



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

BUSSINES LEADERSHIP

**FACTORS THAT AFFECT WOMEN'S INVOLVEMENT IN
LEADERSHIP POSITION: THE CASE OF ENAT BANK S.C**

BY: MAHLET MEBRATIE

ADVISOR: Dr. BAHRAN ASRAT

July, 2023

**Addis Ababa,
Ethiopia**



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POSITION: THE CASE OF ENAT BANK S.C**

*A Final Project Work Submitted to the College of Business and Economics School of
Commerce, Business Leadership in Partial Fulfilment of the Requirements for the Degree
of Master of Art in Business Leadership*

BY: MAHLET MEBRATIE

ADVISOR: Dr. BAHRAN ASRAT

July, 2023

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Ethiopia

DECLARATION

The project on the title, " Factors That Affect Women's Involvement in Leadership Position: The Case of Enat Bank S.C" was written by me, Ms. Mahlet Mebratie, and was supervised by the School of Graduate Studies. I prepared, collected, analysed, and finished this project in accordance with all scholarly ethical standards. All academic information used in the thesis has been acknowledged through citations. All of the original sources have been correctly acknowledged and referenced. Additionally, I affirm that I have followed all rules governing academic honesty and integrity and that I have not created or manipulated any ideas or data sources in my work. This thesis is being submitted in part fulfilment of Addis Ababa University's Masters of Business Leadership requirement. Additionally, I hereby declare that this thesis has not been submitted to any other school, anywhere, for the purpose of receiving a diploma, certificate, or academic degree.

I am aware that any breach of those regulations will result in disciplinary action by the university as well as legal consequences for the sources that were improperly cited or from whose sufficient permission was not obtained when required.

Name Mahlet Mebratie

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CERTIFICATION

This project, titled " Factors That Affect Women's Involvement in Leadership Position: The Case of Enat Bank S.C" has been supervised in accordance with university policies, and the student has my permission to submit it for evaluation.

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APPROVAL SHEET

As members of the Board of Examining for the Final MBL Project Defence, we certify that we have read and assessed the study prepared by Mahlet Mebratie titled " Factors That Affect Women's Involvement in Leadership Position: The Case of Enat Bank S.C" and we recommend that the project be accepted as satisfying the requirement for the Degree of Master of Art in Business Leadership.

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Additional comments and questions are always welcome and can be emailed to mahletmebratie24@gmail.com.

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ACRONYMS

OECD:-Organization for Economic Cooperation and Development

WEF: - World Economic Forum

CSA:-Central Statistical Authority

UNFPA: - United Nations Fund for Population Activities

CEO: - Chief executives officer

UNESCO:-United Nations Educational, Scientific and Cultural Organization

DDI: - Development Dimensions International

FGC:-Federal Glass Ceiling Commission

WHO: - World health organization

UN: - United Nation

VIF:-Variance Inflation Factor (VIF

USA: - United State of America

ANOVA: - Analysis of variance

IMF:-International Monetary Fund

JBT: - Junior Bank Trainee

SPSS: - Statistical package for social science

SCSO: - Senior Customer Service Officer

CSO: - Customer Service Officer

ABSTRACT

In the world, gender inequality is a serious issue, especially in developing countries like Ethiopia. As a result very visible inequality can be found in positions of leadership and elements that affect women's participation in leadership was examined through methods that aim to reduce gender disparity, in this regard, this study were conducted to determine the variables that impact women's participation in leadership roles in the case of Enat Bank in Addis Ababa City and potential solutions was highlighted for issues found by this study. The study used explanatory and descriptive research designs to examine factors that affect women's involvement in leadership positions and it was a cross-sectional, observational research type. To select number of participants from the total population 341 stratified random sampling, technique was applied and 184 sample respondent was chosen in accordance with the study's objectives to distribute all survey questions, but only 140 of the 184 sample respondents' responses were used for further analysis, the remaining 44 were eliminated due to non-response, rejected and incompleteness. Both primary and secondary data sources were employed, to access all primary data, structured questionnaires and interviews were used, to access all secondary data published and unpublished documents were taken as data collection instrument. Therefore data received through interviews was analysed qualitatively and data obtained through questionnaires analysed utilizing descriptive, explanatory research design, regression analysis, and correlations by using SPSS software. To determine the correlations between the variables influencing women's participation in leadership roles, multiple regression analysis was taken into consideration. The formulated hypothesis was tested by review of the literature with regard to the relationship between independent and dependent variables and the correlation result. The study's general conclusion was recommending of creating gender related policies and facilitating awareness-raising programs that influence men's and women's perceptions; this can be done by offering training sessions, workshops, and opportunities for experience sharing by the bank and government.

Key Words: Personal factor, Organizational factor, social factor, Gender, Leadership, Variables

CHAPTER ONE

INTRODUCTION

1. Introduction

The introduction of the project paper is covered in this chapter. The study's background, problem statement, research question, objective, significance, delineation, and limitations were all included, along with an explanation of how the paper is organized and a definition of key words.

1.1. Background of the study

In both the public and commercial sectors, women are noticeably underrepresented in management roles, according to a research by the Organization for Economic Cooperation and Development (OECD), which limits the full utilization of the available human resources.

In terms of accomplishments in the workforce, women have achieved great progress over the previous 50 years, nevertheless, it is commonly known that women hold top leadership positions in business and politics significantly less frequently than men do. (Sule et al., 2017).

Furthermore women are still underrepresented in upper managerial roles in businesses, politics, and higher education institutions, despite the fact that they are increasingly entering boardrooms. This claim represents the consensus opinion of social and organizational researchers as well as women who have amassed significant leadership experience. (Alqahtani, Tahani 2019)

When we study the relationship between gender and leadership roles, the relative delay in women's professional advancement is a topical research subject in many fields. According to a number of studies, women's lack of desire in improving their professions is not the cause of discrepancies in promotion rates. Women, on the other hand, are less certain than men about their capacity to occupy a leadership position and anticipate more difficulties in such positions, which make them, doubt their leadership qualities (Keller et al., 2013).

As of Monday, March 27, 2023, Ethiopia has 122,731,170 people living there, according to Worldometer's study of the most recent United Nations statistics. Its population is diverse, with about half of its residents belonging to different ethnic and cultural communities. In Ethiopia in 2021, there will be 100.13 men for every 100 females, according to the CSA 2021. 58.98 million Males and 58.90 million women live in Ethiopia. Male population is 50.03% of the total, while female population is 49.97%.

There are 78.33 thousand more men than women in Ethiopia. Because of the limited access to information and media, limited career opportunities, and organizational hurdles combined with cultural considerations, women have a lower participation rate in leadership and decision-making in society as a whole and in particular organizations (UNFPA, 2005). Men outnumbered women by around five to one (5:1) at middle management level and twenty to one (20:1) at senior management level, according to global statistics 2002. (UNESCO, 2002). Women around the world are not filling top positions in the public or private sectors in the expected numbers despite their higher levels of education and job experience.

In this case, a variety of social, organizational, economic, and personal aspects are considered, as well as women's involvement in leadership position and management. For this study, independent variables such as social, personal, organizational, and economic factors are considered, as well as explanatory variables demonstrating a cause-and-effect link between these variables and women's involvement in leadership position as a dependent variable in a leadership role.

According to the study, women assumed occasionally overlooked and excluded from management and leadership roles that have an impact on them. As a result, these variables may contribute to a gender disparity in leadership positions. To address this issue, proactive measures include fostering leadership through networking, mentorship, and motivation, offering leadership training, and empowering women in decision-making was recommended.

Enat Bank was founded on September 28, 2008, by nine groups of female business promoters with the purpose of enhancing women's economic potential and developing a bank that was welcoming to everybody. The board of directors consists of 11 members, 6 men and 5 men from varied backgrounds. The bank has 7,000 owners with an interest in investing, with women being the majority (60%) of stockholders. The bank provides consumer and commercial banking services in addition to non-financial activities such as capacity building seminars and financial literacy initiatives for women.

Enat Bank S.C. is a private commercial enterprise in Ethiopia that is the primary commercial bank in the country in terms of focusing on women's. The bank was also founded by visionaries and businesswomen in the nation. The founders have prioritized women's empowerment, support, and offering exceptional services to all clients. Enat Bank thinks that assisting women in making deposits, gaining access to credit and trade services, and better managing their money in excellent business.

The intention of this research is to analysing and understanding the role of women in leadership and managerial position and finding out of factors that affect women's involvement in leadership.

1.2. Statement of the problem

Women's face many obstacles in the global context. Women are not moving to positions of leadership and influence in decision-making. Women do not receive an equal amount of schooling and are not employed at the same rate as males. While progress has been achieved via awareness and education, a challenging climate still remains for women, particularly women leaders aiming to senior leadership position. (Brandon Hall Group, 2016).

Following, as of WEF global gender gap report (2020), the entire worldwide gender gap was closed in 99.5 years, on average, across the 107 countries covered consistently from the first edition of the study. It will take 257 years to close this gap at the current rate of progress (2006-2020). Political and leadership empowerment has taken the longest to bridge the gender gap. As a result, Ethiopia's gender gap has already been narrowed by 70.5%, placing it 82nd globally in the 2020 rankings.

Similar to this, according to the Global Gender Gap Report (2022), societal expectations, employer policies, the legal system, and the accessibility of care infrastructure have all continued to be barriers to women entering the workforce and moving up the corporate ladder. This has continued to restrict women's access to higher education and the professional options they can pursue.

Consequently, this disparity is also a major issue in Africa. According to the United Nations Economic Commission for Africa (2013), women's equal participation is a necessary condition for the interests of women and girls to be taken into account and is required in order to strengthen democracy, good governance, and promote sustainable development. As per Eugenia (2010), the more women we have in leadership and managerial positions across the world, the more stable and trustworthy the world will be. Many governments recognized that the objectives of equality, growth, and peace could not be attained without the active participation of women at all levels of leadership. (Cubillo,2013), thought that disregarding women's participation in all spheres of social, political, and economic life would result in the loss of half of the world's potential work force. Despite this, a survey research by the UN in a few nations in Africa, Asia, Latin America, and Eastern Europe reveals disproportionately low

percentages of women in various ranking levels in several professions, including positions of leadership.

The same thing has been seen in Ethiopia. Women in Ethiopia continue to be underrepresented in management and leadership roles despite several conventions declaring their rights to participate equally in all aspects of life. A survey by the Ethiopian Central Statistical Authority (CSA, 2004) found that women hold 43% of all employment positions in Ethiopia. Domestic activities have the largest percentage of female employees (78%), followed by unpaid activities (59.3%), when the number of employees divided by the proportion of women is calculated. Less than 35% of the workforce are women in other formal employment categories, such as the public sector, non-profit organizations, and private businesses. Furthermore, despite their contributions to the well-being of their families and society as a whole, women frequently have worse socioeconomic standing than men, which prevents them from participating at all levels.

As a result, we see enormous disparities everywhere, especially in Ethiopia. The administration and management professions are where the difference is most apparent. The degree to which women are involved in public decision-making, as well as the inclusion of their demands and interests in policy, which ultimately leads to good governance, determines the sustainability of a country's economy (Afroz, 2010). In this regard, Ethiopia has developed several legislative and social regulations concerning gender equality, such as the 1993 National Policy on Women (Ababa, A., 2008), in order to create a favourable climate for equality between men and women and to ensure gender equality in all sectors of life. Although the government's commitment to women's rights, women continue to lag behind males in education and employment when we see the sex composition of managers in most organizations.

Similarly, problems have been observed in Ethiopia's financial sector. Internal factors such as values, management styles, Human Resources, technological and physical resources, and organizational structure influence women's advancement up the ladder. This is due to a lack of a suitable environment to make them competitive and educated, their voice is not heard, and family matters are not taken into account. While external factors on women's participation in leadership positions in the financial sector, such as political, economic, sociocultural, technological, environmental, and legal factors, affect women's participation by undermining them due to their decision-making abilities, physical appearance, the lack of government policies pertaining to women leaders, societal values favouring men over women, and the advancement of technology for those outdated women's who are mothers and leaders at the same

time. Therefore, equality According to Nigist (2008), women's advancement depends on equal participation in leadership and decision-making. Without active participation from women and consideration of their perspectives at all levels of decision-making, the objectives of equality, development, and good governance cannot be met.

Likewise, despite the banking sector's rapid growth, relatively few women are in executive positions in any bank. Enat Bank, on the other hand, was started by a diverse group of 11 powerful Ethiopian women, and this talented group of founders turning the bank from an idea into a reality. Enat was founded at an important time in the development of banking in both Ethiopia and Africa, and all Ethiopians should be proud of it. As banks portal, Only 26 people (or 46%) hold highest leadership positions, with only 12 (or 46%) women and 14 (54%), males, from the bank's board of directors through its president. although women employees hold 64% of the banks and make up numerous important leadership roles.

As mentioned in the preceding paragraphs and as the term Enat (እናት) indicates, women should occupy the largest percentage of leadership and senior positions; nevertheless, this was not the case, and various causes were to blame for women's workers in non-managerial positions. However, the percentage is insufficient, and there is still a gap in increasing women's participation, since women are essential to the bank.

Several studies have been conducted to identify explanatory variables and dependent variables that affect women's participation in leadership and management, but their findings are inconsistent. For instance, (Bullough A. M., 2008) came to the conclusion that unfavourable organizational and social factors have a negative influence on levels of women's participation in leadership and management positions, but (Loise, 2015,) found that socio-cultural and organizational factors have a positive influence on women's participation in decision-making positions. Additionally, (Elsi, 2013) claimed that organizational factors were the ones that had the greatest impact on women's career development; however, this finding conflicts with that of (Loise, 2015), which claims that sociocultural factors have the greatest impact on women's participation in decision-making roles, followed by institutional factors.

Thus, taking into consideration conceptual gaps on the relationship between the dependent and independent variables of the project and in order to fill the previous research gap, the current study entails determining the factors that hinder women's staff from participating in leadership positions, which is referred to as the dependent variable, as well as examining the extent to which personal factors, sociocultural factors, organizational factors, and economic factors have

an impact on women's involvement in leadership positions by aligning methodological design of the project, on the base of balancing both this study parameters by intervening variables such as experience, income and awareness.

Furthermore, the majority of earlier studies concentrated on the variables that influence women's involvement in political leadership by concentrating on public administration, but this research identified and evaluated variables that influence women's engagement in financial sector leadership. Additionally, there are very few studies, particularly in this business sector, that have been conducted in the Ethiopian context. The majority of these studies focus on cultural and organizational factors, and there are very few that take in mind all four influences on women's desires as well as involvement in leadership.

Therefore, the main goal of this study was to identify factors that prevent women from taking on positions of leadership. It also examined the extent to which personal, sociocultural, economic, and organizational factors affected women's involvement in leadership roles at Enat Bank, one of the local banks in Ethiopia, in order to clarify stakeholders' misunderstandings about how capable women are of managing and leading all types of organizations, including businesses.

1.3. Research questions

The study aimed to identify factors that affect women's involvement in leadership positions in Enat Bank branches in Addis Ababa City. As a result, the study addresses the following general and specific research questions;

General research question

What are factors that affect woman's involvement in leadership position in the case of Enat Bank in Addis Ababa City?

Specific research question

The study planned to answer the following specific questions.

- ✓ What are socio cultural factors that affect women's to participate in leadership position?
- ✓ What are personal factors that affect women's to participate in leadership position?
- ✓ What are organizational factors that affect women's to participate in leadership position?

- ✓ What are Economic factors that affect women to participate in leadership position?
- ✓ What is women's intention to involve in leadership and management position?

1.4. Research objectives – general and specific

General objective of the study

The general objective of the project was to examine the factors that affect women participation in leadership position in case of Enat Bank in Addis Ababa City.

Specific objectives of the study

This study was guided by the following specific objectives.

- ✓ To determine socio cultural factors that affect women to participate in leadership.
- ✓ To determine personal factors on the intention of women to participate in leadership position.
- ✓ To determine organizational factors those are obstacle for women to participate in leadership position.
- ✓ To analyse economic factors that are obstacle for women to participate in leadership position
- ✓ To analyse the level of women's involvement in leadership positions
- ✓ To examine the effect of personal, organizational, socio-cultural, and economic factors on women's participation in leadership position

1.5. Significance of the study

For the reader, give the reader information on the real reasons why women are underrepresented in leadership, the advantages of doing so, and the special skills that women have, and encouraging the relevant organizations to include this issue in their organizational policies would all be helpful to the reader. It intends to inform readers on the socioeconomic implications of women being underrepresented in positions of leadership and assist women in understanding the barriers to representation in leadership positions as well as strategies for overcoming them and influencing cultural norms.

In terms of the industry, it assists management in the banking sector, notably Enat Bank, in creating strategic human resource planning. It may also be utilized as a resource for

government-owned enterprises to build gender-related policies that would increase gender equality in management positions.

In general, this study motivates individuals to carry out research and develop initiatives that improve the underrepresentation of women. Future researchers can use it as a resource. It will also give information for the establishment and adjustment of policies regarding human resources, gender, and women's rights. For the government, it will provide information on the causes and effects of the under-representation of women in leadership, particularly in business enterprises.

1.6. Scope of the study

Examining every factor that affects women's involvement in leadership is too tough and demanding due to complexity and management issues. The primary objective of the research was on the means in which specific traits influence women's participation in leadership.

Women's involvement in leadership is influenced by a variety of components, but for this study, the researcher focused on the personal, social, organizational, and economic influences. Other variables beyond these, such as global, structural, behavioural, and branch accessibility, have not been taken into consideration.

Therefore, this study focused on Enat Bank in Addis Ababa City to explore factors that affect women's involvement in leadership positions in the bank since it is too difficult to handle the investigation of all those elements in all private and public banks and also excluded executive positions, starting with the CEO of the bank and moving up through management.

In the process of conducting this research, Non-clerical personnel were excluded from this study due to their position and insufficient academic credentials. The scope of the study design was specified by using regression to represent the connection as an equation, correlation to quantify the strength of the linear relationship between two variables, and descriptive methods. Data from both qualitative and quantitative sources were analysed.

1.7. Limitations of the study

Project work can never be completely free of constraints. Due to the expenses of related logistics and information, it was difficult to incorporate all Enat bank branches throughout Ethiopia; there were money, resource, and equipment constraints to fully conclude the project.

The respondents' willingness in this study was situational and behavioural; also, the various geographical placements of the branches made data collecting challenging.

Therefore, due to this limitation, the researcher focused on Enat Bank Branch's in Addis Ababa and the available resource, equipment and money were used to successfully complete the project in specified time line.

1.8. Organization of the study

The research report consisted of five chapters. The first chapter discussed the study's background, problem statement, research question, goal, scope, and importance. The second chapter discusses relevant literature studies that include important subjects connected to variables affecting women's involvement in leadership roles. The third chapter included study design and strategy, sampling methods, sample size, data collection methods, and data sources. The fourth Chapter covers data presentation, analysis, and interpretation. Finally, Chapter 5 discusses the study's summary, conclusion, and suggestions.

1.9. Definition of key terms

Leaders: As of, Lubachliwniak (1997), leaders are those who provide an institution a sense of direction and purpose and personify the ideals the organization aspires to.

Leadership Position: - is a title given to a leader, and it refers to the responsibility of managing a team or organization, in this project Leadership position is starting from managerial position to the CEO of the bank.

Women leadership: - Women leaders are inclusive, promote involvement, and distribute power and knowledge to people they are in charge of. She has a propensity to establish and support group identities. Emotional prevalence: They typically have the capacity to take into account the "human" side of people and elicit high degrees of empathy.

Socio-cultural factors – These are potent influences on behaviour and thought that are connected to culture and society.

Involvement: - is used in this study to describe giving women an equal opportunity to participate in management, leadership, and decision-making positions within the firm as a way to ensure better accountability to women.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2. Introduction

The chapter contains a review of work that has been done in Ethiopia and other parts of the world on factors that affect women's ability to occupy leadership positions. It also contains theoretical, empirical and conceptual literatures about the factors that discourage women's participation in leadership, the special skills that women hold and the recommended remedial actions taken by different researchers.

2.1. Conceptual Review

2.1.1. Definition of Leadership

The concept of "leadership" is established within the verb "to lead". The term "to lead" incorporates a double implication, meaning either "to outperform or be ahead" or "to coordinate, oversee, and educate others or initiate an institution."

Different scholars define leadership in different ways. Yalem (2011) defines leadership as a mechanism by which an individual has the power to influence the perceptions, perspectives, and behaviours of others. Yukal (2006) describes leadership as the art of making people understand and approach what should be achieved and the steps to achieve it, serving as a tool to enable the collective efforts of individuals to achieve common goals. Effective senior leadership means directing and inspiring team members to achieve task-related goals. On the other hand, leadership, in the opinion of Koontz and O'Donnell, is the capacity to influence others and accomplish a goal through effective communication.

To achieve the company's goals, leadership involves influencing others and motivating staff with confidence to perform well. Leadership is essentially the distinguishing quality of a person who has the power to influence and persuade others. People need to be inspired to take charge by being given the confidence and enthusiasm to do so. For effective management, a manager needs to possess qualities like vision, initiative, motivation, assurance, optimism, and ethical standards.

2.1.2. Nature/ Characteristics of Leadership

A lot of characteristics come into focus when analysing the nature of leadership as important concerns demanding of in-depth consideration and investigation. These characteristics incorporates, empathic listening, committed action, service, and empowerment

A leader first needs to show that they are excellent listeners. According to Wolvin and Coakley (2005), listening is the most important leadership skill. But very few executives have ever taken part in specialized listening training. A leader must have empathy when listening to others. The ability to completely comprehend others and be able to support and care for them on an emotional level is crucial to the leadership process. People are more likely to be open in the workplace when they believe that their opinions and feelings are valued and understood, claims Gill (2006). This openness gives leaders and followers the potential for a dependent relationship.

The second key element of leadership is vision and dedication. Vision is the capacity to perceive a wider range of possibilities. The educational leader may, in particular, organize efforts to raise achievement and foster a climate or culture of continuous improvement within the school (Harris, 2004). In actuality, Deal and Peterson (1999) are followers of an organizational culture that clearly communicates the organization's true mission. To develop this creative cultural climate, collaborative leadership is needed. Harris (2004) asserts that in order to support the visionary approach, "an emerging model of leadership that is less concerned with individual capabilities, skills, and talents and more preoccupied with creating collective responsibility for leadership action and activity" is required. It's critical to realize that delegating work to others does not constitute distributed leadership. Distributed leadership, on the other hand, rebalances power within the organization.

Relationships and service are critical components of the third leadership dimension. Effective leadership necessitates the development of connections with subordinates, constituents, and community members (Boyatzis, 2005). Furthermore, Goleman (2000) showed a substantial association between wonderful organizational relationships and great job outcomes. Simply said, good leaders form deep ties with the people they oversee, which promotes organizational effectiveness. In addition, service is an important aspect of leadership. Sergiovanni (2000) claims that all stakeholders in an educational institution possess and display servant leadership. The establishment of broad ideals and values that govern the school community forms the foundation of servant leadership.

The fourth component of leadership is empowerment. By empowering employees, businesses may transition from power-over to power-with scenarios, claim Blasé and Anderson (1995). Power through scenarios reduces conflict and encourages cooperation among all members of the greater school community in order to accomplish a shared goal. In other words, this makes it possible for a relationship to become interdependent. After a mutually beneficial and reliable connection has been created, the likelihood of remarkable achievements increases dramatically (Meier, 2002). Empowerment fosters trust and evenly distributes authority across all levels of the organization; control is not the purpose of empowerment (Harris, 2004).

In summarizing the studies mentioned above, it can be said that many traits contribute to the description of leadership and to being a leader. Accordingly, effective communication, respect, listening, motivating others, working in accordance with the mission and vision of the organization, and being a servant leader are the main factors that determine leadership.

2.1.3. Theories of Leadership

Theories of leadership describe how and why particular people develop to be leaders. Some of the significant ideas that emerged throughout the 20th century include the Great Man theory, trait theory, process leadership theory, style and behaviour theory, transformational, transactional, and laissez-faire leadership theory.

Great men Theory: - The Great Man Theory was created in the nineteenth century by proponents such as historian Thomas Carlyle, who believed that history is nothing more than a compendium of great men's histories. Thomas Carlyle said in 1847 that "universal history, the history of what man has accomplished in this world, is at the bottom of the history of the great men who have worked here" because it was in the best interests of the heroes. Carlyle argued in his "great man theory" that only those with heroic potential can become leaders and that leaders are born, not made. Rather than being built, he thought exceptional persons were born.

Trait Theory: - Early authors thought that leaders were born with physical and psychological characteristics that distinguished them from non-leaders. Trait theories rejected the concept that leadership qualities could be inherited or taught. According to (Ekvall and Arvonen (1991), defined two features: emerging traits, which are significantly impacted by inheritance, such as height, intellect, beauty, and self-confidence, and effectiveness traits, which are based on experience or learning, such as charisma. (Max Weber) defines charisma as "the greatest revolutionary force, capable of producing a completely new orientation through followers and complete personal devotion to leaders they perceived as endowed with almost magical

supernatural, superhuman qualities and powers." This early emphasis on intellectual, physical, and psychological characteristics that distinguished non-leaders from leaders predicted contemporary research that found relatively minor differences between followers and leaders (Burns, 2003).similar to charisma.

Contingency Theories (Situational):- The leadership contingency model, developed by (Fred Fiedler), contends that some leadership behaviours are innate in leaders. Leaders are either relationship- or task-focused. Task-oriented leaders are directive, establish deadlines, organize circumstances, and distribute duties. Most of the time, leaders have an impact on the dynamics and environment of the company as well as the people that work there. Theories of contingency are a form of behavioural theory that generally asserts that there is no one optimal technique of leading or organizing and that the leadership style that functions in one circumstance may not function in another (Greenleaf, 1977). While situational theorists held that the subordinates were crucial in defining the relationship, contingency theorists held that the leader was the relationship's central figure.

The notion of situational leadership states that a leader's approach should be suited to the level of maturity of their subordinates (Bass, 1997). The situational leadership concept, which was initially presented in 1969, postulated that there was no one best method to lead and that effective leaders needed to be flexible enough to switch between task- and relationship-oriented styles as needed.

Style and Behaviour Theory: - According to the style concept, each person has a preferred leadership style. It recognizes the significance of certain required leadership abilities that enable a leader to undertake an act while equating that performance with the leader's prior competence. One style will not work in all situations, just as one size does not fit everyone.

Yukl (1989) defined three types of leadership styles. Workers under democratic leaders were more satisfied, creative, and motivated; they worked with tremendous excitement and energy whether the leader was there or not; and they maintained stronger ties with the leader. Workers under authoritarian leaders, on the other hand, were primarily concerned with increasing productivity. Previously, laissez faire leadership was regarded to be only effective when leading a group of highly motivated, talented, and skilled people.

Transactional Theory: - According to House and Shamir (1993), transactional leadership is a type of leadership in which follower-leader interactions are founded on a variety of agreements. According to the transactional theory, leaders not only influence but are also impacted by their

followers. According to certain research, there is a distinction between the amount of a leader's activity and the sort of relationship they have with their followers in transactional leadership.

It was described by Bass and Avolio (1994) as "a type of contingent-reward leadership that had active and positive exchange between leaders and followers whereby followers were rewarded or recognized for achieving mutually agreed upon objectives." praise from the employer may indicate gratitude for promotions, bonuses, and successful completion of tasks. For successful work, one might offer positive reinforcement, merit-based compensation for promotions, increased performance, and collaboration for collegiality. Leaders might instead focus on faults, postpone activities, and postpone decisions. This mind-set is known as "management-by-exception" and might entail either passive or active transaction.

Transformational Theory: - Transformational leaders, according to House and Shamir (1993), boost the morale and motivation of both their followers and themselves. The idea that transformational leaders "engage in interactions with followers based on common values, beliefs, and goals" has an impact on goal-achieving performance. A transformational leader, according to (Bass), "attempts to induce followers to reorder their needs by transcending self-interests and pursuing higher order needs." Maslow's (1954) higher order needs theory supports this viewpoint. Transformational leadership is a route that focuses on leaders' beliefs, values, and attitudes in order to illuminate their behaviours and abilities to lead change.

Transformational leaders are defined by their ability to see the need for change, get the cooperation and commitment of others, create a vision that guides change, and embed change (MacGregor Burns, 2003). These leaders regard their subordinates like individuals, attempting to raise their consciousness, values, and abilities by making their work relevant and complicated. These leaders appear to be optimistic and comforting about the future. They are, in the words of MacGregor Burns (2003), "visionary leaders who seek to appeal to their followers' better nature and push them toward higher and more universal needs and purposes."

Findings concerning leadership theories led to five conclusions that explain how and why certain people become leaders, including The Great Man Theory holds that "great men are not made, but are born;" trait theory holds that "leaders are born with certain physical and psychological characteristics that distinguish them from non-leaders;" process leadership theory holds that "leaders are either task or relationship focused;" style and behavior theory holds that "each person has a particular leadership style that he or she is most comfortable

using;" and transformational" leaders are those who have the capacity to recognize the need for change and win others' support.

2.1.4. Gender and leadership

The World Health Organization (WHO) refers to "sex" as the physical (biological) and physiological characteristics that set men apart from women. The term "gender" refers to the socially prescribed roles, actions, pursuits, and characteristics that a specific culture considers appropriate for men and women. Since the 1970s, researchers have understood the need to differentiate between sex and gender. The biological characteristic known as "sex" encompasses species-specific variations in morphology, physiology, biology, and hormones. Gender pertaining to the psychological impacts of biological sex (i.e., the degree of masculinity and/or femininity) (i.e., whether a person is male or female). Typically, gender is operationalized by seeing how men and women act or by asking individuals to self-report their gender. However, gender covers much more than only the psychological implications of biological sex.

Among the many scenarios provided by researchers, two stand out. First, it has been established that internalized gendered assumptions about what it takes to be a competent leader result in gender prejudice (Eagly et al., 1992; Heilman, 2001; Eagly and Karau, 2002). Men and women often agree that strong leaders should have stereotypically masculine characteristics (i.e., the think manager-think male connection, Schein, 1975; see also Davison and Burke, 2000). Second, it has been stated that those in positions of authority, who are mostly males, have a bias toward promoting people who have similar qualities and attributes to them or with whom they get along well.

Regarding the link between gender and leadership, gender is defined biologically as male or female, and gender is a multifaceted notion that defines numerous responsibilities, obligations, limits, and experiences that individuals may have based on their sex or gender at the time. Researchers contend that the prevalence of gendered selection biases in awarding leadership positions to individuals.

2.1.5. Male versus Female Leadership Style

Numerous research have been conducted since the 1950s to examine the leadership philosophies of men and women and determined that there is undeniably a difference between the two. However, these changes are minor and take the form of broadly overlapping male and

female distributions (Eagly, 2013). One of the differences is that female leaders are regarded to be more democratic and participative than their male counterparts (Merchant, 2012).

Statistics show that senior-level executives in both Europe and the United States agree that while males are thought to be more competent of making decisions and problem-solving, women have more specialized qualities linked to supporting and encouraging others. Males are frequently seen as having leadership qualities, and many employees believe that males may be in charge. Because of this, women commonly find themselves in a dilemma where they must choose between acting in a stereotypically male way and receiving criticism for not conforming to gendered standards or accepting that people do not see them as leaders. Many research studies have brought attention to a further problem: When men provide proposals for their teams, they are viewed as leaders and their ideas are given greater weight. At the same time, when women use the same language as men, their opinions are not appreciated in the same manner.

According to (Eagly & Carli, 2007), men display a transactional leadership style as compared to women. The statement "job performance as a series of transactions to be rewarded or disciplined" reflects the transactional leadership style. A leader fosters reciprocal connections that benefit the self-interests of their followers. These leaders manage in the conventional manner, outlining subordinates' responsibilities, rewarding them when they meet goals, and punishing them when they don't. Men usually use a transactional approach because they want to achieve certain goals. They went on to see their team's success as a series of discrete transactions, each of which must be sanctioned or rewarded. Male leaders frequently do not explain their decisions because they prefer their employees to focus on their specific duties.

As a result, women leaders are most suited for transformative leadership approaches. This is so they can inspire, connect, and develop trust among their subordinates. Female leaders are more concerned with growing their employees and making them more productive, improving the atmosphere, and supporting personal growth, whereas male leaders are more concerned with change and follow a transactional leadership style.

2.1.6. Women and Leadership in Ethiopia

Women in Ethiopia have a poor social standing. Despite their contributions to the welfare of their families and societal affairs in general, women often have lesser socioeconomic status than males, which hinders them from participating at all levels. Women suffer in a variety of ways, including through gender-based discrimination, a lack of protection for fundamental

human rights, abuse, a lack of access to resources that may be used to create goods and services, a lack of education and training, a lack of access to basic health care, and a lack of work.

Ethiopian women are more probable to work in jobs that are hidden to the economy and endure discrimination as a result of gender-based labour allocation. Women have a lower socioeconomic status, which prohibits them from decision-making at all levels; nonetheless, access to resources, services, and jobs is limited for women. As a result, women are underrepresented in the official workplace (National Committee Traditional Practices in Ethiopia, 2003). Ethiopia has a patriarchal society that preserves women's weakness. Women are supposed to be meek, submissive, gentle, and tolerant of violence and exhausting labour, all of which have cultural explanations. As in many other African countries, the majority of Ethiopian women have a low social status (Haregewoin C. & Emebet, 2003).

Although Ethiopian women's formal involvement in the highest leadership positions was officially stopped, it is well known that women all over the world played critical roles as community organizers and activists in both times of war and peace. Bafena, the first official wife of Emperor Minilik (1877–1913), and Empress Taitu, the second legal wife, come to mind first when reviewing the history, contributions, and great leadership positions performed by Ethiopian women (Eba, 2014). For example, Taitu was the Emperor's chief advisor and had a lot of power in the area of international affairs. Her devotion to her country and tireless pursuit of Ethiopia's independence have earned her a notable position in history (Meaza, 2009).

Women in leadership roles in Ethiopia are becoming increasingly scarce, particularly in rural areas, due to a lack of assertiveness, the unwillingness of the few women in these positions to strive for gender equality, and a scarcity of educated women.

2.1.7. Importance of leadership

Chemers (2000) contends that a leader's competency is a critical aspect in the creation of favourable connections with their workforce. The efficacy of leaders has been found to be connected with workers' personality and other attributes, emotional stability, efforts and abilities, knowledge held, and status factors such as the type of firm (Hersey & Blanchard, 1982). It is argued that elements impacting a leader's efficacy include the followers' and the leader's social identities and self-perception (B. Van Knippenberg et al., 2005). History has proven that a variety of factors, including the leader's personal attributes, behaviour, leadership style, and cultural characteristics, all influence how effective a leader is (Ayman & Korabik, 2010).

According to the research, information sharing and leader effectiveness have a positive impact on the firm's strategy. This outcome might be seen as the degree to which the firm's aim or mission was met. In this context, performance comprises an evaluation of all efforts made by the organization to achieve its objectives (Gurkan, 1995). Information sharing refers to the act of distributing or spreading information from one individual, group, or organization to another individual, group, or organization.

Because information is supplied seldom and not arbitrarily, it is critical for those who hold it to pick whom and when to reveal it. In a competitive environment, information is a valuable asset. As a result, encouraging healthy information sharing is critical to the organization's strategic success. Knowledge is communicated through good communication, information seeking, information acquisition, or those in need of information (Kurata et al., 2017).

As a result, by combining the required organizational resources, leaders aid their followers in performing their duties in line with performance requirements. Leaders motivate followers to be eager, passionate, and confident in order to attain personal and organizational goals. They also inspire followers to embark on things that they would not otherwise be inspired to do.

2.1.8. Factors that affect women's participation in leadership

According to Laynes K.S. and Hailman (2006), gender prejudice and stereotypes have a negative influence on women's involvement in leadership roles. The Federal Glass Ceiling Commission (FGC, 1995) identified three types of barriers in its fact-finding report from 1995: societal obstacles that are beyond the direct control of company, internal structural barriers that are within the direct control of business, and governmental difficulties that were hindering women's advancement into senior and executive management.

Women currently outnumber males in terms of educational achievement in many areas of the world; as a result, women do not lack ability or understanding when it comes to tough tasks. Nonetheless, there are few female leaders in many nations. "Stereotyping concerning women managers still prevailed in a number of businesses: women managers lack the passion and purpose required to reach the upper levels," argue Mayer, Caruso, and Salovey (1999). They do not envision themselves in positions of responsibility and do not believe they belong there. It is obvious that underrepresentation of women has a negative impact on organizational efficiency, employee morale, particularly among female employees, and the overall state of the economy.

Many researches on the factors influencing women's involvement in leadership are being conducted by various authors in various countries and sectors of the economy. As a result, this study investigates a range of reasons that prohibit women from ascending to high executive roles, including organizational, economic, personal, and societal concerns.

Personal Factors

According to the Commonwealth Secretariat (2010), women's poor self-esteem usually leads to decisions that harm their work opportunities. The social world, with few female role models and overtly gendered professional norms and leadership notions, typically impacts the feeling of poor self-efficacy. Women, for example, are less willing to display their own accomplishments; instead, they prefer to credit their success to their teams or external circumstances and lay more responsibility on themselves when things go wrong. The following are some of the keys that come from those considerations:

The most important personal variables include low self-worth and self-confidence, a lack of desire and ambition to take on challenges in order to "move up the ladder," women's limited leadership potential, assertiveness, emotional stability, and incapacity to deal with a crisis (Bond, 1996). Nonetheless, personal characteristics such as assertiveness, self-assurance, resourcefulness, innovation, loyalty, and trustworthiness help women ascend to top management positions (Singh, 2002). Women have additional personal barrier to job progress due to their diverse duties in managing a profession, a house, and a family.

Organizational Factors

Mbugua (2007) defines organizational culture as "the realities, values, symbols, and rituals shared by members of an organization that contribute to the creation of norms of behaviour and expectations." It dictates organizational behaviour, establishes what is and is not valued, and how authority is exercised. Money, power, and prestige are frequently listed as characteristics that most corporations embrace and use to define success. Long working hours, competition, and a readiness to value work above all else are all significant behaviours, according to Mbugua (2007). These beliefs and behaviours, described as masculine by some writers, have come to dominate organizations for historical and economic reasons, although women who "work to live" rather than "live" are increasingly challenged by many males who 'work'.

Among the organizational factors are company policy, company culture, and management's attitude toward the progression of women in higher roles. Organizations are hesitant to invest

in hiring women because they believe these workers will leave their positions. Despite their strong coordination skills, women have less advancement opportunities than males (Nilufer Azeez & R G Priyadarshini, 2018).

Actions taken by institutions and organizations are a reflection of social or systemic factors. Organizational factors that impede women's aspirations to leadership positions include gender stereotypes, unfair hiring and promotion practices, few training opportunities, a lack of women-friendly policies, rigid work schedules, the exclusion of women from decision-making bodies, and a lack of communication and teaching opportunities (Jabeen, N., and Mirza, A.M., 2011).

In light of this, gender prejudice in recruiting, succession planning, promotion, and appraisal prevents women from advancing to leadership positions. Business rules were cited as a key impediment to women's career development, and it was said that the recruiting, maintaining, and promotion of males is one reason for the gender disparity.

Socio-cultural factors

Willis (2000) Culture is the context in which we live and the way in which it shapes the way we behave in any given circumstance. Outdated socio-cultural norms that hold women solely responsible for all family problems, family duties, notably childcare, have an adverse impact on actively participating in leadership. Social variables have an effect on women's participation in leadership, women are reluctant to take on leadership roles; instead, they prioritize other careers and household obligations, this conclude that males are more trusted than women to exert leadership and that women should instead focus on raising children. As opposed to this, a research by Bruce and Alexander (2010) showed no link between the participation of women in leadership and sociocultural behaviour's such attitudes, beliefs, and traditions about gender roles.

Gender stereotypes, governmental legislation, individual rights, culture, religion, and politics are all sociocultural barriers to women taking leadership roles. Individual factors such as women's unwillingness to take on leadership responsibilities and their fear of criticism, as well as their poor self-esteem and lack of confidence, keep women from engaging in educational leadership and management at all levels.

There are still not enough women in senior positions in Ethiopia, despite government attempts. The patriarchal and traditional views about women's responsibilities and position in Ethiopian culture prevent women from thriving in their jobs in a number of ways. Despite the fact that

more women are going to school and entering the workforce, keeping the home in order is still seen as being a woman's role.

Economic Factor

According to the Boston Consulting Group, women controlled half of the world's investable wealth by 2020. Given this, it is critical to consider how women handle their money and the issues that are most important to them. In addition to other positive development outcomes, women's economic independence increases productivity, widens economic diversity, and improves income equality IMF (International Monetary Fund). As a result, fulfilling the 2030 Agenda for Sustainable Development is dependent on empowering women in the economy and reducing gender inequities in the workplace (UN 2020).

The Overseas Development Institute (ODI) issued a research that discusses factors that either increase or decrease women's economic power. Consequently, a few economic factors that have an effect on women include Education, skill development, and training; Access to decent, well-paying employment; Work-related stress; Possession of assets, financial services, and property; Collective action and leadership; Social protection; Labour market characteristics; Fiscal and monetary policy; Legal, regulatory, and policy framework; and gender norms and prejudiced social norms.

In order to solve this economic challenge, the ODI study suggests the following five measures: In order to overcome this economic burden, policymakers should prioritize retaining females in school by providing measures for safe travel to school and encouraging the employment of female teachers. Second, there should be no legislative restrictions on women being able to get official employment; all workers, including those without documentation, should be properly recognized and insured; and female entrepreneurs should have greater access to financial services, which are typically unavailable. Third, through improving breastfeeding and paternity leave regulations and providing more affordable childcare choices, employers and governments should seek to "recognize, reduce, and redistribute" care work. Fourth, legislation should acknowledge that both sexes have the equal legal entitlement to own property and other assets. Last but not least, programs should support women in assuming leadership positions and participating in group initiatives so they may challenge the current power structures.

2.2. Empirical Review

Several researches on the variables influencing women's participation in leadership have been conducted by several academics in multiple countries and in numerous economic sectors. Scholars have frequently centred their research on three topics when it comes to gender and leadership. Researchers have first concentrated on whether men and women have various leadership ideologies. Second, there has been research on the relationship between gender and management performance (are males better leaders than women or vice versa). The restrictions that prevent women from obtaining top management positions in organizations, sometimes known as the "glass ceiling," has also drawn a lot of attention (Northouse, 2007).

It should be observed that the terminology employed in the literature is quite ambiguous; words like "gender," "sex," "women," "men," "feminine," and "masculine" are frequently used when referring to leadership style, using the phrases interchangeably (Northouse, 2007). While there are inconsistent results about the differences between male and female leadership styles, certain study does support the evidence of these distinctions. Despite the fact that Eagly and Johnson (1990) discovered that there were only slight variations in management styles, they stress that female leaders in organizational environments tend to be more democratic and participative than male leaders, who tend to lean more toward authoritarian behaviour. Additionally, Rosener (1990) found that whereas males favoured a more "transactional" leadership style, women tended to choose "transformational" leadership approaches.

Leadership literature regularly examines the "glass ceiling" phenomenon. This invisible barrier that prevents women from obtaining leadership roles occurs due to a lack of human capital, prejudice toward women, and gender inequities. Possible explanations for the low number of women in top management positions include, among other things, significantly more domestic duties, less job experience, different leadership styles, more frequently taking on informal leadership roles, and being subjected to harsher criticism for self-promotion than men (Northouse, 2007).

In terms of accomplishments in the workforce, women have achieved great progress over the previous 50 years, nevertheless, it is commonly known that women hold top leadership positions in business and politics significantly less frequently than men do. (Sule et al., 2017).

Furthermore women are still underrepresented in upper managerial roles in businesses, politics, and higher education institutions, despite the fact that they are increasingly entering

boardrooms. This claim represents the consensus opinion of social and organizational researchers as well as women who have amassed significant leadership experience. (Alqahtani, Tahani 2019)

According to a 2010 Commonwealth Secretariat research, women confront particular personal challenges when seeking for and accepting leadership positions. These challenges include a heavy weight, a lack of confidence, and a disadvantage caused by perceptions and prejudices. According to DDI (Development Dimensions International, 2009) study, women are not as successful in their employment as they may be due to misconceptions about their aspirations, such as being less ambitious and less devoted to their employers due to domestic commitments. However, when it comes to reaching the highest positions in the business, there is little difference between senior men and women; similarly, men and women have comparable goals (Catalyst, 2004).

Women continue to be expected to take on more duties around the house and with their kids, according to Huang's (2004) study done in the USA. Despite having jobs outside the house, women are still expected to act as the main guardians. There is thus less time available for work and more stress, which leads to increased work-life conflict and leadership-degrading attitudes and behaviours.

2.3. Conceptual framework

In relation to the conceptual framework, economic influence, societal influence, organizational influence, and personal influence all have an impact on women's engagement in leadership. The framework has two types of parameters: independent, and dependent. Independent, It is the cause, its value is independent of other elements in the research, and a variable that stands alone and is unaffected by the other parameters that the researcher attempting to evaluate, the dependent variable is the effect or outcome of the study.

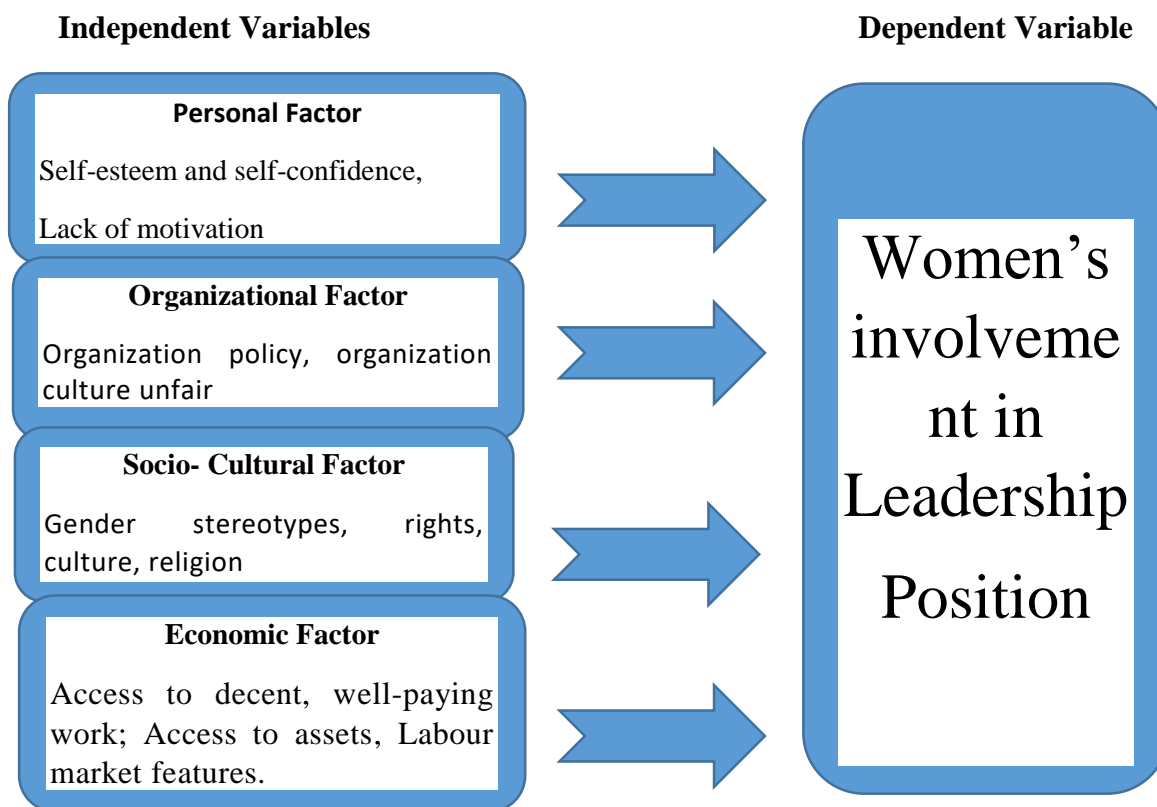
In other words, independent variables are those whose presence or absence influences the change in the dependent variable. Whereas the dependent variable is the attribute being assessed or analysed in the study, changes in the independent variable have an influence on the value of the dependent variable.

The model addressed how sociocultural elements from society, individual elements within the person, institutional factors within the organization, and economic considerations from the individual, government, and organization themselves influenced women's development of

leadership careers. Elsi (2013) and Loise (2015) utilized the bulk of the data obtained for this study under the titles of factors impacting women's career success and determinants of women's participation in decision making roles, respectively.

(Loise's, 2015) thesis that sociocultural factors, institutional factors, and personal characteristics all have a higher impact on women's participation in decision-making positions. On Factors Influencing Women's Participation in University Management (Osongo J., 2004), as well as by the other scholars mentioned above, on both a theoretical and empirical evaluation, These variables include organizational, social, economic, and personal elements. In light of these circumstances, this research was carried out at the Enat Bank branches in Addis Ababa, Ethiopia. Consequently, the conceptual framework of the study was depicted here.

Figure 2.1: Diagram of the conceptual framework



Source; Loise's, 2015

2.4. Research Hypothesis

Based on the literature review and the variable links shown by the conceptual framework, the following hypothesis was taken into account:

H1:- Personal elements significantly and negatively affect women's involvement in leadership position in Enat Bank in Addis Ababa City Branches.

H2:- Organizational elements significantly and negatively affect women's involvement in leadership position in Enat Bank in Addis Ababa City Branches.

H3:- Socio cultural factors significantly and negatively affect women's involvement in leadership position in Enat Bank in Addis Ababa City Branches.

H4:- Economic elements significantly and negatively affect women's involvement in leadership position in Enat Bank in Addis Ababa City Branches.

CHAPTER THREE

RESEARCH METHODOLOGIES

3. Introduction

This section describes how the study was carried out in order to achieve the stated objectives. The following topics were covered: research design, research methodology, study area and target population, sample size and sampling procedures or methods, data analysis model, techniques, and software; reliability and validity analysis; and ethical consideration.

3.1. Research Design

A study design is a plan and procedure that entails decisions ranging from broad hypotheses to particular methods for collecting and analysing data. These choices included the study's initial beginning point, methodologies and design, time period, methods of inquiry (strategies), and specific procedures for data collection, analysis, and interpretation (Creswell, 2009).

In order to investigate the determinants of women's involvement in leadership roles, the study employed explanatory and descriptive research approaches. Researchers used a cross-sectional observational research design in this instance to simultaneously track study participants' exposures and results.

Sekaran (2003) claims that a descriptive study is conducted to identify and describe the traits of the variables of interest in a scenario in order to explain the position of women's participation in leadership roles in Enat Bank, with the sample population consisting of all female employees as well as permanent staff of the bank. In order to better understand the links between variables, explanatory research was employed, according to Kothari (2004), Explanatory research focuses on studying a situation or a challenge with the goal of clarifying the relationships between variables.

The link between personal, sociocultural, organizational, and economic elements and women's participation in leadership roles was outlined by the researcher; as a result, their cause and effect were evaluated.

3.2. Research approach

There are three research methodologies, according to (Creswell 2014): quantitative, qualitative, and hybrid method. The quantitative method explains an idea by developing limited assumptions and then acquiring data to support or reject the assumptions. Quantitative research

produces real, trustworthy results that are typically generalizable to some bigger populations, making it suitable for establishing cause-and-effect linkages, testing hypotheses, and identifying the opinions, attitudes, and practices of a wide community.

The qualitative approach employs research strategies such as ethnography, empirical theory, narrative, phenomenological, and case investigation and the development of hypotheses and theories, as well as the description of processes like decision-making or communication processes, are very well suited to qualitative research, which also yields rich, detailed, and valid process data that is based on participant perspectives and interpretations rather than the investigator's. whereas the mixed method approach entails the investigation and collection of both qualitative and quantitative data, which may include logical assumptions and theoretical foundations.

Thus, the researcher used qualitative as well as quantitative approaches to analyse the data and obtain appropriate knowledge on the study's facts. The collected data comprises both textual (from interviews, for example) and numerical information, therefore the final database had both forms of information.

3.3. Study Variables

The project had four independent variables (cases) and one dependent variable (impact). Women's participation in leadership positions was the dependent variable, whereas the independent variables were sociocultural factors, personal factors, organizational factors, and economic reasons. The instruments utilized by the researcher to examine how independent factors impact dependent variables were obtained from a number of respectable and credible sources that have previously been used by other studies.

Women's involvement in leadership: refers to women's involvement in leadership at all levels. This variable assessed using tools or questionnaires developed to examine women's engagement in leadership.

Personal factor: - are Individual changes such as family and home duty, a lack of confidence, ambition, and goals; a lack of qualifications and experience; and socialization and gender stereotyping.

Sociocultural factors: - are a set of values, assumptions, beliefs, and perceptions about gender roles.

Economic factors: - are those that either allow or limit women's economic potential. As a result, some economic factors affecting women are as follows: Education, skill enhancement, and training; access to quality, decently paid work Access to property and assets.

Organizational factors: - include organizational policy, organizational culture, and management's attitude toward the advancement of women in higher - level jobs.

3.4. Study Area and Target population

Study areas are geographic limits set in Business Analyst that are used to specify the scope of the research. These are often developed while starting a project to ensure that the data you collect is treated to a specified area. Kothari (2004) came up with the phrase "target population" to describe the community chosen for a research in a particular geographic location, such as a nation, region, or town, in terms of age group and gender.

The major area of the study was private financial intuition, primarily banking sectors, notably Enat Bank Share Company branches in Addis Abeba, through some application of survey based on factors that affect women's involvement in leadership positions.

Therefore, the permanent and diverse female employees who currently work in Enat Bank branches in Addis Ababa city were the study's main target population; however, non-clerical female employees were omitted from the target population due to their low level of educational certification and professional qualification, so a total of 341 people were surveyed, from which 184 sample respondents were chosen.

3.5. Sampling technique and methods

To determine an accurate representation of participants from the whole target audience proportional stratified probability sampling method was used to easily access, identify, and attempt to divide women employees into managerial, leadership, and non-managerial positions. This method helps avoid errors that may result from sampling and sampling technique, eliminates bias, and helps to make generalizations from data obtained from sample respondents. By stratifying the population, it also enables better comparison by allowing for subgroup comparisons.

Because of this, the study's whole population was split into two strata of employee's positions: first, customer service officers (CSO), senior customer service officers (SCSO), and junior bank trainees (JBT). While women in management roles (such as branch managers, customer service managers, sales managers, and district office managers) make up the second stratum, whereas the third was composed of directors and above level.

3.6. Sample Size

As defined by Kothari (2004), the optimum sample size is one that meets the requirements for efficiency, representativeness, trustworthiness, and flexibility. The number depends on the

population's size, variety, and resources, as well as the degree of accuracy required. In order to calculate the sample size, a statistical procedure should be applied.

Yamane, (1967) approach was utilized to determine the sample size for this project since it provides a more simple formula and is one of the best techniques for doing so when utilizing probability sampling. The sample size for the study was determined using the technique, and this was done assuming a sampling error of 5% and a reliability of 95%.

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

Where

n = Sample size

N = Total population size (female employees in Enat Bank under Addis Ababa City Branches),

e = Level of precision.

Accordingly, there were 137 branches in Ethiopia; therefore, the total number of branches, departments and districts in Addis Ababa were 82 ; the total number of employees working in the bank 1349 and in Addis Ababa 818; and the number of women was 611 in Ethiopia and in Addis Ababa 427 and men was 738 in the whole and 390 in Addis Ababa as a result from the total number of women operating in the bank in Addis Ababa 50 of them were in leadership position and non-clerical employees were (36), whereas 341 are non-managerial. As a result the sample size for this study was 184 and additional two woman managers were included for the analysis of qualitative data (Interview):-

$$n = \frac{341}{1 + (341(0.05)^2)}$$

$$n \sim 184$$

Table 3. 1:- Sample size determination

| Strata | Job Position | Total Population | Ratio to Total Population | Number of Sample | Sampling Technique |
|------------|------------------------|------------------|---------------------------|------------------|--------------------|
| Strata One | JBT | 91 | 91/341=0.27 | 0.24 *140=37 | Strata One |
| | CSO | 139 | 139/341=0.40 | 0.39*140=57 | |
| | SCSO | 111 | 111/341= 0.33 | 0.31*140=46 | |
| | Subtotal in strata One | 341 | | 140 | |

| | | | | | |
|------------|---------------------------------------|----|----|----|--------------|
| Strata Two | Customer service and division manager | 9 | 9 | 9 | |
| | Branch Managers and District office | 29 | 29 | 29 | Strata Two |
| | Subtotal in strata two | 38 | 38 | 38 | |
| Three | Director and above | 12 | 12 | 12 | Strata Three |
| | Total Population (Strata 2+ Strata 3) | 50 | | | |

Source; Enat Bank Human Resource Division May, 2023

3.7. Data collection instrument

Data collection tools are the equipment that are used to gather data, such as a paper questionnaire or a computer-assisted interviewing system. Data collecting tools include case studies, checklists, interviews, observations, surveys, and questionnaires. Among them, the survey approach, as well as questions and interviews from primary sources, were employed in this study. Primary data were obtained from study participants via a cross-sectional survey to examine independent and dependent variables simultaneously; therefore both closed-ended and structured questionnaires were designed.

Questioners are seen to be the most effective research tools for creating descriptive and explanatory surveys. According to Kombo and Tromp (2006), in questionnaires, respondents provide written responses, and the researchers collect the forms including all of the information. Questionnaires were employed in the study because they are less time consuming, less expensive, and allow data to be obtained from a large geographical area and population (Orodho). The questionnaires were divided into three sections, the first of which was devoted to gathering information on the participants' backgrounds, such as gender, age, academic level, employment experience, and service years. The second section addresses the important elements that influence women's participation in leadership. The third portion of the questionnaire addressed techniques that have been adopted or are being planned to promote women's empowerment in positions of leadership.

The research also evaluated a structured interview concentrating on variables that affects women's participation in leadership positions. It is the best data gathering approach for acquiring information that the researchers did not expect. It is used to gather perspectives on the factors that influence women's participation in leadership, and it is based on the idea that the participants' perspectives are meaningful, that they have knowledge in the field, that they can make precise points, and that their perspectives influence the study's accuracy.

3.8. Source of data

Both primary and secondary data sources were used to meet the study's targets. Structured questionnaires and interviews were used to access all primary data, and a thorough search of all available sources, including previous research papers, journals, reference books, online resources, and published and unpublished manuals related to the study's objective, was used to access secondary data.

3.9. Data analysis

Data analysis is the act of taking raw data and turning it into knowledge that decision-makers may utilize. After all required data collected, quantitative data was categorized and analysed. Due to this, the data gathered from various primary and secondary sources were recorded, edited, structured, and presented by research questions and then analysed using both qualitative and quantitative approaches in order to comprehend and successfully complete the study.

The quantitative data was analysed using descriptive and inferential statistics after being translated into numerical values using a questionnaire survey. Data are summarized using descriptive analysis by constructing tables of means and quintiles, measures of dispersion like variance or standard deviation, cross-tabulations or "crosstabs", frequency percentage, and inferential analysis. Narration was also used to interpret qualitative data.

3.10. Model, techniques and software of the study

To show how the independent and dependent variables relate to one another, the study used a multiple regression model. This study used a regression model to enhance its capacity to define, understand, and anticipate how social, economic, personal, and organizational factors affect women's involvement in leadership positions. Gujarati (1995) defines a regression function, and the appropriate model translated to these study variables were shown below.

$$WILP = A_0 + A_1SCF + A_2OF + A_3PF + A_4EF + E$$

Where: WILP = women's Involvement in leadership position

SC = Socio Cultural Factors

OF = Organizational Factors

PF = Personal Factors

EF= Economic factor

A0= Constant Term (which is equal to the mean if all slope coefficients are 0)

A1, A2, A3 are the coefficients of explanatory variables.

E = Error term

In order to assess the relationship between a set of predictor (independent) variables (sociocultural, personal, economic, and organizational factors) and the target (dependent) variable (women's involvement in leadership positions), SPSS (Statistical Package for the Social Sciences) software was utilized in the investigation. The median and interquartile range specific percentiles (or "quintiles") were most frequently used. Because the researcher believes that the SPSS software package is more advanced software for providing reliable and fast answers, that it is dynamic and has useful tables and graphs, that it supports a wide range of languages, and that a lot of individuals are able to utilize it, the diagnostic tests and estimating the results for the study were carried out using this software package.

3.11. Reliability analysis

Reliability and validity analysis techniques were employed in the project to evaluate the effectiveness of the study design; reliability analysis is the term for a measurement that yields consistent results with comparable values (Blumberg et al., 2005). It evaluates the consistency, correctness, reproducibility, and dependability of a research study (Chakrabartty, 2013). In quantitative research, reliability is related to the stability, consistency, and repeatability of results; hence, a researcher's findings are regarded as reliable if uniform outcomes have been reached in similar settings under different situations.

However, in qualitative research, it seems as if a researcher's technique is consistent across multiple researchers and projects (Twycross & Shields, 2004). It demonstrates how bias-free (error-free) it is, guaranteeing consistent measurement over time and across the numerous instruments' items (the observed scores).

According to Field (2009), a value of close to .70 is acceptable, while a value of .80 or more is an excellent worth. Some other authors agree that values of .60 and above are acceptable.

Thus, In order to test the project's reliability, the first scheduled questionnaires have been distributed randomly to a selected sample of women employees in Enat Bank Addis Ababa City

branches. The completed survey was collected and evaluated. According to the responses, the data collecting procedure was finished by distributing the final survey instrument to female Enat Bank S.C. employees.

Table 3.2:- Reliability test

Reliability Statistics

| Variables | Cronbach's Alpha | N of Items |
|--|-------------------------|-------------------|
| Social factor | .908 | 14 |
| economic factor | .724 | 10 |
| organization factor | .962 | 13 |
| personal factor | .911 | 14 |
| women's involvement in leadership position | .707 | 6 |

Source; SPSS computation

As of two Field (2009) reliability standard, therefore the project research design was reliable by all the results were .908, .724, .962, .911, and .707 > 0.7.

3.12. Validity analysis

Kothari (2004) defines validity as a measuring quality that indicates a research instruments or tool's capacity to measure what it was supposed to assess. The validity of a research instrument is an assessment of how effectively the instrument measures what it is designed to measure (Robson, 2011). It is the degree to which the outcomes are correct. As a result, a research instrument (questionnaire) is necessary to appropriately evaluate the topics under investigation (Pallant 2011).

It reviews the entire experimental idea and evaluated if the results meet all of the standards established by scientific research technique. The trustworthiness and dependability of qualitative research are the foundations of its validity (Zohrabi, 2013).

As a result, for the studies instrument validity, straightforward and clear language was employed while creating instruments that respondents could easily reach. The researcher double-checked all interview schedules and questionnaire forms during the data collecting process to ensure that all questions were properly addressed. Questionnaires were pre-tested on potential experts. This process assures that the data was valid since it was tested and validated by a consultant and other specialists with understanding of the research issue.

3.13. Ethical Consideration

(Kovacs, 1985; Blumberg et al, 2005) Ethics is a field of philosophy that deals with human behaviour and governs the norms or standards of human behaviour and interactions with one another. The ideas or procedures that protect the rights of research participants are referred to as ethical considerations. These considerations are often taken to guarantee that human or living thing subjects are used in research that complies with high ethical standards. These criteria include the following: voluntary involvement, informed permission, information confidentiality, and ambiguity to study participants, and an authorization from appropriate bodies, such as independent review boards, to conduct the research project (Resnik).

Participants in the study had the option to take part voluntarily, and those who might do so were fully informed about the researcher(s), the purpose of the study, the data that was collected from respondents, the methodology used to collect participant data, the level of commitment required of participants, the use and reporting of the data, and any potential risks associated with taking part. Participants were not asked for their names or to fill out any information on the survey instrument that may be used to identify or connect them to the research reports as part of the project's assurance of data confidentiality.

CHAPTER FOUR

RESULTS AND DISCUSSION

4. Introduction

This chapter discusses the findings and analyses of the data that were divided into two portions. The first section of the study deals with the respondents' demographics, which include information about the study population's sex, age, education level, work experience, employee position, and marital status and the second section of the study analyses and interpretation of the data, which was gathered through questionnaire and interview.

This research included both primary and secondary sources. The primary information was collected directly from female Enat Bank employees. To gather primary data, 184 questionnaires were issued to sample respondents; 140 of them were successfully completed and returned, yielding a response rate of 76.08%. As a consequence, only primary data was utilized to compute descriptive and inferential statistics, while secondary sources were used to cross-check the conclusions of the study.

Table 4.1:- Rate of response by respondents

| Questionaries' | Respondents | Percentage |
|----------------|-------------|------------|
| Returned | 140 | 76.1% |
| Rejected | 8 | 4.34% |
| Not returned | 26 | 18.63% |
| Missed | 10 | 5.43% |
| Total | 184 | 100% |

Source: own survey, 2023

4.1. Analysis of descriptive data

4.1.1. Descriptive statistics of demographic Profile

The first step in data analysis was to summarize the demographic profile of the respondents in the data set, which included age of respondents, marital status, sex, educational background, position at the bank, and work experience of participants with explanation of response rate of distributed questioners.

184 sample respondents were drawn from the whole population and were asked to complete a questionnaire and an interview as a data gathering tool. Only 140 of the 184 sample

respondents' replies were used for further analysis, with the remaining 44 being excluded owing to non-response, rejected, and incompleteness.

Table 4.2:- Descriptive statistics of demographic variables

| Categories | | Option | | | | |
|----------------------|------------------|---------------------|---------------|----------------|--------------------|--------------|
| Sex | | Female | Male | | | TOTAL |
| | Frequency | 140 | 0 | | | 140 |
| | percent | 100 | 0 | | | 100 |
| Age | | 24-32 | 33-41 | 42-50 | Above 50 | TOTAL |
| | Frequency | 91 | 39 | 8 | 2 | 140 |
| | percent | 65 | 27.86 | 5.71 | 1.43 | 100 |
| | | | | | | |
| educational level | | Diploma | Degree | Masters | | TOTAL |
| | Frequency | 6 | 98 | 36 | | 140 |
| | percent | 4.28 | 70 | 25.72 | | 100 |
| | | | | | | |
| job experience | | < 3 years | 3-6 | 7-10 | Above 10 | TOTAL |
| | Frequency | 84 | 32 | 17 | 7 | 140 |
| | percent | 60 | 22.86 | 12.14 | 5 | 100 |
| | | | | | | |
| Marital status | | Married | Divorced | Single | | |
| | Frequency | 34 | 0 | 106 | | 140 |
| | percent | 24.29 | 0 | 75.71 | | 100 |
| | | | | | | |
| Number of children's | | None | 1 | 2 | Above 3 | TOTAL |
| | Frequency | 111 | 13 | 9 | 7 | 140 |
| | percent | 79.28 | 9.28 | 6.42 | 5 | 100 |
| | | | | | | |
| Position in the bank | | JBT | CSO | SCSO | Team Leader | TOTAL |
| | Frequency | 56 | 32 | 45 | 7 | 140 |
| | percent | 40 | 22.86 | 32.14 | 5 | 100 |

Source: own survey; 2023

Since only female bank workers were the studies target population, as mentioned in the methodology part of the project, all sample respondents were female.

About 24.2% (34) of the 140 sample respondents were married, while the rest 75.7% (106 respondents) were single, this indicates marital statuses of respondents were found in unbalanced level. This tells us the marital status is quite significantly skewed to the singles; this in turn could affect the leadership balance of the company.

About 79.28% (111) of respondents had no children, 9.28% (13) of respondents had just one child, and the remaining 6.42% (9) and 5% (7) of respondents, respectively, had two and more than three children. It indicates that respondents' child-to-respondent ratios were out of balance and considerably significantly biased toward participants who had no children at all. This may change the bank's representation of women in managerial positions.

On the other hand, the majority of respondents 70%, or 98 of the 140 sample respondents had a BA degree. Of the 140 sample responders, MA holders make up 25.72 % (36), while diploma holders take 4.28% (6). This shows that the respondents' educational backgrounds varied and were significantly skewed toward BA holders at the time of the survey's delivery so the bank's leadership balance may be impacted by this.

The table indicated that, in terms of work experience, 60% of respondents (84) had less than three years' experience, 22.86% (32), had three to six years' experience, and the remaining respondents had more than seven years' experience. This guarantees that the job experience of the respondents was inconsistent and considerably significantly skewed toward individuals with less than three years of work experience, which might have an impact on the leadership of the bank.

Based on the positions held by respondents at the bank 56 (40.0%) of the respondents were junior bank trainees, 32 (22.86%) were customer service officers, 45 (32.14%) were senior customer service officers, and the remaining 7 (5%) were team leaders. This indicates that the status of the respondents was generally balanced, but it was still skewed toward junior bank trainees followed by senior customer service officers of the bank. This could have an impact on the position of leadership in the bank.

4.1.2. Descriptive statistics of the study variables

Descriptive statistics display the percentage response of respondents regarding the items listed under each independent variable that are thought to influence women's involvement in

leadership position and dependent variable based on five point Likert scales, a five (or seven) point scale that people use to express how much they agree or disagree with a specific statement and provides five possible answers to a statement or question..

As a result, the percentage replies of respondents on the independent variables (sociocultural, organizational, economic, and personal aspects) and the dependent variable (women's involvement in leadership positions), summary of mean and standard deviation of the variables and their one sample T test were shown below.

4.1.2.1. Descriptive statistics for sociocultural factors

Table 4.4. Descriptive statistics for respondents' view on sociocultural factors

| Social Factor | Mean | SD |
|--|-------------|-----------|
| The community traditional culture does not favour women on leadership position, because they are believed to be mothers and homemakers | 2.66 | 1.23 |
| There is stereotype of gender (notion that women are not good or lack professional commitment). | 2.72 | 1.17 |
| Many people believe that women lack the talent and competence. | 2.53 | 1.08 |
| Most people continue to believe that males are the ones who make the decisions. | 2.83 | 1.29 |
| In comparison to women, men feel more competent, capable, and effective. | 2.51 | 1.25 |
| Culture requires women to observe their male counterparts without much questioning | 2.89 | 1.19 |
| Few women are accepted into various positions inside the bank. | 3.1 | 1.23 |
| People feel that women's participative style assumed them as they cannot decide by themselves. | 2.86 | 1.24 |
| People think that women lack the same communication skills as males. | 2.74 | 1.16 |
| There is a perception that women need to engage in significant lobbying to get major jobs in the banking industry. | 2.96 | 1.16 |
| Cultural attitude of society encourages women to think on key leadership position | 2.85 | 1.08 |
| People think that it is only men who can sustain management challenges. | 2.63 | 1.23 |
| There is a popular misconception that leadership traits are only inbuilt in men. | 2.99 | 1.13 |
| Most people agree that women struggle to balance work and family obligations simultaneously. | 3.32 | 1.21 |

Source: - Computation of SPSS result 2023

As can be seen in the above chart, the study discovered that the majority of the 140 sample respondents in the bank disagreed with sociocultural variables including tradition, values, and the notion that women are less naturally gifted as leaders than their male counter parts for their impact on women's involvement in leadership position.

4.1.2.2. Descriptive statistics for organizational factors

Table 4.5. Descriptive statistics for respondents' view on organizational factors

| Organization Factor | Mean | SD |
|---|------|------|
| There are no transparent selection and promotion rules or practices established to increase women's involvement in bank management positions. | 2.95 | 1.16 |
| The bank has sex segregation that favor men while selecting and hiring employees. | 2.41 | 1.18 |
| The lack of female role models in the bank has an impact on the involvement of other female leaders. | 2.65 | 1.02 |
| Women's desires for leadership are restricted by a lack of mentors and a support system. | 2.99 | 1.36 |
| The amount of affirmative action provided to women during promotion is insufficient. | 2.77 | 1.09 |
| Adequate recognition is not given for successful women managers in the bank. | 2.64 | 1.06 |
| Women have few opportunities for promotion at the bank. | 2.56 | 1.19 |
| policy and strategy have problem on achieving women participation on leadership position | 2.43 | 1.17 |
| There is no careful monitoring and evaluation of the policy implementation that enhance women's participation in the bank. | 2.72 | 1.21 |
| Women are given a lower priority than men in terms of training. | 2.62 | 1.36 |
| The bank does not give equal opportunity for women's during recruitment, selection and promotion | 2.46 | 1.14 |
| The bank's management is not committed to increasing women's representation at higher levels of leadership of the Bank. | 2.5 | 1.12 |
| Organizational rules and policies of the bank limit gender participation in management positions. | 2.41 | 1.14 |

Source: - Computation of SPSS result 2023

As can be seen in the above table, the study find out that the majority of the 140 sample respondents in Enat Bank disagreed with organizational factors including transparent selection

and promotion rules, lack of female role models in the bank policy and strategy on its effect on women participation on leadership position.

4.1.2.3. Descriptive statistics for Personal factors

Table 4.6. Descriptive statistics for respondents' view on individual factors

| Personal Factor | Mean | SD |
|--|-------------|-----------|
| Marriage affects active participation of women in leadership | 2.6 | 1.06 |
| Most women have low level of educational qualification than men. | 2.41 | 1.17 |
| Access to advanced education affect the progression of women to top leadership position | 2.41 | 1.12 |
| I exhibit poor risk taking of myself. | 2.54 | 1.05 |
| I am not motivated to grow in my career. | 2.26 | 1.23 |
| I perceive myself as having a lower level of acceptance than men. | 2.16 | 1.14 |
| I underestimate my abilities and consider myself to be less skilled and passive than my male counterparts. | 2.11 | 1.11 |
| I lack confidence and fear of failure in leadership. | 2.04 | 1.2 |
| I think I am restricted to lower-level tasks under men. | 2.2 | 1.22 |
| I am more accountable for home or family concerns than my male colleagues. | 2.38 | 1.26 |
| I feel that low self-esteem discourage women from management positions | 2.72 | 1.21 |
| I am unwilling in positions of greater accountability in the bank. | 2.43 | 1.26 |
| I feel that women employees don't have commitment and the right ambition as their male counterparts. | 2.04 | 1.16 |
| I believe that women are discouraged from managerial jobs by a fear of responsibility challenges. | 2.25 | 1.19 |

Source: - Computation of SPSS result 2023

As can be seen in the above table, the study find out that the majority of respondents disagreed with individual or personal factors including Marriage, academic qualification, motivation, lack confidence and fear of failure in leadership affect women's involvement in leadership position.

4.1.2.4. Descriptive statistics for economic factor

Table 4.7. Descriptive statistics for respondents' view on economic factors

| Economic Factor | Mean | SD |
|---|-------------|-----------|
| Empowering women in the economy and closing gender gaps in the workplace are critical to achieving Sustainable Development Goals. | 2.97 | 1.16 |
| Economic Development of the bank affects women's involvement in leadership. | 2.61 | 1.21 |
| There is financial support from parents for female children to be trained, competent, and leaders. | 2.85 | 1.12 |
| Lack of support from my family (partner) affects my participation in higher positions of the bank. | 2.31 | 1.03 |
| A woman's who mothers are and leaders are more economically efficient. | 3.05 | 1.27 |
| Lack of mothers support to accept leadership roles have an impact on women's participation in leadership. | 2.75 | 1.19 |
| Most people agree that it is difficult for women to balance work and family responsibilities. | 2.66 | 1.19 |
| Administering a large family is challenge of overthinking, and it affects women's ability to be in positions of leadership. | 2.48 | 1.04 |
| The government has policies in place to keep girls in school by providing necessary materials. | 2.72 | 1.09 |
| Legislation should affirm men and women's equal property and asset ownership rights. | 2.97 | 1.24 |

Source: - Computation of SPSS result 2023

As can be seen in the above table, the study find out that the majority of the 140 sample respondents disagreed on effect of economic factor such as Economic Development of the bank, financial support from parents for female children, Administering a large family and equal property and asset ownership rights on women's involvement in leadership position.

4.1.2.5. Descriptive statistics for women's intention

Table 4.8. Descriptive statistics about Women's Involvement in Leadership Position

| Women's Involvement in Leadership Position | Mean | SD |
|--|------|------|
| I want to become good role model for other female employees by exercising leadership roles. | 3.74 | 1.27 |
| Women seek leadership positions | 3.5 | 1.14 |
| I always want to apply for a management or leadership role with the bank. | 3.63 | 1.26 |
| In order to be capable and effective at my job, I want to take part in a leadership development session. | 3.49 | 1.06 |
| I always want to take part in the bank's decision-making process. | 3.32 | 1.24 |
| I always want to hold more senior positions within the bank, if it is possible. | 3.38 | 1.14 |

Source: - Computation of SPSS result 2023

As can be seen in the table below, the study find out that the majority of the 140 sample respondents are agreed about the women's intention to become leader, such as aspiration to become good role model, applying for a management or leadership role and intention to hold more senior positions on women's involvement in leadership position.

Additionally, the summery of each variable's mean and standard deviation that shows the percentage of respondents answer and their one sample T test.

Table 4.9. Mean and Standard Deviation of Variables

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|-----|---------|---------|--------|----------------|
| Social Factor | 140 | 1.21 | 4.64 | 2.8276 | .80329 |
| Organization Factor | 140 | 1.00 | 4.62 | 2.6242 | .97341 |
| Personal Factor | 140 | 1.07 | 4.07 | 2.3245 | .79937 |
| Economic Factor | 140 | 1.20 | 4.10 | 2.7379 | .61999 |
| Women's Involvement in leadership position | 140 | 1.33 | 5.00 | 3.5095 | .75700 |
| Valid N (list wise) | 140 | | | | |

Source: Researcher computations using SPSS from survey, 2023

In surveys that use a five-point Likert scale, a median score of 3 denotes neutrality; however, a mean average over 3 denotes agreement, while a mean below 3 denotes that the majority of respondents disagree with the position or statement that was the subject of the survey. But in order to determine whether the average mean is accurate or not, we must perform a single sample T test using the median or test value of 3. Therefore this is shown in the following table.

Table 4.10. One- Sample T Test

| Variables | N | Mean | Std. Deviation | Std. Error Mean |
|--|-----|--------|----------------|-----------------|
| Social Factor | 140 | 2.8276 | .80329 | .06789 |
| Organization Factor | 140 | 2.6242 | .97341 | .08227 |
| Personal Factor | 140 | 2.3245 | .79937 | .06756 |
| Economic Factor | 140 | 2.7379 | .61999 | .05240 |
| Women's Involvement in leadership position | 140 | 3.5095 | .75700 | .06398 |

Source: Researcher computations using SPSS from survey, 2023

The preceding tables demonstrate that the mean value of the descriptive statistics and one-sample T test statistics were equal, indicating that the computed mean value for the variables is accurate. Women's participation in leadership positions is influenced by social, organizational, economic, and personal variables, but this does not mean that all of these elements have an equal influence.

Organizational and personal elements have grand means of 2.6242 and 2.3245, respectively. Economic and sociocultural factors have grand means of 2.7379 and 2.8276, respectively. However, their grand means are slightly below middle average and have a modest influence on women's intentions to get involved in leadership position.

Due to the fact that the mean is lower than the median value. This is not to say that these factors had no impact; however, the degree of impact on women's intention to participate in leadership varies in the presence of a problem in the study case area, indicating the disagreement of the majority of respondents with the opinion or statement specified in the questionnaire. Further, the mean value of women's participation in a leadership position is 3.5095, showing that the majority of respondents plan to participate in leadership positions.

4.2. Result and discussion of inferential analysis

This sort of study indicates the impact of one variable on another. In this study, regression and correlation were used to explore the impact of personal characteristics, social influences, organization and personal influence on women's leadership participation.

4.2.1. Correlation analysis

A correlation study demonstrates the strength of the relationship between two ranking or quantifiable variables. In this study, Pearson's correlation coefficient is used to determine whether there is a significant relationship between the dependent variable (women's involvement in leadership position) and the independent variables (sociocultural, organizational, economic, and personal factors). It enables quick hypothesis testing and aids businesses in deciding which factors they wish to look into further and to determine the strength of the linear relationship between two variables, Pearson's r formula is used in the most common sort of correlation analysis.

The letter r is widely used to represent the coefficient of correlation. Correlation coefficients between +1 and -1 indicate weaker positive and negative relationships, respectively, whereas a value of 0 indicates that the variables are completely independent, and a correlation coefficient (r) greater than .5 indicates that the variables have a strong and positive association. Perfect correlations are extremely rare in business studies (Saunders M, Lewis P., & Thornhill A, 2009). The following table presents the results of Pearson's Correlation on the relationship between determinants and Women's involvement in Leadership position.

Table 4.11. Pearson Correlation Coefficient

Correlations

| Variables | | Women's Involvement | Social Factor | Organization Factor | Personal Factor | Economic Factor |
|--|---------------------|---------------------|---------------|---------------------|-----------------|-----------------|
| Women's Involvement in leadership position | Pearson Correlation | 1 | .754 | .776 | .719 | .741 |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 140 | 140 | 140 | 140 | 140 |

| | | | | | | |
|---------------------|---------------------|------|------|------|------|------|
| Social Factor | Pearson Correlation | .754 | 1 | .842 | .784 | .778 |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 |
| | N | 140 | 140 | 140 | 140 | 140 |
| Organization Factor | Pearson Correlation | .776 | .842 | 1 | .921 | .765 |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 |
| | N | 140 | 140 | 140 | 140 | 140 |
| Personal Factor | Pearson Correlation | .719 | .784 | .921 | 1 | .778 |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 |
| | N | 140 | 140 | 140 | 140 | 140 |
| Economic Factor | Pearson Correlation | .741 | .778 | .765 | .778 | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 140 | 140 | 140 | 140 | 140 |

Source: Researcher computations using SPSS from survey, 2023

As seen in the above table and according to Pearson's r correlation coefficient (r), if r is $>.5$, there is a strong and positive association between the variables. As a result, the relationship between the independent variables and women's involvement in leadership positions is positive and strong for a sample of 140 employees at Enat bank in Addis Ababa. As a result, there is a positive and substantial link between organizational variables, sociocultural factors, and women's intention to participate in leadership ($r=.776$, $p < 0.05$), ($r=.754$, $p < 0.05$), respectively. There is also a positive association between personal characteristics, economic characteristics, and women's intention to participate in leadership and management ($r=.719$, $P < 0.05$), and ($r=.741$, $P < 0.05$).

4.2.2. Regression analysis

As per Gujarati (1995) Regression analysis is a statistical measurement that uses a regression equation to predict the values of a dependent variable given the values of one or more independent variables. In other words, a regression model is the process of estimating the value of a dependent variable while changing the independent variable by one unit. In this study,

regression analysis was performed to determine what the dependent variable (women's leadership engagement) would be as a result of the change in independent variables (personal factors, sociocultural factors, economic and parental influence).

Regression analysis (Gujarati 1995) provide specific information about that relation and estimate how strongly a number of variables will affect a dependent variable. It provides a deep examination of the data and has an equation that may be applied to the data going forward to predict and improve it.

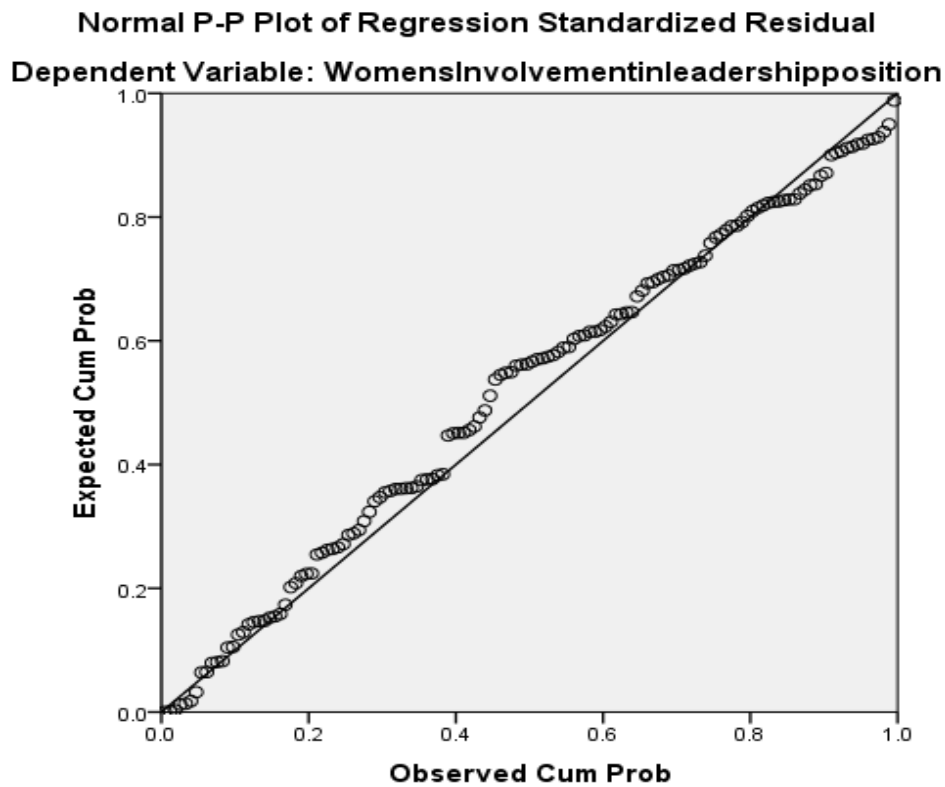
4.2.2.1. Assumptions of linear regression

Linear regression criteria or possibilities should be met since using multiple regressions is only permitted if the data fulfils the assumptions necessary for multiple regressions to give valid results. This presumption states that there should be two or more independent variables, independence, linearity, homoscedasticity, independence of errors (lack of autocorrelation), no multi co linearity among the predictors, and errors should have a normal distribution (Field, 2009). The dependent variable(s) should also be measured on a continuous scale (i.e., interval or ratio).

I. Linearity

According to Field (2009), linearity means that there is a straight line connecting the mean values of the result variable for each increment of the predictor(s). According to Saunders, Lewis, and Thornhill (2009), linearity refers to how closely the change in the dependent variable is connected to the change in the independent variable. A linear relationship between the dependent and independent variables is what is meant by the term "linearity." Plotting residual plots against the standardized predicted makes it simple to verify linearity. According to the graph in the picture below, practically all of the plots are on a straight line, indicating a substantial linear relationship between the independent and dependent variables and the scatter plot on the graphs. Thus, the model satisfies the linearity assumption.

Figure 4. 1:- Normal P-P plot of regression standardized Residual.

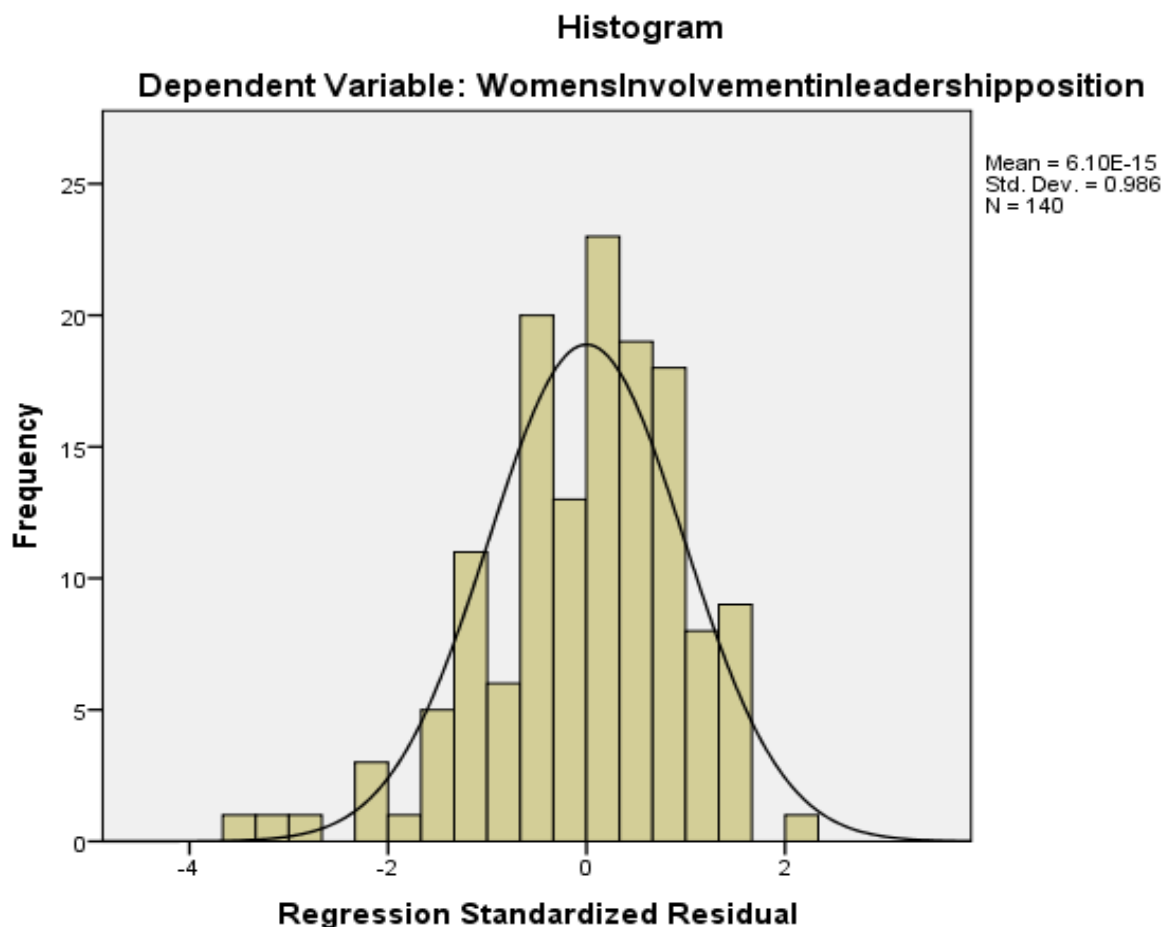


Source; researcher computations survey using SPSS, 2023

II. Normality Test

The requirement that error terms have a regular distribution, a mean of zero, a constant variance, and be used to assess whether sample data has been taken from a normally distributed population (within a certain tolerance) is the second regression analysis assumption. The term "normality" refers to a symmetrical, bell-shaped curve with the largest frequency of scores located in the centre and lesser frequencies located near the extremes. This can be confirmed by using the histogram. The histogram should resemble a normal or bell shape in order to satisfy this assumption.

Figure 4.2:- Histogram Diagram



Source, researcher computation survey Using, 2023

The distribution has a bell-shaped curve, as illustrated in the histogram above; if this is the case, the normality test's assumptions were fulfilled by the histogram.

III. Multi co linearity Test

When the independent variables in a regression model are highly associated with each other, it makes the model difficult to interpret and generates an over fitting problem. When the independent and dependent variables in a model have a high degree of interdependence, this is referred to as multi co linearity in regression analysis. This is confirmed by The Variance Inflation Factor (VIF), which shows if one predictor has a strong linear relationship with the other predictor. According to Field (2009), there is justification for the value of (VIF) to be less than ten and the value of tolerance to be at least 10% (1/VIF). Due to the VIF of all the variables being less than 10, there is no multiple co-linearity issue in this model.

Table 4. 12. Multi co linearity test of the model

| Model | | Co linearity Statistics | |
|---|---------------------|-------------------------|-------|
| | | Tolerance | VIF |
| 1 | (Constant) | | |
| | Social Factor | .246 | 4.057 |
| | Organization Factor | .115 | 8.712 |
| | Personal Factor | .138 | 7.247 |
| | Economic Factor | .322 | 3.109 |
| a. Dependent Variable: women's Involvement in leadership position | | | |

Source; research computations survey using SPSS, 2023

IV. Autocorrelation Test

Autocorrelation is defined as the presence of adjacent residuals of any two observations that are neither independent nor correlated from one another. For any two observations, the residual terms need to be independent and uncorrelated; this is frequently referred to as an absence of autocorrelation. The Durbin-Watson test, which looks for social correlation in errors, can be used to examine this claim. It specifically checks for the absence of correlation between adjacent residuals and his reasonable range is 1.50 to 2.50.

Table 4.13. Autocorrelation Test

| Model Summary | | | | | | |
|---|-------------------|----------|-------------------|----------------------------|-----------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Durbin-Watson |
| 1 | .817 ^a | .668 | .658 | .44245 | .668 | .598 |
| a. Predictors: (Constant), Economic Factor, Organization Factor, Social Factor, Personal Factor | | | | | | |
| b. Dependent Variable: women's Involvement in leadership position | | | | | | |

Source; researcher computations survey using SPSS, 2023

When consecutive error differences are minor, the Durbin-Watson result is less than 1.5, indicating that positive autocorrelation exists. The preceding table shows that this model had positive autocorrelation, as demonstrated by the Durbin-Watson $d = 0.598$, which was less than 1.50. As a result, positive autocorrelation was observed in our data. Positive autocorrelation is thus more frequent, and this result indicates that there was a positive association.

4.2.2.2. Multiple Regression Analysis

The next step is to regress the influence of independent variables (sociocultural, organizational, economic, and personal factors) in predicting the dependent variables (women's involvement in leadership position) or to ascertain how much the explanatory variables explain the variance in the explained variable based on the tested multiple linear regression assumptions, so the following are Basic outputs of linear regression:-

i. Analysis of variance (f- test)

If the regression model considerably outperforms the mean as the best predictor in terms of explaining the dependent variable, an analysis of variance (ANOVA) shows this. The table below shows the independent factors' statistical significance for predicting the dependent variable. The significance of the entire model is determined in this stage of the regression analysis.

Table 4.14. Analysis of Variance (ANOVA)

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 53.226 | 4 | 13.307 | 67.974 | .000 ^b |
| | Residual | 26.428 | 135 | .196 | | |
| | Total | 79.654 | 139 | | | |
| a. Dependent Variable: women's Involvement in leadership position | | | | | | |
| b. Predictors: (Constant), Economic Factor, Organization Factor, Social Factor, Personal Factor | | | | | | |

Source: Researcher computations using SPSS from survey, 2023

As stated by Field (2009), a good model need to have a high F-ratio (at least larger than 1). Accordingly, the independent variables statistically significantly predict the dependent variable (F3,135, p.05, R2=.66.8%), showing that the independent variables (Personal Factors, Economic Factors, Sociocultural Factors, and Organizational Factors) can significantly influence Women's Intention to Involve in Leadership Position. The regression model is therefore thought to offer an acceptable fit to the data.

ii. Regression Coefficient

The constant "b" in the regression equation, known as the regression coefficient, indicates how much the value of the dependent variable changes when the independent variables vary by one unit. The estimated coefficients of the multiple regression of women's involvement in leadership positions against the independent variables for the sample of 140 workers are shown in the following table.

Table 4.15. Regression coefficient

coefficients ^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|---------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.216 | .178 | | 6.819 | .000 |
| | Social Factor | .195 | .094 | .207 | 2.069 | .040 |
| | Organization Factor | .376 | .114 | .484 | 3.308 | .001 |
| | Personal Factor | -.125 | .126 | -.132 | -.987 | .325 |
| | Economic Factor | .382 | .107 | .313 | 3.577 | .000 |

a. Dependent Variable: women's Involvement in leadership position

Source: Researcher computations using SPSS from survey, 2023

The unstandardized B coefficients column, as shown above, consists of the coefficients of all of the predictor variables as well as the coefficients of the independent variables in the regression equation. The coefficient of sociocultural, economic, and organizational variables is positive, indicating that there is a positive and substantial effect on the dependent variable (women's involvement in leadership positions), with the economic component having the greatest positive impact; for every 1% increase in this category, there is a 38.2% increase in women holding leadership positions.

If all other independent variables are held constant, the beta weight is the average change in the dependent variable when the independent variables change or increase by one unit, respectively. In light of this, unstandardized beta coefficients are explained as follows:

If social factors are reduced or raised by 1% (all other independent variables are maintained constant), women's passion for involvement in leadership positions increases or decreases by 19.5% on average.

If the organizational factors are decremented or increased by 1%, women's desire to involve ate in leadership positions increases or decreases by 37.6% (all other independent variables remain constant). If personal factors are decreased or increased by 1% (all other independent variables remain constant), women's tendency to take part in leadership positions increases or decreases by 12.5% on average.

If personal factors are lowered or increased by 1% (all other independent variables are maintained constant), women's preference to be involved in leadership positions increases or decreases by 10.7% on average. As a result, multiple correlation coefficient (R) and Beta coefficient values were examined in order to build regression equations that fit with that are statistically significant. This study's regression equation model can be summarized as follows;

$$\text{WIPLM} = 1.216 - (.195x \text{ SCF}) - (.376x \text{ OF}) - (-.125x \text{ PF}) - (.382x \text{ EF}) + \text{E}.$$

Where: WIPLM = Women's intention to participate in leadership and management

SF = Socio Cultural Factors

OF = Organizational Factors

PF = Personal Factors

EF= Economic Factors

E = Error term

iii. Coefficient (R²)

The model summary, which includes R, R square, adjusted R square, and the standard error of the estimate, may be used to determine how much of the dependent variable is explained by the predictive factors under consideration, and the R2 value shows how effectively a statistical model predicts an event. The model's dependent variable represents the outcome.

Table 4.16. Coefficient R Square Result

| Model Summary | | | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|-----------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Durbin-Watson |
| 1 | .817 ^a | .668 | .658 | .44245 | .668 | .598 |

| |
|---|
| a. Predictors: (Constant), Economic Factor, Organization Factor, Social Factor, Personal Factor |
| b. Dependent Variable: women's Involvement in leadership position |

Source; researcher computations survey using SPSS, 2023

As indicated in Table 4.16, the R value was .817 and R square value is.668, which suggests that the four independent variables in this study can explain 66.8% of the variation seen in women's involvement in leadership positions. In other words, sociocultural, organizational, economic, and personal factors account for 66.8% of the potential determinants of women's involvement in leadership positions. Other factors account for 33.2% of the determinants for women's involvement in leadership positions

4.3. Hypothesis Testing

Hypothesis Testing is done to look into how two variables are related, such as studying how dependent variable varies with change in independent variables or explaining one dependent variable in terms of another one independent variable. Simple regression (r value) was used to test the hypothesis for each research variable or factor influencing women's participation in leadership.

HA1. Socio cultural factors have negative and significant effect on women's involvement in leadership positions in Enat Bank.

The results of a Pearson correlation study demonstrate a significant and positive relationship between socio-cultural characteristics and women's involvement in leadership positions ($r = 0.754$ and $p/\text{sig} < 0.05$). Therefore, the first alternative hypothesis is rejected.

Table 4.17. Hypothesis Testing

| No. | Hypothesis | R value | P-value | Result |
|-----|--|---------|---------|----------|
| H1 | Socio cultural factors have negative and significant effect on women's involvement in leadership positions | .754 | .000 | Rejected |

Source; SPSS computation

HA2. Organizational factors have negative and significant effect on women's involvement in leadership positions in Enat Bank.

Additionally, due to Pearson correlation analysis, there is a substantial and positive relationship between organizational variables and the participation of women in leadership positions ($r = 0.776$ and $p/\text{sig} < 0.05$). Consequently, the second alternative theory is also disqualified.

Table 4.18. Hypothesis Testing

| No. | Hypothesis | R value | P-value | Result |
|-----------|---|---------|---------|----------|
| H2 | Organizational factors have negative and significant effect on women's involvement in leadership positions. | .776 | .000 | Rejected |

Source; SPSS computation

HA3. Personal factors have negative and significant effect on women's involvement in leadership positions in Enat Bank.

In accordance with the Pearson correlation test, personal factors showed a positive relationship ($r = 0.719$) with a significance level of .000 towards women's intention to participate in leadership and management, and Pearson's correlation coefficient ($p/\text{sig} = .00$) is less than 0.05. The third alternative hypothesis is likewise not supported as a result of this result.

Table 4.19. Hypothesis Testing

| No. | Hypothesis | R value | P-value | Result |
|-----------|---|---------|---------|----------|
| H3 | Personal factors have negative and significant effect on women's involvement in leadership positions. | .719 | .000 | Rejected |

Source; SPSS computation

HA4. Economic factors have negative and significant effect on women's involvement in leadership positions in Enat Bank

According to Pearson correlation test, economic factors showed a positive relationship ($r = 0.741$) with a significance level of .00 towards women's involvement in leadership, and Pearson's correlation coefficient ($p/\text{sig} = .000$) is less than 0.05. The fourth alternative hypothesis is also rejected.

Table 4.20. Hypothesis Testing

| No. | Hypothesis | R value | P-value | Result |
|-----------|--|---------|---------|----------|
| H4 | Economic factors have negative and significant effect on women's involvement in leadership positions | .741 | .000 | Rejected |

Source; SPSS computation 2023

The study's overall findings indicate a favourable and significant association between predictors and women's involvement in leadership positions in the Addis Ababa City branches of Enat Bank. Because of this, women's participation in leadership roles at Enat Bank is not significantly impacted by the prevalence of social, organizational, economic, or personal variables. This is demonstrated by the study's findings as well as the fact that the bank's vision and goal are supportive of women as the bank bases its operations on bringing women closer to the market and women leader response.

4.4. Analysis of qualitative data

The researcher used a variety of data collection techniques to triangulate the issue and support the study's result, questioners for 140 respondents and semi structured Interview questions were prepared to ask and collect information. Interview questions were collected from current women leaders.

The first interview question concerned on Factors that contribute to women's less participation in leadership, According to the respondents' responses, women were given favourable conditions for advancement in banks based on employee recruitment, selection, and promotion procedure of the bank; however, there were many reasons why women participate in leadership at a lower rate than men, these were, number of qualified men employees are greater than women in the market in the whole country, a lack of work experience, a lack of women's confidence or interest, a lack of upper management trust in women, and a lack of knowledge.

The second question was about the organizational climate that offers women opportunities to be leader. According to women's comments, there was a special opportunity for women at the bank. Implementation of positive affirmative action for women to join the bank as well as in higher positions was the major one, so compared to men women possess first chance on equal result and position but if all the required requirements were met such as work experience, educational qualification and other.

The third issue concerned the organizational barriers to women's advancement in leadership positions, as of women managers respond, organizational barriers were minimal, but lack of a work-life balance program, the absence of day-care, organizations with societal intolerance, understanding of parental background, and parental influence on women employees were highlighted as barriers.

Forth question was government directives or policies that create an atmosphere that allows women to take the lead, Due to the response, the NBE issues guidelines to all commercial banks, and under these policies, there was no explicitly specified method that permits women to hold executive positions. However, the bank has policies in place as of its establishment that place a special focus on women. Such an emphasis was vital for assisting women in obtaining credit, among other items, and in hiring and mentoring talented young women.

The fifth question was about availability of policy and strategy that empower women and promote on the leadership position in the bank, Based on the respondents' feedback, the banking mission has also created clear guidelines on the selection criteria that enable women to be leaders. “To remain true to our name and set a trend in the provision of best quality banking services with a special focus on the needs of women and play a catalytic role in stimulating social, economic developments and in creating shareholders’ value,” and by constantly remind others of the vision that focuses on women’s, this lead to understanding the value of each team member and recognizing value. However some women don't want to question their leaders how they got there or what the selection criteria were, so they don't have a good understanding of the standards, rules, and requirements for being a leader.

The six questions was, careful monitoring and evaluation of the policy implementation that enhance women’s participation on leadership position. With regard to women leader responders, there were written policies on issues concerning women's promotion, and these procedures were being closely implemented as a result of nearly 60% of employees being women.

The last question was impact of neglecting women in leadership on society and the economy; the outcomes of a conversation were women's exclusion from leadership positions had a variety of effects, the most significant was socioeconomic, lack mentorship-worthy role models. Lack of societal acceptance, women's lack of motivation to lead, their voices are silenced, they have little or no information, and they are treated like slaves. Additionally, the lower the participation of women in leadership and management positions comparatively the higher the birth rate,

which results in an increase in population and unemployment as well as a drop in the general economy and resource scarcity and the world ignores the fact that having female leaders in powerful positions to function as role models could have wider societal effects on wage equality, altering workplace laws so that both men and women benefit, Variety of ideas and encouraging a more diverse workforce.

4.5. Discussion of Result

In accordance with the research question, the present study discovered four factors that affect women's involvement in leadership positions in the case of Enat Bank in Addis Ababa City.

In examining the effect of personal, organizational, socio-cultural, and economic factors on women's participation in leadership position, correlation result determine there is significant and positive relationship between dependent and independent variable. Organizational factors have a positive and significant impact on women's intention to participate in leadership position, as indicated in the Pearson correlation coefficient table($r = 0.776$, $p < 5\%$). The involvement of women in leadership positions is positively and significantly impacted by sociocultural factors, which is a significant issue ($r = .754$, $p < 5\%$).

Regarding personal characteristics, there is a strong evidence of a positive and considerable impact on women's involvement in leadership positions ($r = .719$, $p < 5\%$), this conclusion is supported by Loise's (2015) argument that personal factors have a significant impact on women's decision-making and that there is a positive correlation between the two variables. In concerning to economic factors, there is a clear evidence of a positive and significant impact on women's involvement in leadership positions

According to the results, the factors that affect women are Personal Factors such as Self-Esteem and Self-Confidence, Work Stresses, Lack of Motivation and Ambition to Accept Challenges "To Go up the Ladder". Organizational Factors like Organization Policy, Organization Culture, Unfair Hiring and Promotion Practices, Limited Training Opportunities, Lack of Women-Friendly Policies. Social factor such as, Government regulations, individual rights, cultural norms, religious beliefs, and women's anxiety. Economic factor like, well-paying employment, availability of resources such as money and real estate, features of the labour market, and fiscal policy. Consequently, the prevalence of cultural, organizational, economic, and personal variables has no disproportionately strong influence on women's involvement in Enat Bank leadership positions. The study's findings, as well as the bank's vision and goal, support

women's interests, as the bank bases its operations on bringing women closer to the market and the bank itself.

The findings of the study support by (Loise's, 2015) thesis that sociocultural factors, institutional factors, and personal characteristics all have a higher impact on women's participation in decision-making positions and identified a positive relationship between socio-cultural, organizational, and personal qualities and women's involvement in decision-making positions. Furthermore, (Elsi, 2013) claimed that organizational factors were the ones that had the greatest impact on women's career development, but (Bruce and Alexander (2010) discovered no link between women's involvement in leadership and socio-cultural behaviours such as attitudes, values, and gender roles traditions.

According to this study's unstandardized beta coefficients, the sociocultural, organizational, economic, and personal components had respective values of .195, .376, .382, and -.125. This indicates that by how much dependent variable is affected by 1% increase or decrease in independent variable. The study's beta coefficient also demonstrates that, among the four explanatory variables, the economic factor ($=.382$) had the greatest positive impact on women's intentions to involvement in leadership position, this is about a 1% decrease or increase of economic factor, 38.2% of increase or decrease in women's involvement in leadership position.

In relation to women leaders' responses to government directives or policies that create an environment that allows women to take the lead, the National Bank of Ethiopia issues guidelines to all commercial banks, and there is no explicitly specified method that allows women to hold executive positions under these policies. However, the bank has policies in place since its founding that place a specific emphasis on women. Outside of the banks employees, such focus was critical for supporting women in getting loans, as well as recruiting and mentoring outstanding young women.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5. Introduction

This chapter provides with a research summary, followed by the study's results and recommendations. The summary gives a brief overview of the study's main point from all parts. The conclusion, on the other hand, emphasizes and expands on the study's central thesis. The report finishes with some recommendations for policy implementation as well as suggestions for further research.

5.1. Summary of Findings

The project is being conducted at Enat Bank branches in Addis Ababa, Ethiopia, to find out the factors that influence women's participation in leadership roles. In order to achieve the study's core purpose, specific objectives were developed. To achieve these specific aims and the overarching purpose of the study, 184 sample respondents were chosen from the whole population and data was collected using a questionnaire and an interview. However, Only 140 of the 184 sample respondents' replies were used for further study, with the remaining 44 eliminated because of failure to respond and insufficient information. Following data collection, descriptive statistics of background information and explanatory variables, tables, percentages, means, standard deviations, and inferential statistics (correlation and regression) were used to analyse the data.

According to the participant's demographic profile, the majority of sample respondents (91, or 65%) were females between the ages of 24 and 32. Of the respondents, 24.2% (34) were married, while the remaining 75.7% (106 respondents) were single, and 79.28% (111 respondents) do not have children. The majority of respondents, or 70%, have a BA/BSC degree, 60% (84), have less than three years of experience, and 56 (40%) are junior bank trainees, according to their educational background, work experience, and employment position.

The study looks at four factors: social, organizational, personal, and economic. Of the four, economic and sociocultural factors have the highest grand means (2.7379 and 2.8276, respectively), followed by organizational and personal factors (2.6242 and 2.3245, respectively). Nonetheless, because their grand means are slightly lower than the middle average 3, this does not mean that these factors had no effect; rather, the strength of the impact

on women's intention to participate in leadership positions varies when there is a problem in the study case area, indicating that the majority of respondents do not agree with the opinion or statement stated in the questionnaire. Furthermore, the mean value of women's involvement in leadership position was 3.5095, indicating that the majority of respondents desired to participate in leadership positions.

The correlation coefficient result indicated a positive and significant link between the identified independent factors and women's involvement in leadership positions for a sample of 140 staff members at Enat bank in Addis Ababa. As a result, there is a positive and substantial link between organizational variables, sociocultural factors with women's intention to participate in leadership ($r=.776$, $p < 0.05$), ($r=.754$, $p < 0.05$), respectively. There is also a positive association between personal characteristics, economic characteristics with women's intention to participate in leadership ($r=.719$, $P < 0.05$), and ($r=.741$, $P < 0.05$), at 95% confidence level.

R square value was .668, and an adjusted R square of .658 means that the study's independent variables were responsible for 66.8% of the variation in women's involvement in leadership positions. Other variables not examined in this research account for the remaining 33.2% of the variance. The coefficients of the independent variables in the regression equation for each predictor variable calculated by using the unstandardized coefficients B values.

$$\text{WIPLM} = 1.216 - (.195 \times \text{SF}) - (.376 \times \text{OF}) - (-.125 \times \text{PF}) - (.382 \times \text{EF}) + \text{E}.$$

The sociocultural, organizational, economic and personal explanatory variables that were used in this study had a 95% confidence level in their ability to significantly explain the variation in the dependent variable. Therefore, economic factors (.382) had the greatest impact on women obtaining leadership positions, followed by organizational factors (.376) and sociocultural factors (.195), respectively. This demonstrates the relative significance of each explanatory variable used in the study.

5.2. Conclusion

The researcher draws the following conclusions based on the findings in Chapter Four:

- ✓ The general objective of the study was to examine factors that affect women's involvement in leadership positions in the case of Enat Bank in Addis Ababa City.
- ✓ Five factors were described in accordance with the study's objective, four independent variables, social, personal, economic, and organizational factors, and one dependent variable.

- ✓ Personal Factor were Self-esteem and self-confidence, work stresses, lack of motivation and ambition to accept challenges and fear of failure “to go up the ladder”.
- ✓ Organizational Factor were Organization policy, organization culture unfair hiring and promotion practices, few training opportunities, a lack of women-friendly policies.
- ✓ Socio- Cultural Factors were Gender stereotypes, governmental policies, individual rights, culture, religion and women fear of criticism.
- ✓ Economic Factor were Access to decent, well-paying work, Access to assets, financial services, and property, Labour market features and Fiscal policy.
- ✓ The validity and reliability of the data collection instrument have been confirmed to be true.
- ✓ The basic assumptions of the multiple linear regression model such as, normality, linearity, multi co linearity and autocorrelation have been tested, and they are fairly correct.
- ✓ According to the correlation result independent variables significantly and positively affect dependent variable, women's involvement in leadership position.
- ✓ The presence of social, organizational, economic, or personal characteristics had no significant impact on women's involvement in positions of leadership at Enat Bank. This is also reflected in the bank's mission and vision, which focus on bringing women closer to the market.
- ✓ The study's beta coefficient reflects that, of the four explanatory variables, the economic factor ($=.382$) had the greatest positive impact on women's intentions to participate in leadership positions.
- ✓ 66.8% of variability on women's involvement in leadership position is explained by factors like organizational, social, economic and personal factors.
- ✓ The study's general conclusion is societal, organizational, economic, and personal factors are significantly and positively correlated with women's involvement in leadership position in Enat Bank.

5.3. Recommendations

The following recommendations are offered for implementation by the appropriate stakeholders in order to include large number of women in leadership position and provide them decision-making authority. So, to improve the imbalance of women in leadership and decision-making positions in banks, all recommendations should be put into practice.

At the Organizational Level:

The organization's management should realize that diversity in the workforce contains varied ideas and approaches that enrich and develop performance, and as a result, they should encourage women's advancement.

- ✓ The bank should recognize the gender gap in top positions and take into account all aspects.
- ✓ The company should develop policies to address all of the factors that influence women's participation in leadership positions.
- ✓ Women's appraisal should be focused on institutional rather than individual merit, merit and professional achievements should be easily defined, and any restrictions linked to a woman's household duties should not hinder a female's chances of progress.
- ✓ The Bank ought to offer work-life balance programs, arranging flexible hours, establishing day care near the office, developing policies that support women's participation in all sectors of life, and assisting with understanding household matters.
- ✓ The bank should conduct a session to discuss how to improve the attitudes of female workers so that they may continue to work while neglecting unfavourable cultural beliefs.
- ✓ Education opportunities or scholars should be set up, and female role models and strong executives should be publicly appreciated.
- ✓ To make the promotion process more organized and transparent for women, promotion requirements and measurements, as well as company's procedures, should be openly described.
- ✓ Finally, Top leadership positions should be freely announced so that all eligible individuals have an equal opportunity to apply for the opened vacancies

At the societal and governmental level

- ✓ Society must realize that women are just as productive and efficient as males; thus, the bank and government should raise awareness in the communities.
- ✓ The government must come up with gender-sensitive legislation, policies, and initiatives in accordance with an in-depth awareness of the societal issues that hinder women's advancement.
- ✓ Additionally, parents must provide their children with equal opportunities in all spheres of life, regardless of the children's sex, because the family is the cornerstone of society.

- ✓ Governments ought to force firms to adopt employment practices including, day-care, and other gender-related concerns affecting female employees.

At the Economic level

- ✓ The bank should empower women in their economy financially to get women's qualified in their position.
- ✓ There should be financial support from parents for female children to be trained, competent, and leaders.
- ✓ Women employees should be efficient to balance work and family responsibilities.
- ✓ The government should create policies in place to keep girls in school by providing necessary materials.

At the Women Employees' level:

- ✓ Women's employees should be confident and active in progressing themselves, be qualified in any circumstance that allows them to be competent in the market.
- ✓ Women should be aware of, and totally understand their rights, as well as how to exercise the right and women should practice taking risk.
- ✓ Women employees should take difficulties at work seriously and avoid missing out on social or family events. Seriousness is an important sign of obligation and reliability.
- ✓ They should adopt good family planning to ease some of their household and family duties and women must be ready for the challenges that are posed by society's beliefs.

In general, given the top factors influencing women's intention to hold leadership and management positions, it is critical to establish coordinated efforts and strategies that result in societal, organizational, economical and individual change in order to increase women's participation in these roles in the Bank.

5.4. Limitation of the Study

The study has its own limitations. The first is that a range of factors, such as political, demographic, and psychological factors, may influence women's participation in leadership positions. These factors may impact women's desire for leadership directly or indirectly, but they are not taken into consideration in the study, which but only considers social, organizational, economic, and individual factors.

As per to the model summary, the four independent variables included in this study can explain only 66.8% of the variance seen in women's involvement in leadership positions, remaining 33.2% unexplained. The study's second limitation is that it only includes female employees of Enat Bank branches in Addis Ababa; other private banks were left out of the study.

Other shortcomings in the methodology included uncontrollable extraneous factors including the respondents' honesty, the researcher's own biases, and an uncontrolled study atmosphere. Another research limitation was the manner in which survey respondents replied. The researcher was forced to obtain crucial information from the employee list and informants, which made the data collection time-consuming and difficult. Female employees served as the main sources of primary data, but their slow response rates have a negative impact on research timelines, making the data collection processes to be tiresome.

5.5. Implication for Further Research

The study proposes that in order to draw general conclusions and provide specific recommendations, future research should examine more variables that restrict women's inclination to get involved in leadership and management at the national level. It is advised to replicate this work with bigger sample sizes, more variables, a wider geographic scope, longitudinal data collection, and use of more statistical tests. In this way, the research acts as a platform rather than an endpoint.

The researcher made suggestions for future research, like the impact of political disparities on women leaders, the relationship between women's employment in family-related fields and their participation in leadership positions, the impact of technological development on women's participation in leadership, whether women's attitudes toward risk may have an impact on this participation.

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APPENDIX ONE

QUESTIONNAIRE

ADDIS ABAB UNIVEERSITY SCHOOL OF COMMERCE

Dear respondents;

This questionnaire is developed for the purpose gathering information on "Factors that affect women's involvement in leadership positions in Enat Bank S.C, Addis Ababa City.

This assessment is done in order to partially fulfil the requirements for the Master Business Leadership (MBL). Your kind participation in completing the questionnaire is extremely important to the study's success. As a result, the success of the study depends on your truthful and prompt response, and the information you submit will only be used for academic purposes and kept confidential. Thus you are kindly requested to complete the questionnaire by reading the instruction carefully.

I sincerely appreciate your cooperation in advance.

Part One

Background Information

Please indicate your preference by placing a (√) mark in the below option.

| | Items | option | | | | |
|---------------------------|-----------------------|----------|---------|---------|----------------|--|
| | age | 24-32 | 33-41 | 42-50 | Above 51 | |
| Marital Status | Married | Divorced | Single | | | |
| Education | Diploma | Degree | Masters | PHD | | |
| Background | | | | | | |
| Work experience | Less than three years | 3-6 | 7-10 | 11-15 | Above 15 years | |
| Number of children | 1 | 2 | 3 | Above 4 | | |
| Job position | JBT | CSO | SCSO | BM | OTHER | |

PART TWO

Questions on Factors that affect Women's involvement in Leadership position

Please mark "(√)" in the box next to each question below if it corresponds to your response based on the scale, 5= strongly Agree, 4= Agree, 3= Neutral (neither agree nor disagree), 2= Disagree and 1= Strongly Disagree.

| Variables | Questions | SD | D | N | A | SA |
|-------------------------------|--|----|---|---|---|----|
| Socio Cultural Factors | The community traditional culture does not favour women on leadership position, because they are believed to be mothers and homemakers | | | | | |
| | There is stereotype of gender (notion that women are not good or lack professional commitment). | | | | | |
| | Many people believe that women lack the talent and competence. | | | | | |
| | Most people continue to believe that males are the ones who make the decisions. | | | | | |
| | In comparison to women, men feel more competent, capable, and effective. | | | | | |
| | Culture requires women to observe their male counterparts without much questioning | | | | | |
| | Few women are accepted into various positions inside the bank. | | | | | |
| | People feel that women's participative style assumed them as they cannot decide by themselves. | | | | | |
| | People think that women lack the same communication skills as males. | | | | | |
| | There is a perception that women need to engage in significant lobbying to get major jobs in the banking industry. | | | | | |
| | Cultural attitude of society encourages women to think on key leadership position | | | | | |
| | People think that it is only men who can sustain management challenges. | | | | | |

| | | | | | | |
|--|---|--|--|--|--|--|
| | | | | | | |
| | There is a popular misconception that leadership traits are only inbuilt in men. | | | | | |
| | Most people agree that women struggle to balance work and family obligations simultaneously. | | | | | |
| | | | | | | |
| Organizational/ Institutional factors | There are no transparent selection and promotion rules or practices established to increase women's involvement in bank management positions. | | | | | |
| | The bank has sex segregation that favour men while selecting and hiring employees. | | | | | |
| | The lack of female role models in the bank has an impact on the involvement of other female leaders. | | | | | |
| | Women's desires for leadership are restricted by a lack of mentors and a support system. | | | | | |
| | The amount of affirmative action provided to women during promotion is insufficient. | | | | | |
| | Adequate recognition is not given for successful women managers in the bank. | | | | | |
| | Women have few opportunities for promotion at the bank. | | | | | |
| | policy and strategy have problem on achieving women participation on leadership position | | | | | |
| | There is no careful monitoring and evaluation of the policy implementation that enhance women's participation in the bank. | | | | | |
| | Women are given a lower priority than men in terms of training. | | | | | |
| The bank does not give equal opportunity for women's during recruitment, selection and promotion | | | | | | |

| | | | | | | |
|--|---|--|--|--|--|--|
| | | | | | | |
| | The bank's management is not committed to increasing women's representation at higher levels of leadership of the Bank. | | | | | |
| | Organizational rules and policies of the bank limit gender participation in management positions. | | | | | |
| | | | | | | |
| Personal or Individual Factors | Marriage affects active participation of women in leadership | | | | | |
| | Most women have low level of educational qualification than men. | | | | | |
| | Access to advanced education affect the progression of women to top leadership position | | | | | |
| | I exhibit poor risk taking of myself. | | | | | |
| | I am not motivated to grow in my career. | | | | | |
| | I perceive myself as having a lower level of acceptance than men. | | | | | |
| | I underestimate my abilities and consider myself to be less skilled and passive than my male counterparts. | | | | | |
| | I lack confidence and fear of failure in leadership. | | | | | |
| | I think I am restricted to lower-level tasks under men. | | | | | |
| | I am more accountable for home or family concerns than my male colleagues. | | | | | |
| | I feel that low self-esteem discourage women from management positions | | | | | |
| I am unwilling or uninterested in positions of greater accountability in the bank. | | | | | | |

| | | | | | | |
|-------------------------|---|--|--|--|--|--|
| | I feel that women employees don't have commitment and the right ambition as their male counterparts. | | | | | |
| | I believe that women are discouraged from managerial jobs by a fear of responsibility challenges. | | | | | |
| | | | | | | |
| Economic Factors | Empowering women in the economy and closing gender gaps in the workplace are critical to achieving Sustainable Development Goals. | | | | | |
| | Economic Development of the bank affect women's involvement in leadership. | | | | | |
| | There is financial support from parents for female children to be trained, competent, and leaders. | | | | | |
| | Lack of support from my family (partner) affects my participation in higher positions of the bank. | | | | | |
| | Women's who are mothers and leaders are more economically efficient. | | | | | |
| | Lack of mothers support to accept leadership roles have an impact on women's participation in leadership. | | | | | |
| | Most people agree that it is difficult for women to balance work and family responsibilities. | | | | | |
| | Administering a large family is challenge of overthinking, and it affects women's ability to be in positions of leadership. | | | | | |
| | The government has policies in place to keep girls in school by providing necessary materials. | | | | | |
| | Legislation should affirm men and women's equal property and asset ownership rights. | | | | | |
| | | | | | | |
| | I want to become good role model for other female employees by exercising leadership roles. | | | | | |

| | | | | | | |
|--------------------------|--|--|--|--|--|--|
| Women's Intention | Women seek leadership positions | | | | | |
| | I always want to apply for a management or leadership role with the bank. | | | | | |
| | In order to be capable and effective at my job, I want to take part in a leadership development session. | | | | | |
| | I always want to take part in the bank's decision-making process. | | | | | |
| | I always want to hold more senior positions within the bank, if it is possible. | | | | | |

APPENDEX TWO

INTERVIEW QUESTION

Interview Question to women leaders

1. Factors that contribute to women's less participation in leadership?
2. The organizational climate that offers women opportunities to be leader.
3. The organizational barriers to women's advancement into leadership positions
4. Is their government directives or policies that create an atmosphere that allows women to take the lead?
5. Is their clear policy and strategy that empower women and promote on the leadership position in your organization
6. Is their careful monitoring and evaluation of the policy implementation that enhance women's participation on leadership position?
7. What is impact of neglecting women in leadership on society and the economy?