Journal.
- Ultius. (2014). Gender Roles in The Workplace. Ultius.
- UN. (2009). United Nation entity for Gender Equality and the empowerment of women. UN women.
- UN. (2014). Cameroon — Convention on the Elimination of All Forms of Discrimination Against Women — Violence Against Women. The Advocates for Human Rights.
- UN. (2014). SECURITY COUNCIL, UNANIMOUSLY ADOPTING RESOLUTION 1325 (2000), CALLS FOR BROAD PARTICIPATION OF WOMEN IN PEACE-BUILDING, POST-CONFLICT RECONSTRUCTION. Meeting coverage and press release .
- UN. (2018). Equality between women and men (gender equality). Gender mainstreaming concept and definition.
- Underdah, S. C. (2012). A Meta-Analysis of Gender Differences in Leadership Effectiveness . A dissertation submitted to the faculty of, 3-4.
- UNFPA. (2015, June 14). Gender equality United Nations Population Fund. Retrieved June 1, 2018, from UNFPA: [www.Unfpa.org](http://www.unfpa.org).
- UNICEF. (2015). Women are under-represented in UN and AID agency Leadership. Gender Education Monitoring Report.

- URT. (2013, January 9). Country Report on Women's Political Participation - the Case of Kenya. Ministry of Gender, Children, and Social Development., 7-8.
- Waller, N. (2016, September). How Men & Women See the Workplace Differently. The wall Street Journal.
- Ward, S. (20118). What Is Leadership? And Can You Learn to Be a Good Leader? the balance small leader.
- Ward, S. (2017, July 17). Leadership Definition. Retrieved May 21, 2018, from the balance small business: <https://www.thebalancesmb.com/leadership-definition-2948275>
- Webb, C. B. (2014). What is Education? Motivation Tool Chest.
- Weisberg, A. (2018). Gender Gap = Leadership Gap. Huffpost journal.
- WHO. (2009). Gender and Health. Society, the Individual, and Medicine.
- WHO. (2018). Gender, equity and human rights. WHO INT.
- Wikibooks. (2017, Febuary 27). Feminism/Liberal Feminism. Retrieved July 8, 2018, from https://en.wikibooks.org/wiki/Feminism/Liberal_Feminism
- Wikigender. (2015). Gender Equality. Retrieved May 29, 2018, from www.wikigender.org
- Wikipedia. (2018, May 18). Education. Retrieved May 21, 2018, from Wikipedia Encyclopedia: <https://en.wikipedia.org/wiki/Education>
- Wikipedia. (2018, MaY). Women in the workforce. Encyclopedia.
- Wolfe, L. (2017, Novermber 1). Corporations Sued For Gender Discrimination Against Women And Men. The Balance career.
- Women. (2017, May 27). Gender Inequality and its Causes. Women Unlimited.
- Xulu , C. (2017). OPINION: Gender inequality is rife at senior management level in SA. Southern Business School.

- Yndinda. (2010). Women- Men- and Leadership - Exploring the Gender Gap at the Top. *ocial and Personality Psychology Compass*, 484–498.
- Zalta, E. N. (2013, September 30). Liberal Feminism. *Stanford Encyclopedia of Philosophy*.
- Zheng, X. (2015). GENDER DIFFERENCES IN LEADERSHIP. *British Journal of Management*, 5-6.
- Zimmermann, K. A. (2017, July 12). What Is Culture? Definition of Culture. *Live Science Contributor*.

APPENDICES

Appendix 1

QUESTIONNAIRE FOR WORKERS

PAN AFRICAN INSTITUTE FOR DEVELOPMENT –

WEST AFRICA (PAID-WA), BUEA

DEPARTMENT OF BUSINESS AND MANAGEMENT STUDIES

I am Nkemngong Mbouya Desmond (PAIDWA01455), a student from the Pan African Institute for Development – West Africa (PAID-WA) Buea. I am a final year Msc student reading Gender and Project Management and writing my research on the topic: “Gender Gaps In Organizational Leadership In Mtn And Orange Head Offices In Douala: Issues And Prospects” Please note that, any information you shall provide will be treated with tact and confidentiality, and will only be used for academics. Kindly place a tick (✓) in the brackets provided and/or give your personal opinion on the spaces provided below.

Note: Gender gap is the difference between the way men and women are treated in society.

Section A: Background Information

This section focuses on the basic demographics information of the respondents.

1. Sex? ☐ Male ☐ Female

2. Position?

☐ Student ☐ Intern ☐ Manager ☐ Senior Manager ☐ Director ☐ Vice President ☐ President or CEO ☐ Any Other (Please specify) _____

3. Where is your base of work located?

☐ Headquarters ☐ In the field office

4. Of what age range are you?

☐ 18-25, ☐ 26-33, ☐ 34-41, ☐ 42-49, ☐ 50- above

5. Education level?

☐ FLC ☐ High school graduate ☐ Advanced vocational education and training ☐ Bachelor's degree ☐ Master's degree ☐ Ph.D. ☐ Other (Please specify).....

6. Marital status: ☐ Married ☐ Single ☐ Divorced ☐ Widow/er ☐ Separated

Please kindly Tick (✓) the letter that correspond to the extent of your agreement with each statement using the following scale (A= Agree, SA =strongly agree D= Disagree SD= strongly disagree

Section B:General characteristics and Trends of gender gaps (inequality) that exists in leadership in the selected organizations.

No	Item	SA	A	SD	D
1	Women are more likely to occupy leadership position in the organisation men.				
2	Men are more likely to be promoted in to leadership position than women				
3	Majority of the leaders are males especially at the top level				
4	There is gender equality of major gender representation at all the leadership level of the organization				
5	Apart of what is existing in present date, in the past 5years, it was very difficult to see a woman in a leadership position				
6	At the various level of supervision in leadership, sometimes, you can always find majority of the people are women				
7	So far, as leadership position at the various level is concern, most of the position occupy by women are lower level leadership				
8	Men are better leaders than women				

9	Women should have the same rights as men to become leaders in their organization				
10	Men and women are equal in the organisation				

Section C: To Investigate The Factors Responsible For Gender Gaps In Organisations Leadership.

In your opinion, what are the main factors that determine leadership position? (tick from the list below).

No	Factors that determine leadership position	SA	A	SD	D
1	You must be Skill and Experience enough to occupy a leadership position				
2	Your manner of behavior that encourages team work and shows leadership				
3	You must attain a certain level of education before you occupy a leadership position				
4	You must be married				
5	You must be politically conscious about leadership positions				
6	Just being a man is preferable				
7	You must belong from a particular ethnic group				

It is more difficult for women to reach leadership Positions than men?

<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree
---	--------------------------------	--	-----------------------------------

If yes, in your opinion, why is it more difficult for women to reach leadership positions?

No	Items	SA	A	SD	D
1	Women Family responsibilities do sometimes interfere with work positions				
2	Women Lack of self-confidence may limit their aspiring for leadership				

3	Unwillingness to relocate				
4	Under educated				
5	Lack of support in the household when work is demanding				
6	Their reproductive role affect their commitment to leadership				

Does the organization make use of the participatory methods to incorporate the views and preferences of both male and female in promotion?

<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree
---	--------------------------------	--	-----------------------------------

Does the implementation plan for your organization's programs/projects include activities that strengthen skills and provide men and women with equal access to services and training?

<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree
---	--------------------------------	--	-----------------------------------

Project implementation strategies and plans take into account existing gender roles and interests of both male and female participants?

<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree
---	--------------------------------	--	-----------------------------------

What problems have been experienced in terms of gender differences in the leadership organisation?

No.	Items	SA	A	SD	D
1	Gender Discrimination				
2	Poor workplace treatment				
3	Sexual harassment				
5	Lower chance of Promotion				

If others, please specify.....

What are some of the obstacles in integrating gender analysis in program/project planning, implementation and evaluation in your organization? Please check all that apply.

No	Items	SA	A	SD	D
1	Office culture /environment				
2	Societal Stereotype				
3	Organisation Size				
4	Lack of staff training on gender				
5	lack of financial resources for gender programming				
6	low organizational priority for gender issues				
7	lack of support from senior management				

Section D: To Assess The Implications Of These Gaps And Propose Strategies Through Which Gender Can Be Mainstream In These Organisations.

The low presence of women in leadership position negatively discourages females who are capable to occupy leadership position in the organisation to shy away?

<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree
---	--------------------------------	--	-----------------------------------

It lead to waste of resource since as capacity are not been used that will temper with the output of the organisation?

<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree
---	--------------------------------	--	-----------------------------------

The low presence of women at top organisational leadership may contribute to gender inequality in organisational management?

<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree
---	--------------------------------	--	-----------------------------------

The low presence of women at leadership position may lead to a poor working environment that will make some women not to work hard?

<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree
---	--------------------------------	--	-----------------------------------

Does the organisation develop the capacity to recognize and handle organizational resistance to address gender issues in programs/projects?

<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree
---	--------------------------------	--	-----------------------------------

Have any of the organisation programs/projects contribute to the empowerment of women and the changing of unequal gender relations?

<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree
---	--------------------------------	--	-----------------------------------

If agreed, how

.....

Are there proactive strategies implemented to recruit or promote women into senior management positions?

<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree
---	--------------------------------	--	-----------------------------------

If agreed, name them

.....

Are gender issues taken seriously and discussed openly by men and women in your organization?

<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree
---	--------------------------------	--	-----------------------------------

Does your organization have a written gender policy that affirms a commitment to gender equity?

<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree
---	--------------------------------	--	-----------------------------------

Does management show respect for diversity in work and management styles in your organization?

<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree
---	--------------------------------	--	-----------------------------------

Management is committed in promoting female representative at senior levels of the organization, including the Board.

<input type="checkbox"/> Strongly Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree
---	--------------------------------	--	-----------------------------------

THANK YOU

Appendix Two

Administrative Positions in MTN and ORANGE head offices

