

MANAGING THE WOMAN RESOURCE FOR SUSTAINABLE DEVELOPMENT: A GENDER/LEADERSHIP PERSPECTIVE

Evelyn Umemezia Ph.D

University of Benin

Abstract

There is no gainsaying that there has been an influx of women into the workplace in the past few decades. Nevertheless, the number is not in proportion to their population. Worse still, only a privileged few are allowed to lead in organizations. Women in leadership positions are barely visible compared to their male counterparts in organizations. The situation is not getting better by the day despite enormous efforts being made by women to improve on their educational status and leadership skills. The major challenge that confronts women's attainment of leadership positions stems from measuring women's leadership competence by standards traditionally associated with the concept of leadership. This dual problem suffered by women has crippling effects on the development of any country on all fronts. A nation that utilizes only half of its human resource cannot sustain its viability in the long run. The paper analysed the nature of the problems women encounter in a male dominated work environment and patriarchal society and the link between gender and sustainable development.

Key words:

Gender, leadership, organization, women, development

Introduction

The World Commission on Environment and Development (WCED, 1987) defined sustainable development as ensuring that it meets the needs of the present without compromising the ability of future generations to meet their own needs. The overall goal of sustainable development is the long-term

stability of the economy and environment, (Cerin, 2006).

A meaningful development of any nation, organization, family or individual is hinged upon the use of all as against some of its resources. A situation where part of its available resources are left redundant, underdeveloped and underutilized cannot be expected to lead to the actualization of the full potentials of the entity concerned. Any expectations to the contrary would amount to wishful thinking or daydreaming. This assertion finds support in a statement by the Brundtland Commission (Cerin 2006), that the goal of sustainable development is only achievable through the integration and acknowledgement of economic, environmental, and social concerns throughout the decision making process.

The woman complements the man. That is a popular belief, secularly or religiously. We were also made to understand, until quite recently, with the legalization of gay marriage in some quarters, that "it is not good that the man should be alone" (The Holy Bible, Gen. 2:18). This relates to the home and by extension to organizations and nations at large. Just as the help of the woman is vital to the well being of the family so her contribution is to organizations and nations. Policy responses that view women as "sustainability saviours" draw upon and reinforce stereotypes regarding women's roles in relation to the family, the community and the environment. Such responses often add to women's already heavy unpaid work burdens without conferring rights, resources and benefits. Power imbalances in gender relations

determine whether women's actions and work translate into the realization of their rights and capabilities. While the participation of women is vital, their involvement in policy interventions aimed at sustainability does not automatically mean greater gender equality, particularly when the structural foundations of gender inequality remain unchanged (UN Women, 2014)

On leadership, besides the home, where it is a written law to have the man lead, the woman should and with the right qualities can provide leadership whether at the organizational or national level. Over a 30 year period the research framework has changed significantly, from an initial focus on the differences between female and male managers, in terms of style, traits and personality and even capacity to be leaders, to a consideration of organisational practices, structures and systems that create barriers to women's career advancement. Oakley (2000) argued that explanations for the low representation of women at chief executive level must go beyond organisational policies and practices and should examine the impact of gender-based behavioural dynamics. This has led to investigations that seek to explain leadership in terms of gender. Many researchers agree that gender has a significant effect on the outcome of many leadership situations.

For many organizations, the male employee is like an already made material for executive positions because the various institutions, (the society, the schools) have indoctrinated him considerably with teachings of superiority over the female for leadership roles, which he sees naturally as a right, as against the women who these same institutions saddle with an uphill task of battling an entrenched inferior position.

Everyday organizations have consciously or unconsciously made jobs that confer the most power the exclusive preserve of men, so much so that successful occupants of these positions are often described in classically masculine

ways. Even ever before she gets there, the top-executive aspiring woman has a herculean psychological task of measuring up to predetermined criteria for success as a leader as laid down by male-leader predecessors whose tacit and unwritten definition of the concept has influenced societal view of leadership.

Sephoti (2009) citing Noble (2006) argued that the continued underrepresentation of women in leadership positions was a concern mainly for two reasons. Firstly, the equal rights and equal participation as full productive citizens was a human rights issue. Secondly, excluding women from leadership roles impacted on productivity and militated against a diverse workforce. The under representation of women in Nigerian organizations is a plight with ripple economic consequences that makes the issue one that cannot be easily swept under the carpet.

Much is still being written on the leadership styles and qualities of women, indicating that women have at their disposal a cache of skills and qualities required for effective leadership in today's changing times (Gouws, 2005; Mohanty, Russo & Torres, 1991 in April and Dreyer, 2007).

The Nature of Gender Inequality

Even though in general terms women constitute relatively low proportion of formal sector employment in Nigeria, their participation rate has been on gradual increase over the years. For example, in 1985 women constituted 10.8 per cent of wage earners. This figure increased to about 13 per cent in 2008 (Lawanson, 2008). Attoe (2002) had also stated that while the situation in the public sector remained unsatisfactory, it was markedly different from what had obtained during the pre-colonial and colonial times. For years after independence, only 6.9 per cent of the salaried workforce were women; by 1970, 8.7 per cent of the total number of established staff in the Federal Civil Service were women.

In 1980, the percentage had risen to 12.6 per cent.

With particular reference to private organizations women have increased their share of the labour forces; the increasing participation of women in paid work has been driving employment trends and the gender gaps in labour force participation rates have been shrinking. These are drastic demographic changes that have led to mounting pressure for more attention to be paid to the issue of women in management.

While it is true that women are being promoted or appointed to increasingly high-level positions, the rate at which they are moving ahead is decidedly slow, and they are failing to reach leadership roles in the numbers expected. According to Dezsö and Ross (2008) there are more than one-third of female managers yet, more than 70 percent of the top 1,500 U. S. firms have no women on the senior leadership team.

Much as many men would deny the existence of gender discrimination and argue that it is difficult to perceive because it accounts for a small variance in organizational decision-making, it nevertheless does have significant consequences for working women. According to Welle and Heilman (2005) citing Martell, Lane and Emrich (1996), the most subtle bias can influence the distribution of men and women within the organization. This was demonstrated through a computer simulation that showed that if men and women are equally qualified for advancement, yet 5 percent of the variance in promotion decisions is due to a negative bias against women candidates, then the proportion of women can decrease from over 50 percent of the workforce at lower levels to 29 percent seven hierarchical levels further up in the organization. Thus, an imperceptible expression of bias at the unit level can have a notable effect on top-level representation, perhaps explaining why we continue to see gross inequality between the sexes at the

highest levels. At the lower rungs of the organizational hierarchy, however, the occurrence of gender parity is evidenced by the number of female employees which more than equals that of males.

The "think manager, think male" or "male is equal to manager" seems entrenched in the minds of employees across organizations. It is the male dominance in organizations and gendering of jobs which do not allow women leaders to emerge. Also, it is 'being woman' that slackens the pace of progress in the corporate hierarchies as various studies reveal. This stereotyping of women managers is a critical issue that needs to be addressed if women have to make it to the higher echelons of management (Chugh and Sahgal, 2007).

As asserted by Prime et al. (2009) in Howard and Wellins (2009), women's inferiority as leaders is a myth based on gender stereotypes, yet the socialized perception of women's inadequacy persists among senior managers. Organizations that perpetuate these myths openly or inadvertently are lured into actions that deprive them of an important source of leadership talent.

As long as effective leadership is defined by traits associated with masculine gender roles – a common research finding (Cann and Stegfried, 1990) – women will be viewed as coming upshort. Yet this definition overlooks extensive research on what makes a good leader in modern societies, including "feminine" qualities like being empowering, democratic, and transformational (Eagly, Johannesen-Schmidt, and Van Engen (2003) in Howard and Wellins, (2009).

Research findings show that the higher the position, the glaring the gender gaps, and even where women are even better educated and qualified than men in the same jobs, they still have to work harder and perform better than their male counterparts in order to move ahead. The plight of the women including the Nigerian woman is thus of dual nature:

1. the relatively smaller number of women employed ; and
2. the virtual absence of female top executives

In actuality, women are relatively more concentrated at the lower cadre of organizations, placed in less strategic areas of activity, not being given varied and challenging assignments, and not being exposed to the range of operations and activities which are crucial factors for climbing the ladder to top management jobs. In an environment of stiff competition in an increasingly private driven economy, projected demographics indicate that talent shortage will rise over the next decade. This is quite gloomy for organizations whose demand for professional services is also on the increase.

The economic implications of allowing a waste of talented resources available to service on the basis of gender are unfavourable, and organization's value of acquiring access to an increased client base and broader market opportunities is also limited. As more women access education than ever before and make educational choices suitable for executive positions, the nation at large and the organization in particular stand to save substantial amount of money, gain efficiencies and effectively service clients if the retention and advancement of the largest proportion of talent resources can be maximized. Consequently, the stagnation of management level resources represents the loss of a significant investment. According Stevens (2009), an increasing number of studies indicate that gender inequalities are extracting high economic costs and leading to social inequities and environmental degradation around the world.

Gender Equality and the Nigerian Woman

Women are presently employed in great number in organizations of all kinds, making impact in the overall performance of such organizations. Their status has advanced in

many countries; gender gaps in infant mortality rates, calorie consumption, school enrolment, literacy levels, access to health care and political participation have narrowed steadily. Yet, significant disparities continue to exist, and in some cases, to grow in three regions: southern Asia, the Middle East, and Sub-Saharan Africa (Coleman, 2004). Research indicates that although women have progressed in their representation in management positions in corporate organizations, they are still subject to gender inequality (Cohen and Huffman, 2003, Gazso, 2004, Karlin, England and Richardson, 2002). On whether workplace discrimination against women is no longer an issue, Mercer (2006) answered in the negative and added that while women have made dramatic gains in the public, private and political arenas, formal legal processes and protections are still necessary to address discrimination and retaliation.

As a patriarchal society, Nigeria inherently has systems of socialization and cultural practices which favour the interests of men above those of women. This situation tended to relegate the female employee to the low income generating activities within the lower levels of employment. Citing Davidson and Burke (2000), Yates (2007) blamed the low proportion of women in top-level management positions on the patriarchal social system that have prevailed throughout recorded history in which males have the power and authority over females. In most case, they added, people make the most positive evaluations of and decisions about people whom they see as similar to themselves.

Therefore, men seemingly always have the competitive advantage in job procurement and advancements, since males are the primary decision makers in these offers. However, and in recent times several initiatives based on the outcomes of international conferences (the United Nations Millennium Summit-2000, Beijing Platform for Action, Solemn Declaration for Gender Equality e.t.c.) have

been floated to ensure financial independence for women as a critical step for streamlining gender into governance, especially with respect to politics and public life in order to liberate Nigeria's human capital resource for active participation in the vision for a free market economy. Without a doubt, there have been notable changes in the public sector, with the positioning of women in the higher levels of government employment in contrast to private organizations where most women faced with varied and complex hurdles have been hindered from advancing beyond management levels to top-level positions. This has negative implications for both organizations in terms of sustainability and the nation with reference to economic development.

Nwoye (1995) examined the problems and challenges faced by the Nigerian female manager. According to the author 'Nigerian male managers tend to assume that management position is an exclusive male prerogative. Nigerian women have not only considered it desirable to dilute such tendencies, but are also determined to prove that attainment of such heights does not require masculine characteristics'. She added that the concept of "double effort" for women may, at times, be difficult to understand for the simple reason that acceptance is to admit that men have been beneficiaries of a preferential system. Many groups and individuals claim that they are victims of discrimination but the largest single minority group to be victimized are the women in the workforce. When it comes to discrimination against women, men usually speak with one voice.

Agha (2009) explored the issue of utilizing the managerial talents of women in socio-economic development of Nigeria. She argued that the absence of a gender sensitive attitude towards issues especially in evolving long and medium term strategies for development has heightened the discrimination against women and led to the persistence of an unjust and

inequitable social system. The high visibility of women in the professions or private endeavours has not quite been reflected in their representation in the public sector. This is in spite of their improved qualification and experience. Three criteria are employed to evaluate the likelihood of policy actions attaining gender equality: do they hold up women's capabilities and their enjoyment of rights? Do they reduce, rather than increase, women's unpaid care work? And do they espouse women's equal and meaningful participation as participants, leaders and decision-makers?

Gender Equality and Sustainable Development

The causes and fundamental drivers of unsustainability and gender inequality are deeply intermeshed. Achieving gender equality and actualizing the human rights, dignity and potentials of diverse groups of women is a cardinal requirement of a fair and sustainable world.

There is growing evidence of the synergies between gender equality, on the one hand, and economic, social and environmental sustainability, on the other. For example, when women have greater voice and participation in public administration, public resources are more likely to be allocated towards investments. Yet this is also a time of opportunity. There are many examples around the world of alternative development pathways that move towards sustainability with gender equality. Gender equality and sustainable development can reinforce each other in powerful ways (Agarwal, 2002; Buckingham-Hatfield, 2002; Cela, Dankelman and Stern, 2013; Johnsson-Latham, 2007).

Linking gender equality and sustainable development is important for several reasons. First, it is a moral and ethical imperative: achieving gender equality and realizing the human rights, dignity and capabilities of diverse groups of women is a central requirement of a just and sustainable world.

Second, it is critical to redress the disproportionate impact of economic, social and environmental shocks and stresses on women and girls, which undermine the enjoyment of their human rights and their vital roles in sustaining their families and communities. Third, and most significantly, it is important to build up women's agency and capabilities to create better synergies between gender equality and sustainable development outcomes. There is growing evidence of the synergies between gender equality, on the one hand, and economic, social and environmental sustainability, on the other. For example, when women have greater voice, and participation in public administration, public resources are more likely to be allocated towards investments in human development priorities, including child health, nutrition and access to employment (Chattopadhyay and Duflo, 2004).

The series of United Nations conferences held during the 1990s raised international norms and agreements on sustainable development and gender equality, the empowerment of women and the human rights of women and girls. One of such was the Beijing Declaration and Platform for Action, adopted in 1995, which established a landmark global agenda for women's human rights, gender equality and the empowerment of women. The Declaration provides that "the advancement of women and the achievement of equality between women and men are a matter of human rights and a condition for social justice and ... are the only way to build a sustainable, just and developed society". It aimed at removing all the obstacles to women's active participation in all spheres of public and private life through a full and equal share in economic, social, cultural, and political decision-making at home, in the workplace and in the wider national and international communities. The Platform for Action calls on governments to integrate gender concerns and perspectives into policies and programmes for sustainable development.

The three pillars of sustainable development – economic, environment and social- are also relevant to the discussions of gender equality. These dimensions have equal and interrelated importance as illustrated in some simple equations. Stressing the environmental and social dimensions of sustainable development in the absence of economics neglects the financial capital needed to pay for progress. Building up the economic and social pillars of sustainability while neglecting the environment degrades the natural capital needed for growth. Focusing on the economics and the environment without attention to social factors can lead to green growth for a few. Given gender gaps worldwide, these few tend to be mostly men (Stevens, 2009).

The Economics of Gender

Over the past two decades, income inequality has been growing both within and across countries (UNDP, 2013a). The sharpest increases in income inequality have occurred in those developing countries that have been most successful in pursuing vigorous growth strategies that have placed them into higher income brackets (UNDP, 2013a). One of the reasons for this growing inequality has been the changing nature of labour markets. Across a wide range of countries, over the past two to three decades, wage earners have lost out while those relying on profits and rents have increased their relative share of income (International Institute for Labour Studies, 2008; United Nations Conference on Trade and Development (UNCTAD), 2013a; Stockhammer, 2013). At the same time, informal employment continues to be highly prevalent in many parts of the world. Women are more likely than men to be in informal employment, and even within informal employment, men are generally more likely to earn a wage while women are more likely to be in more precarious forms of informal self employment (Vanek et al, 2014).

Globally too, the distribution of income and wealth remains very unequal. In 2010, high income countries that accounted for only 16

per cent of the world's population generated close to 55 per cent of global income; low-income countries, by contrast, created just over 1 per cent of global income, even though they were home to 72 per cent of the world's population. The average GDP per capita of \$2,014 in sub-Saharan Africa stands in sharp contrast to the average GDP per capita of \$27,640 in the European Union and \$41,399 in North America (United Nations, 2013b).

The current economic problems can be blamed on the gender gap. Even in 2010, highly paid men are to receive large bank bonuses while lower-paid women continue to suffer the consequences of the crisis. Why is it that women do not participate in the labour force to the same extent as men and, when they do, earn 18 percent less? About 60 percent of eligible women work in the richer nations and 40 percent in the poorer, but this work — whether formal or informal — is undervalued in all countries. And very few women reach the top ranks of business and management. This is variously ascribed to traditional attitudes, the glass ceiling or the old boys' network (Stevens, 2009).

Society and Gender

The social pillar of sustainable development lays emphasis on equity and equality. It is the most politically-sensitive of the three dimensions and involves confronting negative social trends such as growing income disparities, rising unemployment, and a persistent gender gap. In response to the economic crisis, many countries are putting strategies in place for green growth, green economies and green jobs to put them on a lower-carbon trajectory where according to ILO, 2012; UNCTAD, 2013a, the greening of investment and public policy in both developing and developed countries is intended to enhance environmental protection while also creating jobs and stimulating economic growth. Many gender analysts and activists see the green economy as a market-based approach that justifies the commodification of resources and commons,

which undermines livelihoods and dispossesses local peoples, especially women food producers. Gender equality advocates call instead for green development that respects commons and livelihoods (Agarwal, 2012); and for recognition and value of care in green economy debates (Vaughan, 2007; Mellor, 2009). But ignoring basic social requirements such as income equity, job quality and gender equality will hinder the move towards sustainability. And according to Stevens (2009), unless they are addressed head-on, social concerns will continue to block progress on economic and ecological aims and the overall achievement of sustainable development.

Environment and Gender

It is far from proven that women are more environmentally conscientious than men as a rule. But women are more likely than men to be affected by environmental problems because of their social roles and more impoverished status in all countries. Coping with the effects of climate change and damage from extreme weather events such as storms, floods, and cyclones tends to fall on women who hold together families and households. Women in developing countries who supply water and fuel for families find this increasingly difficult as environmental changes negatively affect resource supply and infrastructure. Increased costs for energy, health-care and food caused by the disrupting effects of climate change disproportionately affect women, especially single mothers. Even in richer countries, women are vulnerable because of their lesser access to finance and reduced ability to adapt to climate change impacts Stevens (2009).

Conclusion

Women still encounter constraints in their efforts to get formal employment and attain leadership positions in many organizations. With respect to equity, there is a gender difference suggesting females experience more equity issues than the males. According to Yan Zhong (2006) citing Stroth, Brett, &

Reily (1992) female managers in top American companies lagged behind men on salary raises and promotions. The biggest problem for workingwomen according to Stevens (2009) is lack of adequate childcare. For women who work and have children, appropriate and affordable childcare options need to be in place. Countries with government funded childcare and mandated family-oriented practices such as the Nordics (Denmark, Finland, Iceland, Norway and Sweden) and France have both more working women and higher birth rates than those without enlightened gender policies such as Japan and Korea. It is the latter countries which most need women workers to boost growth and productivity as well as more babies to counter their ageing populations and provide a future labour force and financial security. Helping women achieve more work/life balance is the answer to both their economic slump and their skewed demographics.

Women's advancement in the workplace is influenced by opportunities provided for them to do so. These perceptions of opportunities may be influenced by a greater proportion representation of women in the organization, which is the argument put forward by Kanter (1977). In terms of Kanter's (1977) theory, women will have more promotional opportunities in organizations that have an equal representation, than in male-dominated organizations, because the increased numbers of women affect the culture of the group, and women can form coalitions to support other women in selection processes. Therefore, women in male-dominated organizations will have less opportunity for advancement and promotion whereas women in gender balanced organizations will have equal opportunities for advancement and promotion.

The solution to barriers to career advancement for women lies not only in better preparation of women to work hard to foster their abilities, but in the creation of a more equitable organizational culture in the industry, as

suggested by Ng & Pine (2003). Revising the culture approach sees gender as a social construct. It focuses on the organization itself, the organizing principle that underlies the organizational life rather than on women or discrimination. The approach assumes that organizations are inherently gendered. What this means is that the organization was originally created by and for men and consequently, its systems, work practices structures and norms are tailored in line with masculine experiences, value and life situations. Feminine attributes are ignored or devalued while masculine social or cultural traits are upheld, viewed as normal, neutral and provide standards for behaviours and performance. This situation not only gives rise to gender inequalities but also makes the organization (several women, men and its work) to suffer due to these restricted confines of options on how its work is to be done.

The approach perceives the gender equity problem as those assumptions that often go unquestioned which are ingrained in the organization and control behaviour and work practices therein. An example of a gendered assumption in organization is the informal rule that time spent at work, regardless of productivity, is a measure of commitment, loyalty and organizational worth. The most valuable worker is one who is able, willing and eager to put work first. This norm inherently gives privilege to those workers who do not have responsibilities in the private sphere of their lives that impede them from accepting unbound work responsibilities. Assumption of this kind could mean ineffective costly or inefficient work practices.

References

- Agarwal, B. (2002). Gender inequality, cooperation and environmental sustainability. SFI working paper. Santa Fe, New Mexico: Santa Fe Institute.
- Agarwal, B. (2012). Food security, productivity, and gender inequality. IEG Working Paper, No. 320. New Delhi: Institute of Economic Growth.
- Agha, N. (2009). Utilizing the management talents of women in socio-economic development in Nigeria. *The Nigerian Journal of Management Research*, 4.(1), 64-70.
- April, K.A. and Dreyer, S. (2007). Gender unplugged in the executive boardroom. Retrieved from: <http://www.ashridge.org.uk/website/k.nsf/wFARATT/Gender%20Unplugged%20the%20Executive%20>
- Buckingham-Hatfield, S. (2002). Gender equality: a prerequisite for sustainable development. *Geography*, vol. 87, No. 3, pp.227-233.
- Cann, A., and Siegfried, W.D. (1990). Gender stereotypes and dimensions of effective leadership behaviour. *Sex Roles*, 23, 413-419.
- Cela, B., I. Dankelman, and J. Stern, eds. (2013). *Powerful Synergies: Gender Equality, Economic Development and Environmental Sustainability*. New York: United Nations Development Programme.
- Cerin, P. (2006). Bringing economic opportunity into line with environmental influence: A Discussion On the Coase theorem and the Porter and van der Linde hypothesis. *Ecological Economics*, 209-225.
- Chattopadhyay, R., and E. Duflo (2004). Women as policy makers: evidence from a randomized policy experiment in India. *Econometrica*, vol. 72, No. 5, pp. 1409-1443.
- Chugh, S and Sahga, P. (2007). Why do few women advance to leadership positions? *Global Business Review*, 8 (2), 351-365. Retrieved from <http://gbr.sagepub.com/content/8/2/351>
- Cohen, P.N. & Huffman, M.I. (2003). Occupational segregation and the devaluation of women's work across U.S. labour markets. *Social Forces*, 81 (3), 881-908.
- Coleman, I. (2004). The payoff from women's rights. Foreign Affairs Office. Retrieved from <http://www.foreignaffairs.org/20040501faessay83308/isobel-coleman/th>
- Gazso, A. (2004). Women's inequality in the workplace as framed in news discourse: Refracting from gender ideology. *Canadian Review of Sociology and Anthropology*. 41 (4), 449-473.
- Helgesen, S. (1990). The female advantage: Women's ways of leadership. In Lloyd, C., Shriberg, A., Shriberg, D., & Williamson, M. L. (Eds.), *Practicing leadership: Principles and applications*. New York: John Wiley & Sons.
- Howard, A. and Wellins, R. S. (2008). *Global leadership forecast 2008/2009: Holding women back troubling discoveries—and best practices for helping female leaders succeed*. Pittsburgh: Development Dimensions International.
- International Labour Organization. (2012). *Working Towards Sustainable Development: Opportunities for Decent Work and Social Inclusion in a Green Economy*. Geneva: International Labour Office.
- Johnsson-Latham, G. (2007). *A Study on Gender Equality as a Prerequisite for Sustainable Development*. Stockholm: Ministry of the Environment, Environment Advisory Council.
- Kanter, R. M. (1977). *Men and women of the corporation*. New York: Basic Books.
- Karlin, C.A., P. England, and M. Richardson (2002). Why do 'women's jobs' have

- low pay for their educational level?. *Gender Issues*, Vol. 20, No.4, pp. 3-22.
- Manwa, H. A. (2002). "Think manager, think male": does it apply to Zimbabwe? *Zambezia*, XXIX (i).
- Mellor, M. (2009). Ecofeminist political economy and the politics of money. In *Eco Sufficiency and Global Justice: Women Write Political Ecology*, A. Salleh, ed. London: Pluto Press.
- Ng, C. W., & Pine, R. (2003). Women and men in hotel management in Hong Kong: Perceptions of gender and career development issues. *Hospitality Management*. (22) 85-102.
- Nwoye, M. T. (1995). Nigerian female managers. problems and challenges. *Benin Journal of Social Sciences*.1, (2).
- Oakley, J.G. (2000). Gender-based barriers to senior management positions: Understanding the scarcity of female CEOs. *Journal of Business Ethics*, 27 (4), 321-334.
- Ragins, B.R., Townsend, B. and Mattis, M. (1998). Gender gap in the executive suite: CEOs and female executives report on breaking the glass ceiling. *Academy of Management Executive*, 12, (1), 28-42.
- Rosener, J. B. (1990). Ways women lead. *Harvard Business Review*, 68 (6), 119-125.
- Sephoti, M. (2009). Challenges facing women in business- an assessment of women in the South African petroleum industry. Unpublished Master Dissertation. University of Pretoria. South Africa.
- Shapiro, M, Ingols, C and Blake-Beard, S. (2008). Confronting career double binds : Implications for women, organizations, and career practitioners. *Journal of Career Development*. Retrieved from <http://jcd.sagepub.com/content/34/3/309>
- Stevens, C. (2009). Guest Editor. "Special Issue on Gender and Sustainable Development." *International Journal of Innovation and Sustainable Development (IJISD)* 4(2-3).
- Stockhammer, E. (2013). Why Have Wage Shares Fallen? A Panel Analysis of the Determinants of Functional Income Distribution. Conditions of Work and Employment Series No. 35, Geneva: International Labour Office.
- United Nations Conference on Trade and Development. (2013b). World Investment Report 2013: Global Value Chains — Investment and Trade for Development. Sales No.E.13.II.D.5. United Nations Development Programme.
- United Nations Development Programme. (2013a). Human Development Report 2013: The Rise of the South — Human Progress in a Diverse World. New York.
- Vanek, J., et al. (forthcoming). Statistics on the Informal Economy: Definitions, Regional Estimates and Challenges. WIEGO Working Paper (Statistics), No. 2. Cambridge, Massachusetts: Women in Informal Employment: Globalizing and Organizing.
- Vaughan, G., ed. (2007). *Women and the Gift Economy: A Radically Different Worldview is Possible*. Toronto: Inanna Publications and Education.
- World Commission on Environment and Development (WCED), *Our Common Future* (New York: Oxford University Press, 1987), 8.
- Yan Zhong, M. S. (2006). Factors affecting women's career advancement in the hospitality industry: perceptions of students, educators, and industry recruiters. Unpublished Doctoral Dissertation. Texas Tech University, United States of America.
- Yates, S. M. (2007). The Career Development of a Senior Woman Athletic Administrator. Unpublished Dissertation. North Carolina State University, United States of America.