



The Effect of Women Empowerment on Organizational Performance: A Case of Selected Private Insurance Companies in Ethiopia

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DECLARATION

I, Bemnet Nigussie, declare that this thesis entitled “The effect of women empowerment on organizational performance: A case of selected private insurance companies in Ethiopia” is done by myself under the supervision of Asres Abitie (Ph.D) and it has not been submitted for any degree to any other institution or university. I also confirm that all sources of materials used for this thesis has been properly acknowledged.

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Date: _____

CERTIFICATION

This is to certify that Bemnet Nigussie performed under my supervision on the research paper entitled “The effect of women empowerment on organizational performance: a case of selected private insurance companies in Ethiopia”. I certify that this thesis is her original work and can be submitted for partial fulfilment of the requirements for the award of Masters of Art in Business Administration.

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ABSTRACT

This study was attempted to examine the effect of women empowerment (participating in decision-making, sharing information, and training and development) on performance of selected private insurance companies in Ethiopia. The research was to examine whether participating in decision-making, sharing information, and training and development significantly affect company's performance. Based on this, performance of company was dependent variable and others are independent variables (participation in decision-making, sharing information, and training and development). Both explanatory and descriptive research design were adopted for the study by using quantitative approach. The study focused on a target population of women employees of the selected private insurance companies in Ethiopia where the companies were selected based on their market share. Multi-stage sampling method was used to select respondents. Primary data was used to collect the data from the sample through structured questionnaires. The data collected from questionnaires were analyzed by using statistical package for social sciences (SPSS) version 24 and the finding was interpreted based on the listed hypothesis and regression model and descriptive and inferential statistics. The finding revealed that the three independent variables has a positive and significant effect on companies' performance. Therefore, companies are recommended to give great attention on women empowerment with related to their company's performance.

Key words: *women empowerment, organizational performance, decision making, sharing information, training and development.*

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Acronyms

ANOVA: Analysis of variable

FDRE: Federal Democratic Republic of Ethiopia

NBE: National Bank of Ethiopia

NCTPE: National Committee on Traditional Practices in Ethiopia

OP: Organizational Performance

PDM: Participation in Decision Making

ROA: Return on Asset

ROI: Return on Investment

SD: Standard Deviation

SDT: Standard Delivery Time

SI: Sharing Information

SPSS: Statistical Package for Social Science

VIF: Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

In the present world, women's empowerment has become a very important issue. Women empowerment is a process of enabling women to realize their identity, power, and ability and to fully use their potential, creativity, and talent in the sphere of all their lives. Several literatures depicts the low status of women in developing countries including Ethiopia in political, economic & social spheres (Tesfaye, 2014; Gichuru, 2018; Tadesse et al, 2013). Female constitutes almost half of the population of the country, however their participation in their own matters and benefit from social, economic, and political sphere is low. Giving due attention to improving the rights and status to resources of women is critical for nation development. In line with this, in developing countries the place of women were limited only to household activities such as cooking, child caring and have rather their contribution in other areas is not recognized. Most of the time women are engaged as unskilled labor in the organization both in public and private. This may arises from educational attainment, gender stereotype, and limitation of competence. Women's participation in the labor market is focused on the social, and economical aspect, as their contribution to economic activity has a positive impact on their companies' performance. However, the economic and other spheres' progress can never be achieved by excluding women or denying the opportunity (Ogato, 2013).

In recent years, promotion of women's economic and political development has got a great attention (Dejene, 2007). Giving attention to gender gap could help to reduce poverty and unemployment as well as generate visible economic growth for the countries (Gichuru, 2018). That is why a number of policies and programs are designed regarding women empowerment in order to eliminate gender gap in terms of their access and participation in all development areas. What is more, the government of Ethiopia is working hardly on gender and women empowerment issues. Improvement is shown in the progress to ensure participation of women in the country's social, economic, and political activities by taking some measures such as legal and policy (Bayeh, 2016).

Women's empowerment is essential to sustainable development of a country. Many developing countries like Ethiopia are working in poverty alleviation and sustainable development by setting women empowerment and gender equality as one of the priority goals of millennium development goals. United Nations (2000) on its millennium summit for instance set promoting gender equality and women empowerment as the great goal of the eight millennium development goals (cited in Ogato, 2013; Bayeh, 2016).

The notion of women empowerment has been getting attention either by government or non-governmental organizations. Accordingly, various literatures indicate that the concept of empowerment has different meaning even though it is mainly related to power, authority, freedom, and delegation. Conger and Kanungo (1988) states that employee's effectiveness, performance, and capacity could be enhanced and improved by the practice of empowerment; delegating and sharing power, giving responsibility and autonomy. Empowerment enables employees to decide on what they will do and be responsible and accountable for what they have done and its consequences (George & Jones, 2012). Ultimately this bring an improvement to organizational performance (Honold, 1997).

Empowerment is enabling both women and men to set their own work goals, make decisions, and solve problems within their sphere of influence. Accordingly, in order to perform their responsibilities in a better and most effective way, they need to be acquire power which mean empower (Munjuri, 2013). Not only in Ethiopia but also in all Africa, women's involvement or participation in decision making, leadership, and management position is still underrepresented in the modern workforce. This also is concluded by Gichuru (2018) and Ogato (2013). Due to that they feel less confident for the position they has and start to questioning that am I be able to do this? Assigning females in a decision making position would bring new operating system with knowledge to the organization to improve the practices (Lahti, 2013).

Studies indicate that the representation of women in top level of position has a positive effect on performance of the company. Diaz-Garcia et al. (2013) also posit that women bring different ways of operating skills to the company. Their involvement and participation in the workforce and decision making increases company performance. This is supported by Achkar and Bori (2020). However, in business sector such as insurance companies, women's effort is not well recognized as they are the key for company success and performance. In addition to this, their representation

in different level of decision making position is found to be very low compared with their male counterparts rather they are assigned in the lower position. Hence empowerment increases the capacity of individuals to make meaningful choices (Narayan, 2005). Therefore, insurance companies should give a power for women to make a decision, provide training and development, and share information in order to improve their performance.

1.2. Statement of the problem

In developing and developed countries, women do not have the same life advantage. Most of the time, women in developing countries are traditionally underprivileged by the society therefore their contribution in different sphere is unrecognized. Dandona (2015) suggested that empowering women helps to improve their status where traditionally underprivileged by the society. Kabeer (2005) believes that closing the gender gap, involving women in modern force, and increasing the proportion of their seats in national parliaments are the significances for true women's empowerment and gender equality. Women can make significant contribution to every sphere of development activities either national or organizational level. Unfortunately, gender gap between women and men exist in the division of labor and decision making (Abshoko et al., 2016). Participation of women's in development, their representation in leadership, and decision making position is limited (Zewdu, 2002; Ogato, 2009 and Ogato, 2013).

In recent years, the participations of women in formal employment both in public and private organizations in Ethiopia is somehow increasing. However, it has been observed that the practices of empowerment of women in order to enhance company performance is very low in insurance industry. Organization success can become true with equal involvement and participation of women and men. This lead organizations to attain the objectives and goals. Empowerment enables employees to feel efficient and confident to decide by their own which their decision makes a change on company success and performance. According to this, there need to be strengthening women's power by increasing their representation and participation in decision making areas, by providing training and development opportunity, and sharing information to the attainment of company objectives and goals.

Even though, a variety of study carried out relating gender equality and women empowerment with poverty reduction and sustainable development of country, there is insufficient research

which was conducted on the topic in Ethiopia especially in profit making or business organizations such as insurance company.

This study therefore has attempted to fill this gap via assessing the relation between women empowerment and company performance specifically in private insurance companies in Ethiopia taking participation of women in decision making, sharing information, and training and development as independent variables. Accordingly, the variables were taken from different literatures which has done on employee empowerment. The study was focused on answering the following research questions:

1.3. Research questions

- ❖ How do participation of women in decision making affect the selected insurance company's performance?
- ❖ How do sharing information to women affect the selected insurance company's performance?
- ❖ How do training and development of women affect the selected insurance company's performance?

1.4. Objectives of the study

General Objective

The general objective of the study is to identify the effect of women empowerment on selected private insurance company's performance in Ethiopia.

Specific objectives of the study

Specific objectives are:

- To identify how women participation in decision making affect the selected insurance company's performance.
- To examine how sharing of information to women affect the selected insurance company's performance.
- To examine how training and development of women affect the selected company's performance.

1.5. Scope of the Study

Women empowerment is broad in the range and women can get empowered in multidimensional ways. This study however, focused on only three empowerment practices; participation in decision making, sharing information, and training and development. The study focused on only non-financial performance (customer satisfaction). There are 17 private insurance companies which operates in Ethiopia. However, the study was limited to four private insurance companies where they were selected based on their market share. Therefore, the research was focused on female employees of these selected private insurance companies only in Addis Ababa including head offices and city branches. Quantitative research design and both explanatory and descriptive research methods was used to identify the effect of women empowerment on organizational performance.

1.6. Significance of the Study

Insufficient research has been conducted in business sectors specifically insurance companies in Ethiopia on the empowerment of women and their effect on company performance. Therefore, This study would help future researchers as base line studies and for reference purposes. This study will identify the importance of women empowerment for company performance. The findings, therefore believed to benefit;

- ❖ The companies' human resource management to give attention and make necessary policies regarding women empowerment.
- ❖ Women employees which helps them realizing their potential and contribution to the success of the company.
- ❖ Besides, the information which was gathered and analyzed in the study would help other private and public organizations, and also other stakeholders to look at their status.

1.7. Organization of the study

This research is organized into five chapters. The first chapter presents the background of the study, statement of the problem, research objectives, scope of the study, and significance of the study. The second chapter came up with a review of related literature. The third chapter discusses research methods were employed and it embraced research design, sampling techniques, data collection method and tools, data interpretation and presentation methods. Chapter four deals with

the results and discussion of collected data. In the final chapter, chapter five, conclusion, recommendation, and limitation and further work are presented.

1.8. Definition of Key Terms

Women empowerment: promoting women's ability in order to make a change and thoughtful decision.

Organizational performance: is the degree of the achievement of the set goals and objectives of organizations.

Decision making: a process of selecting possible option from the available options in order to reach the goal of organization.

Sharing information: an exchange of necessary information the company to make a decision.

Training and Development: the ongoing practice of enhancing or improving ones knowledge and skills and performance within the company.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Review

2.1.1. Understanding of Empowerment

In the 17th century, for the first time the term ‘empower’ was used. Empowerment is an important and crucial issue in the modern world. It has meanings like ‘power’, ‘enable’, ‘delegate’, and ‘authorize’ (Mandal, 2013). It has a different meaning because it is defined by different peoples so to this it has no clear definition yet (Anne, 2014). Batliwala (1993) for instance, defines empowerment as a process of distributing power with others. Those power needs to be transform through one’s lifetime hence it is not a one-time process.

For Kabeer (1999), people to be empowered, they have to be disempowered previously. Accordingly, by defining power as “the ability to make choices” Kabeer (1999, p. 436), people have be denied such an ability. When those people get the ability in order to make choices for their live then is called empowerment. The other definition of empowerment is given by Mayoux (2000) regarding decision making. Mayoux states empowerment as enabling individuals and groups to play a part in decision making which the decision they made has a change in their lives and also others too. Empowerment as per Hashemi and Riley (1996) is a means of getting knowledge and power to strengthen and improves the given ability by nature (cited in Dandona, 2015).

When empowerment comes to work place, it is more focuses on sharing power and information with employees. Employee’s capacity and performance is improved by sharing the necessary information, delegating, and giving autonomy this results to increase organizational performance (Conger and Kanungo, 1988; Randolph, 2000). An increasing amount of researches were done on empowerment concerning marginalized groups including women.

2.1.2. Kanter’s empowerment theory

Kanter (1993) defined power as the ability to use resources to get job completed. According to Kanter’s theory, there are formal and informal sources of power that exists in the organization. Jobs that are clearly visible, that allow individuals to decide on how work is done and are essential to the goal of the organizations are categorized as formal power. When individuals form alliances

with their seniors, peers, and assistants. For this reason, individuals become powerful and be able to get things done: which is informal power.

For Kanter (1993), structural lines of power within the organization are derived from formal and informal power. The structure is categorized in to three parts: proportional, opportunity, and power. The structure of proportion is the social composition of people in the organization with same situation. Structure of opportunity refers to the chance of an individuals to advance within the organization. These enable them to improve their knowledge and skills. The other one is structure of power which includes the three sources of power within the organization: lines of support, lines of information, and lines of supply. Lines of support means getting the feedback on one's job from seniors and peers in the organization. Lines of information is refers to the access of information within the organization. Having the ability to acquire the necessary supplies such as money, resources, and rewards required to accomplish the work is called lines of supply.

The structural empowerment theory of Kanter (1993) described that employees to be empowered, they need to know what is going on or happening in the organization. Information should be shared to employees either formally or informally in order to perform their jobs in meaningful way. An individuals with all this structural lines of power feels that they are powerful and highly motivated, productive, and satisfied. Because they are empowered, even they share the sources of power in order to empower and motive others. In contrast, an individual do not have access of power is feel powerlessness and these might affect their work as well as the organization.

2.1.3. Concept of Women Empowerment

Empowerment can be defined in different ways, having this when it comes to women's empowerment, is defined as a process of enabling women to have the right to use and be involved in politics, self-sufficient economically, and social growth (Shetty & Hans, 2015). In 1980's and 1990's the word "gender equality" and "women empowerment" was introduced by feminists on the international development agendas as a way of getting women's right. According to feminists, women has no the right to choose in their live therefore they remain in uncomfortable condition since they believe that they have no any other option and feel inferior. Therefore, empowerment is needed to break this belief (Kimpah and Raudeliuniene, 2014).

Empowerment is not only about improving women's capabilities but it is also about enabling them to be feel self-confident (Cornwall & Rivas, 2015). Confident women can play a great role in decision making. Accordingly it create the space for other women's to contribute for the well-being of their company. Culturally women are not appreciated to participate in decision making equally with men since men are seen as superior in the patriarchal structure (Kassa, 2015). The position and status which has been given to women have been treated unequally in over the world however they constitute half of the population. Women are one of marginalized groups where they are dominated by men in the family and workplace. Therefore, empowerment is needed to gain the power and overcome the domination. However, peoples have to understand that empowering women is not mean disempowering men or taking the power of men (Lincoln et al, 2002).

Women can empowered in a multi-dimensional way such as economic, social, political, and psychological. Various literature is done on these dimensions of women empowerment in order to eradicate poverty and ensure sustainable development of a nation. It is very well understood today women empowerment is an important tool for the development of a country at an international and national level. Without an equal inclusion of women, the development of a nation cannot become true.

2.1.4. Importance of Empowerment

The empowerment of women is vital in and tool for the development of countries. Developing countries could improve their social and economic development by empowering women that enable them to participate in growth possibility. Empowering women and their involvement in the decision-making process is essential for the attainment of equality, growth, and peace (United Nations, 1995). To know one's rights and to perform their responsibilities in a better and effective way; empowerment is needed since it is a stage of gaining power (Kabeer, 1999). It is also a means for women to build self-confidence and improve their skills.

Women empowerment can be achieved by giving women equal opportunity in different development activities. The international women's conference which was held in Nairobi in 1985 where the concept of empowerment is introduced concludes that empowerment is mandatory for women to develop and improve their ability to think critically as well as to enhance self-confidence (Munjuri, 2013). Empowering women at the workplace by giving them the freedom to make their

programs, gain autonomy and gain new skills results change in the work environment (Dandona, 2015). Women offer a unique and different perspective of the executive way to the business world.

The empowerment of women is increasingly being recognized as instrumental in improving the firm's performance. A company with diversified gender on managerial position is performing better than those who has not. Diversity leadership by promoting women to top management position benefits the company's overall performance goals (Pryor & Oyler, 2012).

2.1.5. Women in Ethiopia

Even though women comprises half of the Ethiopian population, their participation in the economic and social spheres is very low unlike to their male counterparts. The FDRE constitution (Art.35 (1)) stipulates the equal right of women equal with men in the enjoyment of rights provided. However, for several years and still they are poor and have lower status in terms of access to resources and services and also suffer from work stereotype and gender distribution of labor. Denial of opportunities and access to rightful position and place to women begins from home (Shetty and Hans, 2015). One of the reason for their lower status is the patriarch or norm of the country. According to the report of NCTPE (2003) shows, women's have been treated less in employment of formal sector both in the public and private services relative to men. The majority of unpaid works are performed by women even though their contribution is not well recognized.

Women are underrepresented in the formal sector of employment even if they get the opportunity they are still excluded in leadership and top management level, since the majority of the position and the priority is dominated by and give to men. In this regard, in 1993, the government of Ethiopia formulated the National Ethiopian Policy on women which is aimed at enhancing women participation in decision making and enabling them to grasp public office and also eliminating gender gap in all spheres of life. Mainly, it was focused on the advancement of women, women empowerment, provision for higher education, affirmative action, and promotion in the workplace (FDRE, 1993). On the process of promoting development and meeting the sustainable development goals in Ethiopia, improving women's access to education and leadership is a critical component.

In recent years, Ethiopia has made a progress in improving women's representation in decision making recognizing as their empowerment is fundamental to economic development and poverty

reduction (Bayeh, 2016). According to FDRE prime minister office report half (50%) of ministerial position are held by women equal with men. Their appointment is a good indicator of the improvement of women status. Both public and private institution are nowadays applying affirmative action which to enable women to play a great role and participate in social, economic, and political spheres on the basis of equality with men (Ali et al., 2013).

2.1.6. Organizational Performance

Organizational performance is a process to enhance the well-being of its member and the effectiveness of an organization (Jon and Randy, 2009). Organizational performance focuses on how looks the success of the company in achieving its goal or objectives. Jon and Randy (2009) conclude that organizational performance measures the result of level of achieved goals and objectives. It indicates how well an organization achieve its goal or objectives and meet customer expectation (Moullin, 2003). It can be measured in terms of efficiency, effectiveness, and customer satisfaction (Neely, 1998).

Organizational performance can be evaluated either financially or non- financial factors. In terms of financial performance, Return on Investment (ROI), Return on Asset (ROA), Profit rate percentage, market share, cost reduction percentage, and total revenue are criteria (Lohman et al., 2005). Non- financial perspective includes service quality, product, customer satisfaction, competence (Harris and Mongiello, 2011). These performance measurement tools assist in enhancing organization association to achieve goals and objectives in a successful manner (Ahmed and Shafiq, 2014). Therefore, the study used only the non-financial perspectives: Customer satisfaction to measure company performance.

2.1.7. Empowerment and Organizational Performance

The word empowerment has entered the worlds of business. Empowerment helps women to develop their capacity, ensure their well-being, and improve their skills to bring a better operating system in the company. As recruiting women in the workforce are necessary for workforce diversity, promoting, and retaining them at every level of top management position is also crucial in empowering women (Singh et al., 2020). In today's business industry, women play a great role in bringing gender equality balance as they highly entered into the modern workforce. The action of recruiting, training, and retaining skilled women both in leadership and executive positions will make a major contribution to companies' performance as well as social development too (Mkhize

& Msweli, 2011). Those hiring and promotions practices are the major drivers of representation however in these areas, companies are disadvantaging women. Although women can be leaders, managers, they are less likely to get these positions. As per Cole and Griffin (1987), power means for women, being able to contribute in all levels of society and their contribution is recognized and valued.

According to Blanchard, Carlos, and Randolph (1996), empowerment is not mean giving people power instead it is about letting the existing power out, because people already have an adequate of power naturally. Using this women be able to contribute to the best of their ability and capacity thereby the company can be improved. They have a better skills in building a relationship with other organizations, shareholders, or stakeholders. Empowerment is a tool for women that enables them to acquire skills, technology, and knowledge that will help them in their social and personal growth as well as foster their sensitivity towards problems in society. For a new and better way of doing things at work, creating great workplaces for women is crucial and this also results in the success of the business (Shetty & Hans, 2015).

Vogt (1997) define empowerment as an act of expanding people's autonomy in decision making so that they can get the opportunity to make decision in workplace which the decision made has an effect on company's well-being. According to Bowen (1992) Empowerment is essential for the improvement of organization effectiveness. It is also stated by Wall et al (2004), for the improvement of organizational effectiveness, employees have to be empowered through giving them autonomy in their work thus their involvement in decision will also increase. In order to enhance organizational performance, organization's need to allowing employees to participate in decision making, giving autonomy and training, sharing information with them is should be a culture in the organization (Ukil, 2016). Empowerment can effect an improvement of development and organizational effectiveness. According to Brown and Harvey (2006), empowerment is a process of giving staffs or employees the authority to make decision about their own job thereby they will (Henry, 2009) have higher level of responsibility and accountability. Melhem (2004), empowerment is giving the freedom to someone in order to take responsibility for their decision, ideas, and action which affect their work.

Conger and Kanungo, 1988 distinct empowerment in organization in two perspectives: managerial and psychological perspective. From managerial perspective, empowerment is described as

management share information, power and involving others in decision making and give rewards to those in lower position then empowerment is succeed. Similarly, according to Bowen and Lawler's (1992, 1995), empowerment in organization in managerial perspective can be applied in four approaches: sharing information, reward, training and development, and participate employees in decision making.

The psychological perspective define empowerment in terms of motivation (intrinsic motivation). According to Thomas and Vethouse (1990), intrinsic motivation increased by set of cognition: impact, competence, meaningfulness, and choice so to this employees become empowered. Petter et al. (2002) identified autonomy, skills, knowledge, responsibility, power, initiative, decision making, and creativity as a dimension which increases intrinsic motivation. Similarly, Yang and Choi (2009) proposed decision making, information, autonomy, responsibility, and creativity as a dimension drawing from Petter et al. Therefore, from these concepts decision making, sharing information, and training and development are drawn as a dimension of empowerment. (Conger and Kanungo, 1988; Spreitzer, 1995).

2.1.8. Empowerment practice

A. Participation in decision making

According to Bartunek et al (1992), an individual who had more involved or experienced in decision making are feel empowered than those who had no previous empowerment involvements. Empowerment is an act of expanding people's autonomy in decision making in workplace (Vogt, 1997). Guillury and Galindo (1994) stated that delegating on powers to middle managers and division heads with smother self-directed operation is the determinate of successful companies.

B. Information sharing

The members of firm shall be informed the mission and vision of the company from top management. Doing this employees can have the know-how on the contribution of the success and effectiveness of the company. This practice is necessary on making decisions that affect the overall goals of the company (Mukwakungu, Mankazana and Mbohwa, 2018).

Almenkash et al, 2007 state that the wider gap between top leaders and employees and lack of participation in strategic planning, decision-making, and administrative committees may result from inadequate information system and poor communication. Empowerment can be done through

access to knowledge and information, the giving of sufficient authority, participation in setting goals and policy making, as well as through self-development encouragement and reward (Kubaisi, 2004). So doing this they sense belongingness and affiliation morally and physically feeling of approach with the organization and subsequently organizational goals will be achieved (Effendi, 2003).

C. Training and development

Training and development is one of the function of human resource management which intended to enhance employee's ability and capabilities required to perform their job. Devi & Shaik (2012) state that employee performance is related with employee capability and this capability is improved by training. Training is a process of improving ones capabilities required to perform the present job in a better way (Dessler, 2017). Employees need to be developed and enhanced their skill by taking training to be able to handle and use their responsibility and authority. Training is an important tools for skills and competencies development. It plays a great role on the development, growth and performance of an organization since it increases employee performance. Skilled and trained employees perform their task with competence and this gives them to get better position in the company (Kenny, 2019).

Development is a long term not a one-time process. It helps employees more of the managers to handle the greater responsibility and develop decision making skills (Bernadin and Russell, 2013). Human resources are one of the pillar for organizational performance. When employees perform less and there is an existence of gap between their skills or knowledge and the requirements of the job, then training and development is in need (Butali and Njoroge, 2017).

Mclagan and Nel (1995) supported the need to give employees training and development and conclude that it has a positive effect on financial performance of business. In line with this, employees who are well trained are able to provide solution for the problem which are related with customer and react on it. An employee who take training is more skilled and capable to perform what is needed from him than the one who did not take. Training increases not only the efficiencies and effectiveness of employees it also increases organizations effectiveness performance (Butali and Njoroge, 2017). Organizations with more skilled employees perform better and take the competitive advantage. Training and development therefore is the most important to take the advantage. Training and development also helps both employees and organization on cost

reduction, to reduce absenteeism and reduce turnover and develop knowledge, improve skills as well as increases satisfaction of employees (Becker and Huselid, 2010).

According to Simpson (1997), training teaches women how to manage business in line with how to think about business since it designed to develop skills. The status of women through literacy, education, training, and raising awareness will be advanced by the action of empowerment (Alvarez, 2013) cited in Bayeh (2016). Women's may have the network and skill which may be male doesn't have, therefore, this help to process, product, and market development and consequently, it improve firm's performance (Huse,2007) cited in Yemane et al., 2015.

2.2. Empirical findings

Kariuki and Murimi (2015) surveyed 86 employees of Tata Chemical Magadi limited in Kenya to examine the link between empowerment conceptualized as autonomy, decision-making, information sharing, and training and organizational performance taking gender, age, and tenure as a control variables. The study revealed that only training and sharing information has significant contribution to performance of organization while autonomy and decision-making has no significant contribution. According to Gandz (1990), participate employees in decision-making, providing appropriate training, and assigning them important tasks are essential components of employee empowerment.

Achkar and Bouri (2020) studied the relationship between female empowerment and firm performance on private owned firms in Lebanon. The study show that female empowerment and performance of firm are positively and significantly associated. According to Almenkash et al. (2007) Studies shows that the exclusion of women from participating in decision-making, limited training opportunities, lack of sharing experience with other similar organization, lack of access to information strongly affect the effectiveness of organization.

2.2.1. Participation in Decision- making

Mkhize & Msweli (2011) studied the effect of female business leaders on listed companies' performance in South Africa. The study indicates that female executives and leaders outperform than similar companies without female leaders and executives. Dickson (2019) research on women leadership behaviors and organizational performance in commercial bank In Bayelsa state,

Nigeria. The finding show that participative decision making behavior of women in leadership has significant relation with the performance of organization.

According to the study done on 2500 Danish firms indicated that the participation of women in top management positions have a positive effect on the company's performance (Smith, et al, 2006). It is stated by Wall, et al (2004) for the better of the company, employee have to be empowered through by giving them autonomy in their work, so that their involvement in decision making will also increase. Ahmadi (2011) concluded that having freedom to make decision help to gain new skills that bring change to company's operating system which benefit both individual and organization in return.

H₁: Women participation in decision-making has a positive effect on company performance.

2.2.2. Information sharing

Sharing the business information such as company's vision, missions, strategies, and objectives are essential for the success of the company. For employees to behave responsibly and participate in decision-making process, information should be shared with in the organization (Dahou & Hacini, 2018).

Kumara (2014) concluded that customers will be satisfied and being loyal for the company when there is empowered environment in working place and keeps their relation. Companies also take the competitive advantages and improve their business. Based on Dahou & Hacini (2018) investigation on determinants of empowerment for successful employee, he found that sharing information and decision making authority have a positive effect on employee empowerment. Therefore, their empowerment can effect organizational effectiveness and performance (Ukil, 2016).

H₂: Sharing information has a positive effect on company performance.

2.2.3. Training and Development

Butali and Njoroge (2017) conducted a study on the effect of training and development and organizational performance. The study was conducted on three companies in Kenya. It revealed that training and development had positive and significant impact on organizational performance. Kegoro and Anyango (2020) studied the effect of employee empowerment on firm's performance

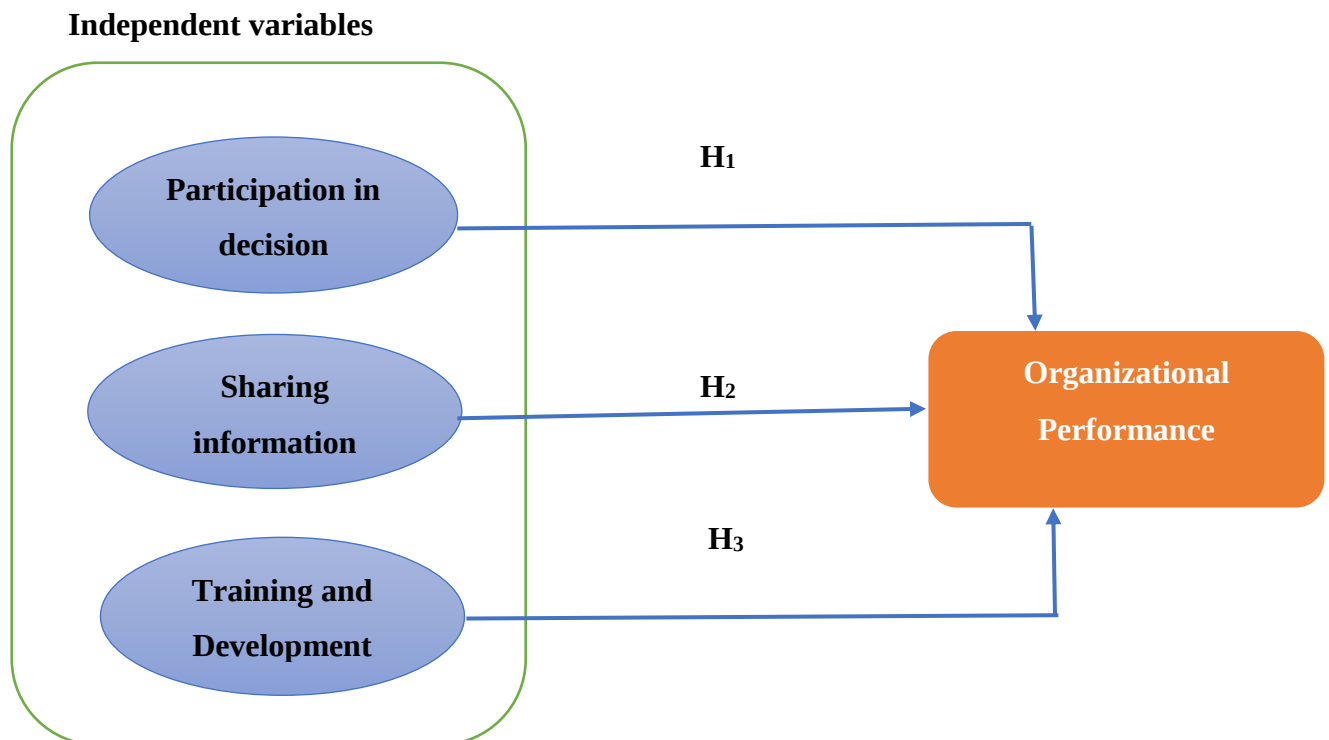
a case of selected pharmaceutical manufacturing in Nairobi city, Kenya. Cross-sectional research design and simple and stratified sampling technique was adopted to select 281 respondents. The finding revealed that empowerment in terms of training and development has a positive impact on firm performance.

H₃: Training and Development has a positive effect on company performance.

2.3. Conceptual framework

The study seeks to identify the effect of women empowerment on companies' performance hence participating in Decision-Making, Training and Development, and Sharing Information will be examined. Therefore the conceptual framework for this study is developed as follows:

Figure 2.1 conceptual framework



Source: Adopted from related literatures

2.3.1. Research Hypothesis

Hypothesis development is necessary to show the significance of the study. On the basis of literature review the hypothesis is developed as:

H₁: Participation of women in decision-making have a positive effect on company performance.

H₂: Sharing information has a positive effect on company performance.

H₃: Training and Development has a positive effect on company performance.

2.3.2. Measures

Dependent variable: company performance is the dependent variable. It can be measured in financial or non-financial perspective. However, in this study the performance of companies was measured only by customer satisfaction (non-financial perspective).

Independent variables: after extensive review of literature, three dimension of empowerment (participation in decision-making, information sharing, and training and development) are drawn as independent variable of women empowerment.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter presents the research methodology used to test the hypotheses and the rationale behind it. It includes description of the study area, research design, data type and source, target population, research design, sample size and sampling techniques and methods of data collection and analysis.

3.1. Description about the study area

Insurance is one way of risk transfer mechanism. People buy insurance policy to transfer the risk for the uncertain future in exchange the insurance company collect the share of contribution called Premium.

Following the establishment of the first bank, Bank of Abyssinia, the modern insurance service were introduced in 1905 in Ethiopia where begin to transact marine and fire insurance as an agent of foreign insurance company (Zelege, 2007). Under insurance proclamation, proclamation number 68/1975 in 1975 an insurance which owned by government of Ethiopia were established called Ethiopian Insurance Corporation (EIC). Since then, a number of private insurance companies are begin to established after the issuance of proclamation number 86/1994 in 1994 providing different classes of business.

According to national bank of Ethiopia, 17 private insurers are operating still including Zemen insurance company which newly entered to the market. These are Awash, Africa, Nyala, United, Nile, NICE, Oromia, Global, Tsehay, Lucy, Bunna, Birhan, Lion, Nib, Abay, and Ethio-life and General insurance.

3.2. Research Design and Approach

Kothari (2004) describe research design as the conceptual structure of how research be conducted. Usually refers to the blueprint for the collection, measurement, analysis, and interpretation of data. This research is aimed to identify the effect of women empowerment on organizational performance. Therefore, to meet the objectives both explanatory and descriptive research design was employed. The study used quantitative approach where research approach is the procedure and strategy of data collection, analysis, and interpretation.

3.3. Target Population

There are 18 insurance companies which operates in Ethiopia including Ethiopian Insurance Corporate (EIC) which governed by the government of Ethiopia. However, this research is focused only on private insurance companies because as it was stated in the above chapters, in recent years the government of Ethiopia is working on women empowerment through improving the representation and participation of women in developmental areas. Therefore, the target population for the study was only female employees of the selected private insurance companies in Ethiopia.

3.4. Sample Size and Sample Technique

Multi-stage sampling technique was employed to select the samples out of 17 private insurance companies which operates in Ethiopia based on their market share. Accordingly, Ethiopian private insurance companies were stratified in to three categories based on their market for the year of 2020/2021 to select samples from the given private insurance company. Then using simple random sampling method, NILE insurance company were selected from the top one, OROMIA insurance company from the medium, and BERHAN and LUCY insurance companies were selected from the low level. After that, female employees were selected based simple random sampling method.

Now to determine the sample size of the study, the formula which provided by Taro Yamane (1967) is used with 95% confidence level. Sample size will helps to decide who is going to be included or not from selecting in the study.

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

Where;

n = sample size,

N = population size,

e = sampling error assumed as 0.05 at 95% confidence level

$$n = \frac{330}{1+330(0.05)^2}$$

$$n = \frac{330}{1.825} = 180.82 \approx 181$$

Table 3.1: Sample size determination

S/N	NAME OF INSURANCE	MARKET SHARE	NUMBER OF POPULATION	NUMBER OF SAMPLE
1.	Nile insurance share company	5.2%	120	66
2.	Oromia insurance share company	3.3%	67	37
3.	Berhan insurance share company	0.7%	83	45
4.	Lucy insurance share company	0.6%	60	33
	TOTAL		330	181

Source: Annual report of insurance companies (2020-2021)

3.5. Data Type and collection method

Since as the term primary indicates the data gathered for the first time and original in character (Kothari, 2004). Therefore, for this research the researcher used primary data source to collect the data from female employees of the selected private insurance companies through structured questionnaires. 5-point Likert scale approach was used to enable participants to rate their level of agreement from “strongly disagree” to “strongly agree”.

3.6. Method of Data Analysis

Descriptive and inferential statistical approaches were used to analyze the data collected from respondents through questionnaires. Statistical Package for Social Science (SPSS) version 24 software conducted to show the output. The analyzed data were presented by means of tables and graphs. The finding was also interpreted based on the listed hypothesis and regression model.

3.7. Model specification

The regression model is given as follow:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where: Y = Performance of the selected private insurance company

X_1 = Participating in decision- making

X_2 = Information sharing

X_3 = Training and Development

β_0 = Constant term

β_1, β_2 , and β_3 are coefficients of determination for participation in decision making, sharing information, and training and development respectively. And,

ε = Error term

3.8. Reliability and Validity

Reliability is an indication of the extent to which a measure is free of variable random error i.e. errors that affect outcomes from observation to observation (Kirk & Miller 1986). Therefore, the consistency was tested using Cronbach's Alpha where the value of Cronbach's Alpha should be greater than 0.7 to call the research is reliable. Using an indirect measurement may create an issue of validity. In order to check the validity and reliability of the data pilot survey has been conducted and it is passed the test. This survey is need to make any amendment in order to meet the research requirements.

3.9. Ethical Consideration

The main issue that arises in research study is ethical consideration. It is very necessary for every research study. In the first place, participants was informed the purpose of the research and the necessity of their response toward the questions for the research. Accordingly, the researcher assured the confidentiality of participant or respondent. All documents used and sites visited have properly documented and acknowledge to avoid issues of plagiarism.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, INTERPRATATION, AND DISCUSSION

4.1. Introduction

This chapter attempted to present, analyzes, interpret, and discuss the collected data through questionnaire. As it was stated in chapter three: research methodology, 181 questionnaire were distributed to female employees of the selected private insurance companies. From this only 173 were returned which is represent 95.58% of response rate. The collected date were analyzed by using statistical package for social science (SPSS) version 24.

4.2. Demographic description of respondents

Under this section the demographic characteristics of respondents have been described. Accordingly, for the study, the demographic information which collected from respondents consists age, work experience in the company, educational level, and current position in the company are included. The below table 4.1 therefore shows the frequency and percentage of demographic composition of respondents.

Table 4.1: Demographic background of respondents

No.	Item	Description	Frequency	Percentage (%)	Valid Percent	Cumulative Percent
1	Age	18-30 year	61	35.3	35.3	35.3
		31-40 year	81	46.8	46.8	82.1
		41-50 year	26	15.0	15.0	97.1
		>50 year	5	2.9	2.9	100.0
2	Experience	1-5 year	97	56.1	56.1	56.1
		6-10 year	51	29.5	29.5	85.5
		11-15 year	19	11.0	11.0	96.5
		16-20 year	3	1.7	1.7	98.3
		>20 year	3	1.7	1.7	100.0

3	Educational level	Certificate	5	2.9	2.9	2.9
		Diploma	8	4.6	4.6	7.5
		Degree	134	77.5	77.5	85.0
		Master's and above	26	15.0	15.0	100.0
4	Current Position	Officer	80	46.2	46.2	46.2
		Division head/Supervisor	42	24.3	24.3	70.5
		Manager	14	8.1	8.1	78.6
		Other	37	21.4	21.4	100.0

Source: own survey, 2021

As shown in the above table 4.1 the majority of female employees were under the age category of 31-40 years which consists 46.8%, 35.3% of respondents were between 18-30 years range, respondents who are in age group of 41-50 years were consists 15.0% and the rest 2.9% of respondents were above the age of 50 years. This shows that majority of female employees of the selected private insurance companies are youngest and are at the productive age range.

With regard to work experience of respondent, the majority of respondents have been working in the year category of 1 up to 5 were found to be 56.1%. From the total of respondents, 29.5% of female employees have been working from 6 up to 10 years, respondents who have been working in the selected companies in year category of 11 to 15 years were 11%. Respondents who have been working from 16 up to 20 years and above 20 years were found to be 1.7% for each.

In respect to educational qualification, out of the total respondents 77.5% of female employees were degree holder, the next majority of respondent have master's degree and above were 15%. In the next place, 4.6% and 2.9% of respondents have diploma and certificate respectively. This show that majority of women employees of the selected private insurance companies are educated.

According to the data gathered revealed that, most of the respondents were officer which consists of 46.2%. The respondent who are in division head/supervisor position were found to be 24.3%, followed by respondents who are in other position such as clerk, cashier, and secretary. The rest of respondents who are in managerial position were 8.1%. This indicates that participation of women in highest level such as managerial position in the selected companies is very low.

4.3. Descriptive analysis for Women Empowerment practices and Organizational Performance

The research was focused on examining the effect of women empowerment on organizational performance in the case of selected private insurance companies. Accordingly, questions related with women empowerment practices (participating in decision making, sharing information, and training and development) and organizational performance were asked. Respondents selected their level of agreement on the questions based on the five point Likert scales. Mean and standard deviation scores were also used to compare their level of agreement on the statement.

According to Zaidatol (1993), the perception said to be low is when the mean score is 3.39 and below, moderate if it is between 3.40 and 3.79, and is high if the value is 3.80 and above.

4.3.1. Participation in decision making

The below table deals with the level of agreement of respondents on the question regarding participation of women in decision making.

Table 4.2: Descriptive statistics on women participation in decision making

Item	Mean	Std. Deviation
I am allowed to decide what methods to use for my job	3.49	1.082
My supervisor encourages me to take work related decisions	3.90	0.965
I can decide on my own how to go about doing my work	3.75	1.002
I know exactly what is expected of me and can make decisions regarding my work	3.97	0.838
My job is such that I can decide when to do particular work activities	3.71	0.894
My company provided opportunity to women to participate in decision making	3.06	1.197
I participate in a positive role to improve the work within the company	3.92	0.902
Total participation in decision making	3.6862	0.70419

Source: own survey, 2021

The above table 4.2. Shows the mean and standard deviation of women empowerment practice which is participating in decision making. In this category 7 statements were included. Women employees were asked if they know exactly what is expected of them and can make decision regarding their work, they were highly agreed with mean score 3.97 (SD = 0.894). In addition to this, respondent were also highly agreed with mean score 3.92 (SD = 0.902), and 3.90 (SD = 0.965) on the questions if they participate in a positive role to improve the work within the company and whether their supervisor encourages them to take work related decisions respectively.

On other hand, respondents have moderate perception on the questions if they can decide by their own on how to go about doing their work, whether their job is such that they can decide when to do particular work activities, and if they are allowed to decide what methods to use for their job with mean value 3.72 (SD = 1.002), 3.71 (SD = 0.894), and 3.49 (SD = 1.082) respectively. However, respondents have low or neutral perception on statement “My company provided opportunity to women to participate in decision making” mean value is 3.06 (SD = 0.902).

The overall mean value of women participation in decision making is 3.686 (SD = 0.7042) which means that the practice of women participation in decision making in the selected companies is moderate. Therefore, companies has to focus on providing an opportunity to women employees to participate in decision making.

4.3.2. Sharing information

Under this subsection, six statements were presented for respondents to indicate their level of agreement.

Table 4.3. Descriptive statistics on sharing information

Item	Mean	Std. Deviation
My company has a mission statement, which guides all its activity	3.92	1.017
The company uses its mission as a criterion for determining success	3.35	1.087
I have a good understanding of organizations vision and mission	3.92	1.048
I am always informed of what is going on in the organization	2.95	1.066
Information is widely shared so that women employees can access the information they need easily	2.92	1.183

Necessary information is readily availed to all concerned women employees in good time to enable them make thoughtful decision	2.79	1.087
Total sharing information	3.3083	0.81035

Source: own survey, 2021

As shown in the above table 4.3 respondents were highly agreed on the question if their company has a mission statement and vision which guides all its activity and if they have a good understanding on it with mean score 3.92 (SD = 1.017 and SD = 1.048) for each. In contrast, respondents have low perception whether the company uses its mission as a criterion for determining success with mean value is 3.35 (SD = 1.087). In addition to this, respondents were asked if they are always informed what is going on in the company, if they can access the information they need easily because information is widely shared, and if necessary information is readily availed to all concerned women employees in a good time to enable them make thoughtful decision. In this regard, they have low or neutral perception with mean value 2.95 (SD = 1.066), 2.92 (SD = 1.183), and 2.79 (SD = 1.087) respectively.

The overall mean score of sharing information is 3.3083 (SD = 0.810) this indicates that female employees of the selected private insurance companies have low or neutral perception on the issue. Therefore, companies has to improve the access to information for female employees where they can get necessary information widely in order to know what is going on in the company and make thoughtful decision.

4.3.3. Training and Development

Table 4.4. Descriptive statistics on Training and Development

Item	Mean	Std. Deviation
My company considers training as part of company strategy	3.49	1.032
My company has active training and development programs to upgrade women employee's knowledge and skills	2.86	1.071
Training and development opportunities are available for me	3.35	1.119
I have received sufficient training in this company to enable me do my job effectively	2.82	1.181

Item	Mean	Std. Deviation
Due to the training I found myself better equipped with problem-solving capabilities	3.39	1.043
The corporations training and development programs Improves my chance for promotion	3.17	1.064
Training is given to women employees at the right time with the assessment of needs	2.64	1.136
Total training and development	3.1024	0.80806

Source: own survey, 2021

The other dimension of women empowerment practice is training and development. In this dimension, training and development practice found to be very low with mean value 3.1024 (SD = 0.8081) which indicate low perception. Seven statements were asked, respondents have low perception in all statement with mean value 2.86 (SD = 1.071), 3.35 (SD = 1.119), 2.82 (SD = 1.181), 3.39 (SD = 1.043), 3.17 (SD = 1.064), 2.64 (SD = 1.136) sequentially except the statement “My company considers training as part of company strategy” where the mean value is 3.49 (SD = 1.032) which indicates that respondents have moderate perception.

In this regard, as respondents moderately agreed on the companies considers training as part of company strategy, companies should have an active training and development programs in order to upgrade women employee’s knowledge and skills. When an opportunities of training and development is available and given at the right time with the assessment of needs, women could enable to do their job effectively, improve problem- solving capabilities so to this they can get the chance for promotion.

4.3.4. Organizational performance

Table 4.5. Organizational performance

Item	Mean	Std. Deviation
The company has the ability to attract Customer	3.61	1.043

Item	Mean	Std. Deviation
The company values its customers	3.77	1.008
The company is always focus on customer satisfaction	3.48	1.043
I understand satisfaction of customer is one of company performance matrices of the company	4.21	0.728
Customers are served with in the standard delivery time (SDT) set by the company	3.38	1.053
Customers are satisfied with the company's product/service quality	3.28	0.931
The company's customer base has grown over the years	3.36	0.953
The number of customers complaints within the last period has decreased	3.05	1.041
Total organizational performance	3.5188	.76796

Source: own survey, 2021

As shown in the above table 4.5 respondents are highly agreed on satisfaction of customer is one of company performance matrices of the company with mean value 4.21 (SD = 0.728). However, they have moderate perception toward whether the companies are always focus on customer's satisfaction with the ability to attract and value its customers with mean score 3.48 (SD = 1.043), 3.61 (SD = 1.043), and 3.77 (1.008) respectively. The rest of respondents have low or neutral perception on the questions if their company has standard delivery time (SDT) to serve customers and if the company customers are satisfied with the company's product/service quality with mean value 3.38 (SD = 1.053) and 3.28 (SD = 0.931) respectively. Also respondents have low perception whether company's customer base has grown over the years and number of complaints within the last period has decreased with mean value 3.36 (SD = 0.953) and 3.05 (SD = 1.041) respectively.

4.4. Inferential analysis

4.4.1. Reliability

Reliability deals with how the measurement is consistent. To tell the research is reliable, the result should be above 0.7. To check the consistency of the answers of respondents, Cronbach's Alpha were used and presented as below:

Table 4.6. Reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
.883	4

No	Variables	Cronbach's Alpha	No of items
1	Participation in decision making	0.838	7
2	Sharing information	0.843	6
3	Training and development	0.861	7
4	Organizational performance	0.910	8

Source: own survey, 2021

As it shown on the above table 4.6, the value of alpha for each of the variables is greater than 0.7 therefore the questionnaire is reliable.

4.4.2. Correlation analysis

Correlation analysis is used to study the strength of relationship between two variables. The value of correlation coefficient is lies between -1 and +1. Where the value more close to zero then the relationship is said to be weak. The value is nears to -1 or +1 then the relationship between the variables is negative or positive respectively. However, it does not explain whether the variable is the cause or effect. To check the level of association between the independent (Participation in decision making, Sharing information, and Training and Development) and dependent variable (Organizational performance) Pearson correlation method is applied.

According to Field (2005), the level of strength of the relationship between two variables is classified into three categories; the relationship is said to be weak if the correlation coefficient is from 0.1 to 0.29, 0.3 to 0.49 is moderate, and >0.5 is the strongest the relationship is.

Table 4.7. Pearson correlation coefficient matrix

		Participation in decision making	Sharing information	Training and Development	Organizational Performance
Organizational Performance	Pearson Correlation	.658**	.753**	.730**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	173	173	173	173

** Correlation is significant at the 0.01 level (2-tailed).

Source: own survey, 2021

As seen on the above table 4.7, the independent variable; participation in decision making has a Pearson correlation coefficient of $r = 0.658$, $p < 0.05$. This implies that the independent variable Participation in decision making has a strong positive and significant relationship with organizational performance ($r = 0.658$, $p = 0.000$, $n = 173$).

As shown in the above table 4.7, the correlation coefficient of sharing information is $r = 0.753$ with $p < 0.05$. This is interpreted as sharing information and organizational performance has a strong positive and significant relationship ($r = 0.753$, $p = 0.000$, $n = 173$).

As well as, Training and Development has also a strong positive and significant correlation with organizational performance (OP) with ($r = 0.730$, $p = 0.000$, $n = 173$) where the p- value is less than 0.05.

The above Pearson correlation matrix therefore indicates that all the three independent variables has a strong positive and significant relationship with the dependent variable with significant value of $p < 0.05$. Sharing information relative to the rest of independent variables has a strongest relationship with organizational performance.

4.4.3. Regression analysis

Regression analysis is a tool to analyze the relationship between independent and dependent variable and whether the relationship is significant or not. It is also widely used to make predictions, which means it will be helped to answer the question what would happen to dependent

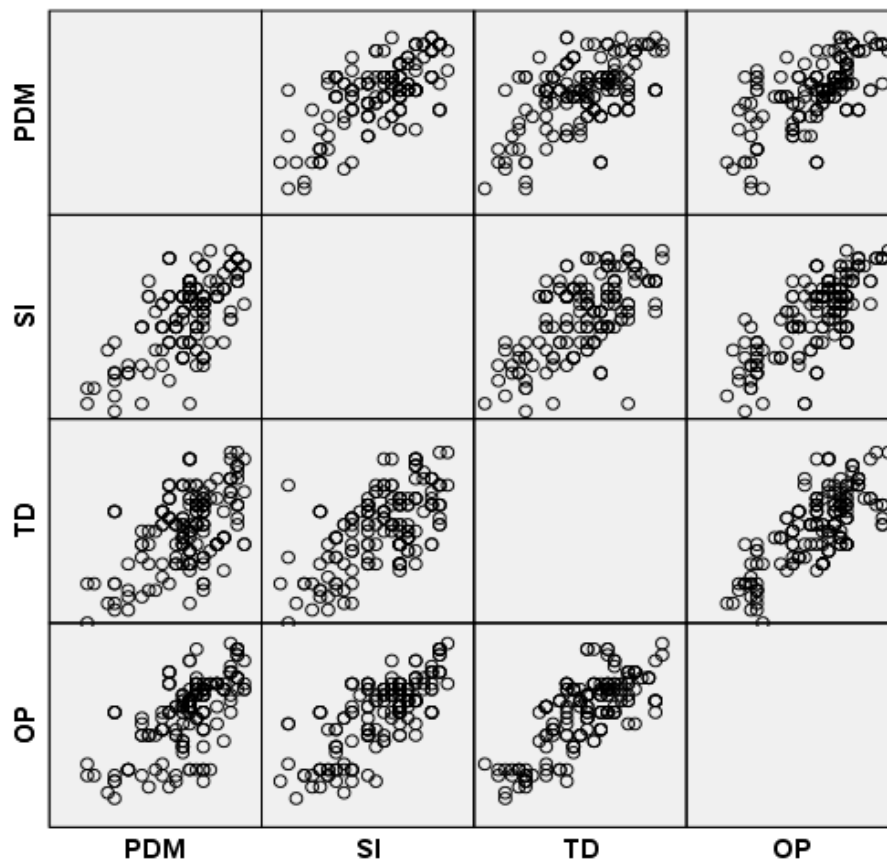
variable if an increasing of one unit in one of the independent variable, while taking other independent variable constant.

Multiple regression analysis were applied to address the research questions and hypothesis since the research has more than one independent variable. There are an assumptions to test before conducting regression analysis; linearity, normality, multicollinearity, autocorrelation, and heteroscedasticity tests.

A. Linearity test

The linearity assumption deals about the relationship between independent and dependent variables should be linear. The linear regression equation is: $Y = \alpha + \beta x$. Where, Y is the dependent variable, x is the independent variable, β is the coefficient of independent variable, and α is constant. Linear equation can be evaluated by using a scatter plot.

Figure 4.1. Linearity matrix scatter plot



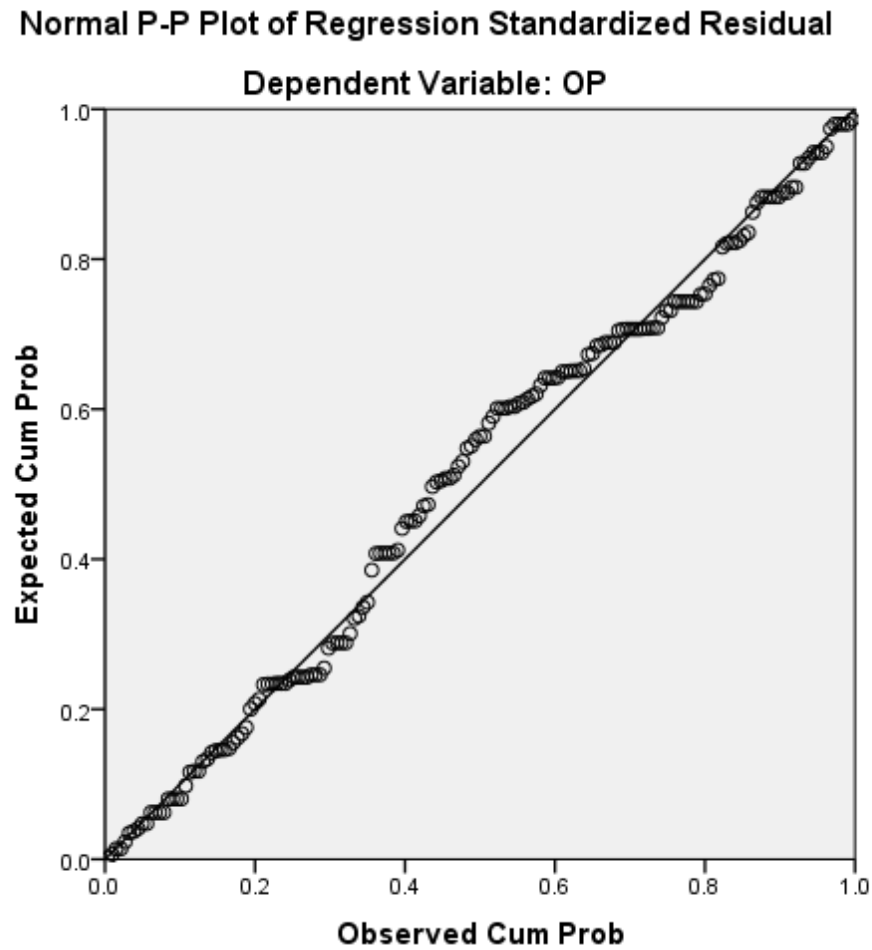
Source: own survey, 2021

The above figure 4.1 shows the presence of linear relationship between the independent (predictor) and dependent variable.

B. Normality test

This assumption is about normal distributions of variables nearby the straight line. As it is shown below it is normally distributed.

Figure 4.2. P-P plot



Source: own survey, 2021

C. Multicollinearity test

Multicollinearity test is used to check if there is significant correlation among two or more predictor. This can be tested using tolerance and the variance inflation factor (VIF). The value of VIF shall be less than 10 and tolerance level be greater than 0.1 to say there is no collinearity. As

the below table indicates, tolerance value is greater than 0.1 and VIF value is in interval of 1 to 10. Therefore, the model has no multicollinearity problem.

Table 4.8. Multicollinearity test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Participation in decision making	0.530	1.886
	Sharing information	0.481	2.081
	Training and Development	0.611	1.637

a. Dependent Variable: Organizational performance

Source: own survey, 2021

D. Autocorrelation test

This assumption can be tested using Durbin- Watson test. According to Karadimitriou and Marshall (2015), if Durbin- Watson statistic is between 1.5 and 2.5, then there is no autocorrelation problem. Therefore, as the below table shows Durbin- Watson result is 2.322 this means there is no autocorrelation problem.

Table 4.9. Autocorrelation test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.841 ^a	.708	.703	.41861	.708	136.627	3	169	.000	2.322

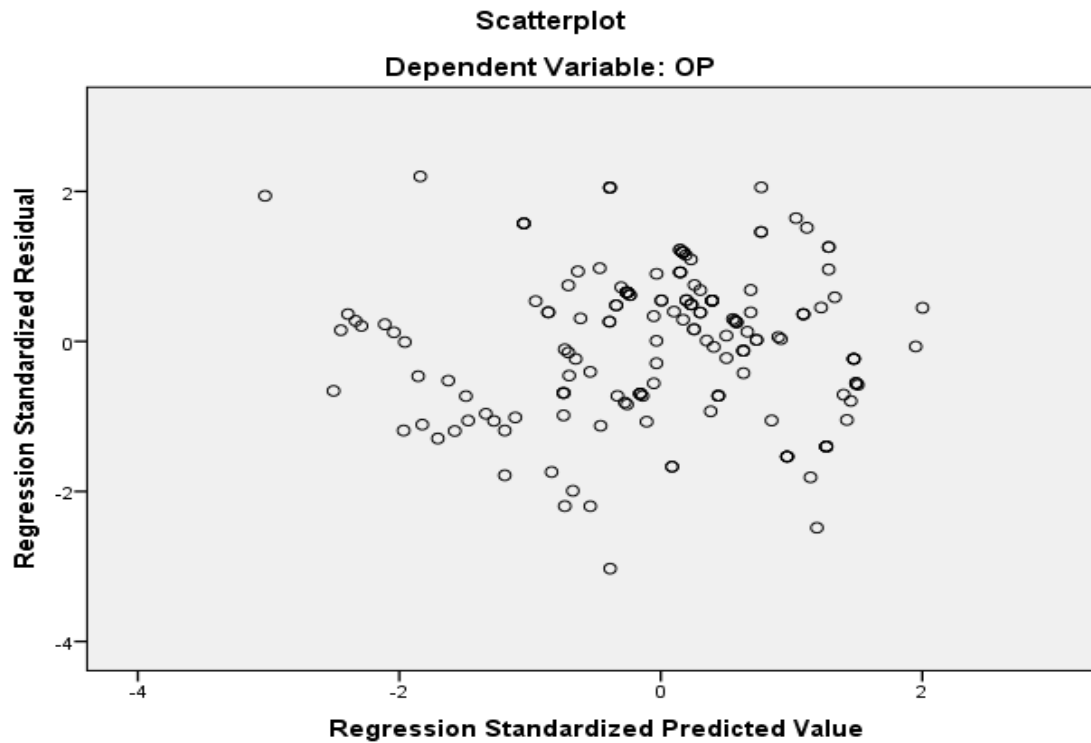
a. Predictors: (Constant), Training and Development, Participation in decision making, Sharing information

b. Dependent Variable: Organizational performance

Source: own survey, 2021

E. Heteroscedasticity test

Figure 4.3. Heteroscedasticity scatter plot



Source: own survey, 2021

The above figure 4.3. Shows the homoscedastic of the data and no heteroscedasticity problem.

4.5. Regression analysis results

The linear regression model of the study is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon.$$

Where, Y = Organizational performance (OP)

X_1 = Participation in decision making (PDM)

X_2 = Sharing information (SI)

X_3 = Training and Development (TD)

$\beta_0, \beta_1, \beta_2,$ and β_3 = constant and coefficient of the independent variables and

ε = error term

4.5.1. Model summary

Table 4.10. Regression analysis model summary on women empowerment practices and organizational performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 ^a	.708	.703	.41861

- a. Predictors: (Constant), Training and Development, Participation in decision making, Sharing information

Source: own survey SPSS output, 2021

This above model summary tells us how the dependent variable is explained by independent variables. As it is presented in the above table 4.10, R square is 0.708 or 70.8%. This means that the independent variables (participation in decision making, sharing information, and training and development) can explain 0.708 or 70.8% of the variations on dependent variable (organizational performance) while the rest 29.2% of variance of organizational performance could be explained by other variables.

4.5.2. ANOVA result

Table 4.11 ANOVA output

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.825	3	23.942	136.627	.000 ^b
	Residual	29.614	169	.175		
	Total	101.439	172			

- a. Dependent Variable: Organizational performance
b. Predictors: (Constant), Training and Development, Participation in decision making, Sharing information

Source: own survey, 2021

From the ANOVA output, the three independent variables (Participation in decision making, Sharing information, and Training and Development) significantly predict the dependent variable

(organizational performance) with $F(3,169) = 136.627$ and $p = 0.000$ where p value is less than 0.05.

Table 4.12 coefficients of the variables

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.371	.175		2.122	.035
	Participation in decision making	.201	.062	.184	3.221	.002
	Sharing information	.375	.057	.396	6.600	.000
	Training and Development	.376	.051	.396	7.447	.000
a. Dependent Variable: Organizational performance						

Source: own survey, 2021

Therefore the regression model is become:

$$OP = 0.371 + 0.201 \text{ PDM} + 0.375 \text{ SI} + 0.376 \text{ TD} + 0.41861$$

The above table 4.12 points out that the three variables which are participation in decision making, sharing information, and training and development has an impact on organizational performance of the selected private insurance companies significantly at 95% confidence interval. Therefore, if a unit increases in participate in decision making will drive to a 0.201 increases in organizational performance while taking other independent variables constant. A unit increases in sharing information will lead to a 0.375 increases in organizational performance, while taking other independent variables constant. A unit increases in training and development will lead to a 0.376 increases in organizational performance, while taking other independent variables constant.

4.6. Discussion and hypothesis testing

As the regression analysis revealed that the p -value and t -value of women participation in decision making are 0.002 and 3.221 respectively. This indicate that participating in decision making has a

positive and significant effect on performance of the selected insurance companies. The coefficient of participation in decision making was 0.201 at 95% confidence level this means when one unit increase in participation in decision making is leads to an increase of company performance by 20.1% while remaining other independent variables constant. This is consistent with the findings of Smith, et al (2005) whose study concluded that there is a positive relationship between participation of women in decision making and firm performance. Therefore, H₁: participation of women in decision making has a positive effect on company performance is accepted.

The p- value and t- value for sharing information is 0.000 and 6.600 respectively. This shows that sharing information has a positive and significant effect on performance of the selected insurance companies. The coefficient of sharing information was 0.375 it means when one unit increases in sharing information there will be 37.5% increase on company performance while taking other independent variables constant. This result supported by the findings of Dahou and Hacini (2018) and Ukil (2016) who reported the positive relationship of sharing information with organizational performance. Therefore, H₂: sharing information has a positive effect on company performance is accepted.

Training and development has a p- value of 0.000 and t- value of 7.447, this indicates the positive and significate effect of training and development on performance of the selected insurance companies. The coefficient of training and development was 0.376 it means when one unit increases in training and development then company performance will be increased 37.6% while remaining other independent variables constant. The result is consistent with the finding of Kegoro and Anyango (2020) that there is a positive relationship between training and development and organizational performance. Therefore, H₃: training and development has a positive effect on company performance is accepted.

In general, this research has done to identify how women empowerment affect company's performance in a case of selected private insurance companies in Ethiopia. Multiple linear regression model has been used to investigate their relationship or association. Accordingly, the model summery indicates adjusted R^2 is 0.708 which mean that all the three independent variables which are participation in decision making, sharing information, and training and development explain the variance in company's performance by 70.8% the rest 29.2% will be filled by other variables. As well as, the Beta coefficient for all the three independent variables was positive and

significant at p- value of <0.05 . Therefore, all the three independent variables has a positive effect on company's performance and the relationship was significant with p- value is < 0.05 .

Table 4.13. Hypothesis test results summary

Hypothesis	Description	Regression result	Result
H ₁	Participation in decision making has a positive effect on company performance	B=0.201, $p<0.05$	Accepted
H ₂	Sharing information has a positive effect on company performance	B=0.375, $p<0.05$	Accepted
H ₃	Training and development has a positive effect on company performance	B=0.376, $p<0.05$	Accepted

Source: own survey, 2021

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

In this section, the conclusion of the research, recommendations, and future research based on the findings of the research are presented.

5.1. Conclusion

As it was stated on the first chapter of the research, the aim of this research was to show the effect of women empowerment on organizational performance of selected private insurance companies in Ethiopia. This study as well sought to answer the three research questions; how participation of women on decision making do affect the selected insurance company's performance? How sharing information to women do affect the selected insurance company's performance? How training and development of women do affect the selected insurance company's performance?

To answer those questions, the data were collected from 173 women employees of selected private insurance companies and analyzed by using multiple regression analysis. In order to identify the effect, the researcher took participation of women in decision making, sharing information, and training and development as a dimension for women empowerment. The regression analysis result showed that all the mentioned variables has a positive and significant relationship with company's performance.

Based on the descriptive analysis, female employees of the selected private insurance companies have moderate perception toward their participation on decision making. However the perception of female employees of the selected private insurance companies on the practice of sharing information and training and development was low.

As it was stated on chapter two, the three dimensions of empowerment (participation in decision making, sharing information, and training and development) has a meaning on performance of the organization. Participation of women on decision making has a positive and significant effect on the selected private insurance companies. Women employees know what is expected of them and their supervisors encourages them to take work related decisions and participate in the positive role to improve the work. However, the selected companies are low practice on providing the opportunity to women employees to participate in decision making and allow them to decide what methods to use for their job.

Sharing information has also a positive and significant effect on the selected private insurance companies. The companies has a mission and vision, which guides all its activity and women employees have a good understanding of the company's mission and vision. However, the companies are not using its mission as a criterion for determining success, information are not widely shared for this reason women employees have no access to know what is going on in the company and the necessary information are not availed to concerned in good time to make thoughtful decision.

Training and development has a positive and significant effect on the performance of selected private insurance companies. The companies somehow considers training as part of company strategy. However, companies do not have active training and development programs to upgrade women employees' knowledge and skills and the programs given could not improve the chance for promotion. There is also no sufficient training in the companies to enable women employees to do their job effectively and to better equipped with problem solving and also training is not given to women employees at the right time with the assessment needs.

5.2. Recommendation

Based on the data analyzed and conclusion, the researcher recommends the following:

- ❖ The researcher recommends the selected private insurance companies to give attention to women empowerment such as including in their policies and plans in relation with their performance. Company's also recommended to appreciate women to realize their identity and power in order to improve their performance.
- ❖ Regarding to women participation in decision making the selected companies has to give the opportunity to women employees the right to decide what method they can use to accomplish their job and the opportunity to participate in decision making. As well as when companies participate women employees in making decision, new ideas could be generated for better operating system this lead to meet company's objectives and goals.
- ❖ Information has to widely share to concerned women employees either by using different mechanisms such as internal network like intranet or creating a discussion tools in order to know what is going on or happening in the company and avail the necessary information at the right time to enable them to make a better decision. Moreover, companies should has to use their mission as a criterion for determining success.

- ❖ The companies has to improve the training and development program to upgrade women's knowledge and skills because it has a major effect on company's performance. As they (women) received sufficient training, they will enable to do their job effectively and equipped with problem solving and also improve their chance for promotion for company's performance ultimately.

5.3. Limitations and future research direction

This study is aimed to identify the effect of women empowerment on organizational performance a case of selected private insurance companies in Ethiopia. However, some limitations were encountered.

- This research is limited to focus only on private insurance companies which operates in Ethiopia. This is because the researcher believes that the government of Ethiopia is taking the necessary steps on empowering women and try to implement it on public sectors therefore other researchers could investigate in governmental organizations or institutions.
- Due time and financial limitation outlying branches were not included and the study was only conducted in Addis Ababa including head offices and city branches of selected private insurance companies. This might not express the actuality of the total population. Hence, other future researchers could investigate it in another companies or organizations in broad.
- Only three empowerment practices (participation in decision making, sharing information, and training and development) were undertaken to identify the association among women empowerment and company's performance. Women can get empowered in many different ways including the above three practices. However, this three practices are found to be very critical and has a great attachment with empowerment and performance. Therefore, the other practices were left for other future researchers.
- Company's performance can be measured by either financial or non-financial perspectives. Even if insurance companies are one of business sectors and are more focused on financial perspective, they are still service providers. Therefore, the researcher choose to look on non-financial perspective: customer satisfaction to Measure Company's performance.
- Accordingly, there was a scarcity of available data related to the study and some respondents were not filled or returned the questionnaire on time.

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APPENDIX
ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
MBA PROGRAM

A Survey Questionnaire to be filled by Female Employees of the Selected Insurance Company.

Dear respondent,

My name is Bemnet Nigussie and I am one of the students of Masters of Business Administration (MBA) in Management in Addis Ababa University College of Business and Economics. This MBA thesis work is entitled “The effect of Women Empowerment on the Performance of Selected Private Insurance Companies in Ethiopia”.

Accordingly, for the success of the research paper you have been identified as one of the resourceful person and you are kindly requested to genuinely respond to the questions as honesty as possible. This research is purely for academic purposes therefore your answers will be confidential and secured.

General Instruction:

- No need to write your name
- Instruction is given at the beginning of each questionnaire.
- If you have any comment or question regarding this questionnaire please contact me through the following address:

Phone N^o: - +251924049467

E-mail:- bemnini8@gmail.com

Thank you for your cooperation in advance.

Section A: Demographic and General Information

Please use “√” this mark for your response

1. What is your Age?

18-30 years []

31-40 years []

41-50 years []

Above 50 years []

2. For how long have you been working in this insurance?

1 – 5 years []

6 – 10 years []

11 – 15 years []

16 – 20 years []

Over 20 years []

3. What is your education Level?

Diploma []

Degree []

Master's []

Other []

4. What is your current position in the company?

Officer []

Supervisor []

Middle Management []

Top management []

Other []

Section B: Five point “Likert scale” questions

Please put the (✓) in the appropriate cell to your response

To what extent do you agree about women empowerment which stated in the following statements?

Where; SD= strongly Disagree, D= Disagree, N= Neutral

A= Agree,

SA= Strongly Agree

S.N ^o	Participating in decision-making	SD	D	N	A	SA
1	I am allowed to decide what methods to use for my job					
2	My supervisor encourages me to take work related decisions					
3	I can decide on my own how to go about doing my work					
4	I know exactly what is expected of me and can make decisions regarding my work					

5	My job is such that I can decide when to do particular work activities					
6	My company provided opportunity to women to participate in decision making					
7	I participate in a positive role to improve the work within the company					
S.N^o	Sharing information	SD	D	N	A	SA
1	My company has a mission statement, which guides all its activity					
2	The company uses its mission as a criterion for determining success					
3	I have a good understanding of organizations vision and mission					
4	I am always informed of what is going on in the Organization					
5	Information is widely shared so that women employees can access the information they need easily					
6	Necessary information is readily availed to all concerned women employees in good time to enable them make thoughtful decision					
S.N^o	Training and Development	SD	D	N	A	SA
1	My company considers training as part of company strategy					
2	My company has active training and development programs to upgrade women employee's knowledge and skills					
3	Training and development opportunities are available for me					
4	I have received sufficient training in this company to enable me do my job effectively					
5	Due to the training I found myself better equipped with problem-solving capabilities					

6	The corporations training and development programs Improves my chance for promotion					
7	Training is given to women employees at the right time with the assessment of needs					

Organizational performance

S.N ^o	Organizational performance	SD	D	N	A	SA
1	The company has the ability to attract Customer					
2	The company values its customers					
3	The company is always focus on customer satisfaction					
4	I understand satisfaction of customer is one of company performance matrices of the company					
5	Customers are served with in the standard delivery time (SDT) set by the company					
6	Customers are satisfied with the company's product/service quality					
7	The company's customer base has grown over the years					
8	The number of customers complaints within the last period has decreased					

If you have any additional points to rise, please write here,

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Thanks for your cooperation