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*The role of social networks in enhancing women's career
advancement: The case of women employees in
International Non-Governmental Organizations in Ethiopia*

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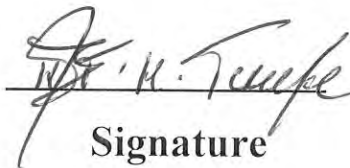
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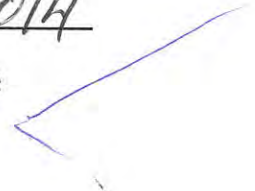

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Abstract

Despite the evident importance of social capital in enhancing human capacity, research on its gender dimension especially in promoting women's access and benefit from such capital is virtually non-existent. If done at all, it tends to focus on its economic benefit of the entire community or societies, but rarely on gender from social capital perspective or its role as critical adjunct to women's career development

Among several social capital indicators, social networking is the basic indicator of social capital formation. Thus, this paper deals with social networking in relation to women's career advancement and hence assesses how social network impacts in either facilitating or constraining structural opportunities for women's career advancements.

In order to obtain data for the study through a mixed of research methods (quantitative and qualitative) 63 women and 39 men working for international nongovernmental organization were approached. Besides, various documents were reviewed to supplement data collected from primary sources and finally analyzed both qualitatively using narration and quantitatively using frequency and percentage.

The analysis reveals that gender plays a crucial role in the kinds of social capital formation. As a result, the types of social capital women and men tend to form is different in that women often tend to form bonding of social capital whereas men tend to form objective or bridging social capital. This enables men to get non redundant and high level information than women. .

In summary, in the work place women rely more on formal networking and attach less value for workplace informal networking. And gender role socialization, gender stereotype and institutional systems are the major contributing factors for women's less participation in different social networking both at community and workplaces. Accordingly, the findings of this paper confirm that women have less networking experiences which affects their career advancements.

CHAPTER ONE

INTRODUCTION

1.1 Background

The concept of social capital is currently receiving a lot of attention from development agencies and research institutions. According to Narayan (1997), social capital is defined as "...the rules, norms, obligations, reciprocity and trust embedded in social relations, social structures and society's institutional arrangements which enable members to achieve their individual and community objectives." Social capital formation is also measured through group and networking, trust and solidarity, collective action and cooperation, information and communication, social cohesion and inclusion and empowerment and political action (World Bank, 2004).

Social capital can be distinguished from human capital in its etiology and consequences. With respect to etiology, social capital is a quality created between people whereas human capital is a quality of individuals. With respect to consequences, social capital is the contextual complement to human capital. While human capital refers to individual's abilities, in most cases social capital refers to opportunities (Burt, 1999).

The central thesis of social capital theory can be summed up in two words which are: 'relationships matter'. This implies that a social network (which is one measurement of social capital) is a very crucial and is valuable asset (Field, 2003). He further emphasized that interaction enables people to build communities, to commit themselves to each other. Therefore, it enables establishing relationship and connections with one another and keeping them going over time, people are able to add values and achieve things they either could not achieve by themselves, or could only achieve with great difficulty.

People connect through a series of networks and they tend to share common values with other members of these networks; to the extent that these networks constitute a resource, which can be seen as forming a kind of capital. In general, then, it follows that the more people we know, and

the more we share a common outlook with them, the richer we are in social capital (John, 2008). However, social capital as a feature of other capitals constitutes a resource and there is a situation where inequality in formation and distribution of benefits exist. The gender difference also exists in social capital and as a result woman and men differ in their ability to make effective choices in a range of spheres, with women typically at a disadvantage (World Bank, 2012).

Building and maintaining a social network is costly in terms of both time and other resources which imposes a barrier to social capital accumulation (Dasgupta, 2005) and (Ioannides and Loury, 2004). Women have experienced a high opportunity cost of time that reduces their incentives to participate in certain social networks and benefiting from the outcome of networking (Meinzen and Zwarteven, 2003). Therefore, women have been found to join groups that mobilize fewer resources than men because they are resource-constrained or have limited access and control on household and community resources (Maluccio et al, 2003). Furthermore, gender norms in the community may also exclude women from participation in different social capital enhancing activities, such as drinking and other entertaining clubs or events (Elizabeth, 2003).

If women and men have different types and qualities of social capital, then they may participate differently in information exchange. Men may be inclined to acquire and provide more information to their social network (i.e. pooling of information) than women. Women are often more dependent on informal networks based on everyday forms of collaboration, such as collecting water, fetching fuel wood, and rearing children. These services, together with the fact that, women have a high opportunity cost of time, may motivate women to form networks with individuals who are geographically close, to reduce the length of time required for travel for social interaction. However, geographically close networks tend to be limited in their scope of information transmission which has more value for their career advancements (Granovetter, 1973). In contrast, men may be engaged in more geographically dispersed social networks, such as community projects, and may participate more in civic engagement (Maluccio et al., 2003). Such participation provides them with greater access to information and stimulates information exchange with others (Granovetter, 1973).

In Ethiopia most women are illiterate and do not have easy access to information and as result in most of the cases they depend on informal networks such as women's iddirs. Their interaction with iddir members represents one important avenue through which they exchange useful information. Women's *iddir* is the best institution where social network is widely stretched. Through informal social networks of such a kind, women manage their exposure to risks and cope with shocks to their lives. However, this implies that their access to formal networks which enhance their career is limited due to their opportunity cost and educational level (Elias, 2008).

These all limitations and gaps between men and women in accessing social networking show that the networks linked to high level information and early promotions for senior men in organization do not work for women (Burt, 1999). This implies that the gender difference plays a significant role in accessing and benefiting from social capitals which in most cases put women at the disadvantaged position due to their time and opportunity constraints to participate in different social networking to build their social capitals.

1.2 Statement of the problem

Accesses to organizational and social networks are not always equitable. Many of the literature strongly suggest that women do not have equal access to social capital as women are excluded, or may exclude themselves, from the social networks that are the most significant component of successful power acquisition (Burt, 1999). Even when women do access those networks that traditionally generate early promotions and other benefits for men in the organizations, the networks is not as effective for women (Barr, 1998). This implies that the gender differences bring great impact in the social capital accumulation of women and men and in most case women at disadvantages positions.

Further more women typically have a high opportunity cost of time that reduces their incentives to participate in certain social networks (Meinzen, 2003). This implies that gender role that women assume constraint their participation in different networks far from their village or home. Furthermore, the gender norms in the community may also exclude women from social capital enhancing activities, membership of different networking such as drinking clubs, music clubs and others (Elizabeth, 2003).

The exclusion of women from the useful networks that their male colleagues establish mean that exclusion from career opportunities such as research contracts, new jobs, and fruitful discussions and nomination for leadership positions (Handley, 1994). This implies that men progress faster because their networking is with different groups and engage both in the formal and informal networking as a result they may have more knowledge of, or interest in 'playing the system'.

Despite the existence of different feminist struggle, the numbers of women, who work outside the home, have increased in many countries; however the number in terms of leadership position occupied by women remains negligible almost everywhere due to different challenges of advancing their career.

In almost all countries, the higher the positions within the organizations, the fewer women would be found there (Yania, 2008). Some strides have also been made to bring women into parity with men in the workplace; but a majority of women continue to be concentrated in low opportunity positions with little access to the networks and contacts that lead them to power and advancement of their career. Furthermore, with regard to their career advancement, although the numbers of women entering the workplace have risen steadily in the last half century and strides have been made in attaining economic parity with men, statistics still reveals that women continue to lag behind men in career advancement and in levels of compensation and achieved status (Sharon, 2004). These all imply that women are facing different challenges in the ladder of their career advancement.

While networking is one means to improve human capital through the development of contacts with others, past researches have not adequately examined whether engaging in networking will be as advantageous for women as it is for men. Furthermore, although the value of social capital for organization and individual career success is widely recognized, gender as a moderator in the building of social capital in organizational settings has not received adequate research attention. Therefore, despite the evident importance of social capital in enhancing human capacity, research on its gender dimension in promoting women's access and benefit from such capital is virtually non-existent. If done at all, it tends to focus on its economic benefit of the entire

community or societies, but rarely on the gender of social capital or its role as critical adjunct to development of women capacity.

Therefore, a further purpose of this study is to explore whether networking is as beneficial for women as it is for men and how professional women use social networking one aspect of social capital assist with their career advancement.

1.3. Research Questions

The research aims to answer the following research questions:

1. What are the existing gender differences in accessing and benefiting from social networks?
2. What opportunities and challenges exist for women networking?
3. What roles can social networks play in enhancing women's career advancement?

1.4 Objectives

1.4.1. General Objective

The general objective of the research is to assess how social networks impact in facilitating or constraining structural opportunities for women's career advancements.

1.4.2 Specific Objectives

1. To make a comparison between women and men groups in accessing and utilizing social networks for their career advancement.
2. To analyze the gender difference in the formation of social networks and the distribution of its benefits.
3. To analyze the effect of socialization on women's and men's access to social networking
4. To examine the opportunities and challenges for women networking.

1.5 Significance of the study

It has been a fact that human and physical capitals are the major factors for career advancement and performance in most organizations, institutions and schools. However, relationship matters in individuals' performance advancement and in exercising their agency (Field, 2003). It is through accumulation of social capital that individuals build their relationship and social bonds with each other. Even though human capital is absolutely necessary to success, it is incomplete without the social capital of opportunities in which to apply it (Burt, 1999). Therefore, this study has a significance value in enabling people to consider the impact of social capital in the process of career advancement. It also enables to realize how social capital is equally important with the human capital. Moreover, the findings of the study alarm those at the decision making position to overcome the barriers which hinder women to participate and benefit from different social capitals both at organization and community level. Since the research tries to focus on the reality on the ground from the perspective of gender power relation issues, the significance of the study likely resulted in recommendation that will hopefully contribute to decision making, policy formulation as well as looking for new strategies to address the issues of gender imbalance in social capital as in other forms of capital.

In addition, very few literatures are found in the area of the gender dimension of social capital specifically in Ethiopia. Therefore, this study is believed to contribute and add to the literature on gender and social capital. Moreover the process of undertaking the study further enabled the researcher to get an opportunity to understand and apply the concepts, methods and techniques that have been studied in the courses to a practical and real world situation. Therefore, activities that the researcher undertook to complete this study led to a better understanding of gender issues in development actions and decision making processes. Finally, the paper also helped the researcher to understand the concept of social capital in relation to gender and career advancements.

1.6 Scope of the study

The scope of the study is limited to women and men working in International Non-Government organizations in Ethiopia. The International Non-Governmental organizations were selected for this study over the national organizations due to the highly competitive employment

opportunities in the International –Nongovernmental organizations which demand networking and connection for job related information and career advancements.

1.7 Limitation of the study

The sample size of this study is limited to few educated, and full – time professional employees working for civil society organizations in Ethiopia. Thus, women who are working part- time, and also those working for government and private sectors are not included in the study. The other limitation of the study is lack of reference materials related to the study area in Ethiopia. Although few researches conducted on social capital in the context of community based social institutions have been reviewed, it has been difficult to find researches conducted on gender from the perspective of social networks in Ethiopia. Hence, this research has been forced to rely more on foreign sources.

1.8 Operational Definition of Terms

Social Capital

Refers to the aggregate of the actual or potential resources which are linked to possession of a durable network of more or less institutionalized relationships of mutual acquaintance and recognition – or in other words, to membership of a group – which provides each of its members with the backing of the collectively-owned capital, a ‘credential’ which entitles them to credit, in the various senses of the word (Bourdieu, 1986).

Social Networks

Refers to the development of social and professional contacts; the sharing of information and services among people with a common interest.

Networking

Defined here as individuals’ attempts to develop and maintain relationships with others who have the potential to assist them in their work or career. This definition describes networking as a proactive behavior that helps develop one’s relationship constellation (Kram, 1985).

Civil Society Organizations (CSO)

The term civil society organizations (CSOs) refers to non-state, not-for-profit, voluntary organizations formed by people in that social sphere. This term is used to describe a wide range of organizations, networks, associations, groups and movements that are independent from government and that sometimes come together to advance their common interests through collective action.

Carrere advancement

Career advancement refers 'the positive psychological or work-related outcomes or achievements one has accumulated as a result of one's work experiences. It is a lifelong process of managing progression in learning and work. The quality of this process significantly determines the nature and quality of individuals' lives: the kind of people they become, the sense of purpose they have, the income at their disposal. It also determines the social and economic contribution they make to the communities and societies they belong to (Judge, Cable, Boudreau, and Bretz, 1995)

Gender role

Gender roles refer to the social and behavioral norms that are generally considered appropriate for either a man or a woman in a social or interpersonal relationship.

Gender Serotyping

Gender serotyping refers to believes that an individual should behave in a particular way simply because of his or her sex.

Heterophilous relationships

Heterophilous relationship refers to relationships between individuals having different interests and/or attributes.

Homophilous relationships:

Homophilous relationship refers to the relationships between individuals having similar interests and /or attributes.

Iddir: A traditional institution established to help each other during bereavement and in times of other concerns.

Iqub: A voluntary association in which members contribute regularly a defined amount of money to the pool and members withdraw in a rotation at one time all that they deposited or intend to do so (Alemayhu, 1968)

Mahaber: A kind of club which organizes a party on a particular saint's day once a month; each member in turn organizes the event in his/her own home (Pankhurst and Endreas, 1958).

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Conceptual and Theoretical Framework

2.1.2 Social capital concepts

Social Capital

The World Bank defined social capital as ‘the institutions, relationships, and norms that shape the quality and quantity of a society’s social interactions... Social capital is not just the sum of the institutions which underpin a society – it is the glue that holds them together’ (The World Bank, 1999). It refers to the collective value of all social networks and the trust, reciprocity, information, and cooperation generated by those social networks.

Even though, there is no set and commonly agreed upon definition of social capital, Bourdieu, James Coleman and Robert Putnam are accountable for bringing the social capital debate to its current popularity. The three thinkers Pierre Bourdieu, James Coleman and Robert Putnam highlight in terms of developing a theoretical appreciation of social capital and defined social capital as:

Bourdieu: ‘Social capital is ‘the aggregate of the actual or potential resources which are linked to possession of a durable network of more or less institutionalized relationships of mutual acquaintance and recognition’ (Bourdieu, 1983).

Coleman: ‘Social capital is defined by its function. It is not a single entity, but a variety of different entities, having two characteristics in common: they all consist of some aspect of a social structure, and they facilitate certain actions of individuals who are within the structure’ (Coleman, 1994).

Putnam: ‘Whereas physical capital refers to physical objects and human capital refers to the properties of individuals, social capital refers to connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them. In that sense

social capital is closely related to what some have called “civic virtue.” The difference is that “social capital” calls attention to the fact that civic virtue is most powerful when embedded in a sense network of reciprocal social relations.

Regarding the types of social capital proper distinction between different types of social capital has been made and accordingly distinctions are:

Bonding social capital: denotes ties between people in similar situations, such as immediate family, close friends and neighbors.

Bridging social capital: encompasses more distant ties of like persons - such as loose friendships and workmates.

Linking social capital: reaches out to unlike people in dissimilar situations, such as those who are entirely outside of the community or indifferent locations, thus enabling members to leverage a far wider range of resources than are available in the community (Woolcock, 2001).

The linking of social capital considers relations of unequal power. It is different from bonding and bridging social capital in that it is concerned with relations between people who are not on an equal footing.

Though there are different definitions of social capital by different thinkers and authors as indicated in different definitions and concepts of social capitals the central theme of social capital formation and accumulation is defined as access for durable social networks. The trust, reciprocity, information, and cooperation in social capital all refers to the collective value of social networks and generated by those social networks.

The definitions of Bourdieu’s and Putnam’s on social capital emphasized more on social networks or connections and put social networking at the center. Accordingly social capital refers to connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them. Therefore, Bourdieu and Putnam’s definitions of social capital are workable for this study since it brings into account the power of social networks in analysis of social capital acquisition.

Accordingly, this study focuses on the social relationships that might lead to individual's career advancement. For that reason, social capital is here defined as 'the aggregate of the actual or potential resources which are linked to possession of a durable network of more or less institutionalized relationships of mutual acquaintance and recognition' (Bourdieu, 1983).

Furthermore, this study considers social capital at the individual, rather than the community level, in general. The researcher here sees social capital as a characteristic both of individuals and of the relationships among them. There can be no social capital without that connection among them. This is therefore the reason why this study focused on the social networking and connection among several indicators of social capital. Furthermore in order to understand the connections between social capital and networking indicators, among the different forms of social capital 'Bonding' and 'Bridging' types are the more workable concepts for the analysis for this study.

Social Networks

One aspect of social capital particularly pertinent to this discussion is the topic of membership legitimacy in networks. Networks are important to the development of individual identity and self-concept. It is through networks that people establish their connections to one another.

A network consists of a set of nodes (sometimes called actors) along with a set of ties of specified type (such as friendship) that link them. In social network analysis literature, nodes are often individuals or collectives of individuals (e.g., corporate boards, families, organizations, nations). The ties interconnect through shared endpoints to form paths that indirectly link nodes that are not directly tied. The pattern of ties in a network yields a particular structure, and nodes occupy positions within this structure. Much of the theoretical wealth of network analysis consists of characterizing network structures (e.g., small worldness) and node positions (e.g., centrality) and relating these to group and node outcomes (Society of Jesus, 2012).

As indicated in the Conference on International Networking in the Society of Jesus April 2012: a network is different from a group. A fundamental part of the concept of group is the existence of boundaries. Even while we recognize that boundaries may be fuzzy or uncertain (e.g., there

are part-time members, conflicting views of what the group is, etc), the distinction between insiders and outsiders is an important part of the group concept. Therefore, when studying groups, we are justifiably concerned with establishing the boundaries of the group. In contrast to groups, networks do not have “natural” boundaries (although, of course, we are free to study natural groups, in which case the group boundaries determine our nodes). Networks also don’t have to be connected. A disconnected network is one in which some nodes cannot reach certain others by any path, meaning that the network is divided into fragments known as components.

Social networking indicators

Networking is one of the entities of or indicator of social capital formation. To measure social networking several indicators of social networking can be used and these include activities such as maintaining contacts, joining professional associations, seeking high-visibility assignments, and participating in social functions and others (Barton, 2001).

Networking as defined here is individuals’ attempts to develop and maintain relationships with others who have the potential to assist them in their work or career. This definition describes networking as a proactive behavior that helps develop one’s relationship constellation (Kram, 1985). According to Kram, (1985) a relationship constellation refers to the range of relationships that support one’s career development (Kram, 1985). Individuals may build their relationship constellation through engaging and developing their networking indicators with persons both inside and outside their organization.

The above definition of networking behaviors also describes building relationships with others who have the ‘potential’ to assist individuals in their work or career, whether or not assistance is ever provided. As indicated above the networking behaviors may be beneficial for improving other aspects of one’s personal life, but the primary purpose of networking behaviors in my context here is for the receipt of career benefits.

Accordingly, the purpose of this study is to investigate the gender differences in networking indicators that are associated with building social capital and affecting individual career outcomes. Therefore; the networking behavior which this study focused on as indicator for social

networking are: maintaining internal and external contacts (phone, e-mail, text contacts with relatives and friends), Socialization (having social events, having lunch or coffee with coworkers), using social networking sites, socializing, engaging in professional activities and formal institutions, and participating in informal groups or community activities.

2.1.3 Theoretical Frameworks

This section briefly discusses the major theories relevant to this study. Accordingly social capital theory in general and social networks theory in particular will be discussed. Specifically Granovetter's Strength of Weak Ties (SWT) theory (, 1973) and Structural Holes (SH) theory (Burt's, 1992) which are pertinent to this study are thoroughly discussed.

2.1.3.1 Social Capital Theory

"It's not what you know, it's who you know." This common aphorism sums up much of the conventional wisdom regarding social capital (Woolcock and Narayan, 2000). The central thesis of theory of social capital can be summed up in two words: relationships matter. By making connections with one another and keeping them going over time, people are able to work together to achieve things they either could not achieve by themselves, or could only achieve with great difficulty. People connect through a series of networks and they tend to share common values with other members of these networks; to the extent that these networks constitute a resource, they may be seen as forming a kind of capital (Field, 2008).

The basic idea of "social capital" theory is that one's family, friends, and associates constitute an important asset, one that can be called upon in a crisis, enjoyed for its own sake, and/or leveraged for material gain. As what is true for individuals, also holds for groups, those communities endowed with a diverse stock of social networks and civic associations will be in a stronger position to confront poverty and vulnerability (Woolcock and Narayan, 2000). Conversely, the absence of social ties can have an equally important impact. Office workers, for example, fear being left "out of the loop" on important decisions; ambitious professionals recognize that getting ahead in a new venture typically requires an active commitment to "networking".

With respect to the theoretical aspects the three ‘key players’ in the development of social capital are the French sociologist Pierre Bourdieu, the US sociologist James Coleman, and the US political economist Robert Putnam. Each of these theorists treats social capital somewhat differently, and has contributed different theoretical elements to the notion of social capital.

Pierre Bourdieu’s social Capital

Bourdieu argued that, just as access to economic capital brings certain privileges to a group or individual, so social capital supplies the networks and connections—the ‘old school tie’—which allows continued and future access to privilege. Thus Bourdieu’s social capital, in explaining a mechanism for the reproduction of privilege, also effectively provides an explanation of the nature of social exclusion (Bourdieu, 1986)

James Coleman’s social capital

Coleman’s work in the 1980s and early 1990s placed more focus on the benefits of social capital to the poor and disenfranchised. In particular, Coleman was interested in the manner in which the availability of social capital affects the accumulation of human capital (primarily education) in children and young people.

For Coleman, social capital (which he compares with physical and human capital) facilitates “certain actions of actors—whether persons or corporate actors—within the social structure”. Social capital “inheres in the structure of relations between actors and among actors,” and “comes about through changes in the relations among persons that facilitate action” (Coleman, 1988).

Robert Putnam’s social capital

Putnam's concept of social capital has three components: moral obligations, norms and social values (especially trust) and social networks (especially voluntary associations). Putnam's central thesis is that if a region has a well-functioning economic system and a high level of political integration, these are the result of the region’s successful accumulation of social capital (Putnam 1993).

For Putnam, bonding social capital inheres in ‘exclusive’ networks such as “ethnic fraternal organizations, church-based women’s reading groups, and fashionable country clubs”, to which

we might add the more obvious networks of family and close friends. Bonding social capital has much in common with Bourdieu's and Coleman's proposals, and is used to reinforce and "bind people from a similar sociological niche" (Field, 2003). Putnam's bridging social capital, conversely, inheres in 'inclusive' networks such as "the civil rights movement, many youth groups, and ecumenical religious organizations" (Putnam 2000).

The theories of social capital discussed above indicate that the central thesis of theory of social capital can be summed up in two words: relationships matter. It implies that our accumulation of social capital is an important asset for achieving our objectives both at community or individual level. Therefore according to social capital theories it seems that the conventional assumption "It's not what you know, it's who you know" works. Therefore using this theoretical assumption of social capital theory the result of this study analyzed in a way that how participation in social networking which is one indicator of social capital impacts women career advancement.

2.1.3.2 Social network theory

Strength of weak ties (SWT) and Structural Holes (SHT) Theory

Social network theory views social relationships in terms of nodes and ties. Nodes are the individual actors within the networks, and ties are the relationships between the actors. There can be many kinds of ties between the nodes. In its most simple form, a social network is a map of all of the relevant ties between the nodes being studied. The network can also be used to determine the social capital of individual actors. These concepts are often displayed in a social network diagram, where nodes are the points and ties are the lines.

Social network theory produces an alternate view, where the attributes of individuals are less important than their relationships and ties with other actors within the network. This approach has turned out to be useful for explaining many real-world phenomena, but in seems leaves less room for individual agency, the ability for individuals to influence their success; so much of it rests within the structure of their network.

Therefore; according to, the social network theory analysis people's relationships matter greatly to them. From a sociological perspective, it could be said that people are, at least partly, defined

by whom they know. More broadly, though, bonds between people also serve as central building blocks of the larger social edifice (Field, 2008).

Among the different theories of social network the two well-known network theories Strength of Weak Ties (SWT) theory (Granovetter's, 1973) and Structural Holes (SH) theory (Burt's, 1992) are pertinent to this study and discussed as follows:

“The Strength of Weak Ties Theory”

The Strength of Weak Ties theory can be best explained as a set of explicit premises and conclusions. The first premise of the theory is that the stronger the tie between two people, the more likely their social worlds will overlap—that they will have ties with the same third parties. As a result, if A and B have a strong tie, and B and C have a strong tie, the claim is that A and C have an increased chance of having at least a weak tie (e.g., A and C are acquaintances).

This is a kind of transitivity and according to Granovetter argument the reason for this transitivity is that the underlying causes of tie formation have this kind of transitivity built into them. For example, people tend to be *homophilous*, meaning that they tend to have stronger ties with people who are similar to themselves. Homophile is weakly transitive because if A is similar to B, and B is similar to C, then A and C are likely to be somewhat (i.e., weakly) similar as well. To the extent that similarity causes ties, this will induce weak transitivity in the tie structure as well; therefore the implication is that individuals with more weak ties have greater opportunities for mobility. However a person can hear things or get information that are already circulating among his or her close friends (Borgatti and Halgin, 2011).

The second premise of SWT is bridging ties. A bridging tie is a tie that links a person to someone who is not connected to his or her other friends. The idea is that, through a bridging tie, a person can hear things that are not already circulating among his close friends. In Figure 1 below, A's tie with G is a bridging tie. Because A is the only person in her or his social group with a tie outside the group, 'A' has the benefit of hearing things from 'G' that the rest of A's group has not yet heard (Borgatti and Halgin, 2011).

From the discussion of the two premises the central argument of Granovetter “The strength of weak ties” theory can be summed up:

..... our acquaintances (*weak ties*) are less likely to be socially involved with one another than are our close friends (*strong ties*). Thus the set of people made up of any individual (Granovetter, 1983).

As this theory discusses about the types of networking and their associated impacts on the members of the network or the nodes in the network it is very relevant and important for the analysis of this study. Accordingly the types of social networking men and women engaged in and the outcomes or the benefits they obtained by engaging in bonding and bridging types of social capital are analyzed using this theory.

“Structural Holes Theory”

Another well-known network theory is Burt’s (1992) structural holes theory of social networking. The theory of structural holes is concerned with ego networks—the cloud of nodes surrounding a given node, along with all the ties among them. Burt argues that if we compare nodes A and B in figure I, the shape of A’s ego



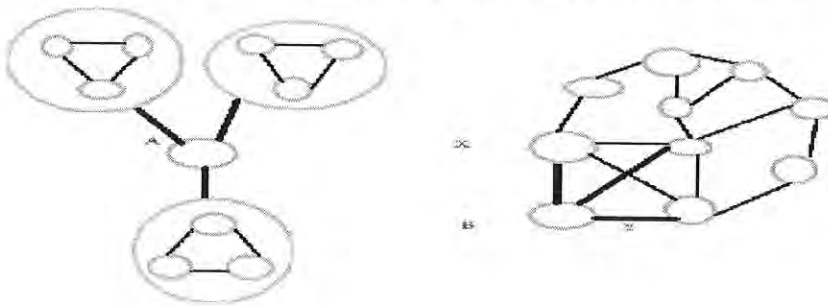
Figure 1: Bridging Tie from A to G

Source: Stephen P. Borgatti, Daniel S. Halgin 2011: On Network Theory

network is likely to afford ‘A’ more novel information than B’s ego network does for B, and as a result, ‘A’ may perform better in a given setting, such as an employee in a firm. Both have the same number of ties, and we can stipulate that their ties are of the same strength. However, because B’s contacts are connected with each other, the information B gets from, say, X may well be the same information B gets from Y. (Figure 2)

In contrast, A's ties connect to three different pools of information (represented by the circles in Figure 2). Burt argues that, as a result, A is likely to receive more non-redundant information at any given time than B, which in turn can provide A with the capability of performing better or being perceived as the source of new ideas.

Figure 2: Node A's Ego Network has more structural holes than B's



Source: Stephen P. Borgatti, Daniel S. Halgin 2011: On Network Theory

As discussed above this theory is more about the networking at work places and the benefits associated with it. It implies that the more we connected with different pools of information in the organization it is the more we obtained non – redundant information which in turn can provide us the capability of performing better or being perceived as the source of new ideas. Therefore this theory is relevant and important for this study to make analysis on women and men work places networking experiences and its impact on their career advancements. Accordingly women and men workplace networking experiences and the benefits associated are analyzed using the concept of this theory.

Both the social network theories discussed above focus on the types of social capital which are bonding and bridging of social capital and the benefits associated with each type. Accordingly this theory indicates that bonding social capital is a relationship or connection with similar groups and the information obtained through this type of social capital is information already circulated and the chance of getting new information is low. In contrast bridging social capital is networking with different groups and information obtained in this type of social capital is information which is not already circulated and the chance of getting new information is high.

In general using the concepts of these social networking theories the types of social capital women and men build and how the outcome or the benefits and limitations associated with each type of social capital affects women's career advancement were analyzed.

2.1.3.3 Liberal Feminist Theory

Both in developed and developing countries feminists have great concern in discussing inequalities in social, economic and political life of women and men. The general perspectives indicate that women are unequal to men, and the different groups think it is down to different reasons. Accordingly the different feminists analyzed gender inequality and the causes for the existence of inequalities in different ways and they have also different perspectives. This study discusses the liberal and radical feminist theory in relation to gender and social capital in great detail.

Liberal feminists think that men and women are not equal and they argue that it is because of gender role socialization. Gender role socialization is the major responsible factors for sexual division of labor. Girls and boys are socialized in different ways. For example girls are encouraged to take on caring roles, which could lead them to have jobs such as nursing in the future. In most cases the gender role they expected to assume limit their participation at home or very close proximity to their locality. This further limits their opportunities to join formal institutions which intern constraint their participation in different formal networking (Ann, 1972).

2.1.3.4 Radical Feminist Theory

Radical feminist's theory thinks women are not equal to men because of the relationships at home. The radical feminists argued that the low participation of women in public sphere is due to the status being referred to women reproductive tasks whereas improved education of men leads to higher participation. It is also mentioned that female's low representation in leadership and achievement in higher level education would be explained as an influence of patriarchal system which inculcates women with the value of domestic gender role responsibilities. As a result women spent much of their time in domestic gender role at home. Women who engage in public work outside home are also expected to perform domestic gender roles at home and these dual

responsibilities further constraints women's time to engage in formal institutions and build their networking.

This dual role makes them time poverty and constraint their leisure time to participate in social networking. . The Radical feminism aims to challenge and overthrow patriarchy by opposing standard gender roles and oppression of women and calls for a radical reordering of society. (Ellen, 1984)

Women's inequality begins at home, and then extends outwards in the rest of society. If a woman is unequal in a relationship with her husband at home, then she is unequal to other men in wider society. This implies that the general perspectives of Radical feminists focus on power relationships between men and women in the private sphere. They claim that men exploit and control women within the home.

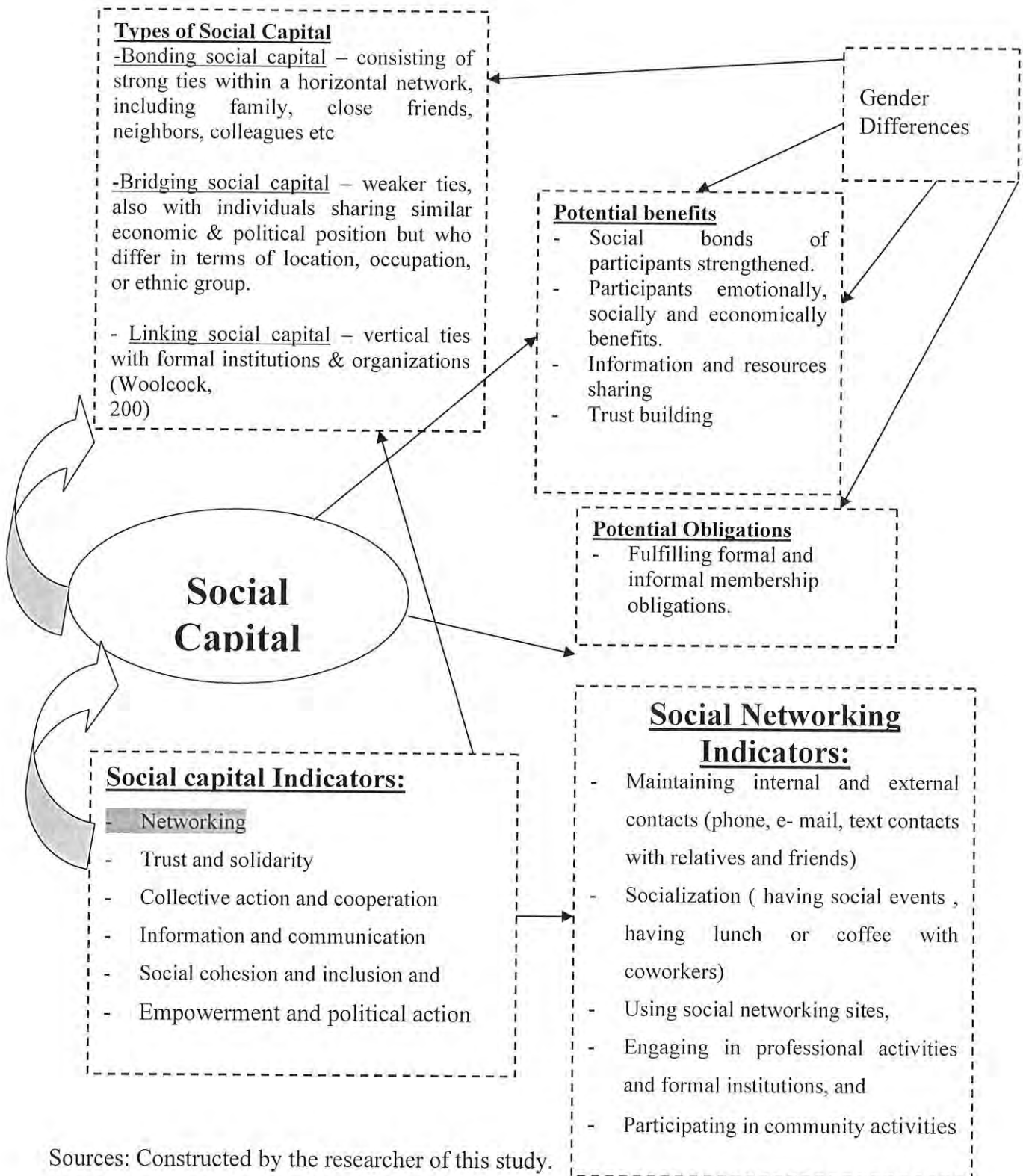
Therefore, radical feminists' theory suggests that eliminating patriarchal relationship and changing the gender role or other system like marriage which perpetuate the domination of one group over another will liberate every woman from unjust society (Bonnie, 2003).

In general, as discussed above Liberal feminists argued that, due to the gender role of socialization which puts women at disadvantages position women and men are not equal. The Radical feminist on the other hand argued that the inequality existed at home when husbands violate women's equal right at home putting women at a disadvantages position. Therefore, the Liberal and Radical feminist theory used to analyze how the gender role socialization and inequality between men and women at home and in public sphere impacts women equal access and benefit from social networking activities and advance their career.

2.1.4 Conceptual framework of social capital

Based on the social capital concepts and theory discussed above, the conceptual framework is synthesized in this study, which identifies the relationships between social capital entities and possible impacts that can be obtained in career advancements (see Figure 1). Social networking which is pertinent to this study and the networking indicators are identified and the study will

specifically focus on those networking indicators to analyze the gender differences existed in and their impact on the career advancement of women.



2.2 Review of related empirical studies

2.2.1 The gender of social capital

Social capital is a new concept with many applications in social science. However, recent studies indicate that gender has an important role in the formation of social capital. Factors such as social stratification, gender, family, religion, and general interest can influence participation and also social capital changes. An understanding of these issues can lead to increased participation and significant benefits for the individuals and the community in general (Tristan, 2004).

However, ethnic and gender dimensions of social capital remain under-recognized (Fox and Gershman, 2000 and Molinas, 1998). Moreover, in several literatures, it is indicated that social capital is generally conceptualized as a gender blind concept, as it pays little attention to gendered intra-household issues of power and hierarchy (Norton, 2001 and Silvey & Elmhirst, 2003). Furthermore, social capital that exists within a broader context of gender inequality can also exacerbate women's disadvantages, as women remain excluded from the more powerful networks of trust and reciprocity that exist among men (Silvey and Elmhirst, 2003). Therefore, it is indicated that considering the gender perspective of social capital is very crucial in order to enable women builds social networking and benefit from social capital formations.

However, while women's activities, networks and associations are important in sustaining their social capital which is a valuable asset, they are often poorly resourced and supported. Networks reflect social relations but they are governed by gendered social divisions and these affect the ways they access resources such as time, money and status. In all forms of their engagement, there are some common features of 'women's social capital' and these tend to differentiate it from men's engagement. Therefore; the characteristics of women's social capital includes: close to home, in the locality rather than in the public world of work; involves exchanges of time and skills rather than money; includes a significant proportion of voluntary and caring work; often involves affective or ethical issues, a degree of altruism, and frequently mobilizes sentiments associated with motherhood; can bridge across community divisions; but is often 'bonding' rather than 'bridging'(Global Exchange Forum, 2005).

These differences imply that women's networks are often found in different social spaces to men's. Men's networks are typically associated with the public world of work and politics, while women's networks and ties are typically closer to home. For example, studies of the informal networks that sustain immigrant populations have tended to focus on the ways that men help each other to secure jobs and business contacts. Less research has been published on the ways in which women manage in such contexts. Women's networks seem to be more concerned with resolving domestic problems than being directed at economic and employment issues (Global Exchange Forum, 2005).

Furthermore women are less in the indices access to information, social communication and generalized trust than men. Furthermore there is also differences in the quantity of social capital among men and women and the quantity of social capital in men is higher than women (Hassan and Sara, 2011). The quality of social capital among women is of subjective social capital which is (bonding social capital) and men have a higher objective social capital that is (Bridging social capital) (Daiiri and Shahanavaz, 2011).

In general women do not have equal access to social capital as women are excluded, or may exclude themselves, from the social networks that are the most significant component of successful power acquisition (Timberlake, 2004). Even when women do access those networks that traditionally generate early promotions and other benefits for men in the organizations, the networks is not as effective for women (Barr, 1998). This implies that the gender differences bring great impact in the social capital accumulation of women and men and in most case women at disadvantages positions.

2.2.2 Women in social networking

Social networking which is pertinent to this study is one major form of measuring social capital formation and accumulation. To measure social networking several indicators of social networking can be used and these include activities such as maintaining contacts, joining professional associations, seeking high-visibility assignments, and participating in social functions and others (Barton, 2001.)

The networking experiences of women and men under different indicators of social networking are also different, implying that women and men participate differently in social networking. Women's social capital tends to be more tied to informal social circles such as close friends, neighbors and those close proximity to them (Lowndes, 2000). This implies that women's networking is limited to their close proximity and maintaining internal contacts with relatives and friends.

Women are poorly represented in formal networking and excluded from the useful networks that their male colleagues establish, and this in turn, can mean exclusion from career opportunities such as research contracts, new jobs, and fruitful discussions and nomination for leadership positions (Handley, 1994). This implies that men progress faster because their networking is with different groups and engage both in the formal and informal networking as a result they may have more knowledge of, or interest in 'playing the system'.

Study in Uganda further strengthen this and indicted that male-headed household's build and maintain bigger social networks with relatives and friends in close proximity than female-headed households. Male and female-headed households also diverge in their access to different types of social capital. Male-headed households participate in civic engagement and social institutions more than female-headed households (CAPRI, 2006). They also have wider private social networks than female-headed households; Similarly, Nawe, (2004) talked about African women and their exclusion from networking. Nawe, further argued that even where there is an acceptance of equal opportunities there are implicit disadvantages, in which females are absent in many areas where information is gathered and networking takes place. Thus, it is obvious that women miss important information and a lot of what is gained through the process of networking which may have impact on their career advancement (Nawe, 2004).

Other study by Timberlake (2004) also argued that because women are excluded, from the social networking they do not benefit from the valuable information, resources and support that men derive from informal organizational networks.

Similarly, a study conducted in Ethiopia indicates that as compared to men women are excluded from the formal networks and the network structure is dominated by men (Yania, 2008). Yania further analyzed that women's exclusion from this networks excluded them from the opportunities of leadership positions. The study of Elias, (2008) further indicates that women use their informal voluntary association established for funeral ceremony called 'iddir' as information hub for interaction with similar and geographical near groups.

2.2.3 Women and workplace networking

The notion of an informal social network in the workplace is not a new concept. References have been made to the notion of an "Old Boy's Club," in regard to a network of men in a position of power and privilege in an organization who share resources and information to gain advantage and opportunities (Allison & Eileen, 2004) .

Several studies have been conducted to know how much gender influences the networking of women and men in the workplaces and researches has pointed out the importance of social networks in area such as status and power in organizations. This emphasize the importance of a popular phrases correlated with social networks is that 'it is not what you know, it is who you know' (Allison & Eileen, 2004)

Literatures concerned with social networks highlight the importance of informal and interpersonal relationships with others in an organizational setting. However; work place networking experience of women and men are different. Many people hold the opinion that men are better at taking advantage of informal interactions for the sack of organizational advancement. Women on the other hand, consider informal relationship less significant and rely more on the formal structures (Kurtosi, 2008). Women may be excluded from, or may exclude themselves from "one of the most significant components of successful power acquisition—the development of informal/influence relationships" (Schein, 1978).

However; studies conducted by Barss, (1985), seems to partly contradict the above statement and suggests that the view that women are not aware of, or do not develop; informal networks in the workplace did not receive support. Rather, there were indications that women are more adept at

building informal networks, especially with other women, than with men. But Brass further added that these results may not be inconsistent with those that previously indicated that professional women are not well-integrated in informal networks. If these professional women were in professions largely dominated by men, numerical imbalance may have caused their exclusion from informal interactions (Brass 1985).

As women are excluded from work place informal networking several rationales have been presented as to why women do not benefit from informal interactions in the organizations to the degree that their male colleagues do. One line of thought is that women, as relative new comers in organizations, are not as aware of informal networks or as adept at building them as men are (Brass, 1985).

Men, being typically dominant group in most business organizations, wish to maintain that dominance by intentionally excluding women from informal interactions. A good example is where women are excluded from the "club or "old boys' network" (Brass, 1985). Therefore; women is less central than their male counterparts to the informal interaction networks in an organization. Thus, women may not possibly receive the valuable information, resources, or support that often comes with inclusion in such networks (Allen & Porter, 1983; Brass, 1985).

2.2.4 Opportunities and challenges of women networking

Obviously, not all individuals or social groups uniformly acquire social capital or receive expected returns from their social capital. The literature supports the general understanding that social capital is differentially distributed across different social groups and several factors contributed to the difference distribution. However; this study focuses only on the gender dimension. Significant differences appear in the social network and embedded resources between female and males. This implies that male and female have different opportunities and challenges for their networking and social capital formations.

2.2.4.1 Opportunities of women's networking

Even though the literatures reviewed so far in this study show that women have less experience of networking and excluded from the informal networking of work places, the following literatures indicated that women have better opportunities of networking at community or local

level. As a result of this opportunities women's network incorporate a larger proportion of kinship overall as well as more different types of kinship but fewer different types of non-kinship or non-relatives. Whereas men's network in contrast consisted of fewer kinship and more non-kinship, and includes fewer neighbors but more co-workers advisors and firms (Moore, 1990). The gender socialization which requires women to be close for family and kinship provide them with an opportunity to participate in community networking near to their locality and among neighborhoods.

2.2.4.2 Barriers/ challenges of women's networking

This section of the literature discusses the major challenges women faces in their networking opportunities. As women and men socialized differently they may have also different challenges in their way of life in general and in their networking in particular. The gender role, gender stereotype and institutional barriers of equality between men and women which in most cases put women at disadvantages position and challenge their participation out of home are discussed. Further discussions on how these practices affect women's participation in different social networking activities have also been made.

Gender role

Women's time does not belong to them. It is well known that patriarchal systems still prevail in many regions of the world, including Africa, and that these have defined and perpetuated gender roles that allow men to control women's time and labor. In most African societies, the most critical and important time-consuming responsibilities are allocated for women and girls, which overburden them with work in the reproduction, production, household, and community spheres (United Nations Economic Commission for Africa, 2010).

Gender roles make women less flexible, less mobile, that make them strive for an employment compatible with their other duties in society, and nurture the old relationship between feminization and devaluation' (Blattel, 2001).

This implies that the inflexibility of the gender role that women assumed constraint women's time to engage in different formal and informal networking behaviors and their absences from such networks in turn impact their career advancements.

Furthermore, women's multiple roles and patriarchal relationships do not give them a chance to be in the informal network of men and having opportunities to be selected for leadership positions. In addition to their public work, they are mothers, wives, caregivers, sisters, and children. These women in all statuses are expected to share their time and take certain responsibilities, and which in turn affect their involvement in different networks that enhance their career. This means if women are able to be in the informal network of men, they might have the opportunities to be nominated for the leadership position which enhance their career advancements (Yania, 2008).

However, the gender role exclude women from different networking and if they participate, it impacts the type of networking they participate and as a result when women do form networks they often service the group (i.e. they create 'bonding' social capital) rather than developing contacts with the wider world of economic and public power ('bridging' social capital) (Global Exchange Forum: 2005).

Gender stereotype

Gender stereotype lies at the heart of many of our perceptions of the workplace and the people that operate within it. The constellation of traits and attributes that are thought to uniquely describe men and women are called descriptive stereotypes. These stereotypes are applied to individuals that one encounters in work settings, and become the basis for inferring their internal, stable characteristics (Burgess & Borgida, 1999).

Descriptive and prescriptive gender stereotypes are believed to lead to discrimination against women through distinct mechanisms. Descriptive stereotypes are believed to lead to discrimination through their influence on performance evaluations of women, whereas prescriptive stereotypes are believed to lead to discrimination through their influence on affective reactions to women (Burgess & Borgida, 1999).

Discrimination based on descriptive stereotypes can be said to occur when an individual's abilities are assumed to reflect those seen as typical for their group (that is, descriptive stereotypes) and these assumed abilities do not match those required by the job. This lack of person-job fit results in negative performance expectations (Burgess & Borgida, 1999).

Therefore, while descriptive stereotypes are believed to lower performance expectations for women in male gender-typed roles, prescriptive stereotypes are believed to produce a hostile environment for women by socially rejecting and devaluing women who violate gender role prescriptions (Burgess & Borgida, 1999).

Thus, it has been assumed that descriptive and prescriptive stereotypes affect women's careers through distinct mechanisms: Performance evaluations and affective reactions, respectively. This is made explicit by Burgess and Borgida (1999), who state that although there is overlap in the content of descriptive and prescriptive gender stereotypes, "the process by which the descriptive and prescriptive components of gender stereotypes theoretically lead to discrimination are different" The descriptive stereotypes influence performance evaluations and prescriptive stereotypes influence affective reactions. Furthermore the stereotyping attached to women in both forms of gender stereotyping mentioned above exclude women from work place informal networking. .

In addition gender stereotype also exclude women's participation at community level networking. Therefore; as compared to women men are free to participate in different gathering where they get valuable information like sport club, drinking house etc. This results that gender norms in the community may also exclude women from participation of social capital enhancing activities, such as drinking clubs and other social events (CAPRI, 2006).

Furthermore, even when women participate in different networks, meeting and forums their participation in raising idea and discussion is not satisfactory. Women in a society where gender disparity is existed do not have the opportunity to actively take part in meetings that deal with a range of issues. This is because they have been taught by the patriarchal nature of the

society to listen – not to participate or offer ideas (Elias, 2008). However, Elias (2008), further indicated that even though the traditional gender stereotyping prevent women's participation and speaking in public places, they are active participants in a number of voluntary associations such as iddir, 'iqub' and 'mahaber' this implies that they tend to participate in a networks where the members are homogenous groups like women's 'idder' (Elias, 2008).

Institutional Barriers

Gender equality is now a widely accepted goal in public administration. In pursuing this goal, an important requirement is to understand the gender arrangements of public sector organizations. Accordingly, there have been efforts made by organizations supporting gender equality in the workplace. However, the achievements are far away from the level required in achieving gender equality in workplaces. This is mainly due to intentions have not translated into actions and outcomes because there has been a failure to position gender equality as a central business issue rather it has been seen as an add-on, something on the periphery, something that the Human Resources Department looks after (Seymour and Trond, 1999).

An examination of workplaces reveals a number of impediments to achieving equality. We live in a society which is male-dominated in significant respects. This underpins attitudes and behaviors in many areas including the workplace. An examination of organizational cultures reveals, more often than not, the assumption of a male norm and female deviations from that norm.

Gendered attitudes (e.g. men don't need to, nor should they, access flexible work arrangements), worker stereotypes (e.g. managers must be male and work full-time), and embedded bias in key human resource systems (e.g. job design and evaluation frameworks, and remuneration models) are key components of cultures which are so inimical to gender equality. And, of course, there's the whole issue of unconscious bias (Seymour and Trond, 1999).

2.2.5 Social networking and women's career advancement

Even though gender gaps in human capital and physical assets are narrowed, differences in gender outcomes could emerge because girls and boys, and later women and men, have unequal

capacity to exercise agency (World Bank, 2012). Men and women may enter an organization with similar levels of human capital (i.e. intelligence, education, skills and experience.). However, their success will not be determined by their human capital alone. A review of the literature in this area indicates that the returns on the abilities, knowledge and other resources possessed by individuals in the workplace are strengthened or weakened by the surrounding social networks and contextual conditions (Jane, 2005 and Timberlake, 2004). This implies that social capital is important in determining individual's capacity like other forms of capital

Despite an increased awareness of women's concerns, and an associated effort by organizations to hire and promote women, studies still suggest that women have not acquired status and influence comparable to that of their male counterparts in organizations (Hendrick, 1982). Several explanations have been offered for this disparity, However, a growing body of evidence indicates that there are few, if any, significant differences in the behavior of men and women in organizations (Bartol, 1978). In connection to this one explanation that has yet to receive much empirical attention is the suggestion that women do not have equal access to informal interactions and communications (Bartol, 1978; Hendrick, 1981). Women may be excluded from, or may exclude themselves from "*one of the most significant components of successful power acquisition—the development of informal/influence relationships*" (Schein, 1978).

Although social networking may be beneficial for improving other aspects of one's personal life, the primary purpose of social networking in this study is for the receipt of career benefits. Networking may have a direct relationship to valuable career outcomes, such as enhanced promotions and compensation, given that engaging in networking behavior is one means individuals can use to help develop their social capital (Burt 1996). Relationships possessed by an individual can provide one with access to new information, resources, and opportunities (Nahapiet & Ghoshal, 1998). This information, resources, and opportunities, both within and outside one's current firm, can result in direct enhancements of one's career, including promotions and compensation.

More diverse network of contacts can extend one's 'reach' into different social circles and consequently enhance one's career opportunities, such as obtaining faster promotions and finding

job (Burt ,1992;Granovetter ,1973&1974). Furthermore, Information regarding job openings, promotion, and opportunities for advancement are largely passed through social networks. In certain situations, network contacts can provide individual access to recruiters, managers, interviewers, or others in charge of hiring (Allison & Eilee, 2004). Therefore; social networking creates an opportunity of meeting up with different peoples and this indicates sharing and receiving of information which is valuable and may help us in advancing our performances

Social networking behaviors are likely to be related to perceived career success. For instance, individuals who become active in their professional societies would be expected to feel greater perceived career success as they become known and recognized by others in their profession. Within one's own organization, engaging in networking behaviors (e.g., through accepting visible work assignments or volunteering to serve on committees) helps an individual develop connections with others and creates awareness of potential opportunities, thus enhancing one's feelings of a successful career. Taking the perspective of networking as a kind of developmental relationship, employees who are involved in supportive relationships with others often receive 'inside information' that can produce a feeling of empowerment in the organization. They also perceive extra social support in their work that enhances their ability to have a variety of personal needs met, such as a building of self-confidence and clarification of career goals, all of which would enhance their perceptions of career advancement (Ragins, 1989& 1997).

Furthermore, studies of workers of all types have found through these traditional approaches, 60 to 90% of the jobs are found through friends, relatives, personal contacts, and direct application. This informal and personal job finding methods are often referred to as "networking". Networking involves developing our contacts and connecting with people; it is asking people if they are aware of job openings for someone with our qualifications, or if they know other people that can help us locate the unadvertised jobs. If done well, it may actually lessen your job search time by turning personal contacts and direct applications into interviews and, hopefully, job offers.

One of the best ways for any job seeker to uncover career opportunities is through networking make as many contacts as we can with people in all types of businesses and industries related to our chosen career field. Join a professional association, conduct informational interviews, and

keep in touch with former employers, professors, classmates, interns, supervisors--anyone who could be a potential lead for a job.

The empirical study conducted on 217 male and 197 female employees of a municipal bureaucracy indicated that networking was positively related to salary progression of employees (Gould and Penley, 1984). Similarly, using data from 457 managers from public and private organizations, a study conducted found networking to be related to promotions. These studies indicated that both internal and external networking were shown to be related to rate of advancement in the organization (Luthans and Rosenkrantz, 1988).

With respect to the gender differences in career outcome many studies on career advancement show that women receive less return on their investments in career than men. Obtaining similar levels of education and work experience, pursuing external labor market strategies, occupying similar functional areas, pursuing training opportunities, and obtaining supportive relationships have all been shown to be more beneficial for the career progression of men than women (Dreher & Cox, 2000). Women can find themselves excluded from the useful networks that their male colleagues establish, and this can mean exclusion from career opportunities such as research contracts, new jobs, and fruitful discussions and nomination for leadership positions (Handley, 1994). This implies that men progress faster because they may have more knowledge of, or interest in 'playing the system'.

Men have more fully developed informal work-related networks, and used them more for their career development and benefited more from them. Women are more likely to rely on formal bidding, job performance measures and continuing professional education to enhance their promotion prospects. They do not have the same access as men to mentors and networks which would allow them to learn the informal roles and make critical contacts (Doyle and Hind, 1998)

In general research shows that men occupy more central positions in organizational networks and are perceived to be more influential, instrumental, and powerful than women (Brass, 1984 & 1985 and Ibarra, 1992 & 1993). It is obvious that such opportunities further enabled them to advance their career whereas the lack of women in influential organizational circles puts women

at a disadvantage, even after efforts to improve their status and their results them to lagged in their career advancements(Ibarra, 1992& 1993).

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter briefly discusses the overall methodology of the research. Accordingly the chapter is organized in the following discussion topics: study of the design, sampling procedures, instrument of data collection, data analysis and ethical consideration. The topics are briefly discussed and presented as follows.

3.1 Study Design

Quantitative methods for measuring attitudes towards women have been in use for more than 50 years, but generally these instruments tend to omit those items about which feminists often disagree, while collapsing various theoretical approaches into a monolithic feminism (Henley et al. 1998). Consequently, qualitative studies may be better suited to capturing the shades of meaning inherent in individuals' interpretations. Cognizant to this, in this research a mixed research method is used and accordingly the qualitative approach is supported by quantitative method.

As mentioned earlier, the main purpose of this study is to assess the impact of social networks on women's career advancement. Therefore, in order to investigate the impact of social networks on women's career advancement through undertaking research this study requires having adequate information. Realizing that getting information requires undertaking research I have designed research methodology that would help me to collect information which could be analyzed both quantitatively and qualitatively.

In the process of designing research methodology for this particular study I assessed and discussed the research process and various methods of data gathering. In addition to this as one needs to be clear on what she/he needs to know about the problem before embarking on how to collect data I have tried to clarify my research questions to help me focus and guide in undertaking the research with clear mind how to tackle the problem.

Realizing that data collection and analysis covers a range of different research approaches and undertaking research in turn requires making use of few or several of those approaches I thoroughly discussed issues related to the study population and selection of appropriate data collection methods.

Therefore, a cross sectional descriptive survey study design was used in order to assess women's and men's networking experience, and to elaborate the gender differences in social capital and its impact on women's career advancement.

3.2 Sampling procedures and sampling size

In this study both simple random sampling and purposive sampling techniques have been used. The simple random sampling was used for selecting the International Nongovernmental Organizations which is the main focus whereas purposive sampling was used for selecting women, who were/are in the office, and some men who are in the office of the selected international nongovernmental organizations

Purposive sampling method was mainly used because of the unavailability of the sufficient number of respondents on expected time and during the data collection period, mainly because of the busy schedule in the organizations. Similarly, some of the expected respondents were also either in the field work or traveled abroad. Therefore, using purposive sampling becomes conducive for this study to purposively select those who are available in the office during the data collection time.

Using the simple random sampling method out of 399 International Non-Governmental Organization working in Ethiopia a 5% representative sampling has been taken in this study. Accordingly 20 International Non-Governmental Organizations considered under this study. Using the purposive sampling technique from the sample organizations a total of 60 respondents drawn for the survey questionnaire, 16 respondents drawn for the socio matrix questionnaire, 27 respondents for Focused Group Discussion and 5 respondents for interview. Therefore the total numbers of the research respondents were 108.

4.2 Sources of data

In this study, primary and secondary sources of data were used. Primary sources of the data were from available women and men working in International Non-governmental Organizations. Secondary sources of the data were collected from different books, journals, magazines and websites and were thoroughly reviewed.

4.3 Instruments of data collection

After identifying the study population and making clear what I need to find out and to know I have assessed and compared available data collection methods from the perspective of their merits and demerits taking into account the feasibility of each method from the point of view of relevance, cost and time. After a thorough consideration two principal data gathering methods were chosen namely the survey based questionnaire and semi structured interviews. The reason for choosing these methods is primarily because the research is based on people as the main source of information and secondly the two methods help to gather both quantitative and qualitative information that help to discover and analyze the subject matter under study.

Thus believing that these methods can help gathering reliable information and being aware of their respective advantages and limitations, I decided to apply the two methods in combination as a tool for data collection to undertake the research.

The rationale for applying the two methods in combination is mainly to counterbalance the limitation of each method. For instance taking into consideration the inefficiency of the quantitative methods to provide answer for the 'why' and 'how' questions can be overcome by using interview techniques and similarly the inability of the interview techniques to handle a good deal of thought can be overcome by the written questionnaires/ survey techniques

Therefore, in the process of data collection, four types of instruments were used. These are Survey questionnaire, Socio matrix questionnaire ,interview guide and focus group discussion.

3.4.1 Survey Questionnaire

In order to help me to collect reliable information at the beginning I drafted open-ended survey questionnaires but after I got feedback from friends that made me aware of the fact that people might not have time to properly read and respond to such open ended questionnaires, taking the advice into account I designed close ended questionnaire and try to limit the number of questions to a manageable size which I shared with friends and course advisor.

In the process of formulating structured questionnaires I found the designing of the closed questionnaire to be more difficult than the open-ended questionnaire. It is difficult to frame close-ended questionnaire in a manner that it is both appropriate and standardized in that including the right list of items or the right options into the question is not an easy task as it seems. In order to accommodate ideas that were not included in the list or options of the close ended question I included options at the end to allow respondents to write them down.

Accordingly, the same questionnaires were prepared for both women and men and before administering the actual survey questionnaire a pilot test was made with 3 women and 2 men and it had taken 30 minutes to complete the questionnaire. The survey questionnaire was further refined incorporating the feedback of the pilot test and finally, 60 questionnaires were distributed for women and men respondents working in international nongovernmental organizations of which 56 have responded (34 women and 22 men). Copies of the instruments are annexed.

3.4.2 Socio- matrix questionnaire

Socio- matrix questionnaire is a tool for social network analysis which enables to collect quantitative social network data and analyze and interpret the results in mapping or graphs. The socio- matrix questionnaires were developed and used in order to specifically analyze the workplace network experience of women and men. Accordingly the socio matrix questionnaire was filled by 10 women and 6 men working at international nongovernmental organization and the results were manually compiled and analyzed.

3.4.3 Focus Group Discussion

In addition to the survey based questionnaire a sort of focused group discussion check list has also been prepared and applied during the focused group sessions. The selection of these key informants was not necessarily linked to the wider population in any quantitative sense rather it was based on the need to identify a wide range of different viewpoints as much as possible.

The main purpose of carrying out focus group discussion with those who know or those who are the nearest to the subject matter regardless of their representation of the target group is to complement results of the survey method and to triangulate the information gathered through other means so as to substantiate or weaken information in relation to the subject matter under investigation.

Accordingly, two separate focus group discussions (sample size 10 and 9) were held with selected women. The focused group discussants were selected from the International Non – governmental organization and they have work experience ranging from five to seven years in the Civil Society sectors and one focus group discussion consists of eight men were conducted with selected men. Similarly the men focused group discussants were selected from the International Non- governmental Organizations and they have work experience ranging from three to ten years. The participants those who have at least five years of work experience have been purposively selected for the focus group discussion because of their organization memory and experience in the workplace.

3.4.4 In-depth interview

A check list or semi-structured questionnaire contains questions which deal with the gender differences in social capital, women and men experience in networking, barriers of women's networking and career advancement has also been prepared and applied during the interview sessions. The selection of these key informants was not necessarily linked to the wider population in any quantitative sense rather it was based on the need to identify a wide range of different viewpoints as much as possible.

The main purpose of carrying out interview with key informants is to complement results of the survey method and to triangulate the information gathered through other means so as to substantiate or weaken information in relation to the subject matter under investigation. Accordingly, an in-depth interviewee session conducted with five women and three men working in International Government Organizations. Through the purposive sampling technique those who are working in their current organization at least for five years selected for the interview session. (Copies of the instruments are annexed).

3.5 Data Analysis

In this study both qualitative and quantitative methods of data analysis were used. After the data were collected from questionnaire, they were analyzed quantitatively using the Statistical Package for Social Studies (SPSS), version 20 data analysis software. Similarly, the data collected from interview and focused group discussions was categorized and divided in to four sub-topics as gender differences in social capital, women's networking, barriers of women's participation in social networking and women networking and career advancement were analyzed qualitatively. The data collected through socio- matrix analyzed manually due to lack of access to social network analysis software which visualizes the network experience of women and men in the workplace.

As multiple methods of data collection tools are applied in this research the data collected through different tools were carefully triangulated in the analysis.

3.6 Ethical considerations

In relation to ethical issues, the name of the sampled organization was not presented in this study. This is mainly because of discretion as in most organization the number of employees is very few and one can easily identify who provided information. Furthermore respondents were not also asked to write their name in the survey questionnaires. However; in the socio-matrix questionnaire, because of the nature of the tool respondents were asked to write the name or position of employees whom they are working together. However; the researcher carefully coded during the analysis of the data.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter deals with the discussion and analysis of the data gathered through questionnaire, interview and focused group discussion. The data were gathered through interviews conducted with 5 women and 3 men, focused group discussions conducted with 19 women and 8 men and socio- matrix questionnaire with 10 women and 6 men. In addition, survey questionnaires, were distributed to 60 (34 Women and 22 men) respondents and the results are quantitative analyzed and the data collected through the qualitative methods are carefully analyzed using qualitative data analysis such as content analysis and presented in this section.

The analysis in this starts with describing the general demographic data of the respondents and then proceeds to the thorough discussion. The main points of the discussion are focusing on women's social networking experiences , women and workplace networking, opportunities and challenges of women networking, gender differences in social capital formation, and finally social networking in relation to women's career advancement.

4.1. General demographic information of respondents

Out of the total of 60 questionnaires distributed, 56 were returned making the response rate of 93%. As shown in Table 4.1 and 4.1A., the age of the respondents ranging from 25-34 are (32.1%), 35 – 44 are (33.9%), 45 – 54 are (28.6%), 55 -64 are (3.6%) and above 65 is 0 (1.8%). With regard to marital status, majority of the respondents are married 35 (20 women and 15 men) 62.5%, 16 single (9 women and 7 men) (28.6%) and 5 widows (8.9%)

Regarding parenting issue 39 respondents (24 women and 15 men) are parents caring for children and 29 (74.4%) of them have dependents ranging from 1 to 5 and 10 of them have dependents ranging from 5 to 10. With respect to the issue of physical condition, only one respondents reported physical disability. The work experience of the respondents ranges from 2

to 20 years and all of them are full time employee in non-governmental organizations and in terms of qualification with a minimum of first degree holders and above.

Table 4.1 Respondents marital status and sex distribution

| | | Marital status | | | | | | Total |
|-------|--------|----------------|------|-----------|------|-----------|-----|-------|
| | | Single | | Married | | Widows | | |
| | | Frequency | % | Frequency | % | Frequency | % | |
| Sex | Male | 7 | 44 | 15 | 43 | 0 | 0 | 22 |
| | Female | 9 | 56 | 20 | 57 | 5 | 100 | 34 |
| Total | | 16 | 28.6 | 35 | 62.5 | 5 | 8.9 | 56 |

NB: Out of the total 60 respondents the non-respondents are 4 (total is 56)

Source: Survey conducted in Non-governmental Organizations, April 2014

Table 4.1A Respondents marital status and age distribution

| | | Marital status | | | | | | Total | Total in % |
|-------|-------|----------------|----|-----------|----|-----------|---|-------|------------|
| | | Single | | Married | | Widows | | | |
| | | Frequency | % | Frequency | % | Frequency | % | | |
| Age | 25-34 | 3 | 5 | 11 | 20 | 4 | 7 | 18 | 32.1 |
| | 35-44 | 8 | 14 | 11 | 20 | 0 | 0 | 19 | 33.93 |
| | 45-54 | 4 | 7 | 11 | 20 | 1 | 2 | 16 | 28.6 |
| | 55-64 | 1 | 2 | 1 | 2 | 0 | 0 | 2 | 3.6 |
| | 65+ | 0 | 0 | 1 | 2 | 0 | 0 | 1 | 1.8 |
| Total | | 16 | | 35 | | 5 | | 56 | |

NB: Out of the total 60 respondents the non-respondents are 4 (total is 56)

Source: Survey conducted in Non-governmental Organizations, April 2014

4.2 Women's Social Networking Experiences

The survey questionnaire further assessed the personal networking experiences of women using the networking indicators such as: maintaining internal and external contacts (phone, e-mail, text contacts with relatives and friends), socialization (having social events, having lunch or coffee with coworkers), using social networking sites, engaging in professional activities and formal institutions, and participating in community activities or informal grouping or institutions.

The findings of each indicators showed differences among men and women in social networking experience and discussed as follows:

4.2.1 Maintaining external and internal contacts with relatives and close friends

Maintaining external and internal contacts with relatives and close friends used here as one indicator of social networking. It means that contacts made by individuals through phone, e-mail, text or any other methods of communication with relatives, friends and neighbors for any reason.

Networking is the use of contacts to acquire information, advice, referrals etc. Thus, it is the major indicator of social capital formation which is a valuable asset. Contacts can range from our closest friends to professionals we have met before. The traditional belief is that it is easiest to start networking with the people to whom we are closest: friends, family, neighbors, present and former co-workers/employers, faculty, classmates, and anyone else with whom we have frequent contact.

Accordingly, the survey questionnaire in this study asked women and men whether they have differences in number of close friends they have. As indicated in figure 4.1 below the result of the survey questionnaire showed that 40% of the respondents (50% women and 50% men) ,14% of the respondents (57.13% men and 42.86% women), 24% of the respondents (75% women and 25% men) and 22% of the respondents have three, four, five to ten and less than three close friends respectively. Even though the difference is not significant it seems that women have more close friends than men do. The gender role socialization in the community which women and men assume plays a major role here for their friendship building. Women are socialized to have close contacts with relatives and very close friends. Theoretically such a relationship is bonding relationship where individuals build contact with very close and similar groups.

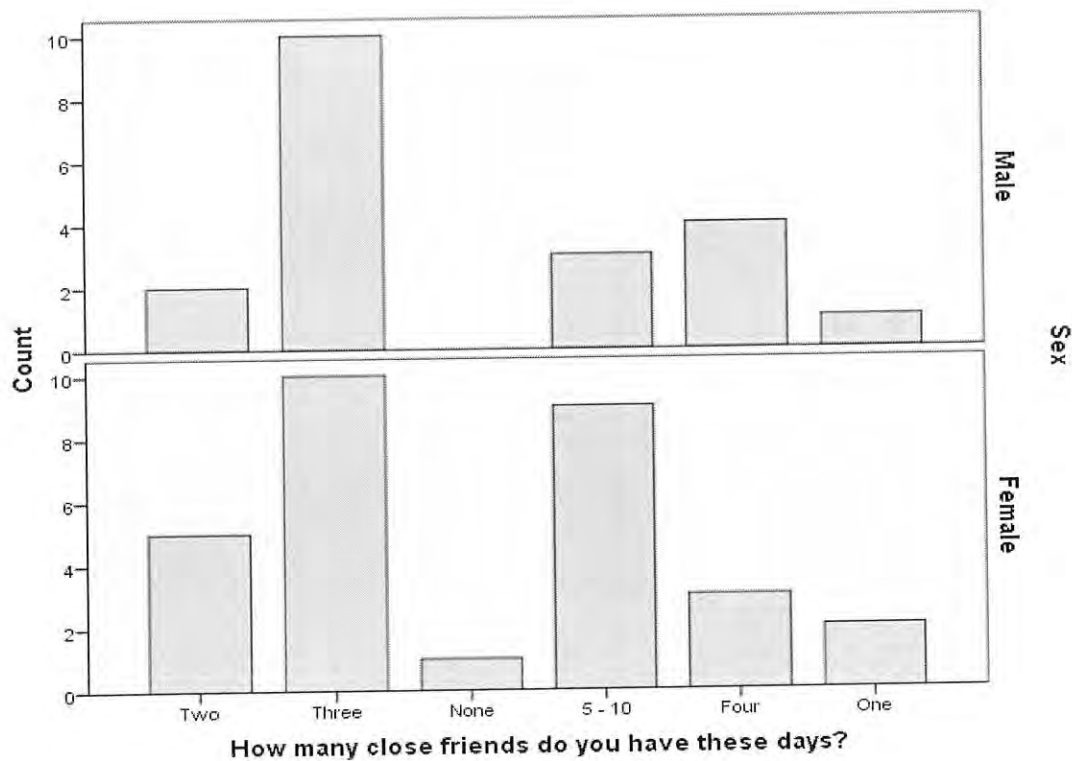


Figure 4.1 Women and men’s personal networking/ with close friends
Source: Survey conducted in Non-governmental Organizations, April 2014

Furthermore regarding to their networking experiences the result of the survey questionnaire indicated that women have better networking experiences with relatives or very close friends in making contacts through giving phone call and writing or texting e-mails. As indicated in table 4.2 below, the result of the survey questionnaire showed that women see or speak or have contact with their closest friends, relatives and neighbors at least once a day 68.2%, on most days 50%, once or twice a week 56.25%, once or twice a month 60% and, less often than once a month are 50% .

The, the findings from the men respondents when compared with women respondents shows that of men see or speak or have a contact with their closest, relatives, friends and neighbor at least once a day 31.8 on most days 50%, once or twice a week 43.8%, once or twice a month 40% and less often than once a month 50%

These results indicate that women have better connection and comfortable networking with relatives, close friends and neighbors. This finding is also similar with the finding of other studies which indicates that women's social capital tends to be more tied to informal social circles such as close friends, neighbors and those close proximity to them (Lowndes ,2004), (as cited in Gizem ,2013).

Table 4.2 Women and men's personal network experiences

| How often do you Speak to relatives on the phone? | Sex | | | | Total | Total in % |
|---|-----------|------|-----------|-------|-------|------------|
| | Male | | Female | | | |
| | Frequency | % | Frequency | % | | |
| -at least once a day | 7 | 31.8 | 15 | 68.2 | 22 | 40 |
| -on most days | 5 | 50 | 5 | 50 | 10 | 18.2 |
| -once or twice a week | 7 | 43.8 | 9 | 56.25 | 16 | 29.1 |
| -once or twice a month | 2 | 40 | 3 | 60 | 5 | 9 |
| -less often than once a month | 1 | 50 | 1 | 50 | 2 | 3.6 |
| Total | 22 | | 33 | | 55 | |

NB: Out of the total 60 respondents the non-respondents are 4 and only 55 responded to this specific question

Source: Survey conducted in Non-governmental Organizations, April 2014

As also indicated in table 4.3 below, 37.4 % of respondents (70% of women and 30 % of men) responded they know and made contact and feel easy to communicate with those who are the same sex and position with them. Among 14 .81% of respondents who respond that they made contact and easy to communicate with different sex but with the same position 62.5 % of them are women. This implies that women tend to connect and network with close friends similar with them in several ways like sex, position, education etc. They look for similarities with them which make them easy to communicate with. In contrast, the men group response showed that men have no preferences or look for similarities with them to contact and build friendship. They made more contacts with those who are

different or the same in sex and superior to them in positions. It is obvious that this helps men to get different information than women. This implies that the qualities of social capital among men and women are different. Regarding qualities women tend to form bonding type of social capital and homophilous relationships which is connection or networking with similar groups and have strong tie with these groups. Men on the other hand tend to build bridging type of social capital and heterophilous relationship which tends to connect or network with different groups. This implies that when women look for similarities with them to make a contact and network, men looks for differences and superior position to them.

Table 4.3 Networking preferences of women and men

| Which categories of people below would you like and feel easy to socialize or network with in your work places? You can choose more than one: | Sex | | | | Total | Total in % |
|---|-----------|------|-----------|------|-------|------------|
| | Male | | Female | | | |
| | Frequency | %age | Frequency | %age | | |
| 1.The same sex and profession with me | 6 | 30 | 14 | 70 | 20 | 37.04 |
| 2 The same sex but different profession with me. | 1 | 16.7 | 5 | 83.3 | 6 | 11.1 |
| 3 Different sex but the same profession | 3 | 37.5 | 5 | 62.5 | 8 | 14.81 |
| 4 Different sex and different profession | 3 | 100 | 0 | 0 | 3 | 5.6 |
| 5 With the same sex and superior in position. | 2 | 66.7 | 1 | 33.3 | 3 | 5.6 |
| 6 With the same sex and subordinate to me in position | 2 | 28.6 | 5 | 71.4 | 7 | 12.96 |
| 7 With different sex and superior to me in position. | 4 | 100 | 0 | 0 | 4 | 7.41 |
| 8. With different sex and subordinate to me in position | 0 | 0 | 3 | 100 | 3 | 5.6 |
| Total | 21 | | 33 | | 54 | |

NB: Out of the total 60 respondents the non-respondents are 4 and only 54 responded to this specific question

Source: Survey conducted in Non-governmental Organizations, April 2014

As also indicated in the focused group discussion and interview results regarding women's experience of maintaining internal and external contacts, in that they explained most of the time women are participating in community social institutions like 'iddirs', 'iqub' etc and their network do not go far from their locality. However; they also explained that professional women

working in the labor force have less participation in such institutions due to their dual role both at home and work places. Stressing this point one of the focused group discussant said that:

Most people assume that women have opportunities to participate in community social institutions, but professional women's are excluded from participating in such institutions. I used to be a member of women 'iddirs' but due to unable to meet the obligations I decided to resign.' (Focused group discussant quoted #1).

The interview result is also similar and explained that even though men participate in community social institutions women and men are not equally participating meaning women are more active in social institutions mentioned above. One of the interviewed women stressed the above saying that:

as compared to men women are expected to perform several obligations of being a member of social institutions like in time of death , other social events and when social supports are needed... '. (Interview quoted #1).

As indicated in the above speech as a result of gender role socialization women are expected to assume several responsibilities both at home and workplaces. The social obligation that women and men expected to perform is also different. Women are expected to perform several obligations in community institution as they are socialized to have close contacts with close relatives, friends and neighbors. Even though women become representing the labor work forces, their dual responsibilities are forcing women to exclude themselves from participation in community institutions. This in turn constrained their networking opportunities.

Regarding the purpose of participation in community institutions mentioned above the respondent of interview and focus group discussants mentioned that women use such networks for social support during time of death and when other social problems may occur in their life.

In contrast women focused group discussants mentioned that men also participate in social institution mentioned above but their involvements are very low as compared to women. The men focused group discussants also confirms that men participate more in professional networks. This finding is also similar with the statement in the literature which states that men may be engaged in more geographically dispersed social networks, such as community projects, and may participate more in civic engagement (Maluccio et al. 2003). As indicate in Strengthening of

Weak Tie theory such participation provides them with greater access to information and stimulates information exchange with others. (Granovetter, 1973)

The above findings show that women and men have differences in making internal and external contacts. As result of the gender role socialization which limits women to play domestic gender role and near to their home women are better in making or maintaining internal contacts with close friends, relatives and neighbors. However, the professional women working outside of home are losing their contacts and excluding from social institution due to the dual responsibility and obligation they assumed both at home and workplaces.

4.2.2 Using social networking sites

Social networking sites are one of the social media for networking with different peoples. It is a platform to build social networks or social relations among people who share interests, activities, life experiences or backgrounds. Accordingly, the survey questionnaires assessed women's experiences of using social networking sites as one indicator of social networking and as indicated in figure 4.2 below, only 76% of women and 82% of men use internet services.

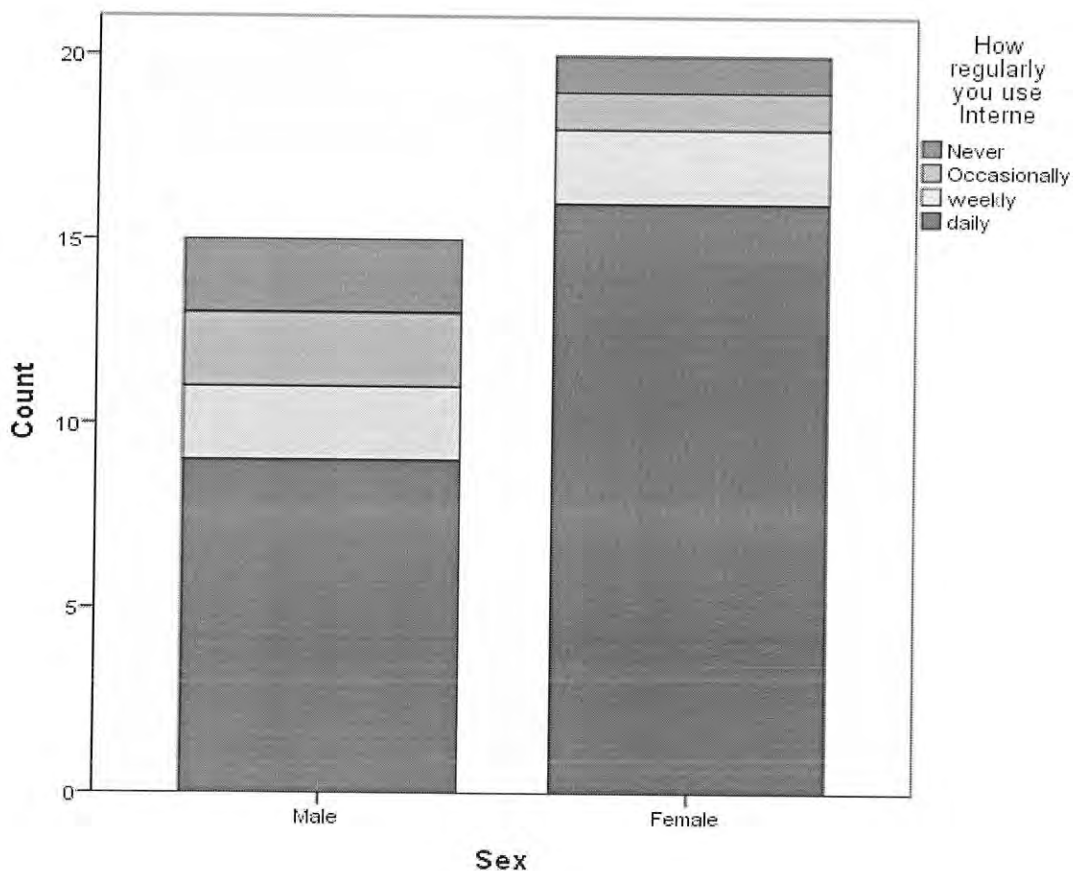


Figure 4.2 Women and men using internet services

Source: Survey conducted in Non-governmental Organizations, April 2014

As can be seen from the above figure there is no significant differences observed between women and men group of respondents in using internet services. However even though in the survey questionnaire 76 % of women responded ‘yes’ for the questions ‘do you use internet services ’ the result further indicate that the types of social networking sites professional women and men are using and their purposes shows differences. Majority of women uses e-mail and Facebook and the data shows that 19,14,9 and 3 respondents mentioned that they use e-mail, Facebook, LinkedIn and twitter respectively. In contrast the result of the men group shows 13,13,8 and 4 respondents mentioned that they use –e-mail, Facebook, linked in and twitter respectively

Similarly the result of the interview and focused group discussion further indicate that women have fewer experiences in using different social networking sites. The most frequently used

social networking sites by women are: e-mail and Facebook. It is also mentioned that very few professional women use other forms of social networking sites like LinkedIn, and Twitter.

As mentioned by the focused group discussants, women are using these social networking sites for arranging organizational events, get opinion and keep in touch with friends. Very few women mentioned that they use it for seeking jobs. In contrast majority of men respondents mentioned that they use different social networking sites for the purpose of getting opinion, doing organizational task, seeking jobs and for the entertainment. The respondents were also asked whether they think that they have enough time to use different social networking sites and the result from focused group discussant and interviewee respondents showed that women have time to some extent to use the social networking sites but in most cases they reflected that due to dual responsibilities at office and home women have no adequate time to use social networking sites for personal professional advancements.

Stressing on this particular point of women not having enough time one of the focused group discussants said

“traditionally most people believe that it is women who spent much of the organization’s time on social networking sites but from my point of view, this perception is wrong and I feel that professional women are very concerned to their work and ... in organization one can observe men regularly using or spent time on different social networking sites ...but this is at the cost of women’s name’ (FGD quoted #2)

This indicates the wrong perception on women’s and men’s positions or work. In a society where gender disparity exists the value that is given for women’s and men’s work are different. Most people traditionally believe that women spent time on activities that have no values whereas men spent time on activities which have more values. As men and women socialized in society it is such a belief which further goes to the work place and lead to a biased perception on the women employee as mentioned in the above quoted speech of focused group discussants.

From this the findings of this study indicates that relatively men have better time to use social networking sites. This is also supported by the findings of the survey questionnaire as indicated

in figure 4.3, below which shows that (14.3% of the total respondents) equal number of men and women responded that they have time to use social networking sites, 57% of respondents (i.e. 40.6% of men and 59.4 % women) responded that, they have time to use social networking sites to some extents because there are time constraints to fully use the available instruments for social. Those who responded that they have no time at all to use different social networking sites are 28.6% of which 31.2% are men and 68.75 % are women.

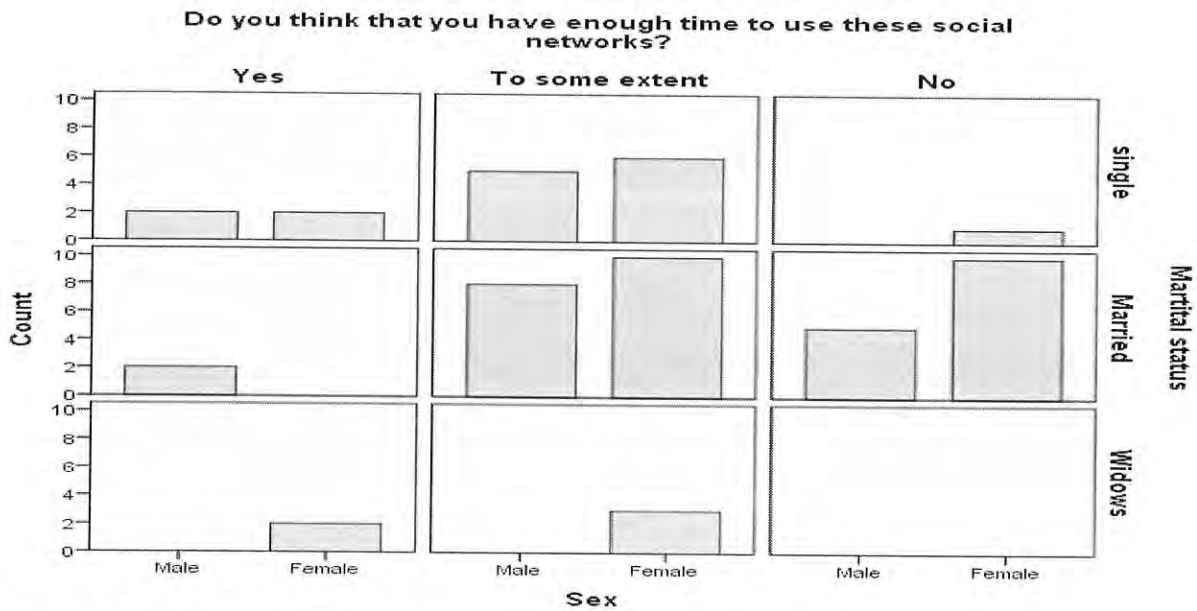


Figure 4.3 Women and men’s time for social networking sites

Source: Survey conducted in Non-governmental Organizations, April 2014

As indicated in the above figure even though the number of men and women who responded they have enough time to use social networking site are equal as compared to the single women married women have more time constraints and none of married women responded that they have adequate time to use social networking site. However the married men reported that they have enough time to use social networking sites. This can imply that among the married couples the family responsibilities burden are more on women than men. This further indicates that even though there are several factors as indicated in the interviewee results women in general and married women in particular have time constraints to spend on social networking sites due to their commitment to work and their dual responsibilities.

4.2.3. Participation in professional associations/ formal groups

Networking allows professional women to make connections with people inside and outside their organizations. When looking at the most effective characteristics of networking relationships, majority of the responses by the professional women interviewed and focus group discussants indicated that maintaining internal and external contacts and engaging in professional activities and formal institutions was the most effective characteristic.

However, the survey questionnaire result showed that the participation of women in different formally organized groups, association, and organizations indicates that 71.42% of the total respondents (men and women) involved in different formal groups or organizations other than their regular organization. Among the total present 71.43% of respondents engaged in different formal groups indicated in table 4.4 below 52.5% are men and 47.50% are women, this indicates that out of the total women respondents only 55.8% women are involved in formal groups whereas out of the total men respondents 95.45% are involved in formal groups or institutions. Furthermore, the data indicate that among the different formal institutions majority of the men are engaged in professional association which is 73.3%.

Table 4.4 Women and men participation in formal organizations or groups

| In which of the listed Formal Groups do you participate? | Sex | | | | Total | Total in % |
|--|-----------|-------|-----------|-------|-------|------------|
| | Male | | Female | | | |
| | Frequency | % age | Frequency | %age | | |
| 1.Youth Association | 2 | 50 | 2 | 50 | 4 | 10 |
| 2.Professional Association | 11 | 73.3 | 4 | 26.7 | 15 | 37.5 |
| 3.Different Forum | 5 | 55.6 | 4 | 44.4 | 9 | 22.5 |
| 4.Health Disability | 0 | 0 | 4 | 100 | 4 | 10 |
| 5.Sport clubs | 2 | 50 | 2 | 50 | 4 | 10 |
| 6. political groups | 0 | 0 | 0 | 0 | 0 | 0 |
| 7.AWiB | 0 | 0 | 1 | 100 | 1 | 2.5 |
| 8.Trade unions | 0 | 0 | 0 | 0 | 0 | 0 |
| 9. Others | 1 | 33.3 | 2 | 66.67 | 3 | 7.5 |
| Total | 21 | 52.5 | 19 | 47.5 | 40 | 71.43 |

NB: Out of the total 60 respondents the non-respondents are 4 and only 40 responded to this specific question

Source: Survey conducted in Non-governmental Organizations, April 2014

Even though, the results of women's engagement in formal groups or institution is not negligible; the result shows significance difference among men and women and this shows that men have better engagement in different formal groups or institutions than women do. Men are also better engaged in professional associations which enable them to get valuable and professional information which is one of the opportunities for their career advancements.

The time constraints among several factors limit women to adequately engage in different formal groups or institutions. The argument of Ioannides and Loury, (2004) and Dasgupta, (2005) support this findings and they indicates that building and maintaining a social network is costly in terms of both time and other resources, which imposes a barrier to social capital accumulation. Therefore; it is undeniable fact that a woman, assuming dual responsibilities both at home and working outside of home has very minimal representation in the formal institutions As also argued by Maluccio et al, (2003) women rather have been found to join groups that mobilize fewer resources than men because they are resource-constrained or have limited access and control on house and community resources

However; it is needles to explain how engaging in formal groups and institutions are beneficial for the members. One explanation may be that professionals who engage in professional activities as one form of networking behavior meet influential individuals in other organizations who can provide valuable information such as, better-paying jobs, etc. It may be those individuals who maintain high levels of professional activity that are viewed as having high potential in their organizations which as a result those who get information can make faster their career advancement. As majority of women have excluded themselves or the system has excluded them from engagement in different formal groups or institutions, it is obvious that they are also excluded from the benefits gained from participation in formal groups or institutions.

It is worth mentioning that in table 4.4 above only one respondent mentioned Association for Women in Business (AWiB). AWiB is a social network for women in business which is the first in its kind in Ethiopia where different professional and business women gather together and discuss different issues that affect their business and professional developments. This network is primarily for women and provides an opportunity for women to get connected and enhance their

competency. However; many women either have no information or access to participate in such valuable networks.

Even though, slight progress has been observed in the number of women participation in different formal groups or institutions, the result shows that still women are poorly represented in formal groups. Multiple responsibilities of women at home and workplace constrain their participation in different formal professional institutions which; enhance their capacity and competency.

Women are also absent from their career development during pregnancy and rearing children and all these constrain their participation in different groups. As reported by the interviewed women the reproductive role of women is one constraining factors for their career advancement. One of the interviewee said that:

I lost not only my connection but also my income Occasionally I was doing research and consultancy work in addition to my regular work. But I was disconnected from my connection due to my reproductive role Now my networks become my home and children as I always run quickly to home after work (Interview quoted #2)

From this quote she stressed that professional women are often challenged by working out of home and also undertaking major tasks including women's reproductive role at home.

In spite of the several feminist struggles it is quite clear that attitudes on gender roles are not that much changing. One of the best measures of gender role ideology is the item that asks whether people agree or disagree 'that a man's job is to earn money and a woman's job is to look after home and family (Jacqueline, 2006).

Now a day it seems that this trend towards increased rejection of traditional gender roles will continue and both secularization and increased education are working in the same direction to challenge traditional gender role ideology. However, the finding implies that the gender role differentiation still playing a role and women are assuming overburdened role at home and in the society. These in turn are affecting their competency and career advancement. Thus, whether and

how shifts in gender role ideology will pan out in terms of a more equitable gender division of labor is not clear.

4.2.4. Participation in community institution / informal groups

The result of the study indicated that women’s participation is better in community gathering, informal organized groups than their participation in formal groups. As indicated in table 4.5 below there is no significant difference among men and women’s participation in local community groups or institutions and the data shows that all of the respondents (women and men) participate in one or other types of community or informal groups or institutions mentioned. However, even though there is no significant difference in their participation in local community groups as reported in the table 4.5 below, the data indicated that the engagement of professional women in social clubs like drinking house and other entertainment places for networking is none.

Table 4.5 Women and Men networking in informal groups

| In which of the following listed Informal Groups or institutions do you participate? | Sex | | | | Total in % | |
|---|-----------|-------|-----------|-------|------------|-------|
| | Male | | Female | | | |
| | Frequency | %age | Frequency | %age | | |
| NF | 1 | 16.67 | 5 | 83.33 | 6 | 10.71 |
| Religious Groups including going to a place of worship or belonging to a religious based group like Mehaber, Senbet etc | 11 | 37.93 | 18 | 62.07 | 29 | 51.79 |
| Local community or neighborhood groups like ‘Idirs’, ‘Iqub’ | 6 | 35.29 | 11 | 64.71 | 17 | 30.36 |
| Social Clubs, drinking clubs, play station. | 4 | 100 | 0 | 0 | 4 | 7.14 |
| Others | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 22 | | 34 | | 56 | 100 |

NB: Out of the total 60 respondents the non-respondents are 4

Source: Survey conducted in Non-governmental Organizations, April 2014

However, previous literatures which state men may engaged more in geographically dispersed social networks, such as community projects, and may participate more in civic engagement are contrasting with this finding. But it is worth mentioning that both the findings of this study and the conclusion by Maluccio et al., (2003) rather indicate that the engagement of men in both category (formal institution/ groups and informal groups) is enhanced. Therefore; from these findings even though men responded that they have no adequate time to participate in different networking activities further analysis can show that the participation of men both in the formal and informal institutions implies that they have better opportunities and time for their participation in different social networking activists. The gender role and dual responsibilities of women can also be raised here again. The participation or engagement of men in both formal and informal groups shows the leisure time men have as compared to women, having several responsibilities and experiencing a high opportunity cost of time reduces women's incentives to participate in certain social networks and benefiting from the outcome of networking.

The fact that women having a high opportunity cost of time, may motivate women to form networks with individuals who are geographically close to reduce the length of time required for travel for social interaction and this enabled them to better represented informal social institutions . However, geographically close networks tend to be limited in their scope of information transmission which has more value for their career advancements (Granovetter 1973).

4.3 Women and work place networking

The socio-metric questionnaire were developed and filled by 10 female and 6 male employees working in International Non- governmental Organizations. The respondents were asked to list the names of persons (1) who provided them technical assistance to their jobs and to whom they report the outputs from their work; (2) with whom they talked frequently about work related topics; and (3) whom they considered close friends. To supplement theses, the socio- metric questionnaire further tried to assess women and workplaces network in terms of with whom they made frequent contact, seek and give advice, share and receive information and discuss challenges related to personal and work in the organization.

The analysis of the socio-metric data showed that women's networking experience in the workplace is very poor and in most cases they prefer to network with the colleagues working in the same line. Among the women group asked 'whom they considered close friends', 95% of the women respondents named person working parallel (the same position and sex) with them.

The name that majority of the women respondents mentioned whom they talked frequently about work related topics are those who are similar in position or work parallel to their position. In contrast the men group named those who are working both at the same and different position whom they considered as close friends.

Furthermore the socio- metric data for women showed that 81 % of women respondents mentioned that they made contact about once a day with employees they named as colleagues for personal discussion concerning work whereas 88.8% of men respondents mentioned that they made contacts two to three times with the colleague for personal contacts concerning their work.

Sharing and communication of information as one indicator of networking, women respondents mentioned that they give information or receive information in their organization once or twice a week and men respondents indicated that they share and receive information 2 to 3 times a day. Women discussed with colleagues regarding challenges to their work once or twice a week where as men discuss challenges related to their work about once a day if they phase challenges daily.

Therefore, the data implies that men made more frequent contact with more people in their work places than women do. The exposure and experience of men engaging in different formal and informal institutions further helped men to interact with colleagues. As women are the new comer in most organization they may face difficulty to integrate themselves in the already existed men informal networks in the organization. It also seems that the gender imbalance in terms of female and male workers in the organization limit women networking in the work place. Similarly, Brass (1985) argued that informal interactions within an organization benefit men far more than women and noted that women were excluded from the informal interaction networks

for the main reasons that first, male managers often felt uncomfortable communicating with women and second as newcomers and often outsiders, women have difficulty accessing the informal networks in the organization and finally, an alternative view suggested that men, as the dominant group in most organizations, wish to maintain that dominance by intentionally excluding women from informal interactions.

This finding is also related with the analysis made by other studies which argue that women are excluded from full participation from the informal network that their male colleagues established. They further indicated that, the informal network of men and absence of women in the informal network of men is relatively the most influential barrier women's holding leadership positions (Yania, 2008 and Handly, 1994).

The survey results indicated in table 4.6 also show that in most cases women's networking experience is less in the work place as compared to the men groups. Among 32 women who responded to the specific question 'how often they look for confirmation from each of the members of their organization for work related problems they are not sure about the solution for problem , 11.1% of total respondents (66.7% men and 33.3% women) have been looking for confirmation daily ,20.4% of respondents (27.3% men and 72.7% of women) have been looking for confirmation some times a week, 31.5% of total respondent (47.1% men and 52.9% women) have been looking for confirmation some times a month, 31.5 of respondents (29.5% men and 70.6% women) have been looking for confirmation some times a year and 3.7% of respondents (50% men and 50% women) never go for any confirmation for their work related problems which they are not sure about the solution . The data indicates that men are relatively better in seeking and asking for confirmation for work related problems in the organization. According to the above findings which confirm that men are better represented in the informal networking formed in the organization further supports them to make better contact with the colleagues regarding to their work related problems.

Table 4.6 Women and Men work place networking

| How often have you been looking for confirmation to each of the members of your organization? | Sex | | | | Total | Total in % |
|---|-----------|------|-----------|------|-------|------------|
| | Male | | Female | | | |
| | Frequency | % | Frequency | % | | |
| Daily | 4 | 66.7 | 2 | 33.3 | 6 | 11.1 |
| some times a week | 3 | 27.3 | 8 | 72.7 | 11 | 20.4 |
| some times a month | 8 | 47.1 | 9 | 52.9 | 17 | 31.5 |
| sometimes a year | 5 | 29.4 | 12 | 70.6 | 17 | 31.5 |
| Never | 1 | 50 | 1 | 50 | 2 | 3.7 |
| As needed | 1 | 100 | 0 | 0 | 1 | 1.9 |
| Total | 22 | | 32 | | 54 | |

NB: Out of the total 60 respondents the non-respondents are 4 and only 54 responded to this specific question

Source: Survey conducted in Non-governmental Organizations, April 2014

Information sharing and receiving is one form of networking with colleagues in the organization. Accordingly, information sharing and receiving in the organization the data presented in table 4.7, below indicates that 9.8% of total respondents (60% men and 40%women),19.6% of total respondents (60% men and 40%women),49% of total respondents (40% men and 60%women), 19.6% of total respondents (10% men and 90% women) and 2% of total respondents (all women) obtain information with the help of each of the members of their organization for crucial purposes they need on daily, sometimes in a week, sometimes in a month, sometimes in a year and never ask for information respectively

The information seeking and sharing experience of women shows that women are less involved in obtaining information with the help of each of the members of their organization. It seems that this is mainly for the reason that as indicated in the findings of this study above, which indicate that women are excluded from the informal network created in the workplace because they are

the new comers in most organizations and the sex imbalance of employee (few number of female employees) limit their interaction and establish connections.

Table 4.7. Women and men experience in sharing and receiving of information in the work place.

| How often did you obtain this information with the help of each of the members of your research group? | Sex | | | | Total | Total in % |
|--|-----------|----|-----------|-----|-------|------------|
| | Male | | Female | | | |
| | Frequency | % | Frequency | % | | |
| Daily | 3 | 60 | 2 | 40 | 5 | 9.8 |
| some times a week | 6 | 60 | 4 | 40 | 10 | 19.6 |
| some times a month | 10 | 40 | 15 | 60 | 25 | 49 |
| sometimes a year | 1 | 10 | 9 | 90 | 10 | 19.6 |
| Never | 0 | 0 | 1 | 100 | 1 | 2 |
| Total | 20 | | 31 | | 51 | |

NB: Out of the total 60 respondents the non-respondents are 4 and only 51 responded to this specific question

Source: Survey conducted in Non-governmental Organizations, April 2014

With regard to having contact with member of the organization outside the work places, the respondents asked how often they participate in social activities outside the work context with the members of their organization (e.g. going out for dinner, going out for sports, going out for movies, etc.) The result of the survey questionnaire as indicated in table 4.8 shows that men and women make social activities outside the work context on daily 5.6 % some times a week 9.3% sometimes a month 25.9% sometimes a year 38.9% never make social activities outside the work context are 20.4%

Table 4.8 Women and men experience of socialization with co workers

| How often does it happen that you do a social activity outside the work context with the members of your organization (e.g. going for diner, doing sports, going to the movies, etc.)? | Sex | | | | Total Frequency | Total in % age |
|--|-----------|------|-----------|------|-----------------|----------------|
| | Male | | Female | | | |
| | Frequency | % | Frequency | % | | |
| Daily | 3 | 100 | 0 | 0 | 3 | 5.6 |
| Some times a week | 2 | 40 | 3 | 60 | 5 | 9.3 |
| Some times a month | 5 | 35.7 | 9 | 64.3 | 14 | 25.9 |
| Sometimes a year | 7 | 33.3 | 14 | 66.7 | 21 | 38.9 |
| Never | 5 | 45.5 | 6 | 54.5 | 11 | 20.4 |
| Total | 22 | | 32 | | 54 | |

NB: Out of the total 60 respondents the non-respondents are 4 and only 54 responded to this specific question

Source: Survey conducted in Non-governmental Organizations, April 2014

The findings imply that this finding is similar with the interview results mentioned that women have no time for social events with coworkers as they quickly run to home after work. It is also worth mentioning here that women's multiple role as a barrier also expressed from the perspective that in addition to their public work, they are mothers, wives, caregivers, sisters, and children. These women are expected to share their time and take certain responsibilities both at home and out of work in their public work. In contrast the findings shows that men have relative leisure time to participate in different networking activities after working hours as the gender role do not expect them to stay and work at home.

Furthermore the gender stereotyping which expects women to get home early than their husbands limit women to spent time with coworkers after work hours. Stressing this one of the interview respondents said that:

I would never arrange to meet friends or coworker out of work time at social clubs or entertaining places or drinking houses... if I do, I should have to make sure that I get home early before my husband arrives home otherwise it means a problem for me (Interview quoted #3)

From the discussion of the women, it seems that majority of them accepted and never wanted to challenge these statuesque or expectations on them. They believe that if they do it will question their trusts in the marriage. It seems that this belief is similar with which different studies on gender have indicated that women themselves sometimes support the discriminatory beliefs because holding such views can increase a women's 'value' in the 'marriage market' (Joshua and Aseem, 2013). However; few of women focus group discussants mentioned that now a day there is no as such a problem and both wife and husbands spent time out of home after work.

However, results from the discussion indicates that even though some improvements have been observed in the gender role perception of women and men there are still differences of viewpoints between women and men with regard to the gender role expectations where by the major household tasks are often seen as women's role and men are not expected to share household chores.

The survey result in the table 4.9 shows that women consider their relation with a particular colleague in the work place as "formal" compared to the men group. Those who are reported that they consider their relation with a particular colleague in the work place as "formal" are 31.7% of this women account for 76.90% whereas men account for 23.1%. From this it follows that unlike men women consider their relation with a particular colleague in the work place as "formal".

Table 4.9 Women and men experience of formal and informal networking in the work places.

| How do you consider your relationship in the workplaces? | Sex | | | | Total | Total in % |
|--|-----------|------|-----------|------|-------|------------|
| | Male | | Female | | | |
| | Frequency | % | Frequency | % | | |
| Formal (-3) | 3 | 23.1 | 10 | 76.9 | 13 | 31.7 |
| Informal (+3) | 14 | 50 | 14 | 50 | 28 | 68.3 |
| Total | 17 | | 24 | | 41 | |

NB: Out of the total 60 respondents the non-respondents are 4 and only 41 responded to this specific question

Source: Survey conducted in Non-governmental Organizations, April 2014

The general traditional assumption is that women are more inclined to the informal networking and the finding of this study also confirms that women are more intend to participate in the informal networking which is mainly informal groups or institution close to their proximity. However, the result of this study shows that when it comes to the work place this traditional assumption or the generalized believe that women rely on informal networking is challenged. For instance, with respect to the work place the result of the survey question indicates that women rely more on the formal relationship with coworkers which further indicate their dependability on the formal networking in the workplace.

This result is also in line with the analysis of Kurtosi, (2008) that argues women attach less importance to informal relationship (and rely more on formal structures) and they are less likely to mobilize such contacts to attain their career goals.

For the purpose of this investigation, informal interactions were assumed to be valuable sources of information, resources, and support that would in turn translate into influencing an upward mobility in the organization. Accordingly, overall, the findings of this study support the notion that informal interaction patterns are important to consider in assessments of influence and

promotions in an organization. In short, the findings of this study show that women are less visible than men when it comes to networking in the work places. As indicated in the findings of this study, gender differences exist and as a result men and women form their social capital differently. Women mostly form bonding type of social capital in which they remain to connect and network with similar groups (homophile). Moreover, as women are often new comers in most organizations, they exclude themselves from the already existed informal networking dominated by men.

As also indicated in the literature and argued by Brass (1985), women will be less central than their male counterparts to the informal interaction networks in an organization. Thus, women may not receive the possible valuable information, resources, or support that often comes with inclusion in such networks.

4.4 Opportunities and challenges for women networking

In a society where gender disparity exists the gender role socialization expects men and women to act or perform differently. As a result women and men have different opportunities and challenges in their way of life. Accordingly this section of the analysis discusses the opportunities and challenges exist for women and men social networking as a result of their sex or gender role socializations.

4.4.1 Opportunities of women social networking

As shown in table 4.10 the survey result also indicated that women and men have different opportunities for networking. Accordingly, 36% of the total respondents (27.78% of men and 72.2 % of women) responded that women and men have different opportunities for networking.

Table 4.10 Women and men networking opportunities

| Do you think that women and men have different opportunities to network? | | | | | | Total |
|--|--------|-----|------|----|------|-------|
| | | Yes | % | No | % | |
| Sex | Male | 5 | 27.8 | 16 | 50.0 | 21 |
| | Female | 13 | 72.2 | 16 | 50.0 | 29 |
| Total | | 18 | 36 | 32 | 64.0 | 50 |

NB: Out of the total 60 respondents the non-respondents are 4 and only 50 responded to this specific question

Source: Survey conducted in Non-governmental Organizations, April 2014

The opportunities identified for women by the men focus group discussants is that women are more connected in the local community institution, groups and kinship. This enables them to easily network and participate in different local institutions. The gender socialization which requires women to be close with family and kinship provide them with an opportunity to participate in community networking near to their locality and among neighborhoods.

From men’s group point of view during focused group discussion with men reveals that women are more trusted in the workplace and perceived that they are committed to their work. The finding from the interview is in line with the result of the focused group discussants in which one of the men interviewee said that:

In most cases organizations prefer to recruit women believing and trusting that the turnover of women employee is less as compared to the men and women are also perceived that they are highly committed to their work than men employee’ (Interview quoted #4)

He further stressed that this is one of the opportunities that women have in the workplace and this is an asset which they could have used to build their social capital and connected with those who can influence decisions. Moreover it was also mentioned that as women spend most of their time around home after work and this enabled them to have opportunities to engage in community groups for social support and other.

On the other hand, women focus group discussants indicated that men have better opportunities for getting connected and networking both in community and workplaces. This is because men have adequate leisure time for their personal development and engagement in different formal and informal groups.

The quotation from one of the interview goes like this:

When a married couple to have decided between having children and planning to advance in their education no one expects the husband should cancel his plan to the responsibilities of rearing children. Rather the society's expectation is obvious in that a mother should give up her plan to advance her career in order to look after children' (Interview quoted #5)

The interview quoted above and focused group discussants results indicates that there is a motherhood penalty as mothers' careers progress slowly because they are mothers -- because they have to spend more time on their children. Mothers have greater childcare responsibilities than fathers as the work/life realities explain women are lagging and slower in career tracks than men.

As indicated in the literature, women have better opportunities of networking at community or local level. The study of Moore,(1990) also confirms this and indicated women's network incorporate a larger proportion of close friends , kinship and fewer different types of non-kinship which means network with those far from their geographic proximity and who are not relatives. In contrast men's network consisted of less kinship and more non-kinship, and includes fewer neighbors but more co- workers advisors and firms.

Thus, the opportunity of women networking limited to the community or kinship level where as the opportunities for the men group are very divers includes advisor, co- workers and work place networking. However even though their closeness to relatives and communities may be one of the opportunities y for women but as Strengthening of Weak Tie theory such participation (the networking with similar groups and close proximity) provides them with less access to high level information and stimulates information exchange with others indicate in (Granovetter, 1973).

The differences in opportunities mentioned for men and women, imply that, the gender socialization plays influencing role. As women and men socialized differently (i.e. women

expected to play a gender role which keeps them at home or very close to their home whereas men are expected to assume a gender role out of home) their opportunities of networking is also different where women have better opportunities of networking in informal groups around their locality men have the opportunities of networking in formal groups and institutions. Furthermore the unbalanced gender role favor men to have leisure time and engaged in different networking which in turn helps to advance their career.

4.4.2 Challenges/ barriers of women's networking

Barriers for women's social networking

As the findings show, there are interlocking barriers for women's participation in social networking and advancing their career. Gender role, gender stereotype and institutional cultures and systems are the major identified barriers or contributing factors for women's less participation in social networking. Therefore the following section thoroughly discusses these challenges.

4.4.2.1 Socio- cultural Barriers

Socio-cultural factors were mentioned as one of the hindrances for women's participation in social networking. Thus the main socio-cultural barriers mentioned were the gender role; that is women's family responsibility and community responsibility and their impact and the gender stereotype on the level of women's participation in social networking.

Gender role

Gender disparity exists in the family, society, and in the work place. Therefore different institutions, including the Civil Society Organizations are the reflections of the existing reality in the society. In line with this, the gender roles were mentioned as one of the hindrances for women's participation in social network which in turn affect their career advancement.

Both the interviewees and focused group discussants mentioned women and men do not have similar access and benefit from social networking and argued that the gender divisions of labor as barrier for women's participation and enhancing their career. The focus group discussants further mentioned that unlike men counter parts women discontinue from their networking and

up gardening their career during pregnancy, giving birth and looking after children. As indicated in one of the interview quotation above which says:

When a married couple discuss to decide between having children or planning to advance in their education no one expects the husband to give up his plan of career development to take the responsibilities of rearing children. Rather the society's expectation is obvious in that a mother should give up her plan of advancing her career in order to look after children' (Interview quoted #5),

The interviewed women stressed that the gender division of labor affects women's level of participation in educational upgrading and involvement in the public arena. The family responsibilities further hinder women to have aspiration to participate in different networking and cause time limitation to upgrade career. This means that because of gender division of labor in the society, women are mainly occupied by the reproductive responsibilities, which in turn affect their involvement in the public activities in general, and in the career advancement networking in particular.

As indicated above this implies the motherhood penalty as mother's careers progress slowly because they are mothers -- because they have to spend more time on their children. Mothers have greater childcare responsibilities than fathers as the work/life realities explain women are lagging and slower in career tracks than men.

As indicated in the above figure 4.3 the survey questionnaire shows that women have constraints of time to use social networking. Regarding the factors constraining them to participate in different social networking, 62.5% of respondents (Women 52% and men 48%) mentioned that lack of time due to work or study as a main constraining factor for their networking, 27.5% (women 90.9% and 9.1% men) mentioned family responsibilities as the major constraining factors for their networking and 10% (women 50% and men 50%) mentioned that they do not think networking helps and add value to their career. (Table 4.11)

Table 4.11 Women and men factors for networking time constraints

| If your answer is you have time constraints to use social networking sites what factors do you think constrain you from accessing these networks? | | Lack of time due to work or study | % | Family responsibilities | % | I do not think that it helps and adds value | % | Total |
|---|--------|-----------------------------------|------|-------------------------|------|---|----|-------|
| Sex | Male | 13 | 52 | 1 | 9.1 | 2 | 50 | 16 |
| | Female | 12 | 48 | 10 | 90.9 | 2 | 50 | 24 |
| Total | | 25 | 62.5 | 11 | 27.5 | 4 | 10 | 40 |

NB: Out of the total 60 respondents the non-respondents are 4 and only 40 responded to this specific question

Source: Survey conducted in Non-governmental Organizations, April 2014

There is a significance differences among women and men as reported in that work burden and family responsibilities are major constraining factors for their networking. As clearly indicated in the above table work burden and family responsibilities are the major constraining factors for women to engage in social networking. This is mainly because of the existing imbalanced gender role and women are traditionally assumed or expected to take care for families. As also indicated by one of the interviewee quotation #5 above women are the one who are expected to give up or discontinue their plan for career development during wife and husband's decisions to have children.

The implication is that even though women are coming to the workforce and attaining economic parity with men the gender role at home is unchanged and women are assuming dual roles at home and work places. As already mentioned in the findings of this study above, women are excluded from men's networks and they have less access and benefit from social networking. The survey result indicated in table 4.12 below also showed that 50.9% of the total respondent (32.14% men and 67.9 % of women) agreed that women have less access and benefit from social networking.

Table 4.12 Women and men’s access and benefit of social networking

| Do you agree that women have less access and benefit from social networking? | | | | | | Total |
|--|--------|-----|------|----|------|-------|
| | | Yes | % | No | % | |
| Sex | Male | 9 | 32.1 | 13 | 48.1 | 22 |
| | Female | 19 | 67.9 | 14 | 51.9 | 33 |
| Total | | 28 | 50.9 | 27 | 49.1 | 55 |

NB: Out of the total 60 respondents the non-respondents are 4 and only 55 responded to this specific question

Source: Survey conducted in Non-governmental Organizations, April 2014

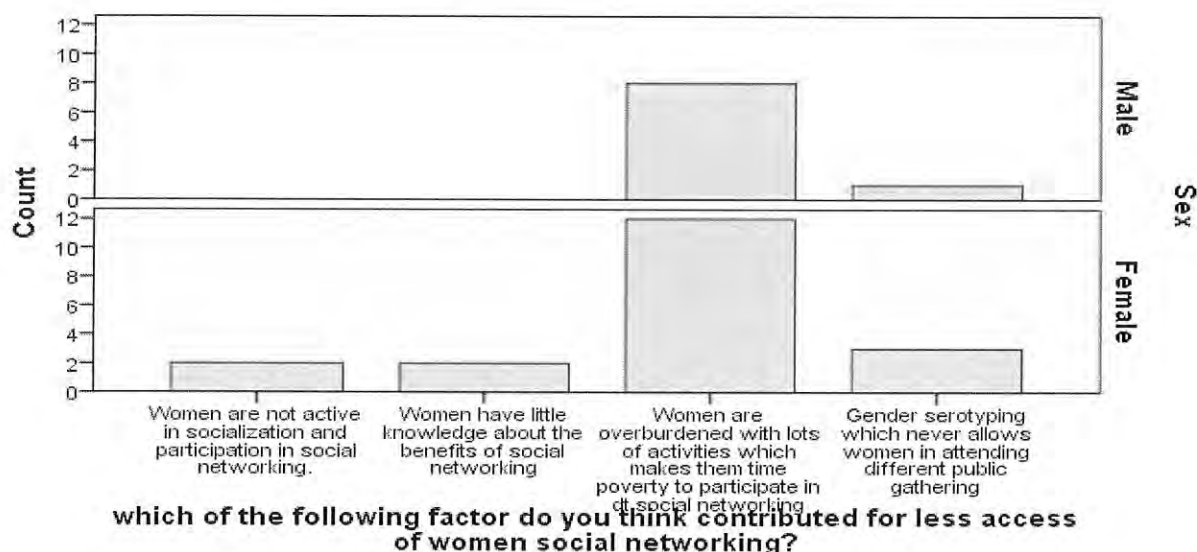


Figure 4.4 Contributing factors for constraints of women and men social networking access
Source: Survey conducted in Non-governmental Organizations, April 2014

The reason mentioned in response to their less access and benefit from social networking as indicated in figure 4.4 above, among those who responded that ‘women have less access and benefit from social networking’, 71.43% of the respondents (40% women and 60% men) mentioned that women are overburdened with lots of activities which limit their participation in different social networking.

Furthermore as indicated in the above figure women respondents mentioned and considered that women are not active in social networking and have little knowledge about the benefits of networking. Even though it needs further investigation the result seems that women themselves are undermining their capacity therefore it is worth where to discuss the feminists' view on gender role and women's position in the society as the findings above shows that gender roles are the major contributing factors for constraints of women's networking out of their home and in their work places.

The general feminist's perspectives indicate that women are unequal to men, and the different groups think it is down to different reasons. Liberal feminists think it is because it is down to gender role socialization where as Radical feminists think women are not equal to men because of relationships within the home.

Liberal feminists, argue that gender role socialization is responsible for sexual division of labor. Girls and boys are socialized in different ways. For example girls are encouraged to take on caring roles, which could lead to them having jobs such as nursing in the future (Anna,1972).. The findings of this study is also in line with this assumption that due to differences in socialization between females and males, the caring role of females leads them to establish networking with very close relatives, kinship, neighborhoods etc

Radical feminists, on the other hand argue that women's inequality begins in the home, and then extends outwards in the rest of society. If a woman is unequal in a relationship with her husband at home, then she is unequal to other men in the wider society, (Elizabet, 1981).

The general perspectives of Radical feminists focus on power relationships between men and women in the private sphere. They claim that men exploit and control women within the home. They also claim that when the patriarchy ideology fails, (when women do not dress and act as they are told to) then men resort to domestic violence in order to control them. Therefore, it is not capitalism that controls and exploits women; it is men themselves within the home. Women are disadvantaged in the labour market because within the home they are forced by men to be housewives and mothers. Similarly, as shown in the findings of this study, time constraints due

to the multiple roles of women at home and workplace, women are excluding themselves from important networking and as result their social capital is less than men. This implies that despite women are entering the labor workforces and attaining economic parity with men, still their responsibilities at home challenging their participation as the gender role is not changed as level required. Therefore, as argued by radical feminists, equality at home should be maintained and men's exploitation and control of women with in the home should be changed so that equality in gender role is improved and women's work burden reduced in turn their participation in different both formal and informal networking will be enhanced.

Gender Stereotype

The gender stereotypes challenge women to make use of their informal networking to career advancement opportunities. In connection to this one of the women focused group discussants said: *For women making use of the informal networking for career advancement is not easy and will not end up without raising personal favor.* (Interview quoted #6)

Another respondent said *an attractive woman who receives a promotion is perceived by others as if she flirted or slept or had sexual affaires with her supervisor even though she performed well and deserved the promotion* (Interview quoted # 7)

Both the discussants stressed further gender stereotyping which associated with women in the work place constraining them to use their informal network and associate with their career advancements. This implies that women developed fear to use the opportunities of informal networking in the workplace for the reason that due to the gender stereotyping that most people assume they got promotion or other benefits because of they may have sexual affaires with those who influence or make decisions in the organizations.

As indicated in the above table 4.5, women do not participate in social clubs, drinking houses to meet friends, coworkers. It is also indicated in the focused groups discussant apart from the gender role which constraints women to participate or involve in such social clubs the gender serotype in the society is also the major constraint for women's participation. Supporting this point one of the women focused group discussants said that:

I would never arrange to meet friends or coworker out of work time at social clubs or entertaining places or drinking houses... if I do, I should have to make sure that I get home early before my husband arrives home otherwise it means a problem for me.

She further stressed that husbands are not happy meeting their wives in drinking houses with others even if meeting such friends or coworkers helps women in getting information which may help them to advance their career in getting job related information and other valuable information. It is needles to explain how opportunities for women are constrained by several factors. This in turn limits their access for valuable information and gets connected with those who influence decision at workplaces.

4.4.2.2 Institutional Barriers

Gender imbalance in organizations usually increases as we move higher in the organizations structure. The highly competitive nature of the International Non- governmental Organizations and the practices of recruiting through headhunting on the basis of recommendation relatively make the sector highly competitive to the other sectors. Therefore; employees who get the job are those who are competitive or have better networking. However as indicated in the findings of these study women are lagging in their career advancement and also have less networking experiences. Therefore, it is indicative that the gender imbalance also existed in the international non- governmental organizations as women have fewer opportunities to join the sector due to the above mentioned reasons. As a result women remained to assume the disadvantages position in the organizations. One of the focus group discussants stressed this saying that:

International non-governmental organizations are perceived as if they are gender sensitive and a place where gender equality existed but the reality at the ground does not confirm this in the first place. International Non – governmental Organizations are a place where there is high gender imbalances existed... we are only two women and I am the only professional woman in the organization I am currently working for. You can imagine how it may be difficult to voice our concerns in such gender imbalanced organization

Increasing gender balance in organizations is about improving the quality of the workplace for everyone. Improving the quality of the workplace feeds institutional goals across the board. Equality at work therefore is not just about prohibiting discrimination; it is about changing the status quo and transforming the workplace to make it more inclusive. Therefore; how much

change is desirable, in what respects and by when, must be determined (WHO, 2001). Towards this government and non – governmental development organizations are working on improving work place gender equality. Several initiatives have been taking places to make the workplace inclusive. However it seems that the efforts so far has not been fully institutionalized and able to change the status quo and transform to gender just organizations. Stressing this one of the interviewee mentioned saying that:

I have seen a lot have been done in the organization to make the work places gender sensitive..... organizational gender polices have been drafted, systems and structures have been reformed but the mind sets of the leadership and the employees are still need intervention... in general the gender work in the workplaces remain on the structure rather than on human mindsas long as the mindset of the employees do not changed the status quo will not be improved.

As indicated in their discussion the attitudinal and behavioral change in the organizations need for the transformation of the organization and promote gender equality at work places. Gender issues which imbalance women and men position are a long cultural held practices which needs strong intervention in changing the attitudes of both men and women. However in spite of different actors struggle to improve the situation, as indicated in the discussion of the focused group discussant the situation is not improved yet to the level required.

The focused group discussant further stressed that the structural gender works in organization is rather creating a problem due to the gaps existed in employee's awareness, attitudes and behaviors changes. One of the participants of men focused group discussion mentioned that:

no one has adequate awareness about organizational gender policy and in some organization employees have misconception regarding gender issues and gender policies of the organization... in some cases this gaps has crated fear among men and women employees ... as a supervisor I may expected to assist subordinates but I am not comfortable to be very close to female employees especially after regular working hours due to the negative connotations of organizational gender related policies

As indicated in the findings of this study, gender stereotyping at work place limits women's networking opportunities. The findings of the focused group discussion above also indicate that

the gender biased which attaches the negative connotation for women in their networking with the managers and a supervisor limits their networking opportunities. This is among the factors that women tend to form network with similar groups which in turn impact their career advancement opportunities. Gender is therefore still a major issue in the work place because of the impact that gender stereotypes have on the attitudes and decision-making of employers and employees alike. Therefore the findings imply that institutions are also a place where gender inequalities are exuberated and constraints structural opportunities for women networking.

4.5 The Gender difference in social capital formation - focus on social networking.

Regardless of several entities or indicators of social capital formation this research discussed, only the social networking which is one indicator and a basis for social capital formation. As it is the basis of social capital indicators the gender differences in networking can explain the role of gender in social capital formation.

Social capital like other capitals constitutes a resource and there may be a situation where inequality in formation and distribution of benefits exist. Several factors like race, gender, etc contribute for this inequality exist in social capital formation. However, this research only discussed the gender differences factor that exists in formation of social capital focusing of social networking.

As discussed above under several indicators of social networking gender differences exist and as a result women and men have different experience in accessing and benefiting from social networking. This in most cases let the women to remain at disadvantages positions.

Regarding the quality of social capital, women's participation in social network mostly remains in with similar groups and close proximities. Most of the time women tend to interact and form a network with those who have the same or parallel position and work together with them. In contrast, the quality of social capital among men shows that, they tend to form their networks with different or heterogeneous groups in terms of position, location and etc.

Conceptually, bonding social capital is building strong tie or networking with similar groups and the result of this study also confirms that women have preferences or a tendency to build bonding types of social capital.

From this finding, it is also worth mentioning that one can look at the role and impact of the gender role socialization in the society which plays a very crucial role in women's participation in the formal and informal institutions. The care giving role of women in the society further leads them to connect and network with those who are relatives, close friends, kinship members and neighbors.

The above result is similar with the statement in the literature which states women's participation is more focused on subjective social capital (bonding social capital) and men's participation is more focused on objective social capital (Birding social capital). Subjective social capital is bonding or building relationship or network with those of similar groups in terms of sex, socio- economic, position etc...whereas objective social capital is birding or building relationship or network with those different groups in terms of sex, socio- economic, position etc.(Daiiri and Shahanavaz, 2011,)

Theoretically, regarding the social capital participation and benefit from, the theory of strengthening weak tie which is pertinent to this study argued that the stronger the tie between two people, the more likely their social worlds will overlap—that they will have ties with the same third parties, (Granovetter, 1973).

Similar to this theory, the finding of this study indicates that women have stronger tie with people who are similar to themselves. As indicated in the findings of this study woman tend to share ideas in the workplace with those who are working parallel to their position and they also feel at ease to communicate with those who are similar in sex and position with them. This implies that the kind of social capital women are forming is bonding of social capital which is networking with similar groups. This indicates that due to the bonding type of social capital the information that women get is already circulated information and their chance of getting new information is less.

In contrast, the result of the men group indicates similarity with the second premise of Strengthening of Weak Tie theory which is bridging ties, Granovetter, (1973). A bridging tie is a tie that links a person to someone who is not connected to his or her other friends. The idea is that, through a bridging tie, a person can hear things that are not already circulating among his or her close friends. Similar to this theory, the result of the study indicates that men do easily connect with those who are different in profession and sex with them. Therefore through a bridging tie, men can hear things that are not already circulated among their close friends. Thus, men are the one and the first to get any information that may help them advance their career.

Thus, the finding of this study confirms that for women, networks are dominated by strong ties. It seems that this difference is likely due to the differences in socialization of men and women that make women more comfortable in a small circle of friends while men are more comfortable in a less intimate, more competitive environment.

The findings of this study discussed above confirm that gender plays a crucial role in the kinds of social capital formation. It is now evident that the types or kinds of social capital women and men tend to form is different which implies that gender has an important role in the formation of social capital.

4.6 Social networking and women's career advancements

“It is not what you know, it is who you know”. This common expression is the basis for understanding the importance of networking as strategies for career development and exploration.

Gender differences do impact the utilization of networking behavior as a career enhancing strategy. The different types of networking indicators used in this study: maintaining internal and external contacts (phone, e- mail, text contacts with relatives and friends), Socialization (having social events, having lunch or coffee with coworkers), using social networking sites, engaging in professional activities and formal institutions, and participating in community activities are significantly influence the career success outcomes.

Participation in the networking behavior enhances social capital formation which is a pertinent resource for career advancements. As indicated in the above findings, women and men have different access to social networking and in most cases women are at disadvantageous positions. This has also significant impact on their career advancements. The result of the men focused group discussant confirmed this and highlighted that their networking in the work places and connection with those who can make or influence decision helped them to advance their career in terms of getting new jobs. One of the male focused group discussant said: *I have either been recommended or found by a previous employer for every position I have had*" (interview quoted # 8)

He stressed how it is important to make good contacts and keep them. Women, in particular, can face challenges when building and retaining their networks.

The gender stereotypes challenge women to turn their informal networking to career advancement opportunities. In connection to this, one of the women focused group discussants said, *for women turning or using the informal networking for career advancement is not easy and will not end up without raising personal favor*

Following the above speech the other respondents said: *an attractive woman who receives a promotion is perceived by others as if she flirted or slept or had sexual affairs with her supervisor even though she performed well and deserved the promotion*".

Both the discussants stressed that gender stereotyping which is associated with women in the work place constraining them to use their informal network and associate with their career advancements. Therefore, women during the early stages of their career faced several challenges and in most cases lagged several years without improving their career.

The descriptive and prescriptive gender stereotypes are believed to lead to discrimination against women through distinct mechanisms. Descriptive stereotypes are believed to lead to discrimination through their influence on performance evaluations of women, whereas prescriptive stereotypes are believed to lead to discrimination through their influence on affective reactions to women (Burgess and Borgida, 1999).

Discrimination based on descriptive stereotypes can be said to occur when an individual's abilities are assumed to reflect those seen as typical for their group (that is, descriptive stereotypes) and these assumed abilities do not match those required by the job. This lack of person-job fit results in negative performance expectations (Burgess & Borgida, 1999).

The findings of the focused group discussions are similar with the discussion of Burgess & Borgida, (1999) and as indicated in their speech quoted # 7 above the expectation or the gender serotype on women which believe that women's capacity does not match with the requirement of job lead to the biased perception that women are promoted due to their sexual affairs with their supervisors.

Therefore, to skip this in most cases women refrain from using their social networking opportunities for their career advancements. Thus it has been assumed that descriptive and prescriptive stereotypes affect women's careers through distinct mechanisms: Performance evaluations and affective reactions, respectively (Burgess and Borgida 1999),

The survey results also indicated that the difference in networking among men and women impacted their career advancement opportunities. As indicated in the survey figure 4.5 below, women are lagging in career advancement whereas men are progressing well in advancing their career.

Do you think that you have advanced or improved your career in the last three years? By career advancement it means that promotion, finding new jobs, improving educational level, etc

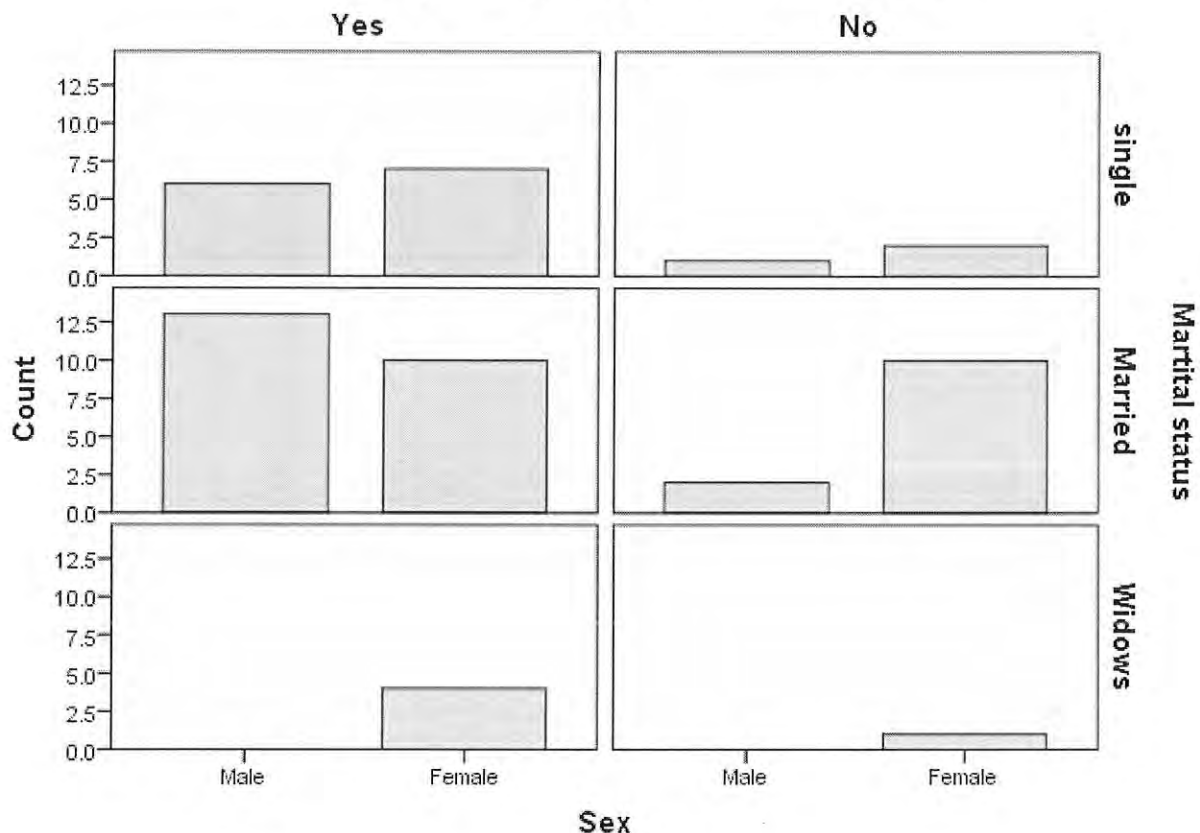


Figure 4.5 Women and men career advancement

Source: Survey conducted in Non-governmental Organizations, April 2014

Furthermore figure 4.5 above indicates that as compared to single women married women more lagged in advancing their career. Due to the gender role socialization married women are expected to take care of children and the family. Therefore their dual responsibilities both at home and workplaces constraint them to participate in activities advance their career like networking and connection with those who can influence decisions and attending education to further upgrade their educational level. This indicates the motherhood penalty as mothers' careers progress slowly because they are mothers -- because they have to spend more time on their children. Mothers have greater childcare responsibilities than fathers as the work/life realities explain women are lagging and slower in career tracks than men.

Regarding the contributing factors for career advancement, 67.5% of respondents (66.66% women and 33.3% men) mentioned that their work performance is the major contributing factors for their career advancements, 15 % of the total respondents (women 0% and men 15%) mentioned the good relationship with their colleagues and bosses as the contributing factor for their career advancements, 17.5% of the total respondents (42.85% women and 57.15% men) mentioned their networking with those who provide valuable information as a contributing factors for their career advancements.

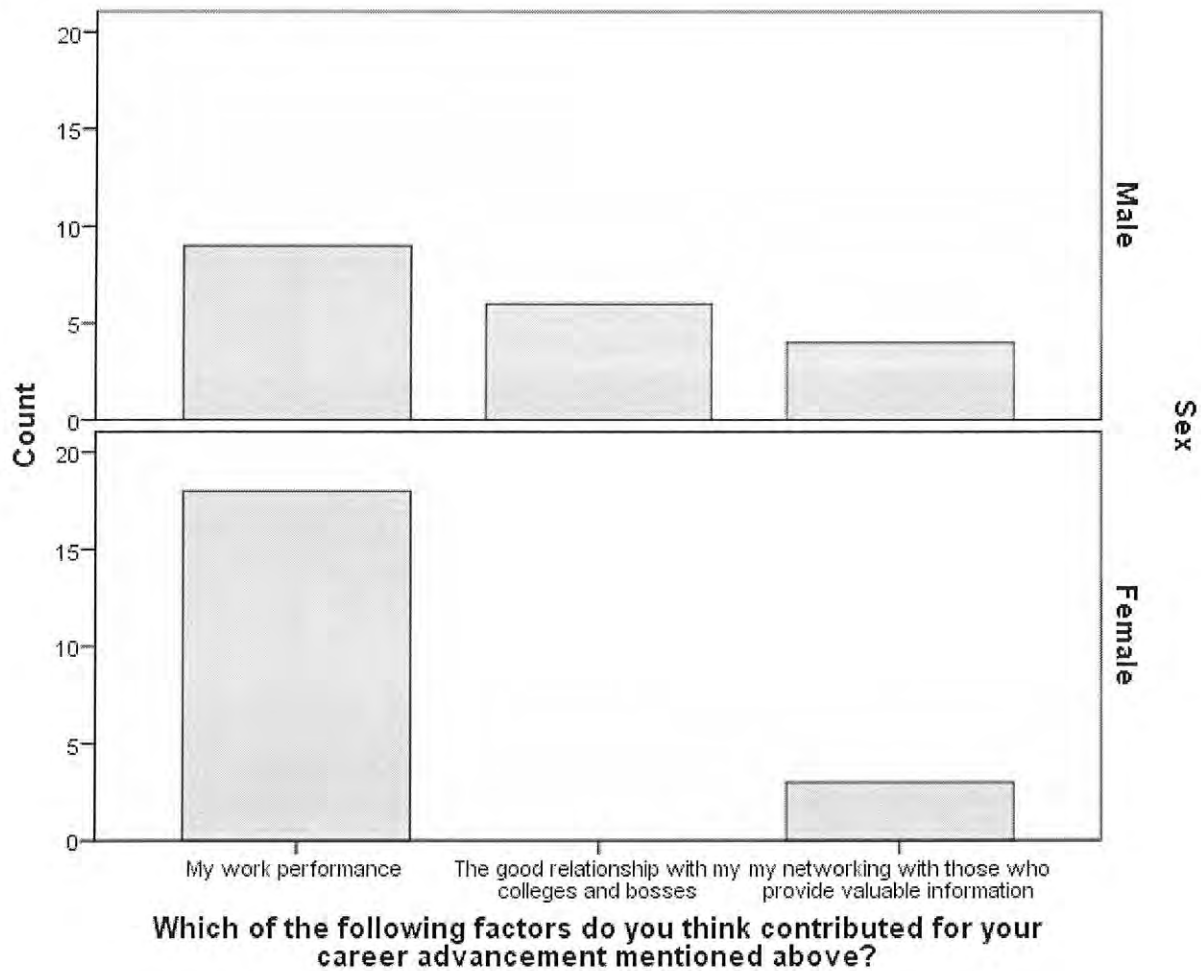


Figure 4.6 Factor for women and men career advancements

Source: Survey conducted in Non-governmental Organizations, April 2014

As indicated in the above survey finding majority of women groups who advanced their career reported that they advanced because of their work performance. Whereas from those who said that they advanced their career as a result of the good relationship they have with their colleagues

women accounts for 0%. There is also significance differences observed among men and women respondents who reported that their networking with those who provide valuable information as a contributing factors for their career advancements.

As indicated in the findings of this study women relay more on the formal network in the workplace and this further supported by the findings above indicate that women attaché their career advancement with the formal network or relay more on their human capital than their social networking. It is obvious that this is may be one of the factors which contributes for their career advancement lagging. On the other hand men raise both their work performance and networking as a factor for their career advancements and their career advancement is also better than the women. This implies that how their social networking provides them the opportunities to advance their career.

This further implies that women have less work place networking and even those who have networking do not use their networking opportunities for their career advancement. The finding of this study above indicated that gender stereotyping is one of the major constraints to use their networking opportunities for their career advancements.

As indicated in quoted speech of focused group discussants above women face different challenges in their career advancement. The result of the interview is also similar with this finding. One of the women interviewee speeches confirmed the common expression which is the bases for understanding the importance of networking. She said

I advanced my education and got master's degree but I could not get new job or promoted I am still working what I have been doing.....career advancement is all about connection' (interview quoted #9).

One of the men interviewee who has a role in the recruitment process of his organization stressing the role of networking in the job finding said:

Recruiting through the headhunting process is common in the non-governmental organizations... we always request others to recommend qualified candidates and the recruitment will end up with others recommendation (interview quoted #10).

Therefore from this findings conclusion can be drawn that investment in social networking which enhance our social capital are equally important with investment in human capital for career advancements.

However investment in social capital is costly for professional women as they have time constraints assuming dual responsibilities at home and workplaces. The respondents believed that time constraint is one of the largest challenge that professional women face, because of their busy schedules and keeping a balance between work and home life.

The survey results as shown in table 4 .7 also indicated that all of the women and men respondents mentioned that they faced different challenges in their career advancements.

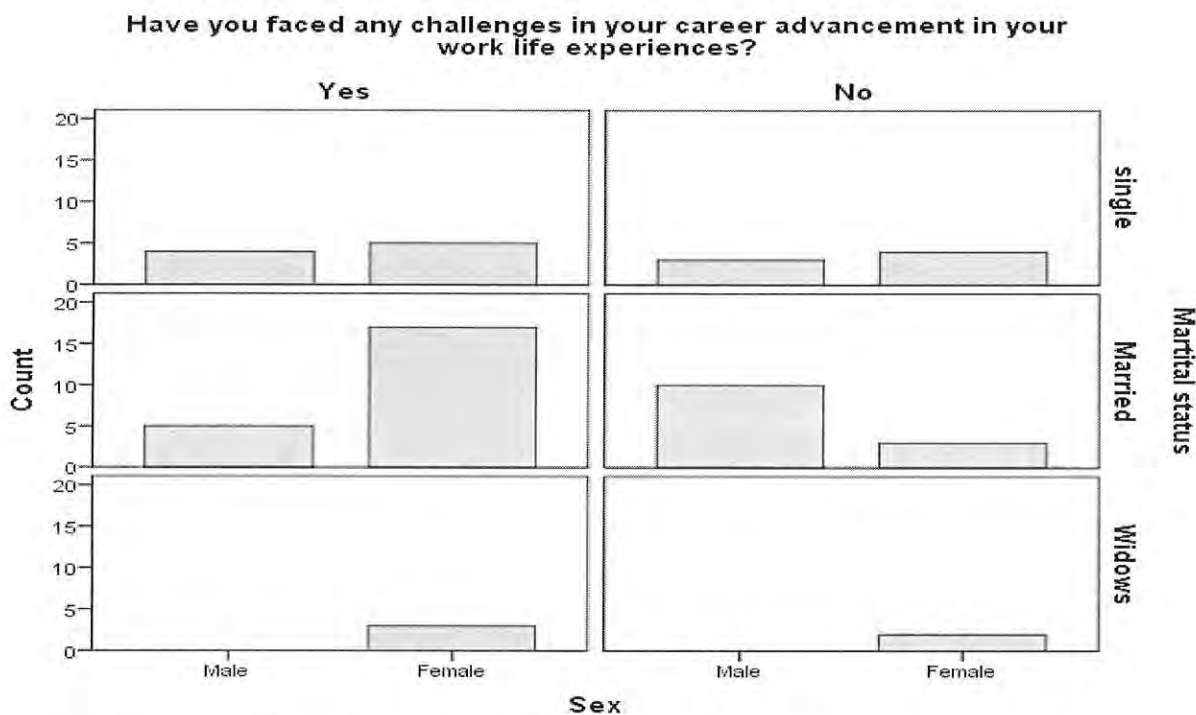


Figure 4.7 women and men experienced challenges of career advancements

Source: Survey conducted in Non-governmental Organizations, April 2014

As indicated in figure 4.7 above majorities of women face challenges in their career advancements. Furthermore the figure indicates that as compared to the single women it is the married women who face challenges in their career advancements. This implies that the marriage responsibilities of women constraint their engagement in different career advancement activities. Regarding to the major challenges they face 47 % of respondents that is 25% of men and 75%

women respondents mentioned that lack of having job related information as the major constraints or challenges they face for their career advancements. 12% of respondents (25% men and 75% women) mentioned lack of experience and low educational back ground as a major constraints or challenges for their career advancements, 35 % of respondents (33.33% of men and 66.67% women) mentioned that lack of networking with those who make decision as constraints or challenges for their career advancements. (Table 4.13)

Table 4.13 Constraining factors for women and men career advancements

| If you think that women face challenges in their career advancements which of the following the challenges do you think they faced. | | | | | | | | | | Total |
|---|--------|---|----|---|----|--|------|----------------|-----|-------|
| | | Lack of having job related information. | % | Lack of experience and low educational back ground. | % | Lack of networking with those who make decision. | % | Others factors | % | |
| Sex | Male | 4 | 25 | 1 | 25 | 4 | 33.3 | 0 | 0 | 9 |
| | Female | 12 | 75 | 3 | 75 | 8 | 66.7 | 2 | 100 | 25 |
| Total | | 16 | 47 | 4 | 12 | 12 | 35 | 2 | | 34 |

NB: Out of the total 60 respondents the non-respondents are 4 and only 34 responded to this specific question

Source: Survey conducted in Non-governmental Organizations, April 2014

As indicated in the above data, for the majority of women not to have job related information and lack of networking with those who make decision are the major constraints for their career advancements. According to the respondents the human capital which is educational level and work experiences is not significance factor for their career advancement. As they are professional employee both women and men have similar level of human capitals however even those men and women who have equally educational level and experiences have different career advancement experiences. As indicated in the men focused group discussants majority of the men joined 2 to 3 different organizations during the last 3 to 5 years with better positions and earnings. On the other hand women have not showed such movements during the same period. Even though there are several factors for women not progressing in career progression in terms of better earning jobs the findings indicates that women have less investment in social

networking which enhance their social capital. As indicated in several literatures investing, building and maintaining a social network is costly in terms of both time and other resources which imposes a barrier to social capital accumulation (Dasgupta, 2005; Ioannides and Loury, 2004).

As indicated in the above findings of this study and similarly as argued by Meinzen, and Zwartveen, (2003) due to their dual responsibilities at home and work places women have experienced a high opportunity cost of time that reduces their incentives to participate in certain social networks and benefiting from the outcome of networking. As discussed in the findings above women networking is more concentrated on the informal institutions like close friends, family, relatives and community based social institutions which are very close to their proximity. This reality also further constraint their access to networks which provide resources of job related information. The analysis made by Maluccio et al, (2003) support this and indicated that women have been found to join groups that mobilize fewer resources than men because they are resource-constrained or have limited access and control on house and community resources.

To overcome these challenges, the respondents suggested that the dual responsibilities of women at work place and home should be minimized or balanced. This will help them to maximize time spent on their networking.

Even though the results of the respondents indicated that lack of experience and low educational background is not significant for their career advancements it is observed that among those who responded lack of experiences and educational level majority of them are women the result shows that lack of work experiences and educational level constraint women more than men. This implies that as mentioned several times in the findings of this study women have been facing challenges to advance their education and networking. The gender roles, which overburden women, play a major role in constraining women to advance this education and career opportunities.

Burt (1992) examined the relationship between social capital and gender and found that women and men enter the senior ranks of management in different ways. Men build social capital by successfully maneuvering through environments rich in structural holes and opportunities for brokering information and power. Women, on the other hand, achieve success in organizations with smaller networks and greater constraint.

As indicated in Structural Hole theory Burt, (1992) in the work place those who have a diversified networks are better in a given setting, such as an employee in a firm and they are connected with each other. Those who connected with different pool of information are the one who get new and valuable information. The findings of this study indicated men are the one who are visible in workplace networking and therefore their ego provide them information which enables them to better function in the organization as they are connected with different pools of information. This further provides those opportunities to advance their career. However the case for women is different. As women are not visible in the work place networking and they excluded themselves from the informal workplace networking that is networking with similar groups provides them same or redundant information and as a result the opportunities of women to perform well are limited. As a result women and men have enhanced their career differently and men have relatively better in using their social networking and connection for their career advancements where as women relay on the formal connection or networking for their career advancements and this contributed for women lagging from career advancement as compared to the men counterparts.

As indicated above, the findings of this study confirm that networking and connection plays a crucial role in advancing career opportunities. Women and men having the same level of human capital which is work experience and educational level have advanced their career differently. Men are better in advancing their career due to their networking both in the work place and out of the work places. Therefore this findings confirms the importance of central theme of social capital theory which says “It is not what you know; it is who you know” implying that our social networking are equally important with our human capital to advance our career and perform well in a given setting.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The existence of gender differences has significant influence in the formation of social capital among women and men. As a result women and men differently participate in social capital formation and therefore both the quantity and quality of social capital among men and women also differs. As a result of this difference men have better opportunities of engaging in both formal and informal institutions which help them to enhance their chance of networking. This resulted in the quantity of social capital that they form are better than women do. Regarding the types of social capital or qualities of social capital, the social capital which women forms inclined to the bonding type of social capital and their networking is establishing strong ties with similar groups which are homophilous relationship. Whereas men form bridging social capital and they network with heterogeneous groups or heterophilous relationship. Therefore with respect to quality of social capital men are advantages in obtaining more and high level information than women.

When looking at the most effective characteristics of networking relationships, maintaining internal and external contacts and engaging in professional activities and formal institutions are the most effective characteristic. However, even though, slight progress has been observed in the number of women participating in different formal groups or institutions, women are still poorly represented in formal groups.

On the other hand, women's participation is better in community gathering, informal organized group's etc. This is mainly due to the fact that women are facing a high opportunity cost of time, motivated to form networks with individuals who are geographically close to reduce the length of time needed to travel for social interaction. Furthermore, the multiple responsibilities of women at home and workplace constrain their participation in different formal professional institutions which would enhance their capacity and competency. However, as argued by

Granovetter, (1973) geographically close networks tend to be limited in their scope of information transmission which has more value for their career advancements.

Networking experience of women in the workplace is very poor and in most cases they prefer to network with the colleagues working in the same line. In contrast men made more frequent contacts with more people in their work places than women do. The exposure and experience of men engagement in different formal and informal institutions further helped men to interact with colleagues. In most organization as women are the new comers in high level positions they face difficulty to integrate themselves in the already existed men informal networks in the organizations. It also seems that the gender imbalance in terms of female and male workers in the organization limit women networking in the work place.

Women consider their relation in the work place as formal and most of the time they rely on formal network in the organization. Informal interactions were assumed to be valuable sources of information, resources, and support that would in turn translate into influencing an upward mobility in the organization. The interaction patterns are important to consider in assessments of influence and promotions in an organization. However, the study findings indicate that women are less visible in the work place informal networking.

As women and men have socialized differently they also have different gender roles and as a result women and men have different opportunities and challenges in their way of life. Thus, the opportunity for women to network is often limited to the community or kinship level whereas the opportunities for the men group are very divers which among other things include advisor, co-workers and work place networking. However even though their closeness for relatives and communities may be one of the opportunities for women but as indicate in the 'Strengthening of Weak Tie' theory such participation (the networking with similar groups and close proximity provides them with less access to high level information and stimulates information exchange with others, Granovetter, (1973).

The gender divisions of labor at home are barrier for women's participation and enhancing their career. Unlike men counter parts women discontinue from their networking and upgrading their

career during pregnancy, giving birth and looking after children. The family responsibilities further hinder women to have aspiration to participate in different networking and also due to time constraints to upgrade their career. This means because of gender division of labor in the society, women are mainly occupied not only by productive role but also reproductive responsibilities, which in turn affect their involvement in the public activities in general, and in the career advancement networking in particular. This implies the motherhood penalty as mothers' careers progress slowly because they are mothers -- because they have to spend more time on their children. Mothers have greater childcare responsibilities than fathers as the work/life realities explain women are lagging and slower in career tracks than men.

Therefore as argued by radical feminists, equality at home should be maintained and men's exploitation and control of women within the home should be changed so that equality in gender role is improved and women's work burden reduced so that their participation in different both formal and informal networking will be enhanced and balanced.

The negative connotation for women in their networking with the managers and a supervisor limits their networking opportunities. This is among the factors that women tend to form network with similar groups which in turn impact their career advancement opportunities. Gender is therefore still a major issue in the work place because of the impact that gender stereotypes have on the attitudes and decision-making of employers and employees alike. Therefore the findings imply that institutions are also a place where gender inequalities are exuberated and constraints structural opportunities for women networking.

Gender differences do impact the utilization of networking behavior as a career enhancing strategy. The different types of networking indicators used in this study: maintaining internal and external contacts (phone, e-mail, text contacts with relatives and friends), Socialization (having social events, having lunch or coffee with coworkers), using social networking sites, engaging in professional activities and formal institutions, and participating in community activities are the main factors which significantly influence success of women in their career development.

Therefore the findings of this study confirm that networking and connection plays a crucial role in advancing career opportunities. Women and men having the same level of human capital which is work experience and educational level have advanced their career differently. Men are better in advancing their career due to their networking both in the work place and out of the work places. Therefore this findings confirms the importance of central theme of social capital theory which says “It is not what you know; it is who you know” implying that our social networking are equally important with our human capital to advance our career and perform well in a given setting.

However, investment in social capital is costly for professional women as they have time constraints assuming dual responsibilities at home and workplaces. Time limitation due to dual responsibility of women were the largest challenge that professional women face, because of their busy schedules and keeping a balance between work and home life.

In summary, women and men enhance their career differently in that men have relatively better chances in using their social networking and connection for their career advancements whereas women rely on the formal connection or networking for their career advancements. Women also lag behind from their career advancement as compared to the men counterparts. In general women’s lack of work experiences and educational level and poor networking are the major factors constraining them in their career advancements.

5.2 Recommendations

On the basis of the findings and conclusion drawn, the following recommendations are made.

- The domestic gender role of women which put woman at disadvantages position and limit their participation both in formal and informal institutions should be changed or improved towards the required optimum level. In order to achieve the optimum level past strategies should be reviewed and ensure more engagement of men.
- Organizations should work towards improving workplace gender inequality focusing on raising the awareness of employee on gender issues and institutionalize gender related polices to create a conducive work place environment for employees and transform the organization towards gender equality.

- Mainstreaming of gender at institutional, policy and programme level should be encouraged and supported by all state and non state actors as well as private sector.
- Flexible working hours should be arranged for women considering their dual responsibilities which limit their participation in social networking.
- Different women's friendly networking institutions similar to the Association for Women in Business (AWiB) should be encouraged and supported to be established so as to enhance the opportunities of women participating in different formal institutions.
- Women's awareness raising programs on the importance of social capital formation should be planned to encourage women to invest on their social capital.
- Further research is required to identify contributing factors of challenges of women's career advancement.

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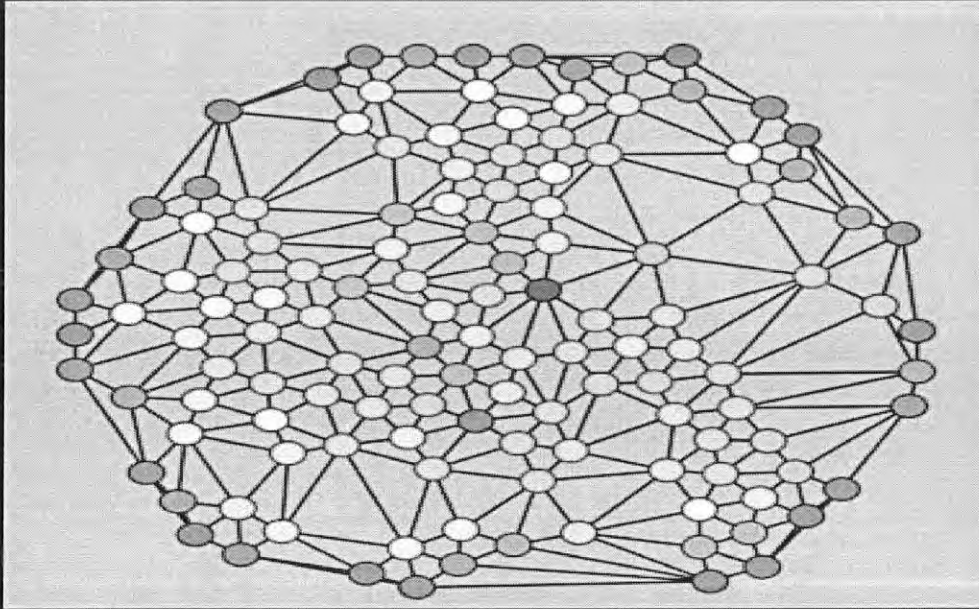
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APPENDIX

Annex 1 Survey Questionnaire

Survey Questionnaire on Gender and Social Networks



This research focuses on Gender and Social Capital: Entitled "The role of social networks in enhancing women's career advancement". It is conducted as partial fulfillment of Masters of Art Degree in Gender Studies. The research aims to assess how social networks impact in facilitating or constraining structural opportunities for women's career advancements. The research is conducted in Civil Society Organization sector and women and men working in the International Non-Governmental Organizations are the research population. This self-administered survey questionnaire is prepared to gather relevant information from the

Survey Questionnaire

The results of this survey will be used for academic purposes only. The survey is anonymous and does not require any personal confidential details to be submitted.

Estimated time for this questionnaire completion is maximum of 45 minutes. I kindly request to return back the filled questionnaire within 5 days of received of this questionnaire.

The researcher greatly appreciates your help and support in this research and thanks you for your valuable contribution!

Get Started Now

Section 1: General information about you

1.1 What is your age in years?

1) 18-24. 2) 25-34. 3) 35-44. 4) 45-54. 5) 55-64. 6) 65+

1.2 What is your sex? 1) Male 2) Female

1.3 Are you: 1) Single? 2) Married? 3) Widowed?

1.4 Are you a parent caring for children? 1) Yes 2) No

1.5 How many children or dependents do you have? 1) 1-5 2) 5 to 10 3) more than 10

1.6 How old is your youngest child or dependent in years?

1) 0-4 2) 5-9 3) 10-14 4) 15-19 5) 20-24 6) 25+

1.7 Do you have a disability hearing, visual or physical mobility? 1) Yes 2) No

1.8 Do you have a chronic or severe mental illness? 1) Yes 2) No

1.9 For how long have you been working with the current organization you are working for?

1.10 How many years of work experience do you have since your higher education graduation?

Section 2: Your personal networks and their purpose

The next few questions are about how often you see or speak to your relatives, friends and neighbors. Not counting the people you live with,

2.1 How often do you do any of the following?

A) Speak to relatives on the phone

at least once a day

on most days

Once or twice a week

Once or twice a month

less often than once a month

Never

B) Text/email/write any letters to relatives

at least once a day

Once or twice a week

Once or twice a month

less than once a month

Never

C) Speak to friends on the phone

- at least once a day
- Once or twice a week
- Once or twice a month
- less often than once a month
- Never

D) Text/email/write to friends

- at least once a day
- Once or twice a week
- Once or twice a month
- less often than once a month
- Never

E) Speak to neighbor's

- at least once a day
- Once or twice a week
- Once or twice a month
- less often than once a month
- Never

2.2 How many close friends do you have these days? These are people you feel at ease with, can talk to about private matters, or call on for help.

2.3 How often do you meet these friends of you?

- At least once a day
- Once or twice a week
- Once or twice a month
- Less often than once a month
- Never

2.4 Can you meet up with friends more often? 1) yes 2) no 3) some times

2.5. If your answer for Q 2.4 is different from yes which of the following do you think is your major reason for not meeting up with friends more often?

- Lack of time and overburden with different activities
 - The place where they are located is not suitable for me
 - others please mention your reasons: _____
-

2.6 Do you use social networking sites? 1) Yes 2) No

2.7 If your answer is Yes for Q 2.6 which networking sites do you currently use (Please indicate how regularly you use each:

| | <i>Never</i> | <i>Occasionally</i> | <i>Monthly</i> | <i>Weekly</i> | <i>Daily</i> |
|--|--------------|---------------------|----------------|---------------|--------------|
| <i>Interne</i> | | | | | |
| <i>Bebo</i> | | | | | |
| <i>Myspace</i> | | | | | |
| <i>Facebook</i> | | | | | |
| <i>Twitter</i> | | | | | |
| <i>Secondlife</i> | | | | | |
| <i>Linked in</i> | | | | | |
| <i>Zorpia</i> | | | | | |
| <i>Others (please specify site and how often you use it)</i> | | | | | |

2.8 What do you mostly use these sites for? Or for what purposes do you use these sites. (You can select more than one answer) Please tick from 1 to 4 how often and for what purpose you use Social Network services to:

| <i>Purposes</i> | <i>1 .do not use</i> | <i>2 .use very rarely</i> | <i>3.use quite often</i> | <i>4.use often</i> |
|---|----------------------|---------------------------|--------------------------|--------------------|
| <input type="checkbox"/> <i>Keeping in Touch with friends</i> | | | | |
| <input type="checkbox"/> <i>Arranging Organizational meeting & events</i> | | | | |
| <input type="checkbox"/> <i>Making new friends</i> | | | | |
| <input type="checkbox"/> <i>Dating</i> | | | | |
| <input type="checkbox"/> <i>Get opinions</i> | | | | |
| <input type="checkbox"/> <i>Entertaining</i> | | | | |
| <input type="checkbox"/> <i>Share your ideas</i> | | | | |
| <input type="checkbox"/> <i>Seeking Jobs)</i> | | | | |
| <input type="checkbox"/> <i>Others (Please specify)</i> | | | | |

2.9 Do you think that you have enough time to use these social networks?

Yes To some extent No

2.10 If your answer is no for Q 2.9 what factors do you think constraint you from accessing these networks?

- Can't afford the service fee*
 - Lack of time due to work or study*
 - Family responsibilities*
 - I do not think that it helps and add value*
- Others (Please can you specify your other reason?)*

2.11 Thinking now about the people that you know socially, do you know anyone who: (You can choose more than one)

- owns his/ her own business
- is a professional such as a solicitor, teacher or doctor
- is from executives or leading an organization
- is from the management of the organization who can influence and make decisions.
- is from the same sex and profession with you
- is from the same sex but with different profession from you
- is from different sex but the same profession with you
- is from a different educational background from you

2.12 Which categories of people below would you like and feel easy to socialize or network with. You can choose more than one:

- The same sex and profession with me
- The same sex but different profession with me
- Different sex but the same profession
- Different sex and different profession
- With the same sex and superior to me in position
- With the same sex and subordinate to me in position
- With the different sex and superior to me in positions
- With the different sex and subordinate to me in the same position

2.13 The next questions are about the groups, organizations and associations to which you belong. These could be formally organized groups or just groups of people who get together to do an activity or talk about things. I would now like you to have a look at the following lists and mark groups which you have been involving in.

- Youth or women associations.
- Professional Association: Mention the name of the professional associations _____
- Different forums
- AWiB: Association for women in Business in Ethiopia
- Health, disability and welfare groups
- Political groups
- Trade union groups
- Sports/exercise groups, including coaching or going to watch
- Other group

2.14 The next questions are about the association or community gatherings to which you belong. These could be informally organized groups or just groups of people who get together to do an activity or talk about things. I would now like you to have a look at the following list and mark groups which you have been involving in. You can mark more than one group.

- Religious groups, including going to a place of worship or belonging to a religious based group like Maheber, Senbete, etc
- Local community or neighborhood groups Like Idir, Equib, etc.
- Social clubs, drinking clubs, play stations. Etc

2.15 How often do you involve in the group you mentioned above under Q 2.13 and 2.14 please can you look at the following list and mark from 1 to 5 in the above groups you mentioned?

1. At least once a week
2. At least once a month
3. At least once every three months
4. At least once every six months
5. At least once every twelve months

2.16 How does one become a member of this group?

- Inherited from family
- Required or it is mandatory or social obligation to join the group
- Invited to be member of the groups
- Other (specify) _____

2.17 What is the main benefit of joining the above mentioned two (formal and informal) groups? You can choose more than one response.

- Improves my household's current livelihood or access to services
- Important in times of social support
- Enjoyment/Recreation
- Spiritual gain
- Social status, self-esteem
- seeking any Information and gaining job
- Easy access with those who make decisions in the organizations.
- other (specify) _____

2.18 In the past 3 months, how many times have you participated in the activities of the above informal and formal groups you identified?

2.19 Do you think that being a woman or a man/ a girl or a boy has implication in accessing these groups?

- Yes
- Not at all

2.20 If your answer is yes, how does it impact his/ her participation? Please explain your reason _____

Section Three: Your social interactions

3.1 In the last month, how many times have you met with people in a public place either to talk or to have food or drinks?

- 1) 0 to 5 2) 5 to 10 3) 10 to 20 More than 25

3.2 In the last month, how many times have people visited you in your home?

- 5 to 10 10 to 20 More than 25

3.3 In the last month, how many times have you visited people in their homes?

- 5 to 10 10 to 20 More than 25

3.4 Were the people you met and visited with mostly... Mark 'x' or '✓'

- of different ethnic or linguistic group/race/caste/tribe
- of different economic status
- of different social status
- of different religious groups

- of those assumed superior positions in your organization
 - Those work in high position in different organization
 - Those who influence decisions in your organization
 - Your school friends
 - of member of the same social institutions with you (iddirs, maheber, equb)
 - Your neighbors.
 - Others specify: _____
-

3.5 In the last three months, how many times have you gotten together with people to play games, to have drinks in drinking clubs, sports, or other recreational activities?

3.6 For what purpose you have met them?

- to have just fun
 - to discuss personal and family issues
 - to seek advice for personal problem
 - to seek job
 - To discuss professional issues
 - Just to spend time
 - others please specify: _____
-

3.7 How many times in the past 12 months did you participate in a family/village/ neighborhood festival or ceremony (wedding, funeral, religious festival, etc.)?

Section Four: Your information and communication?

4.1 How often do you listen to the radio?

- every day
- A few times a week
- once a week
- Less than once a week
- Never

4.2 How often do you watch television?

- Every day
- A few times a week
- once a week
- Less than once a week
- Never

4.3 Which of the following do you think are the three most important sources of job information?

1. Relatives,
2. Friends and
3. Neighbors

4. Local Notice boards
 5. Local markets
 6. Local newspapers
 7. National newspapers
 8. Radios
 9. Televisions
 10. Groups or associations
 11. Business or work associates
 12. Political associates
 13. Community leaders
 14. An agent of the government
 15. Internet
 - 16 Other social medias: Like Facebook, Twitter , LinkedIn etc
 17. Others please specify them: _____
-

Section Five: Your opportunities and challenges in networking

5.1 Do you think that women and men have different opportunities to network?

1) Yes 2) No

5.2 If your answer for Q 5.1 is yes what are the opportunities for women and men networking. List some of the opportunities.

5.3 Do you think that women and men have different access and benefit for networking.

1) Yes 2) No

5.4 If your answer is yes, for Q 5.3 which of the following factor do you think contribute for the differences?

- Women are not active in socialization and participation in social networking
 - Traditional network formation excludes women to participate.
 - Women do not have time to participate.
 - Women do not know the values and importance of social networking.
 - Others- please explain your reason. _____
-

5.5 Do you agree that women have less access and benefit from social networking?

Yes No

5.6 If your answer to question 5.5 is yes, which of the following factor do you think contributed for

- Women are not active in socialization and participation in social networking.
- Women have little knowledge about the benefits of social networking
- Women are overburdened with lots of activities which makes them time poverty to participate in different social networking.
- Gender serotyping which never allows women in attending different public gathering like sport matches, participating in drinking house after work like men counter parts.

Section Six: Your networking at workplace

6.1 Suppose you are confronted with a work-related problem, for which you couldn't find a solution yourself, to which members of your organization would you go for advice?

1) Immediate supervisor 2) to your subordinates 3) to those the same in position with you or in parallel position 4) Never ask for advice

6.2 Consider all work related problems you had during the past year and for which you couldn't find a solution yourself. How often have you gone for advice to each of the members of your organization?

1) daily – 2) a few times a week – 3) some times a month – 4) some times a year – 5) never.

6.3: Suppose that you have found a solution for a work related problem. You are not certain about it and confirmation of others would reassure you. To which members of your organization would you go for confirmation?

1) Immediate supervisor 2) to your subordinates 3) to those who are in the same or parallel position with you or in parallel position 4) Never ask for advice

6.4 Consider all situations of the past year in which you think to have found a solution for a work related problem. You are not certain about it and confirmation of others would reassure you. How often have you been looking for confirmation to each of the members of your organization?

1) daily – 2) some times a week – 3) some times a month – 4) sometimes a year – never

6.5 Consider all situations of the past year in which you needed crucial information/data/software, etc. for your work, but you didn't possess it yourself. How often did you obtain this information with the help of each of the members of your research group?

1) daily – 2) some times a week – 3) some times a month – 4) sometimes a year – never

6.6. Suppose that you are confronted with serious problems at work (e.g. lack of motivation, problematic relation with a colleague). With whom of the members of your organization would you discuss these problems?

1) Immediate supervisor 2) to your subordinates 3) to those the same in position with you or in parallel position 4) Never ask for advice

6.7 Suppose that you are confronted with serious problems in your private life (e.g. relational problems, death of a beloved one) lack of motivation, problematic relation with a colleague). With whom of the members of your organization would you discuss these problems?

1) Immediate supervisor 2) to your subordinates 3) to those the same in position with you or in parallel position 4) Never ask for advice

6.8 How often does it happen that you do a social activity outside the work context with the members of your organization (e.g. going for diner, doing sports, going to the movies, etc.)? [Attention: activities that are organized by the organization itself, such as conference, meeting, workshops, staff retreats do not belong to this type of social activities!]

1) daily – 2) some times a week – 3) some times a month – 4) sometimes a year – 5) never

6.9: Consider all situation of the past year in which you cooperated with some members of your organization. With cooperation I mean: working together on the same project, solving problems together, etc. Occasional advice does not belong to this type of cooperation. How often have you cooperated with each of the members of your organization?

1) daily – 2) some times a week – 3) some times a month – 4) some times a year – never

6.I0: In a work situation it can happen that members of organization do not get along with each other. It could be that you have a row with some members of the organization, it could be that you try to avoid contact with particular colleagues, that you can't get on with someone, etc. With whom of the members of the organization can't you get along?

1) with the employee of organization with a superior position 2) with employee of the organization subordinate to your position Never asks for advice.

6.II: In an organization it often happens that people have only superficial contacts with particular colleagues, such as doing a meaningless talk about the weather, etc. With whom of the members of your organization do you have a rather superficial relation?

1) with the employee of organization superior to your position 2) with employee of the organization subordinate to your position 3) Never ask for advice.

6.I2 Look at the following opposite adjectives: "distrust – trust". The more – ve sign you tick the more you associate your relation with a particular colleague in the work place with "distrust". The more + ve sign you tick, the more you associate your relation with that colleague with "trust".

[Distrust (-3)/ trust (+3)]

6.I3. Look at the following opposite adjectives: "hostile – friendly". The more – ve sign you tick , the more you consider your relation with a particular colleague in the work place as "hostile". The more + ve sign you tick, the more you consider your relation with that colleague as "friendly".

[hostile (-3)/ friendly (+3)]

4.I4 : Look at the following opposite adjectives: "superficial – profound". The more – ve sign you tick , the more you consider your relation with particular colleague in the work place as "superficial". The more + ve sign you tick, the more you consider your relation with that colleague as "profound".

[superficial (-3)/ profound (+3)]

4.I5: Look at the following opposite adjectives: "formal – informal". The more – ve sign you tick ,, the more you consider your relation with a particular colleague in the work place as "formal". The more + ve sign you tick, the more you consider your relation with that colleague as "informal".

[formal (-3)/ informal (+3)]

4.I6: Consider your relation with each of your colleagues. Can you indicate in what sense you consider that relation as a 'friendship relationship'?

[not at all– totally] somehow very well

4.I7: Consider your relation with each of your colleagues. Can you indicate in what sense you consider that relation as an 'advice relation'?

[not at all– totally] somehow very well

Section Seven: Your Career Advancements experiences.

7.I Do you think that you have advanced or improved your career in the last three years? By career advancement it means that promotion, finding new jobs, improving educational level, etc

Yes No

7.2 If your answer for Q 7.1 is yes, in what of the following areas you improved?

Assumed new position within the organization you are working for.

have promoted for salary increments.

have got recognition

have joined new or better organization in terms of position and benefits.

others please explain: _____

7.3 Which of the following factors do you think contributed for your career advancement mentioned above?

My work performance

The good relationship with my colleges and bosses

my networking with those who provide valuable information

my networking with those who can make a decision.

Others- please explain the reasons you think.

7.4 Have you faced any challenges in your career advancement in your work life experiences?

Yes No

7.5 If your answer for Q 7.4 is yes which of the following reasons you think for the challenges you faced.

lack of having job related information.

Lack of experience and low educational back ground.

lack of networking with those who make decision.

others please explain what it is.

7.6 Do you think that men and women have the same level of education and experiences to advance their career?

Yes No

7.7 If your answer is No for Q 7.6 what factors do you think contribute to the difference?

Women are less trusted than men in work.

men are more preferred than women in the work place.

men have more access of job related information

men have more networks with those who make decision in the organization.

those who decide at management level are men.

Others please explain your reason.

7.8 Do you think that your qualification on education and work experience alone is enough to find jobs, promote to high position and salary increments.

Yes No

7.9 If your answer for Q 7.8 is no, what factors do you think are needed further in addition to education and experiences.

Relationship with those who can influence decisions

Relationship with those who can make decision

Participating in social networking.

Others please explain

That is it!

Thanks for your responses!

As it may confidential I would like to remind you that you are not asked to put your name or address anywhere in the questionnaire.

Your response to this questionnaire is highly valued.

Annex 2: Focused Group Discussion questions

Master Thesis on: Gender and Social Capital: *the role of social networks in enhancing women's career advancement: The case of women employees in civil society organizations in Ethiopia.*

Qualitative data collection instrument

Focused Group Discussion Guiding Questions

1. What are the types of women's and men's network and their purposes?
 - Q1. What do you understand by social networks?
 - Q2. In what types of social networks women participate more and in what types men participate more?
 - Q3 Do you think that women and men equally participate in the same social networking?
 - Q3. Why women concentrated in certain types of social networks and men dominate in other types?
 - Q4 for what purpose do you think that women use those social networks?
 - Q5 for what purpose do you think that men use those social networks?

2. What role social networks play in enhancing women's career advancement?
 - Q2.I Do you think that participation in social networks contribute for career advancement? How?

3. What opportunities and challenges exist for women networking?
 - Q3.I. Do you think that women and men have equal participation in social network?

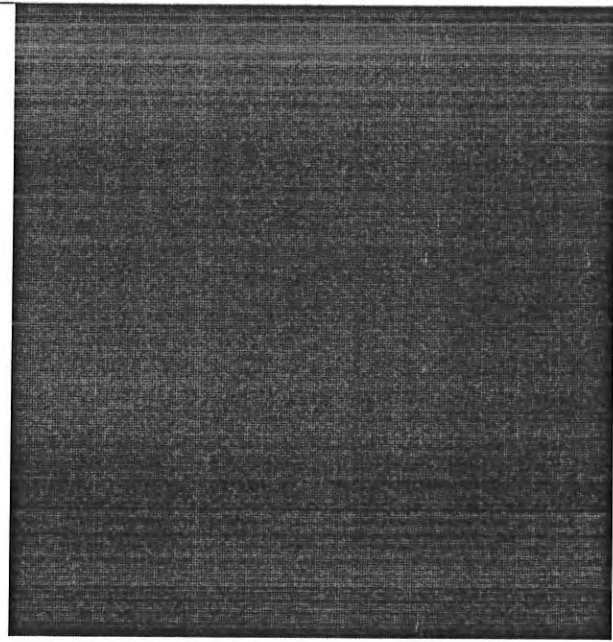
 - Q3.2 Do you think that women and men equally benefit from different social networking? Why?

 - Q3.3 As compared to men do you think women have opportunities which enable them to have networking? What are those opportunities? What about men as compared to women?

 - Q 3.4 Do you think that women face different challenges in accessing and participating in social networking because of their sex? What are those challenges?

 - Q3.5. Are there any challenges women face in their career advancements due to their access and constraints of social networking? Discuss the challenges?

 - Q 3.6 If men and women have different access and benefit of social networking, why do you think that happened?



Qualitative data Collection
Tool: For Masters Thesis
on Gender and Social
Capital: *The role of social
networks in enhancing
women career advancement*

Annex 3. Socio- matrix Questionnaire

Master Thesis on: Gender and Social Capital: *the role of social networks in enhancing women's career advancement*: The case of women employee in civil society organizations in Ethiopia.

Qualitative data collection instrument

Social Network Analysis questionnaire

Introduction:

Social network analysis is the mapping and measuring of relationships and flows between people, groups, and organizations. It enables to visualize relationships within and outside of the organization. Therefore it is a method of collecting, analyzing, and present visualized data using map, graphics and diagrams.

This questionnaire is designed to collect data on the relationship of individuals in the organization in order to analyze the networking experiences of men and women and visualize their network structures

Instruction:

The following section of the questionnaire focuses on different relationships with colleagues in the organization. Each question requires you to estimate the amount of a particular type of team interaction that has occurred with each team member in your organization.

Step I: General Information:

Your name _____

Sex: Female Male

How long have you worked in your current organization: _____

Step 2: Choose minimum of the 6 people in the organization that you would approach to help advance your career? And write the name and position of each staff member in the space provided at the top of each column in the under table.

Step 3: For each question tick the most applicable answer for each person.

It is very important that you answer every question for every person.

Note that some of the questions seem similar. Please read each question carefully and answer it independently of any other question

| | <u>Name</u> _____ <u>Position</u> _____ | <u>Name</u> _____ <u>Position</u> _____ | <u>Name</u> _____ <u>Position</u> _____ | <u>Name</u> _____ <u>Position</u> _____ | <u>Name</u> _____ <u>Position</u> _____ | <u>Name</u> _____ <u>Position</u> _____ |
|--|--|--|--|--|--|--|
| I. Contact | | | | | | |
| How Often do you meet with these persons for any discussion concerning work or personal matters? | | | | | | |
| (0)Never | (0) | (0) | (0) | (0) | (0) | (0) |
| (1)less than once a month | (1) | (1) | (1) | (1) | (1) | (1) |
| (2)once or twice a month | (2) | (2) | (2) | (2) | (2) | (2) |
| (3) once or twice a week | (3) | (3) | (3) | (3) | (3) | (3) |
| (4) about once a day | (4) | (4) | (4) | (4) | (4) | (4) |
| (5) 2 or 3 times a day | (5) | (5) | (5) | (5) | (5) | (5) |
| | | (6) | (6) | (6) | (6) | (6) |

| | | | | | | |
|---|-----|-----|-----|-----|-----|-----|
| (6) 4 or more times a day | (6) | | | | | |
| 2. Advise | | | | | | |
| How often do you give these persons advice on their personal issues and other matters? | | | | | | |
| (0) Never | (0) | (0) | (0) | (0) | (0) | (0) |
| (1) less than once a month | (1) | (1) | (1) | (1) | (1) | (1) |
| (2) once or twice a month | (2) | (2) | (2) | (2) | (2) | (2) |
| (3) once or twice a week | (3) | (3) | (3) | (3) | (3) | (3) |
| (4) about once a day | (4) | (4) | (4) | (4) | (4) | (4) |
| (5) 2 or 3 times a day | (5) | (5) | (5) | (5) | (5) | (5) |
| (6) 4 or more times a day | (6) | (6) | (6) | (6) | (6) | (6) |
| How often do you receive advice on personal issues and others matters from these persons? | | | | | | |
| (0) Never | (0) | (0) | (0) | (0) | (0) | (0) |
| (1) less than once a month | (1) | (1) | (1) | (1) | (1) | (1) |
| (2) once or twice a month | (2) | (2) | (2) | (2) | (2) | (2) |
| (3) once or twice a week | (3) | (3) | (3) | (3) | (3) | (3) |
| (4) about once a day | (4) | (4) | (4) | (4) | (4) | (4) |
| (5) 2 or 3 times a day | (5) | (5) | (5) | (5) | (5) | (5) |
| (6) 4 or more times a day | (6) | (6) | (6) | (6) | (6) | (6) |
| 2. Information sharing | | | | | | |
| How often do you share information with these persons? | | | | | | |
| (0) Never | (0) | (0) | (0) | (0) | (0) | (0) |
| (1) less than once a month | (1) | (1) | (1) | (1) | (1) | (1) |
| (2) once or twice a month | (2) | (2) | (2) | (2) | (2) | (2) |
| (3) once or twice a week | (3) | (3) | (3) | (3) | (3) | (3) |
| (4) about once a day | (4) | (4) | (4) | (4) | (4) | (4) |
| (5) 2 or 3 times a day | (5) | (5) | (5) | (5) | (5) | (5) |
| (6) 4 or more times a day | (6) | (6) | (6) | (6) | (6) | (6) |
| How often do these persons share information with you? | | | | | | |
| (0) Never | (0) | (0) | (0) | (0) | (0) | (0) |
| (1) less than once a month | (1) | (1) | (1) | (1) | (1) | (1) |
| (2) once or twice a month | (2) | (2) | (2) | (2) | (2) | (2) |

| | | | | | | |
|--|-----|-----|-----|-----|-----|-----|
| (3) once or twice a week | (3) | (3) | (3) | (3) | (3) | (3) |
| (4) about once a day | (4) | (4) | (4) | (4) | (4) | (4) |
| (5) 2 or 3 times a day | (5) | (5) | (5) | (5) | (5) | (5) |
| (6) 4 or more times a day | (6) | (6) | (6) | (6) | (6) | (6) |
| 3. Discussing challenging technical matters | | | | | | |
| How often do you discuss with these persons challenges related to work? | | | | | | |
| (0)Never | (0) | (0) | (0) | (0) | (0) | (0) |
| (1)less than once a month | (1) | (1) | (1) | (1) | (1) | (1) |
| (2)once or twice a month | (2) | (2) | (2) | (2) | (2) | (2) |
| (3) once or twice a week | (3) | (3) | (3) | (3) | (3) | (3) |
| (4) about once a day | (4) | (4) | (4) | (4) | (4) | (4) |
| (5) 2 or 3 times a day | (5) | (5) | (5) | (5) | (5) | (5) |
| (6) 4 or more times a day | (6) | (6) | (6) | (6) | (6) | (6) |
| How often these persons discuss with you technical matters (any problem related to the work they are assigned) challenging them in the organization? | | | | | | |
| (0)Never | (0) | (0) | (0) | (0) | (0) | (0) |
| (1)less than once a month | (1) | (1) | (1) | (1) | (1) | (1) |
| (2)once or twice a month | (2) | (2) | (2) | (2) | (2) | (2) |
| (3) once or twice a week | (3) | (3) | (3) | (3) | (3) | (3) |
| (4) about once a day | (4) | (4) | (4) | (4) | (4) | (4) |
| (5) 2 or 3 times a day | (5) | (5) | (5) | (5) | (5) | (5) |
| (6) 4 or more times a day | (6) | (6) | (6) | (6) | (6) | (6) |

