

JIMMA UNIVERSITY

FACULTY OF BUSINESS

DEPARTMENT OF MANAGEMENT

The Causes of Glass Ceiling in Ethiopia in Profit and Non- profit Government Organizations -The case of the Commercial Bank of Ethiopia, the Ministry of Trade and Industry and The National Bank of Ethiopia - Head Offices

A research paper submitted in partial fulfillment of the course research in management

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Submitted to:

Birrara Tesfaye (Ph.D.)

Submitted by: Danat G/medhin

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ABSTRACT

More explicit understanding of women capability to be on higher level management position in an organization is very much important, but it is clearly seen that the women are undermined to be in such higher level position by different factors.

This paper describes the causes of Glass Ceiling, i.e., the barrier of different factors that hinders women to be in higher level management position and to make recommendation on how to break these Glass Walls.

The data was collected using open ended and closed ended questionnaires.

The first one was prepared in Amharic and protested for all women employee who are 1st Degree holder and above in each three for – profit and for non – profit government organizations and the other was prepared in English and protested only for the top level and middle level managers of these organizations.

From the research it is found that the causes of glass ceiling is significant on the Ethiopian for profit and non –profit government organization.

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INTRODUCTION

Ethiopian women are actively involved in all aspect or their society life. The fact that women are both produced and procreators, as well as, active participant in the social, political, and cultural activities of there communities has enabled them to play an all round role. The discriminatory political, economic and social rules and regulations prevailing the country (which constitute discrimination against women) have barred women from enjoying the fruits of their labor. Thus, deprive of equal opportunities, they are made to lag behind men in all fields of self advancement.

Women constitute proportionally a large group of the labor force in various economic sectors. Therefore, economic development is unthnikable without the participation of women. However, to date, Ethiopian women have not been able to equally benefit from the nation's wealth, because their labor and their participation in the economy have not been duly valued and discrimination. In today's global and diverse work place discrimination can be seen in the form of glass ceiling. There are many different aspects of it that can affect a woman in today's corporate settings. An article by Dana E. Freidman, in a cross the Board, stated the idea of the glass ceiling in saying, "Women are climbing the corporate ladder but at some point seem to reach an invisible barrier, a glass ceiling separating them from top management positions. The glass ceiling is not simply a barrier for an individual, based on a person's inability to handle a higher level position. Rather, the glass ceiling applied to women as a group kept from advancing higher because they are women "A glass ceiling has been found to be in affect anywhere from advancement after apprentices hip to any point on the pipeline leading to top level management.

Historical our society is based in a patriarichal the dominance of males. The root or the problem in the case of glass ceiling is that the corporate ladder was designed and is maintained by males. Women have been suppressed throughout history. They have not been reviewed as equals, but have served as the painter's model, the poet's muse, and the bearer of the male's seed women of this century are combating the traditionally viewed role of domestic engineer. As state of Virginia wolf "I am aware of the women who are not with us here because they are the dishes and looking after the children" it has always been hard for women to achieved the same level as men regardless of their efforts.

This paper focuses on the underlying causes of glass ceiling in Ethiopian for profit and non- profit government organizations.

OBJECTIVE OF THE STUDY

The objective of this study is to find out the cause of Glass ceiling in Ethiopia for- profit and for non- profit government organizations

Specific Objectives

To find out:

1. The attitude of men towards women on their performance to be higher level manger
2. The women employees ability to be found in higher level management position
3. The responsibility which women employees are shouldering
4. The impact of their educational background to be in higher level management

LITERATURE REVIEW

Sex and gender are the two types of qualities in both women and men (Women's Affairs Department, 1998).

Sex is the physical and biological difference that simply refers to whether people are born female or male. Gender rather refers to the expectations people have from some one because they are female or male.

Women sex refers to the fact that was born female. Her gender refers to what she and other expect of her as a female .To begin to understand gender, we need to recognize that women as a group have been subordinate to men. It won't be a matter of ex- aggeration if we say that in our society women are ranked below men often we don't realize how widespread this is or how much we are taking it for granted.

Gender issues are value, which have been given different worth they are cultural, structural, institutional and administrative discrimination. It is discrimination between men and women one sex gets more than or better than the other. This results in a gender gap that usually is not justifiable.

Though women are central for production and play a significant role in their respective countries for every sector of development, they are accorded very low status in the society. By roles we refer to the main fold activities carried out by women such as childcare, housework, subsistence farming, remunerated job and health care.

Women's status is a critical issue in the issue of development. The status of women in an organization and in every developmental programme needs to be studied.

Studies and researches indicate factual findings. Comparative studies can show where the position of employee is the clear pattern of status differences between men and women can be justifiable by facts figures.

Designing strategies to empower women and to bridge the gender gap are vital actions in an organization.

Women have to take part in contributing to development and get equal advantage from production and their position in the society needs to be encouraged (Harris, 1997).

There are different situations in the organization that women can possible be affected. These main situations are GlassCeiling, sexual harassment and other gender discriminations.

Glass ceiling is an invisible barrier that separates women and minorities (in this case women) from top management positions. They can look up through the ceiling and see top management, but prevailing attitudes and invisible obstacles to their own advancement. A recent study suggested the additional existence of " glass walls" which serve as invisible barrier to important lateral movement with in the organization.. Glass wall bar experience in areas such as line supervisor positions that would enable women and minorities to advance vertically (Daft, 1997).

In particular, women who leave the corporate world to care for young children have a difficult time moving up the hierarchy when they

return. One term used to describe this is the mummy trace, which implies that women's commitment to their children limits their commitment to the company on this ability to handle the rigorous of corporate management. The women risk being treated as beginners when they return, no matter how vast their skills and experience, and they continue to lay behind in salary, title and responsibility.

Why does the Glass Ceiling persist? The monoculture at to levels is the most frequent explanation and relegation of women to less visible positions and projects so that this work fails to come to attention of to executives. Stereotyping by male middle managers may lead to the assumption that a women family life will interfere with her work. Women after believe that they must work harder and perform at higher levels in order to be noticed, recognized fully accepted and promoted. (Ivancevich;1998).

Many researchers suggest that Glass Ceiling is blocking upward carrier advancement is still in reality. The hold that there are still people who believe that women do not have the ability, style or background to be effective managers.

This reluctant to admit that some women and minorities do have management abilities is discouraging. In many cases, women and minorities feeling such resistance decide to leave the corporate workforce, resulting in a drain of needed corporate and managerial talent.

There are women in the workplace than ever before, they are still largely in junior positions. Getting hired is merely an initial step for women; getting promoted within a company often proves a more imposing challenge. For senior positions, promotions are very hard to

active. This is commonly referred to as the Glass Ceiling syndrome where women and minorities can see opportunities for senior management positions but are blocked by seemingly invisible barriers from reaching them. Much of the decision to promote someone to a senior position is based on such intangibles as how comfortable the senior team is with that person. It is quite normal to be more comfortable with those who are similar to us in interests and background. Inadvertently, the Glass Ceiling is maintained because women may be excluded from activities that have traditionally been almost all male such as golf and sport conversations. (Noe, Holleback, Gerhart, and Wright, 1997).

Methodology

As the nature of the investigation is more of qualitative nature the phenomenological research paradigm was adopted to carry out the research.

The study sites were Commercial Bank of Ethiopia, national Bank of Ethiopia and Ministry of Trade and Industry in Addis Abeba.

It is assumed that 3(three) organization from 60 (sixty) for profit and for non- profit government organizations of Ethiopia could be representative and can reveal enough information.

These organizations were selected by applying systematic sampling technique, which is explained as follows.

1st - A no from 1-60 is assigned to the 60 organizations

2nd - the total population is divided by the sample size i.e, $60 \div 3 = 20$

3rd - I selected no 10 randomly from no 1-20

4th - then the 10th (Commercial Bank of Ethiopia) , the 20th (National Bank of Ethiopia) and) and the 20th (Ministry of Trade and Industry) are selected.

Date collection

To begin the research effort the women and men employees in the respective organization were asked to participate in the study that would reveal their expense in this issue.

The information/ respondents/ were executive, middle managers and subordinates who are 1st. Degree holders and above.

In this study the whole population of each organization were not included. But for the sake of having wide and adequate information and from the assumption that 1st degrees holders and above are capable of being in higher level position women employees from each organization were selected and only the top and middle managers men employees were included. The reason for this is that the men managers needed only to give their attitude towards women employees on their ability to be in higher level of the organization.

A well organized two different questionnaires were prepared which used to evaluate the attitude of men managers towards women ability to higher level position and the other used to evaluate the experience of women or women employees about Glass ceiling.

The former was prepared in English because it was assumed that the respondents could easily understand the language English and respond easily. But the latter is prepared in Amharic because there might be women employees from the sample that could not easily understand the language English and criticality of the information that is expected.

Data Analysis

Depending on the information gathered the effect of glassceiling was analyzed as flows.

The English questionnaire were protested for all top and middle level mangers and they were expected to rank on the scale of '1-1" which represents.

- 1- Strongly agree
- 2- Agree
- 3- Not sure
- 4- Disagree
- 5- Strongly disagree

For ten questions the result were computed by adding the rank they gave for each question and the final results were evaluated as follows.

10.....	20.....	30.....	40.....	50
Positive				negative
Altitude				attitude

The Amharic questionnaire on the other hand was highly qualitative so the Analysis were carried out based on the respondents respond.

RESULTS AND DISCUSSION

In order to make the result of the study more clearer and easily understandable, the results will be described in detail .

According to the findings of the paper out of total, more than half of them (54.6%) are not in the position which is comparable with their educational status and work experience. This indicates how far job dissatisfaction is rampant among women employees which might hinder their effort to be in higher level management position.

In relation to the above 51.5% of the respondents respond that they are not satisfied on their present position in the organization.

From this we can say that these women employees are present on their duty station for the sake of only to have their monthly income and they will never made an effort to be in senior leadership level. This is likely to be among the many factors that causes glass ceiling.

On the other hand, out of all 60.6% of them believe and have confidence to hold the responsibility of senior management position but because of so many other factors, they are far from holding the position.

Regarding salary discrimination all of them (100%) are not discriminated . But the main emphasize that could be focused here is not only whether they are discriminated on salary or not but can this payment has a power/enough/ to satisfy and motivate them? This points are explained slightly on the next paragraph.

Even though, 100% of women are not discriminated, another finding shows 51.51% of them are not satisfied with the payment. Here what I would like to say is that SATISFACTION is the main factor to perform any type of that if one person do not satisfied, he will be bored off doing something. Therefore, dissatisfaction can hinder their movement on the organizational hierarchy.

One finding concerning women's participation in organizational decisions shows almost more than half of them (54.54%) are not in a section in which many organizational decisions are made. This can also a cause for glass ceiling because in order to be in higher level position, it is unquestionable to deal with different decisions and have good experience but here most of them are far abroad from decisions areas. So it will be difficult for them to be a qualified women employee around decision areas.

In addition to the above 60.6% of them from the whole respond that their supervision do not leave them to decide on some less and medium affairs.

Based on the finding 51.51% of them have not a chance to read different kinds of books, magazines, newspapers etc. which are management related. It is clear that reading plays the biggest role in acquiring knowledge and if this much percentage women role not a chance to read, it has an adverse impact on their performance to be in higher level position.

Regarding seminars workshops, meeting etc. which are management and management related more than half of them (51.52%) have not been attend from this it is likely that there are different problems in women life which hinder them to participate in these

seminars, workshops and meeting etc. which can give them a better understanding about how to manage an organization.

An important finding regarding discrimination against women employees 33.3% of them have seen when male employees get a better position because of only their sex. This figure can indicate that how far discrimination is widely spread in these organizations. For instance let's take a man and a woman who has equal educational status and work experience; If a man gets a higher position because of only this being male, the woman will remain on her position without any advancement. If such a discrimination exists, how could the woman all more to higher level of the hierarchy ? BY NO MEANS. Therefore it appears that discriminations is the biggest cause of glass ceiling.

Another important finding concerning whether the women employees are treated equally with male employees or not regarding promotion 45.46% of them are discriminated for promotion.

As we all know promotion is the only way that anyone pass to more up on the organization hierarchy. But the result tells us that the women are not treated equally with males concerning promotion, this appears to be a cause for glass ceiling.

Similarly 66.6% of them said they are deprived of getting a position/place which is vacant because of only their sex. Even if 33.4% of them said that they did not face such a problem, it is important to consider the remained 39.4% of the respondents who respond that such a problem is exist in their organization. This discrimination may have so many effects on women employees like demoralization, job dissatisfaction, hostility feeling against the organization etc. This can be also among the factors that hinders women to be in higher level position.

According to the result 48.49% of them are deprived of getting and training related opportunities because of their sex. Any one can understand that how far training can possibly improve a performance are deprived from such position. So how could they be advanced to higher level position.

Concerning motivation 36.36% them have not been motivated by their respective supervisions, it is not simple to have 36.36% women employees who are not motivated by their supervisors. These 36.36% of them are hardly to be in higher level position since they are not motivated well to achieve a better result.

In relation to the above almost all (91%) of them have not been motivated by motivational instruments such as prizes and some incentives from both their respective supervisors and organizations. If these women employees were motivated by these instrument, it would be reach a better result.

The finding on birth indicates that 51.51% of them have given birth.

According to Article 35/ number 5/A of The Constitution Of Federal Democratic Republic of Ethiopia, women are entitled to be given maternity leave period shall be determined pursuant of the relevant conditions of work, her health, the welfare of the new born and the family. Number 5/B of the same article states that maternity leave may include pregnancy leave with full payment of salary as covered by the relevant laws.

In addition, the research finding shows the minimum pregnancy leave is 90 days.

The above regulation is implemented in these organizations but when we see its relating with this paper it may be indicated as a cause for glass ceiling. If we take for instance an average employees of women in Ethiopian government organization, they have at least 6 children who are delivered once in two years according to statistics of women Birth Rate in Ethiopian Government organizations, (1985 E.C) if this is so she will not be on her duty station for around 18 months (1.5 year) on 12 years with out including any women related leave, sick leave, job permission leave, etc. this really hamper the organization if she were a higher level manager so it will be difficult for Boards to leave higher level positions and responsibilities for women employees confidently and at last they will be forced to discriminate.

Another important point which should be emphasized relating with Boards and higher level male managers is their attitudes towards women. Based on the research finding out of all 50% of them have negative attitudes towards women on this capability to hold a senior leader position.

According to same other finding 57.57% of the Women employees said there is no women's Affair Department in their organizations.

When we see the national policy of Ethiopian women. It says women's Affairs Department shall be established in governmental organizations at department level. They shall be accountable to the organization in which they are formed and have equal power with other departments.

From the policy we can see that extent of necessity of the women's
Affair Department in organizations. But this is not implement on most of
the organizations.

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CONCLUSION

Today in the developed countries the causes of glass ceiling are minimized highly however in our country these problems can be seen significantly.

There are so many factors that can cause glass ceiling , among these discrimination seems the biggest problem. Many of women in the organization are deprived of getting promotion , training and other related activities which can advanced them to a senior leaders.

In addition to the above most women are not a position to decide on some affairs because of the reason that either they are not in a section in which many organizational decisions are made or their supervisors do not let them to decide. Women are not motivated to perform a task even when they perform a better task they will not be encouraged by presenting different motivation instruments and they don't participate in different seminars, meeting workshops etc. Most of them have children who make them absent from this duty station during birth. Even the regulation of Ethiopia contributed some , because of its being found on paper, only.

Therefore , from the above points it is possible to see that the causes of glass ceiling are significant in Ethiopia for profit and non-profit government organization.

RECOMMENDATION

In order to shatter the glass ceiling each company must first identify its own barriers that are preventing women from obtaining higher corporate positions. Each company has its own unique culture and work environment and therefore must combat the problem in its own unique way.

One way a company can help break the glass ceiling is pairing up and coming female workers with senior executive mentors. For instance, Hoechst Celanese, a giant in the chemical industry, incorporates this mentoring program. Young fast track women gain exposure to the company's decision makers, while the mentors learn to be more comfortable working outside all- male cliques. With this strategy women learn more about the senior executive position while senior executives learn to be more familiar with the idea of working with women.

It is advantageous for companies to plug any leaks it may have in its pipeline. Many companies are losing their fast track female talent at a disproportional rate without a good understanding of why. This loss is usually after considerable resources have been invested in the training and development. One method of combating the problem is to employ better methods of performance and management review to allow for more feedback to both sides as well as keeping the lines of communication open. Another possible aid to the situation is just letting these high performance women know that they are valued by the company.

Building confidence is essential for women as they work their way to the top. Self confidence is an enabling characteristic that serves as a means to an end for many for many executives. It allows them to charge

a head to take risks and to take on the unfamiliar. True self confidence may be a key to one's willingness to listen to feedback, admit mistakes and to accept fallibility along with ones successes. Self confidence is particularly important for women aspiring to senior level management, because image seems to play a large role in how females are evaluated for promotion. Women must counter the popularity held view that they are not as confident as men are and not as willing to take risks.

Women need develop a management style that is accepted and respected by her subordinates. This aspect is not often looked at but is essential in her motivating the subordinate staff to meet the goals set before them. The ultimate meaning of this is that her goals are meet through them.

Women need to go for the bottom line. Toughness is necessary for anyone to handle the pace and demands placed on them in corporate management. Women may have to go further than men to demonstrate a hard nosed approach to business and a thick enough skin in order to be considered a serious contender for top level management positions. The ability to take charge and do what is bet for business has to be adopted by the executive women and adequately demonstrated in a variety of ways.

Working levels at all levels have to juggle child raring and their careers. Due to the greater financial composition and less time the vast majority of women holding top level management positions. A supportive husband that is willing to go his share to keep the household running is also sighted by top level women as being the as essential component in balancing family and work responsibilities.

The finding prompt me on the other hand to forward improvement of working condition to be the primary target of any policy condition. Because the discrimination they faced in the organization they will develop inferiority complex of the gravest and kind I am also compeled to think in the broad specturm of the very limited qualified managers. In a poor economy such as ours with a higher lack of qualified managers, the necessity and role of women are unquestionable. There is very limited pool of resources. So any accepting women ability to be higher level position. This way the question is reduced to how to improve the working conditions of women in the organization.

There should be department of women's Affairs in these organization entrusted with the responsibility or organizing women and prompting their interests. This department should:-

- Monitor, follow up and design ways of implementing the national women's affairs policy effectively in accordance with the powers & duties of the organization in which it is based.
- Create favorable conditions for effective implementation of the policies of women's affairs issued by the government in organizations in which they are based and closely monitor their implantation.
- Present policy proposal for higher authorities by closely monitoring women's activities.
- Encourage women in the organization to make active participation in various activities.
- Organize experience sharing for a by making contacts with various departments for women's affairs and self- initiated women organization.

- It shall monitor the full participation of women in training, promotion and transfer decisions in their organization, and shall provide the necessary support for implementations.

Ethiopia law grants women equality with men in matter of political rights, legal capacity, right to conclude marriage, right to divorce, custody of children succession and adultery. In fact Ethiopia law makes no distinction between single woman and single man but it has remained on paper only. Sexual discrimination is rampant in government for profit and non- for profit organizations. So the discriminatory law need to be repealed to bring a solution for the implementation problem of the policy.

The Ethiopia government should form a committee to study the situations of women employees to make practical the promise given in labor law 42/85 E.C. Which states " The Council Of Ministers shall issue regulation government conditions of work applicable to personal service" the committee should incorporate, the Department of women's Affairs under the prime Minster office and other concerned bodies.

The committee should deal with the issue of discrimination against woman in the organizations and it may be benefited from the experience of other countries who have already formulated regulation for women employees. It should also assess the considerations and recommendations passed by the ILO (International Labor organization) experts.

Training centers should be established to Government and non- Governmental organizations should be cooperate and provide finance for the establishment and development of

training centers which will be devoted to managerial skills related education which is a basic for advancement.

To safeguard their right, the women should organized strongly to break the social myths.

To increase awareness regarding the issue of women's in the mass- media (Radio, TV, press) has to participate fully.. This is a very practical approach before pushing hard by introducing regulations.

In order to increase the knowledge of the organization people concerning women more (further) research is needed.

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APPENDIX

* Is your position in the organization comparable with your educational status and work experience?

	Yes	No	Total
No of Respondents	15	18	33
Percentage	45.4%	54.6%	100%

* Is there any male employee in your organization who has got a better position because of only his being male?

	Yes	No	Total
No of Respondents	11	22	33
Percentage	33.3%	66.7%	100%

*Are you in a section in which may of organizational decisions are made?

	Yes	No	Total
No of Respondents	15	18	33
Percentage	45.46%	54.54%	100%

* Do you equally treated with males concerning promotion?

	Yes	No	Total
No of Respondents	18	18	33
Percentage	54.54%	45.46%	100%

* Are you satisfied on you present position in the organ?

	Yes	No	Total
No of Respondents	16	17	33
Percentage	48.48%	51.52%	100%

* Is your payment alright for the kind or work/ job you do?

	Yes	No	Total
No of Respondents	16	17	33
Percentage	49.49%	51.51%	100%

* Have you ever deprived of getting training and training related opportunities because of your being only female.

	Yes	No	Total
No of Respondents	16	17	33
Percentage	48.49%	51.1%	100%

* Have you given birth?

	Yes	No	Total
No of Respondents	17	16	33
Percentage	51.51%	48.49%	100%

* Is your organization or supervisor present you any prize or incentives when you perform your task better?

	Yes	No	Total
No of Respondents	3	30	33
Percentage	9.1	90.9%	100%

* Do you get your salary with out any discrimination?

	Yes	No	Total
No of Respondents	33	0	30
Percentage	100%	0	100%

* Have you ever attend different seminars, workshops, meeting etc. which are administrative and administrative related in nature?

	Yes	No	Total
No of Respondents	16	17	33
Percentage	48.48%	51.52%	100%

* Does your supervisor leave you to decide some less & medium affairs?

	Yes	No	Total
No of Respondents	13	20	33
Percentage	39.4%	60.6%	100%

* Does your supervisor motivate you to perform better or water you perform better.

	Yes	No	Total
No of respondent	21	12	33
Percentage	63.64%	36.36%	100%

* If there is a vacant place in your organization which you can quality have ever deprived of getting this position?

	Yes	No	Total
No of Respondents	20	13	33
Percentage	60.6%	39.4%	100%

* Do you believe that you can qualify to the higher position in your organization?

	Yes	No	Total
No of Respondents	20	13	33
Percentage	60.6%	39.4%	100%

* Have you ever been deprived of a high positions you were competent just because of your sex?

	Yes	No	Total
No of Respondents	8	25	33
Percentage	24.25%	75.75%	100%



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