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Factors affecting Women participation in leadership position from women employees' perspective: The case of Ethiopian Broadcasting Corporation

A Thesis Submitted to the School of Graduate Studies of Addis Ababa University in Partial Fulfillment of the Requirements for the Degree of Masters of art in Business Leadership (MBL).

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Declaration

I, Bontu Chalchisa, declare that this thesis has never been presented by anyone before and, that this paper titled ‘factors affecting women participation in leadership position from women employees’ perspective: The case of Ethiopian Broadcasting Corporation’ is my original work. The paper was guided by my advisor Adane Atara (PhD) and every materials used during the preparation of this paper have been properly cited and listed on the reference.

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Approval

This is to certify that this paper was prepared by Bontu Chalchisa and that it is appropriate work for the reward of the Degree of Masters of Art in Business Leadership.

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Abstract

Women participation in the workforce plays a significant role for country's growth and development. And their participation in leadership contributes a lot in increasing the performance of an organization. However, their participation in leadership role is inadequate. This study focuses on what factors affect and contribute to low participation of women in leadership position in Ethiopian Broadcasting Corporation. The study aims to look at the factors and challenges from women employees perspective. Non-probability or purposive sample selection was used to conduct the study. Additionally interview and questionnaire was used to answer the research question and meet its objectives. The findings of the study show that women are underrepresented in EBC and most of the women that are on leadership role are at lower level of leadership. Socio-cultural attitude, lack of confidence, balancing work-life responsibilities, and lack of organization commitment were found to be the factors affecting women participation in leadership position. And to draw more generalized conclusion, future researches should include other branches of the organization in their study.

Key words: women, participation, leadership, gender diversity

Acronyms

EBC----------Ethiopian Broadcasting Corporation

WCYA----------Women children and youth affair

WEF----------World Economic Forum

SPSS----------Statistical Package for Social Science

ILO----------International Labour Organization

MGI----------McKinsey Global Institute

GDP----------Gross Domestic Product

ICRW---------- International Center for Research on Women

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Chapter One: Introduction

1.1 Background of the study

As women consist half of the population of Ethiopia their participation in the development process of the country is very crucial. In order for a country to achieve economic growth and development it needs to use the skill, creativity and talent of its workforce.

Talent management of women and their participation not only in the work force but also in management position has become a primary agenda in countries, companies and social organizations in the last decades. Participation of females in the workplace has been increased in recent years in the poor and developing countries along with emerging and developed countries. This has benefited companies and countries in many aspects and the number of companies and countries that do not recognize and take advantage of the skills, knowledge and talents of their entire population has reduced (Kuschel and Salvaj2018).

Though women's participation in the boardroom and at top management level has attracted the attention of academic literatures and the press, the pace of advancement for women managers and directors continues to be slow and uneven (Kuschel and Salvaj, 2018). In order to prevent loss of female talent and its collaboration to social and economic development, introducing and adopting gender quotas in the political and public service offices is very important to increase female leadership in both political and executive/public offices (Okumo and Asfaw, 2014).

The participation of women contributes a lot to a countries sustainable development. Empowering women and allowing them to have an advanced career have so many impact on the improvement of economic, political, and also health status of a country (Seleshi, 2019; Endalcachew, 2016). The dominance of men in decision making might cause a one sided judgment which might put pressure on women in lots of ways. Therefore, the participation of women in leadership and decision making role will help the decisions made to consider all parties and also bring a new insight, a new perspective of looking to a problem and finding solutions (Gerbremichael, 2014).

In Ethiopia, despite the government's movement to increase women's participation in leadership and decision making role and the remarkable improvement on the number of educated women that have joined in the workforce, the improvements towards closing gender gap in the country at the managers and senior officials level is still very low(WEF, 2020). Various studies have looked into what reasons lay behind the low participation of women in leadership position from different angles and in different industries. And this study looks into the factors affecting women participation from women's perspective working in Ethiopian Broadcasting Corporation.

EBC is a national media that disseminates its programs through the internet, television and Radio. As it is a national media its accountability directly goes to the house of people's representatives.

1.2 Statement of the problem

Women play an important role in maintaining the three pillars (economic, social, and environmental development) of sustainable development (Warth and Koparanova, 2012; OECD, 2008). And in order to have a sustainable development and benefit its citizens, the government of Ethiopia is convinced that the only way to achieve sustainable growth and development in the country is by pursuing and keeping the balance of the development of those three areas (Birhanu, 2015). According to Warth and Koparanova, (2012), providing the same opportunity for women to participate in the workforce and decision making will make the path to attain sustained development easy and possible.

Allowing and encouraging the participation of women in leadership position is respecting women's right to have an advanced career (Iversen, 2019). And additionally, as gender diversity contributes a lot for an increased performance of an organization (ILO 2019; Tran and Phung, 2018), it has significance in harvesting the benefits that lies with it. Though almost half of the population in Ethiopia is women (World Bank, 2019), the number of women contributing to the work force and participating in the management position is unsatisfying.

As the WEF (2020) stated, the government of Ethiopia is doing a lot of things in regards of increasing the participation of women in the work force and in leadership position but, Ethiopia still struggles to achieve gender equality in education and economic opportunities and closing the

gender gap in senior officials and managements. And increasing the number of women at top leadership position still remains an issue that needs attention. Thus, there still need a lot of work to be done to encourage women to get out of the role traditionally assigned to them and use their skill, knowledge and capacity to the fullest.

In order to dig more in to the problem and figure out how, in spite of the effort being done, the number of women on top leadership position is still unsatisfying; more researches needs to be done on different sectors. Women journey to higher professional advancement is a lot more difficult and challenging than that of men. There are different researches done in the country on regards to factors affecting women participation on leadership position. Researches have been done on the private and public organizations in the country. So far the researcher could not find studies on the media sectors and their representation of women on senior leadership position. In addition, there are only very few researches in the country that consider "women employee" as a unit of observation.

Therefore this research tries to fill this gap by taking women's perspective to investigate what factors affect women working in the media sector, specifically in Ethiopian Broadcasting Corporation, from participating in leadership position.

1.3 Research questions

As this research assesses the factors affecting women participation in leadership position in EBC, it tries to answer the following research questions from women employees' perspective.

- What are the factors that constrain women to participate in leadership?
- What actions are being taken in the organization to enhance women participation and ensure gender balance in leadership position?
- What measures should be taken to enhance women participation in leadership?

1.4 Objective of the study

1.4.1 General objective

- To assess the factors affecting women participation on leadership position from women employees perspective in the case of Ethiopian Broadcasting Corporation

1.4.2 Specific objective

- Identify factors that constrain women to participate in leadership position
- To evaluate the gender policy in the organization which, considers gender balance in leadership positions, promotion and advancement
- To identify actions that is being taken in the corporation to empower and bring women forward to participate in leadership position.
- To identify the measures that needs to be taken in order to enhance women participation.
- Offer suggestions based on the findings of the study

1.5 Significance of the study

This study is intended to have a tremendous amount of contribution in many aspects. One of its intentions is to help women that want to make a difference in the community, in their profession, by participating in decision making and taking leadership role. It will show what the major obstacles they may face and opportunities they may encounter along their journey. And by giving them insight to the real work life situation and giving some recommendation, the research will have an impact on the women that aspire to become a leader and influence their community. It will also help to inform key decision makers in the company to look at the findings and use it for the benefit of the company and its employees. In addition this research will shed a light for further studies and contribute to the society as being a reference for further studies in the field.

1.6 Scope of the Study

The scope of the study focuses on the opportunities and challenges of women to participate in decision making position from women's perspective the case of Ethiopian Broadcasting Corporation. Among the over 100 offices Ethiopian Broadcasting Corporation has, in the different regions of Ethiopia, the research has been under taken at the head office located in Addis Ababa.

The study used descriptive type of research and used non-probability sampling technique and took only women employees that are currently on leadership position in the organization. It has also used both questionnaire and interview to collect data from the participants of the study.

1.7 Limitation of the study

Limitations are matters or occurrence that happens in a study which are out of the researcher's control (Simon and Goes, 2013). The researcher believes that it would be very effective if other branches of the organization were included in the study in order to get the overall situation in Ethiopian Broadcasting Corporation. But, due to lack of finance to support the study and the time given to undertake the research the researcher has only performed its study on the employees that are found at the head office of the company.

1.8 Organization of the Study

The study is organized into five chapters. The first chapter contains background of the study, statement of the problem, research questions, objectives of the study, and definition of terms, significance of the study, delimitation and scope of the study. The second chapter consists of the review of related literature about leadership and gender related issues. Chapter three comprises of the methodology of the study. Chapter four includes the data analysis, interpretation and presentation of findings. The last chapter, chapter 5, presents conclusion and recommendations of the study.

1.9 Definition of terms

Leadership: can be defined as process of making an influence on the activities of an individual or a group toward goal achievement.

Leader/Manager: an employee on administrative and managerial positions of authority and decision making

Participation: The term is used in this study to refer to the providing of equal opportunity to women to take part in the leadership and decision making and management position in an organization.

Chapter Two: Literature Review

Theoretical Review

2.1 Meaning and concept of leadership

The first appearance of the word ‘leader’ in English language can be traced back to the 1300s. It came from the word ‘leden’ meaning ‘to travel’ or ‘show the way’. And after about five centuries later the term leadership emerged in the 1800s. Though the term leadership has emerged in the 1800s, it was used in the context of political influence. Since then, the concept of leadership has attracted a lot of scholar’s attention in the past centuries.

The concept of leadership has been discussed by many academicians and researchers over the years. They have generated a lot of effort and contributed a significance amount of knowledge to add value in the field of leadership as well as in the development of different theories and practices of leadership. And the number of scholars that have defined and gave explanations about the meaning of leadership has been tremendous. And as a result, numerous scholars have developed different kinds of theories and practices of leadership.

Though the concept of leadership has been discussed for centuries by many scholars and the development of literatures has grown over the years, no one has achieved to develop a unified definition of the term that satisfies all researchers. Researchers has put forward the meaning and definition of leadership in their own terms in a way that fit their own conceptions of it and to their own perceived standard to what they accept as important, interesting or useful.

Hersey and Blanchard (1984) have discussed the concept of leadership to be about the continuous process of establishing and maintaining a connection between who aspire to lead and who are willing to follow. They also defined it as the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation. Leadership is an individual’s capacity to motivate others to relinquish self interest in the interest of a collective vision and the realization of that vision by willingly sacrificing personal interest.

As cited in Girmay (2015) Khabele and Victor (2008), also share the idea of an individual influential and motivational ability. They stated that leadership can be defined organizationally as the ability of an individual to influence and enable the organization's members to contribute towards the organization success and effectiveness. The impact of leadership in organizational perspective can be directly reflected on the effectiveness of costs, revenue generation, degree of satisfaction, service quality, earnings, market value, social capital, motivation, and sustainability of the organization.

Leaders are set to be the ones to set direction for others, the ones who help others to see what lies before, visualize what could be achieved in the future, encourage and inspire others to move forward towards turning the vision into reality. In this aspect leadership can be seen as the ability to initiate others in to doing something momentous that they otherwise might not do.

Another definition of leadership has been stated by Bass (1997) as an interaction among members of a group. Leadership has also been defined as a practice between leader and followers in which the leader plays the role of influencing, motivating, and facilitating the actions of a group towards goal achievement in non-coercive manner (Zagorsek, 2004).
More recent definition of leadership is a relationship between leaders and followers in which the influence comes from both side in a way that the leader is not the only one influencing but both parties influence each other in intent to bring real changes where the outcome reflects their shared purpose (Daft, 2005).

2.2 Women empowerment and Gender equality

Empowerment is a process that nurtures power in people and helps individuals to have control over their own lives and use that power to act on important issues both in their communities and their lives. With this definition women's empowerment can be referred to as, women taking back the power or ability that had been previously denied to them and make major life choices for their own.

Women empowerment can also be described as a process of creating an environment that is suitable and free from discrimination which enables women to strengthen their ability to contribute in bringing societal change by take control over their lives (Warth and Koparanova,

2012). Women empowerment includes the activities related to enhancing the status of women through education, training and awareness creation (Alvarez, 2013). Therefore, it is mainly about training and letting women make their own life changing choices in various aspects in the country.

Women empowerment can be done in various ways and innovation can be taken as one of the ways we can benefit from and use it to enhance women empowerment. Innovation plays a great role in improving the life standard, income and well-being of people, and through innovation women do not only improve their well-being but they can also get the resources or knowledge they need to make decisions, secure their freedom, act and live as they choose to live and build their confidence along the way (ICRW, 2009).

Women empowerment is very important for ensuring gender equality. Gender equality is about knowing and respecting the rights, responsibilities and opportunities of all men and women (Warth and Koparanova, 2012). It is defined as a freedom of all human beings to develop their personal abilities, to decide or make choices over their own lives without the restrictions laid by strict gender roles, and to consider and value the different ambitions and needs of both men and women equally (Austria. Austrian Development Agency, 2010). And for this goal to be achieved empowerment of women has an indispensable role (Alvarez, 2013).

Women's empowerment and gender equality is a basic human rights goal that has a great effect for the health and well-being of women and their children (Alvarez, 2013; Seleshi, 2019). The dominance of gender inequality across the cultures of the world and any failure to respond to such inequalities would have serious consequences like high economic costs, social inequalities, and prevent the achievement of a sustained development of a country (Stevens, 2010). And in order to sustain the benefits of women at community, household and individual levels women empowerment plays significant role (ICRW, 2009).

Many researches and studies have reviled that without women's empowerment and gender equality sustainable development would be impossible to achieve (Endalcachew, 2016). Therefore gender equality and women empowerment is not only an issue of a human right but also a requirement and an indicator of a sustainable development (Alvarez, 2013).

If a country wants to reach to a point that where there is equal treatment of its citizens, there needs to be a system that makes a fair decision that equally protects the interests of women in mostly male dominated environment. And to do that, women needs to participate in decision making role to have a fair say about their lives and rights. If not, there will not be representative ideas, and protection of the interests of all citizens and all the decisions made will come only from one side of view which might put women out of the picture. And this, will eventually affect any effort made to gain sustainable growth and development of any country.

Empowering women and providing equal access to participate in leadership position does not finish the work of gender equality. It should be seriously considered to eradicate the lack of trust in their judgment and the decisions they give. Underestimating their views in different points, over emphasizing and attacking women for the same mistakes made by other men, who are in the same position, need to stop. Therefore, it is very crucial that in order to allow and elevate others to take a step forward in achieving or participating in leadership position, everyone need to put an effort to stop to hold women to very high and unfair standards and subject them to unnecessary scrutiny which may not be applied the same way to men (Iversen, 2019).

2.3 Importance of women empowerment and participation

2.3.1 Importance of women for country development

For a country to continue its growth and development it needs to focus on how to sustain the development. Sustainable development has three interconnected pillars of economic development, social development and environmental protection (Warth and Koparanova, 2012; Women UN, 2014). Since these dimensions have an interrelated importance sustainable development can only be achieved if those three elements are fulfilled and if not, the absence of one will cause an obstruction on the other (Stevens, 2010). Hence, for a country to sustain its development for the long-term it needs to invest in its economy, human and environmental capital. And a country will have a difficulty in achieving a sustainable development with the recognition of only men's participation in all these areas. As women consists half the population of the world, as well as our country, they play an essential role in maintain the three pillars of sustainable development (OECD, 2008).

The achievement of economic growth and development highly depends upon the complete use of its workforce's skills, creativity and talent through equal participation of both sexes. To enhance their involvement women need to be empowered and allowed to use their potential. By empowering women, recognizing and rewarding their work and enabling them to become their best self, they can gain economic independence and alleviate poverty and promote a country's economic growth.

Just like it's unthinkable to clap with one hand, thinking to gain economic growth by only appreciating and recognizing men's effort would be meaningless. Since half of the population of Ethiopia is women, their participation is a matter of necessity for the countries future. Though women account for half of the world's population their economy standard is very low that they construct most of the world's people that suffer from poverty. This data shows us how much inequality there is regarding the economic growth of people. This directly applies for Ethiopia since most of the women are engaged in unpaid, tiresome household work which led them to an impoverished section of the society (World Bank. 2019). But if women are empowered and participated in countries affair it means that half of the population that has been disadvantaged and suffered from poverty will have a changed life.

Ethiopia can be grouped as one of the countries that are showing fast economic growth in the world. But, similar to many of the developing countries the women's labor force has not been properly used. Even though, there has been a certain improvements seen from the government regarding women, the economic opportunities opened and the participation of Ethiopian women is still low. As one of the components of sustainable development, economic development is unlikely to be attained without the active involvement of women (Solomon and Memar, 2014; OECD, 2008).

Empowerment of women does not only have economic advantage it also has several non-economic advantage as well. Empowering women and educating them has so much effect on the health sector too. If women are literate they can keep the health of their own, their families and their children and improve the overall social and economic development of a country by reducing the overall loss of a productive workforce. And the high maternal mortality rate would

be reduced significantly (Endalcachew, 2016). Empowering women at the family level is very important to attain sustainable development and achieve socio-cultural transformation.

In fact, women's active participation in decision-making is not only important for ensuring equality, the active involvement of the women staff body in decision making could be very useful to every organization's welfare and the growth, sustainability and survival of the organizations. Thus participation in leadership and decision making position accelerate the social, economic and political advancement of countries in general and the daily lives of women and their communities in particular. And if the country wants to achieve sustainable development, there has to be gender equality and women also need to be empowered to participate and have a role in social, environmental and political areas (Endalcachew, 2016). In spite of the benefit it brings women participation and use of their labor force in the economic and different dimensions of development of the country is low.

Based on the findings of the analyzed data from 186 countries from 1991-2017 the ILO (2019) concludes that, at national level, an increase in female employment has a positive relationship with GDP growth (OECD 2008; ILO 2019). And their participation in decision making will ensure the sustainability of the growth and development of a country.

The participation of women has also a great impact on Africa as well as on the global economy. As the MGI (2019) reports that the advancement of women equality and their participation could add $316 billion to GDP growth by 2025. And according to the MGI (2015) report states, if every country matches the rate of improvement of the best-performing country in their region a $12 trillion in annual GDP 2025 would be added. And if we consider a 'full-potential scenario' where women play an identical role in labor markets to men's, a $28 trillion or 26 percent of global annual GDP could be added in 2025. Looking from these explanations it can be said that failing to include women in all areas of development initiatives will hold back a country from achieving the three components of a sustainable development.

2.3.2 Advantage of gender diversity for organization productivity and growth

As Tran and Phung (2018) stated gender diversity is simply the participation rate of each gender (male or female) in an activity. And when it's said that there is lack of gender diversity in a given

situation, it means that there is the dominance of one gender either it is male or female. However, gender inequality is mostly common to women. Therefore, 'Gender diversity' further focuses on the women participation or their influence in an activity or organization.

Gender diversity has become a focus for both researchers and organizations for quite some times now. One of the main reasons for this is the low representation of women at board level. The other reason is the government interventions to empower and include women in developmental and leadership areas. The final reason, which attracted the attention of most companies, is the debate on the superior performance gained due to gender diversity (Hunegnaw, 2017).

Women's participation in economic, financial and social activities is one of the drivers of sustainable growth. Encouraging female management in business creates the favorable conditions to improve the economic and stable development as well as change the concept of the role of women in economic development. Companies that possess at least one female leader have a higher return on equity than the average and they are better respected in the stock market as well (Tran and Phung, 2018).

As Stephen, et al., (2019) discusses, a numerous studies have been done on different countries and industries regarding the effect of gender diversity on organization productivity. Some of the results of those studies have shown that gender diversity indeed increases productivity while some shows it doesn't. After deep research of the context of the researches with their countries Stephen, et al., (2019) has come to conclusion that gender diversity brings so much benefit for a company for those who believe in its benefits but has no effect on those who don't. If organizations don't see the importance of gender diversity it is most likely they won't have a culture that supports women to strive in the organization. Therefore, the benefits gained from making the organization inclusive will have little value.

According to ILO (2019) a number of companies exert a lot of effort just to get extra two or three percent in profits but studies show that many companies that have invested in gender issues have reported that their profit rate, after implementing gender diversity in their management, has gone up between 5 and 20. Therefore companies should seriously consider investing in gender issue.

ILO (2019) also states that in order to say there is gender balance in an organization there needs to be 40-60 percent of either gender in senior management and general workforce. And a company will get the beneficial effects of gender diversity when it holds at least 30 percent of women at senior management and leadership position.

Gender diversity has so many benefits for an organization performance. But since organization is comprised of its employees the employees need to value the concept of gender diversity for it to have a positive effect on the organization. Therefore the culture of an organization matters in order to benefit from gender diversity (Stephen, et al., 2019).

One of the benefits of diversity in the work place is that the more diverse the workforce is the more it signals an attractive work environment for talent. Researches have proven that the most talented individuals prefer to work in organization that does better with diversity, and this became one of the reasons that are driving this kind of firms to outperform their peers. Studies also conclude that diversity was one of the drivers for companies' high performance and success (Stephen, et al., 2019).

Other benefit of diverse workplace is that it encourages diverse idea exchange which will lead to more innovative ideas. When people from different backgrounds and perspectives come to work together they generate remarkable ideas and creativity. When organizations value gender diversity and ensures psychological safety, individuals with unique ideas won't be afraid to speak their minds. But, if countries and industries don't have a culture that doesn't value women equally, women won't feel psychologically safe to bring their ideas out front. And when this occur innovative ideas that could create better products and services will be held inside and cause everyone to lose (Stephen, et al., 2019).

Additionally, gender diversity in a workplace signals investors that the company is well-run. Researches on market valuation have proven that investors value the commonly-accepted 'best practices', such as the inclusion of diverse group in hiring. Other researches also indicate that, firms' stock prices rises when they win an award related to diversity initiatives. Therefore, firms that support gender diversity will capture many benefits earlier, than those who don't, and will also be able to outlast their competitors (Stephen, et al., 2019).

Gender diversity contributes a lot for an increased performance of an organization. Some of the major benefits include strong financial performance through return on equity, return on capital, growth of sale and rise in stock prices. Growth of intellectual capital, ability to retain employees, and Better Communication and Wider Customer Base can also be mentioned among the many advantages diversity brings to a company. Organizations with diverse workforce are also known to have effective leadership, better reputation and good corporate governance. Women are also thought to enhance companies' reputation and corporate governance through improved corporate social responsibilities, reinforced accountability through audits and risk assessment and through monitoring and detecting of fraud and corruption in an organization. (Hunegnaw, 2017; Australia. Workplace Gender Equality Agency, 2019).

2.4 Women participation, empowerment and advancement in Ethiopia

The women's Empowerment Program (WEP) in Ethiopia works with an objective of fostering an environment that calls women into the view of leadership and agency at the local level and also expanding economic opportunities for women living in rural households. (Seleshi, 2019).

Ethiopia is one of the countries that have scored a significant economic growth in recent years. As WEF (2020) stated that Ethiopia is one of the top five countries that have improved their gender gap. Ethiopia has reduced almost 5 percentage of its gap in one year and has also closed 70.5% of its overall gender gap and has ranked 82nd in the 2020 gender gap ranking. In terms of political empowerment, Ethiopia has attained the 16th position globally. Additionally nearly half (47.6%) of ministers are females, 38.8% of parliament chairs are occupied by women and a woman was elected president in 2018.

Despite the economic success and progresses seen in closing the gender gap, women are still facing significant barriers in the workforce. Relative to men, women in Ethiopia have high rates, 50%, of unemployment. As the unemployment rate for women goes up, the ones that are employed are less likely to be paid for their work. For instance, over half of all women that are working in the agricultural business, receive no payment and in small-scale manufacturing relative to 40 percent of men workers, 58 percent of the female workers are unpaid family workers. The lack of opportunities for women to participate in education, health, and human

rights directly relates to the unmet potential of women in the workforce. In Ethiopia women are less literate than man and suffer from poor health outcomes as a result. The wide gender gaps do not only have an effect on female livelihoods, it will also limit the efforts made towards poverty alleviation and growth on a national level (World Bank. 2019).

Moreover, Ethiopia still struggles to achieve on gender equality in education and economic opportunities. Investments in human capital are inadequate in general. The majority of women, 56%, in Ethiopia are illiterate to that of 41% of men. Almost 20% of girls and 12% of boys are not getting formal primary education. And the Gender gap in education remains particularly large beyond elementary school. Participation is even worse at higher ranks of education: only 5.2% of women and 10.9% of men graduating from high school go to university. Even though, the legislation does not constrain women from accessing assets, the limitations for women belonging to some ethnic or social groups, still exists. And this results to relatively low number of women entrepreneurs 16.5%. The participation of women is also very small, 32.6%, among skilled workers and managers and senior officials 26.5% (WEF. 2020).

2.5 Factors affecting women participation in leadership

The factors that affect women's participation in leadership role may depend upon the environment they live in. Women within a particular society may be affected by the business environment, social and developmental opportunities, technological and distribution infrastructure, the political rights and civil liberties within a country, the beliefs, norms, and expectations of the individuals within a particular culture may affect women's participation (Bullough, 2008).

Socio-cultural attitude

The perception of the society and the traditional believes on gender roles are one of the barriers that has affected women's careers advancement. As the effect of societal factors stretches out to several dimensions of life, it is very difficult and also time taking to change it (Elsi, 2013).

As Uki, et al., (2015) stated societal factors are the main factors that is holding back women from participating in leadership positions. The culture of society put females at

subordinate level in contrast with male. Women are mostly given a domestic role and reproductive role, while men are usually expected at managerial positions in the society.

Women, in most societies are also thought to have primary or only responsibilities for taking care of their children and husband. And only few seriously consider them to be engaged in the workforce and deliver high quality performance as men do. But in many cases, women put themselves out to work in the employment market for the sake of their personal development or because of economic necessity. Wide societal forces and polices continue assumptions and stereotypes become challenges to women in leadership roles (Young, S. and Cheon, S. 2013).

Work-life balance

The issue of balancing work and family is not only concerned with managing time effectively. The issue involves the gender role both the society and nature gives (Prasad, 2018). Work life balance is also concerned with the career path one chooses to follow, financial values and many other factors. And in todays' world, maintaining work-life balance has become a serious concern as the boundaries between work life and personal life are being crossed and invaded by one another (Prasad, 2018).

The gravity of the problem gets more intense in our society on women workers, as they are expected to have a greater responsibility to look after their children, entertain guests, take care of elderly family members, and manage the kitchen and other household affairs (Prasad, 2018). Working women experience more difficulty than men in balancing work and family (Sundaresan, 2014). As women have the primary responsibility of ensuring domestic continuity due to the existence of gender based division of labour, they usually are disadvantaged professionally (St-Amour et al., 2007). Shifting the attention and putting more effort in work for the sake of professional advancement is not tolerated by many male or female members of the society and their husbands. Working women face a lot of difficulties in balancing their work-family responsibilities to be successful in what they do. As a result, many women quit their work after they give birth to a child and others are not having children to avoid such conflicts and pursue their career first (Prasad, 2018).

Furthermore, the conflict between work and family similarly plays its own role for the low representation of women on leadership position. Since many women workers are married and have children they have family obligation and responsibility to take care of. And in addition to other factors children and husband put some additional burden to them in a way that affects their success towards career advancement. As cited in Young and Cheon (2013) Parker, (2009) indicated that one third of women are held back from reaching the top management position because of the obligations and responsibilities they have back home. If there is no support from partner or family members the pressure of maintaining the balance gets even harder.

Working mother that desires to have higher position needs to seriously consider other aspect of her personal relationships and family. As most of the jobs at executive level require an individual to invest more time and effort, it may be nearly impossible for her to be a primary care giver of her child and execute her work sufficiently. Due to the competing environment and pressure of work and the demands at home women usually struggle to maintain the balance of these two responsibilities. Therefore, in order for working women to optimize their full potential in all quadrants of life, they need to cautiously learn how to gain personal balance and blend their roles (Sundaresan, 2014).

Personal limitations

Ademe and Singh, (2015) mentioned Lack of motivation and ambition to accept challenges, lack of educational qualifications, as a personal constraining factor for women's participation in leadership position. As discussed in the Beijing declaration and platform for action (1995), closing the educational gap and increasing the literacy of women plays a vital role in empowering women and increasing their participation in decision making and leadership position.

In order to have the required skills, knowledge, competency and great performance to meet their target and advance in their career, employees need to train themselves. And for that, individual interest is crucial and should be seriously considered. Career advancement depends on individual interest and is directly related to the goals and objectives set by an individual (Azeez and Priyadarshini, 2018). In addition to self-motivation and interest, competitiveness, self-

confidence also plays a major role to reach and succeed in in leadership position (Azeez and Priyadarshini, 2018).

Self-perception, the ability to work and willingness to work or assignments determines the extent of career development an individual can achieve in his/her profession (Azeez and Priyadarshini, 2018).

Organizational barriers

As cited in Seifu (2015) Oakley (2000) organizational barriers that hold women back from advancing in their career and moving up the corporate ladder towards senior leadership positions is described as 'glass ceilings'. And the effect and existence of 'glass ceiling' is more visible in large organizations at senior management positions.

The culture of an organization and the perception of managements towards women leadership have a great impact on the participation of women in leadership position. Because organizations think women might quit their job, they show less interest to invest in women employees. As a result, despite their performance and ability, women get few opportunities for promotion (Azeez and Priyadarshini, 2018). Researches further indicate that gender bias in recruitment, succession planning, promotion, and evaluation prevent women from advancing to leadership positions.

Lack of opportunities for working on challenging tasks and in delegation, also play a major part for low representation of women on top management level. If an employee have worked in delegation of a certain position that employee will have a greater chance in getting that position because of the experience he/she is thought to have. But, due to the assumption that underestimates the women's' capability to devote their full time and energy alone with their family responsibilities, most of the time managers and officers delegate positions to male employees rather than female employees (Girmay, 2015).

Additionally, as cited in Seifu (2015) Diversity Institute (2012) stated that, whenever leaders put last-minute requests of job to be done it can cause a conflict with the dual responsibilities of women. Late and long hour meeting also play their role in disturbing the balance of work-family responsibilities. As women are more responsible for childcare and family obligations, the lack of family-friendly policies or structures in organizations hinders women's career advancement.

2.6 Measures to be taken to enhance women participation on leadership position

As it is discussed in the literature, the participation of women in leadership position brings a lot of benefits to a companies' performance in various ways. Though, the advantage it brings is communicated in many ways their participation in management position still remains low. Knowing the factors that are holding women from getting promoted to top management, companies need to form combined strategies that will bring a strong change at the societal, organizational and individual levels so that everyone can grasp all the benefits gained from women participation. Some of the practices that will help in enhancing women's participation is ensuring transparency and strengthening accountability on the recruitment and selection of women through group selection process and other assessments to avoid bias in appointment of management position (Young, and Cheon, 2013; Hunegnaw, 2017).

Formulating and implementing a policy that supports gender diversity as one of the benchmark for management compositions can be one of the mechanisms that can be used to enhance gender diversity. For diversity strategies to be successful executives must have a changed mind set towards gender diversity and include women in succession planning. Their commitment is also very crucial for that the initiatives to be easily understood, communicated and implemented across the organization. Mentors and role models of women managers also have a great effect. Experience sharing of women that succeeded and advanced their career in spite of the obstacles they encountered will contribute a lot in inspiring and coach other aspiring female leaders.

Hunegnaw (2017) suggested other strategies such as specific quota selection for number of women and men on leadership positions, recruitment from outside to get diversified talents from external environment and searching for talented professionals beyond the existing relationships of the social networks can bring a difference in the gender diversification of an organization. Awareness creation about the advantage of equal participation and gender diversity on management position plays a significant role on helping create a positive attitude towards women participation and its contribution to companies' performance. It will also build a comfortable environment for talent growth, idea creation and innovation of better products and services.

Designing talent development and promotion program, mentoring and networking, and building infrastructure that support parents can also be mentioned among the actions that can be taken to improve women participation. Infrastructures like providing child care service will not only respects or acknowledges the parenting responsibilities of women but also eliminates a career break, given for child care, and help them to persist in their professional life. Creating flexible working environment and formulating initiatives like part time and job share arrangements, working from home, flexi time and arranging paid and unpaid leave options for maternity leave and post maternity child care leave options helps to retain talented women (Hunegnaw, 2017).

In general, To enhance the representation and change the current status or number of women in the management positions ensuring leadership commitment and transparency, formulating and implementing formal management position policies, specific quota to ensure gender diversity, recruitment from outside, capacity building through designing programs for development of talent and promotion, mentoring and networking, providing services that support staff members, creating awareness not only in organization but also in the society can be used as a remedy for the low representation of women on leadership position.

Empirical review

According to Young and Cheon, (2013) the lack of confidence and low self-efficacy are one of the reason for the low participation of women. Most women do not have the confidence to stand and speak for themselves (Endale, 2014). And they are also more likely to give credit for their team effort or the condition and circumstance's they were in, whenever they achieve and succeed in something but, put the blame on themselves whenever they fail. Women communication style is another factor for low participation of women. The differences in communication styles give the wrong implication that women are less likely to negotiate for what they want. And whenever women confront and do assert themselves and negotiate, they are thought to be less socially attractive, less friendly, and less hirable (Young and Cheon, 2013).

The other factor affecting for low representation is HR recruitment and promotion practice and organizational culture and values. Young and Cheon, (2013) indicated that both recruitment choices and succession planning choices are greatly swayed by informal networks. And since women carry more of the household and child raising responsibilities than their partners they usually spend their work free time at home. And this makes women be disadvantaged from getting the chances for networking with others and getting mentors in the company, after they get hired and joined the company. Thus, men networking, preferences and promises than pure competition contribute to low representation of women on top managerial position. Additionally when a company assigns people for managerial positions based on recommendations given among its candidates, most of the time women tend to be left out because of the subjective nature of recommendations (Girmay, 2015).

And as Nuzhat (2015) study indicates one of the factors for low representation of women in leadership position is difficulty to balance work and family responsibility. According to Nuzhat (2015) because of the immense responsibilities women will have with higher positions, and the impact it would have with their work life balance and the thought of how difficult it would be to manage their dual responsibilities and maintain that balance, has reduced the motivation of many women from reaching higher positions. Even if women learned to manage management position and family responsibilities simultaneously and decide to go for top management to handle work with high responsibility from CEO level, or other leadership positions, examiners may not

promote and approve them due to their own perceptions of the work-family conflict that women go through (Young and Cheon, 2013).

Chapter Three: Research Methodology

This chapter presents the research design, approach and the methods that were used to undertake this study. It also consists of Sampling Design, Sample size, Sources of data collection, Methods of data analysis, reliability and ethical considerations of the research.

3.1 Research design

The research is a descriptive type of research. In addition, it is cross sectional type in which the researcher will perform a onetime observation of the situation to look into the research questions and answer them according to the findings. And in order to have an in-depth look at the situation the researcher took a case study approach to look in to the challenges and opportunities women are encountering in their work place to participate in leadership position and decision making role. It has also adopted both a qualitative and a quantitative approach to carry out the study.

3.2 Sampling Design

In order to grasp the actual picture of women's difficulty to advance in their career and participate in leadership position and to get quality of information for the study, the researcher has used a non-probability purposive or deliberate sampling method and selected the women staff members at EBC that are currently on leadership role. By taking women in leadership role as a sample, the researcher tried to investigate the challenges they have and are facing in their position and what holds back others to participate.

3.3 Sample size

Ethiopian Broadcasting Corporations has offices all over the regions of the country. The research was taken at the Head Office located in Addis Ababa. Among the total leadership team of 167 working at the head office of EBC, 25 of them are women. And among the twenty five women in leadership team three of them are members of the executive managerial team. Since the number of women in leadership position in the corporation is little in number, it is only appropriate to take every woman in leadership position as a sample to help the researcher get broader and

accurate information on the situations affecting women from participating in decision making role.

Table 3.1 number of study population

	Total	Male		Female	
		No.	In %	No.	In %
Number of employees	1336	844	63.17%	492	36.83%
Number of employees on leadership team	167	142	85.03%	25	14.97%
Top management team	9	6	66.67%	3	33.33%

Source: Office of chief executive

3.4 Sources of data collection

The study has used both primary and secondary sources during the data collection. The data from the primary source was collected through a questionnaire and interview. The questionnaire that was used in the study was a structured questionnaire. The researcher also used both open ended and close ended questions in the questionnaire. And the data collection through interview was semi-structured as well.

Data from secondary sources was collected from books, journals, published and unpublished written documents, reports and other internet sources in order to strengthen the findings of the study and construct and provide reliable and accurate data for its readers.

3.5 Methods of data analysis

Statistical package for social science (SPSS) was used to analyze the data collected from the questionnaires. Descriptive statics by percentage, figures and tables was generated from the software to show the factors that affect the participation of women in leadership position. Data

collected through interview was analyzed qualitatively and will be presented along with the findings of the questionnaire.

3.6 Ethical consideration

Ethical considerations are very important and should be seriously considered before pursuing any research study. For that reason, participants for this study were informed about the purpose of the research and were assured that their responses will be kept in confidence and any information they provide is only going to be used for the purpose of the study. Respondent only participated in the research after they decided to do it willingly. Any information they have provided have not be changed or corrupted. And the questionnaires were also completed anonymously without revealing the identity of the respondents. Data collection was performed without the interruption on the job process of the respondents.

A letter from Addis Ababa University was also used as preliminary means to get approval from EBC to collect data from the samples included in this study. All documents used and sites visited have properly been acknowledged and documented to avoid issues of plagiarism.

Chapter Four: Results and Discussion

4.1 Introduction

This chapter contains analysis, presentations and interpretation of data obtained from the questionnaires and interview. It is sub divided into sections, which include background of respondents, factors affecting participation of women on leadership position, challenges WCYA department face, Measures being taken to enhance women participation, benefits gender diversity would add to the organization, measures that should be taken to increase participation.

During the data collection, due to the outbreak of corona virus, most of the staff members were on a leave and couldn't be reached in person and only few participants were coming to workplace. Most of Contact information of the intended participants that was at their home was received from the office of chief executive and few were received from their colleagues. But, the researcher could not get one of the participants contact information, thus one among the total twenty five participants was neither contacted nor participated in the research. Every respondent were contacted either in person or through telephone to invite them to participate in the research and total of twenty one participants were contacted to participate and fill out questionnaires and three to have a telephone interview. Eighteen responses were received from the distributed questionnaire and three interviews were held with the women in the management team. The researcher have used Google form to prepare the questionnaire online so that the participants that were at their home could fill out the questionnaires where ever they are and used printed questionnaires for those that were coming to the workplace.

The results obtained from the detailed analysis of the data were organized, summarized and interpreted using the SPSS software program and the findings from the questionnaires and interviews are discussed in this chapter.

4.2 Background of respondents

Table 4.1 Respondents Age status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35	9	42.9	42.9	42.9
	36-45	9	42.9	42.9	85.7
	46-55	1	4.8	4.8	90.5
	>56	2	9.5	9.5	100.0
	Total	21	100.0	100.0	

Source: Primary data from questionnaire and interview

Respondents were asked to specify their age group and based on their response most of the women that participated in the research were between 25-35 and 36-45 which constructs 42.9% each and only 4.8% or one participant is at the age between 46 and 55 and 9.5% were above 56. This indicates that no women in EBC are under the age of 26 which we can understand that they have reached a maturity level to handle a higher responsibility.

Table 4.2 Respondents service year at EBC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-3	2	9.5	9.5	9.5
	4-10	6	28.6	28.6	38.1
	11-15	7	33.3	33.3	71.4
	>15	6	28.6	28.6	100.0
	Total	21	100.0	100.0	

Source: Primary data from questionnaire and interview

Respondents were also asked about their service year at EBC in order to know their experience with EBC and the career they have built with the company as well as their knowledge about the organization system. And 38.1% of the participants had worked at EBC from 4-10 years while

38.1% worked 11-15 years. And a total of 4 participants, 23.8%, have the experience of working at EBC for more than 15 years.

Table 4.3 Respondent's education status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	1	4.8	4.8	4.8
	Degree	12	57.1	57.1	61.9
	Masters	8	38.1	38.1	100.0
	Total	21	100.0	100.0	

Source: Primary data from questionnaire and interview

As shown in the above table all the women in leadership position are Diploma, Degree or Masters holders. 4.8% of the women in the leadership position are Diploma holder, 57.1% of women in the leadership team are Degree holders and 38.1% are Masters holders. This shows that the women are educated and achieved higher level of education and can understand and clearly answer the questions included in this project.

Table 4.4 Respondents Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	1	4.8	4.8	4.8
	Married	18	85.7	85.7	90.5
	Divorced	2	9.5	9.5	100.0
	Total	21	100.0	100.0	

Source: Primary data from questionnaire and interview

When asked about the marital status of the respondents the majority 18 or 85.7% of the women that participated in this study were married, one 9.5% of the woman were divorced and also 4.8% women was single. Since the majority of the participants are married or have been married

they can relate to some of the questions and answer them based on their experience and other women's experience.

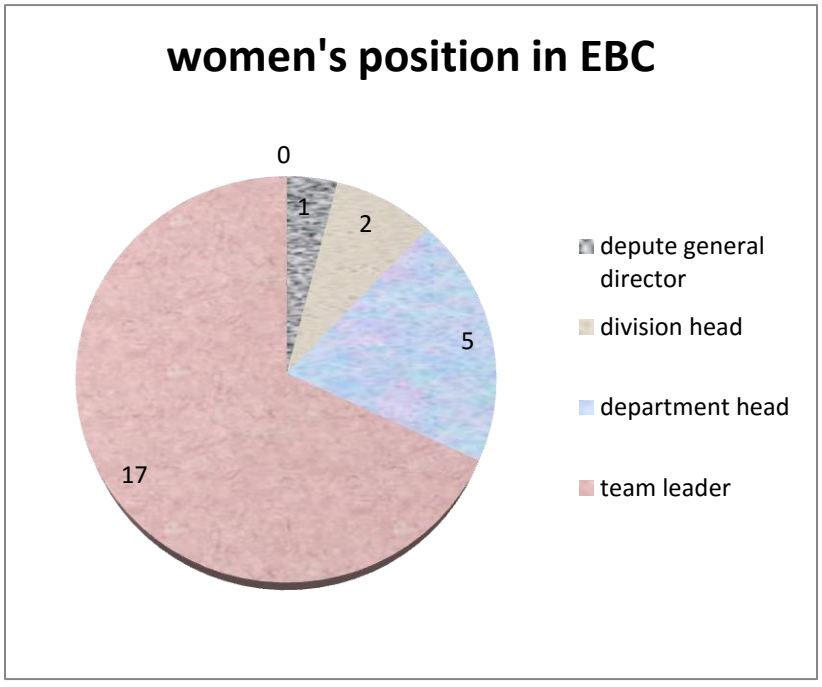
Table 4.5 Respondent's children status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	85.7	85.7	85.7
	No	3	14.3	14.3	100.0
	Total	21	100.0	100.0	

Source: Primary data from questionnaire and interview

The respondents were also asked to indicate if they have children or not. And 18 (85.7%) of the women that participated in this study have children and 3 (14.3%) do not have children. The numbers can tell us that regardless of the responsibility there is in raising a child; women can have career advancement while raising children.

Figure 4.1 Positions women working in EBC have



Source: Primary data from questionnaire and interview

As it can be seen in the figure the large proportion of leadership position women have in EBC is lower level of leadership position. The higher the position gets the lower their participation and as a result from the small number of women in leadership position in EBC in general the majority of them are team leaders.

4.3 Factors affecting women's participation in leadership position

As mentioned in the literature reviews there are many factors that are discussed. And in their studies researchers have gathered responses from participants and identified the existence of the factors and if they contributed to low participation of women in leadership position. Factors that were analyzed by many researchers were used to identify which factors contribute to the low representation of women working in EBC.

Socio-cultural attitude

In order to get the information if socio-cultural attitude is one of the factors affecting the representation of women in leadership position four related questions were asked. And 55.6% of the respondents agreed that socio-cultural as one of the factor that affect upward growth of women while 27.8% were neutral and 11.1% disagreed the influence socio-cultural attitude has on women participation in leadership position.

Table 4.6 Summary for Socio-cultural attitude

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	10	55.6	55.6	55.6
	Neutral	5	27.8	27.8	83.3
	Disagree	2	11.1	11.1	94.4
	Strongly Disagree	1	5.6	5.6	100.0
	Total	18	100.0	100.0	

Source: Primary data from questionnaire

Additionally on the interviews conducted, one interviewee noted that socio-cultural attitude towards women which undermines their capability and the low attitude of managements towards women to take the leadership role being one of the contributing factors for low representation of women in leadership position.

Other interviewee have also mentioned socio-cultural attitude as one of the factors affecting women participation in leadership position. She said that since women are more encouraged to take on household responsibilities and other roles traditionally assigned to them but not on professional responsibilities, people are usually amazed whenever they see one. She further elaborated that whenever people imagine a person for a leadership position they think of a man; in her own words '*it's even like leadership is perceived as having a male gender*'. And added that this attitude creates; lack of trust towards women and affect their professional career to take on leadership position. According to the participant because of lack of trust and confidence there is towards women in management position women are usually expected to put extra effort than men to be considered successful in their work. And because of the same attitude seen in subordinates less obedience and hesitance about the decisions she makes has been one of the challenges she deals as women in leadership position.

As the findings of Endale (2014) suggests socio-cultural attitude as being one of the factors affecting women participation the data from this study also indicates the same thing.

Lack of confidence

When asked if lack of confidence had an influence on women participation in leadership position at EBC and 44.4% agreed to its influence while 16.7% were neutral and 27.8% disagreed its influence.

Table 4.7 Summary for Lack of confidence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	8	44.4	44.4	44.4
	Neutral	3	16.7	16.7	61.1
	Disagree	5	27.8	27.8	88.9
	Strongly Disagree	2	11.1	11.1	100.0
	Total	18	100.0	100.0	

Source: Primary data from questionnaire

Also, on one of the interviews that were conducted one participant stated that one of the factors that there are few women on managerial positions is the lack of confidence seen in the women. According to her, even though women have great capability to focus on their work and be outstanding in what they do, they lack the confidence of giving orders and coordinate others, which make it very difficult to put them in a position that require these qualities. This shows that, in accordance to Endale (2014), the finding of this research also indicates that lack of confidence of have an impact on women participation in leadership position.

Balancing work-family responsibility

As Bahiru and Beyene, (2018)indicated women in Ethiopia particularly in Addis Ababa that are in leadership position face a lot of challenges on balancing their work-family responsibility. The issue of balancing work and private life is very crucial for everyone, specially women, to have a stable and advanced career. Since women are more engaged in many social and family responsibilities in terms of managing household, cooking, cleaning, and raising children, and social affairs like funeral, ‘ekub’ and other activities, they tend to be more troubled with this issue.

And the challenges women face with balancing work and family responsibilities inhibit them from using their full potential and participate in leadership position. And the challenge will get

even harder if women don't get the necessary support and sharing of responsibilities they need from their partner or family members to advance in their career.

And when participants were asked questions about if balancing work-family responsibility contributes to the low participation of women 55.6% agreed, 38.9% neutral and 5.6% disagreed to the influence of difficulty of balancing work-family responsibilities on the participation of women in leadership position. This can tell us that women raising children, caring for the elderly, managing households and lack support form partners and family members affects women to some extent to balance both sides and advance their career.

One of the interviewee stated balancing work and family responsibility as one of the challenges she face as a women in leadership position. She added that whenever meeting take longer hours she always worries about getting back home early to her children. She further added that if it weren't for the help of her husband and mother, her struggle would have been very hard to deal with. In addition, since most of the women working in EBC are married and have children thy have a lot of responsibilities to fulfill in the household and supporting other family members. According to the participant, this burden by itself has holds women back from having the exposure to advance in both their education and their career.

And other participant has further commented that overtime work and some weekend meetings have been difficult for her to balance with family responsibility. She noted that since she sometimes couldn't work and stay late and attend on the weekend meetings she has been considered as a person that lacks commitment for her work. And, added that her marital status and child rising had made the path of her career and education advancement very long.

The findings of the data from the questionnaire and interview agree with Nuzhat (2015) findings that balancing work and family responsibility contributes to the low participation of women in leadership position.

Table 4.8 Summary of balancing work family responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	10	55.6	55.6	55.6
	Neutral	7	38.9	38.9	94.4
	Disagree	1	5.6	5.6	100.0
	Total	18	100.0	100.0	

Source: Primary data from questionnaire

Lack of motivation and ambition

Motivation and ambition is very important for anyone to have a successful career or become a leader. Lack of ambition was one of factor the researcher has tried to look at in EBC. And according to the respondents responses that lack of motivation and ambition do not exist among the women working in EBC and it has no influence on the participation of women in leadership position. And based on the result it is not one of the factor affecting women from participating in leadership position with level of disagreement of 83.3% disagreed, 5.6% strongly disagreed and 11.1% of the respondents were neutral. According to Nuzhat, (2015) apart from the required knowledge, confidence and skill motivation is also highly important to achieve any leadership position. And as the data of this study shows women in EBC do not lack the motivation or ambition that these kinds of positions require.

Table 4.9 Summary of Lack of motivation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	11.1	11.1	11.1
	Disagree	15	83.3	83.3	94.4
	Strongly Disagree	1	5.6	5.6	100.0
	Total	18	100.0	100.0	

Source: Primary data from questionnaire

Lack of capacity building

Capacity building is very important for an organization to have a sustainable development and growth. Capacity building is also important to make employees to have deeper knowledge about their work and enable them to take on leadership position. As discussed in the literature review Alvarez, (2013) state that trainings and education is very important for women to empower themselves and participate in a lot of affaires. And in order to know if there is lack of capacity building hold women back from advancing in their career respondents were ask if the organization have capacity building programs. Accordingly 33.3%agreed, while 22.2% were neutral, 38.9% disagreed and 5.6% strongly disagreed that there is adequate capacity building in EBC to enhance women's skill and participation.

Table 4.10 Summary for capacity building

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	6	33.3	33.3	33.3
	Neural	4	22.2	22.2	55.6
	Disagree	7	38.9	38.9	94.4
	Strongly Disagree	1	5.6	5.6	100.0
	Total	18	100.0	100.0	

Source: Primary data from questionnaire

According to participants from interview, though the opportunities don't come too often, EBC gives some sponsorship program for master's degree but since there are many women in EBC that don't even hold a bachelor's degree they are unable to use the opportunities and benefits provided by the organization. There are also some opportunities at degree level but the number of scholarships offered is far from being equivalent to the number of women in EBC. One

interviewee further added, though there is gap in terms of capacity building in the organization and there are things that need to be done at the management level to build and develop its human resource, the women need to empower themselves, and work on themselves to be qualified to be able to use the opportunities that are available in the organization and pass the qualification evaluation to participate and be part of the decision makers and have leadership position.

HR Promotion practice

Questions were asked to determine whether the HR promotion practice is one of the factors that hinder women's participation; participants were asked if there is proper HR promotion practice in the organization. And as a result 44.4% of the respondents agreed to the HR promotion practice having proper performance measurement and being merit focused during promotion and selection of candidates affects women participation. While 16.7% were neutral and 38.9% disagreed and thought that the HR practice lacks proper performance way of measuring candidates during promotion and selection of candidates and hinders women participation in leadership position.

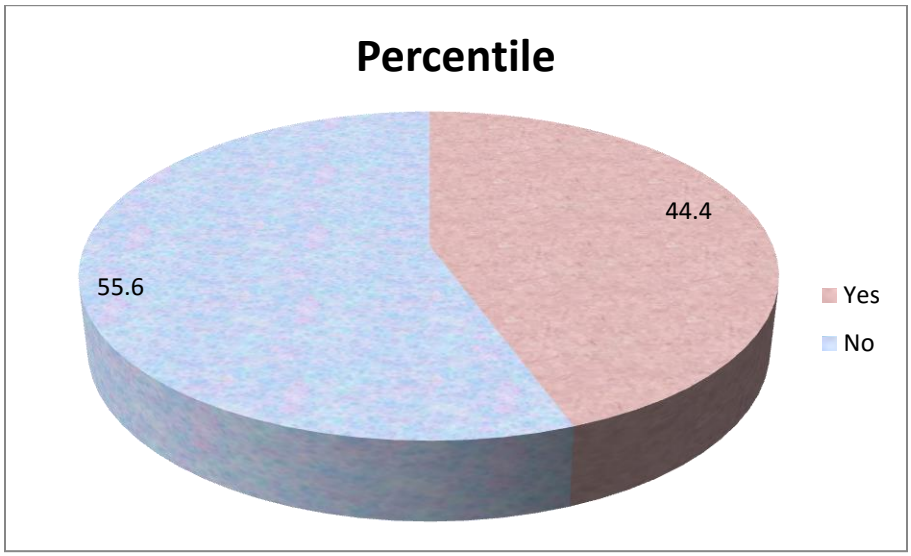
Table 4.11 Summary for HR promotion Practice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	8	44.4	44.4	44.4
	Neutral	3	16.7	16.7	61.1
	Disagree	7	38.9	38.9	100.0
	Total	18	100.0	100.0	

Source: Primary data from questionnaire

Participants were further asked if they have been denied to a position and 44.4 of the participants answered yes while 55.6 said no.

Figure 4.2 participants that have been denied a position



Source: Primary data from questionnaire

As participants were asked to further specify the reason why they have been denied they replied that networking, political issue and for unknown reason where the causes they didn't get the position they deserve. And as four of the respondents further commented, proper performance assessment and merit based selection during promotion and appointment has truly began to be performed more properly with in the last two years. They have commented that there was no transparent and merit based promotion system in the organization which has contributed a lot for the low representation and participation of women in leadership position.

Though there are some changes being seen in the organization participants claim that there are still some issues that limits women participation. For example, according to what is written on the corporations 'transfer, promotion and appointment guide line' it states that the ethnic group with less representation in the organization management positions shall be appointed or promoted to ensure the ethnic diversity.

As the participant further elaborated, if two candidates have equal qualification for a certain position their ethnic background will be looked at to decide which one to appoint or promote to that position. Even if the other person, the one that did not get the position, fulfills the necessary criteria his ethnic group will be the final determinant factor to be on that position. But how these candidates are selected may not be clearly stated and put in papers, they are selected informally.

According to the respondents, though clear performance assessment is being practiced in the organization, the higher positions are still being subjected to which ethnic group candidates are. And according to the participants this has discouraged them from striving to achieve higher positions because they already know that those positions are off limits since people are appointed informally and ethnicity is very much considers to get a head in the upper management level. These do not only hinder women's participation in leadership position but it also restricts all qualified and professional staff members from advancing their career and eventually to achieve higher leadership position.

On the other hand, other participant disagrees for the guideline to hinder women or other professional's participation in leadership position. She stated and gave an example of other companies that are found in other countries that are subjected to critics for being too white dominant and not being diversified enough. So, she further added, since EBC is a public media it needs to represent the public and be diversified not only in terms of gender but also in ethnic groups of the public it serves as well. Just like women won't be selected if she is not qualified enough for the position for the sake of gender diversity, no one is selected without qualification for the sake of ethnic diversity. This issue said the participant in her own words' *depends on how you perceive the diversity subject itself and if we talk about diversity we should include, not only women but, everyone in the subject*'.

Though this guideline still exists in the corporation, according to the one of the interviewee, there are studies being done to change the guideline. According to the respondents, though the pressure of ensuring ethnic diversity is tighter at higher leadership positions the pressure loosens up at middle and lower management level like department head and team leaders. According to the corporation workers principle rule number-5, apart from the CEO and deputies other leadership positions in the organization are open for all professional staff members to participate and compete. And everyone has also a chance to issue their complaint within three or seven days, depending on the position, to a committee if they believe they are qualified. And their complaints will be considered and looked at by the committee. But there are still some informal way of measurement of candidates which considers informal recommendations and networks to choose among candidates and promote. And since women are less engaged in networking or come forward to issue complains, they tend to be left out from leadership positions.

As Young and Cheon, (2013) indicated that informal networks are seen during succession planning choices and promotional practices, the findings of this data also shows that though HR promotion practice is based on performance assessment and selects candidate based on merit it is still subjected to informal way of promoting people and this has contributed to the low representation of women in EBC.

Opportunity

Four questions on regards of women getting enough opportunities to participate on activities that might contribute to their upward mobility in the organization was asked. And 16.7% of the respondents agreed to the factor and 27.8% gave no comment while 55.6% of respondents disagreed for lack of opportunities to be one of the factors that is affecting women in EBC from participating in leadership position. This shows that women in EBC have opportunities that will contribute to their participation in leadership position.

Table 4.12 Summary for Lack of opportunities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	3	16.7	16.7	16.7
	Neutral	5	27.8	27.8	44.4
	Disagree	10	55.6	55.6	100.0
	Total	18	100.0	100.0	

Source: Primary data from questionnaire

Organization commitment

When participants were asked if the organization is committed towards balancing gender diversity 5.6% strongly agreed, 16.7 agreed, 5.6% gave no comment and 50% of the participants disagreed to the commitment of the organization on balancing gender diversity.

Table 4.13 Organization commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1	5.6	5.6	5.6
	Agree	3	16.7	16.7	22.2
	Neutral	1	5.6	5.6	27.8
	Disagree	9	50.0	50.0	77.8
	Strongly Disagree	4	22.2	22.2	100.0
	Total	18	100.0	100.0	

Source: Primary data from questionnaire

As one of the interviewee stated gender diversity and inclusion of women is discussed in meetings but, strong structure needs to exist in order to say that the management is committed. For example, added the interviewee, though there is a women's affair department in the organization the department does not get the adequate support it needs from the management to develop and strengthen the department. Therefore according to the participant strong structures need to be built and be implemented to show how the organization is committed in bringing a true change in the organization regarding women participation and gender diversity.

On other interview participant added that though it is not satisfactory and there are still many unanswered questions regarding gender balance, the current administration of EBC is more concerned than the prior administration to have gender diversity. However, it is difficult to say that the organization is committed.

4.4 Challenges WCYA department face

The WCYA (Women, Children, and Youth Affair) is a department that works towards enabling and creating a suitable environment for women working in EBC. Apart from some training provided by the organization for every staff, depending on the sector they work, though they are not given too often, there are also some trainings that is given specially (purposely) for women

that is prepared by the department of WCYA in which professionals are invited to give short trainings for women.

Though the department is working to achieve its goals, questions and supports that are asked and needed by the office of WCYA do not get the necessary response on time. As a result actions designed that needed to be done, to work on women empowerment and other areas tend to take long time to be implemented. But though the management is not easily convinced when it comes to the questions and demands the gender department proposes the questions and demands get an answer regardless of the time it takes to get there.

According to the interviewee the other challenge is related to attitude. Both male and some female workers hold negative attitude towards the work of WCYA. The male staff questions the importance of the WCYA since women are getting haired and are now working alongside with men. Some women find the department to be offending. Since these women believe in themselves and their capability they believe that it is not important to give more attention and design a program to empower women and points out that woman don't need help to get anywhere. And if some women get at some higher position they don't think about elevating or empowering the other women that are left behind due to a lot of circumstances. They only consider the accomplishment they have achieved. And sometimes, if issues are raised regarding giving some training customized for women the department does not receive supportive and positive feedback. Moreover, whenever there are meetings regarding gender issue women don't have the interest to attend the meetings.

Even though it takes time, said the interviewee, this attitude towards the work of WCYA, which is empowering women and contributing in the advancement of women, needs to be shifted or changed among both women and men staff members.

4.5 Measures being taken to enhance women participation

According to the participants of the interview from the management team, there is no organizational policy regarding gender balance in the organization. But it tries to implement the FDRE policy through applying affirmative action by giving 3% advance points for women candidates to increase women participation. And whenever discussions are made in the

organization the WCYA department always pushes for the decisions to be in considerate of women.

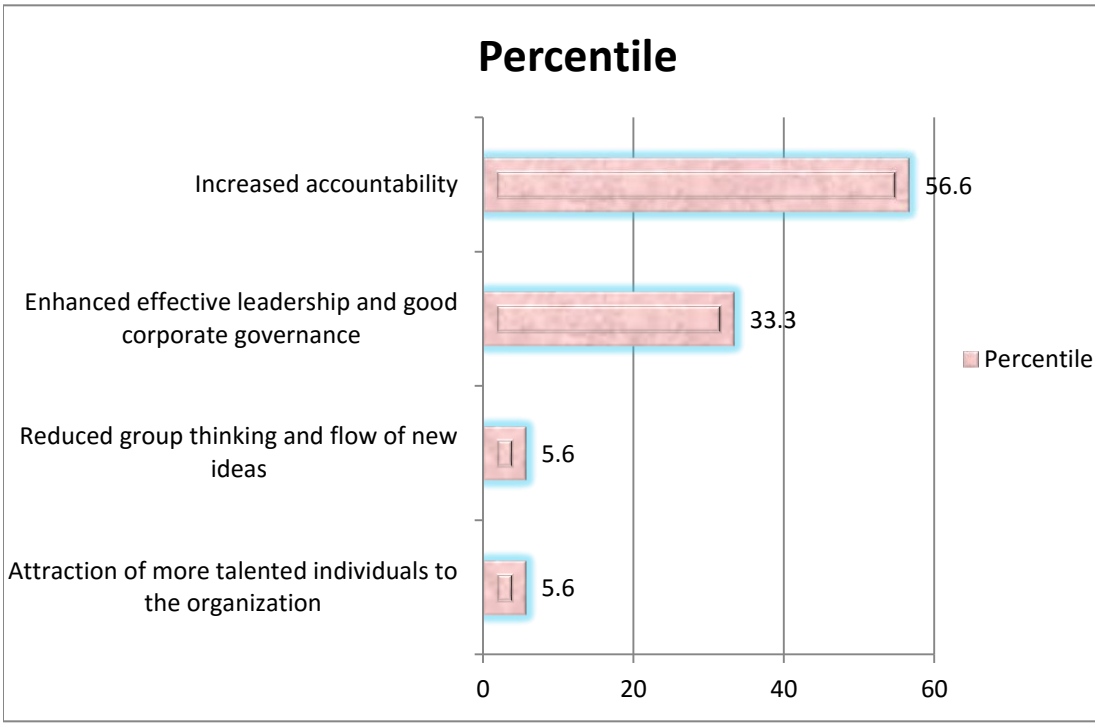
The affirmative action and inclusion of women is always considered whenever the organization plans to appoint people in management positions or form a committee. EBC has also a strict performance assessment and evaluation system and a promotion opportunity that is open for every qualified person to participate and compete. And for any women that qualifies and competes for any position the 3 percent will be given to them.

Women are, relatively, getting more attention. EBC has created an environment in which women can advance their career without a career break during child baring. By opening a daycare for staff members so they can get the opportunity to balance their work and mother hood responsibilities EBC tries to eliminates the gap created in women's career due to raising children. As cited Kuschel and Salvaj (2018) Kulich, et al., (2011) stated that women that were in management positions and interrupt their professional activities due various reasons like child raising or other motherhood activities face great difficulty returning to their positions they held before their interruption, and may also never mange to achieve the same position in their career. Hence, facilitating a daycare for children under age two is a great way to help women to eliminate career brake or interruption to persist in their work, advance in their career and keep their positions. Childcare service also benefits the organization by reducing absentees and increasing employees' performance (Newton and Pickersgill, 2018).

4.6 Benefits gender diversity would add to EBC

As it is discussed in the literature there are a lot of benefits gender diversity would add to a country as well as to an organization. Participants were asked to indicate what benefits gender diversity would add to EBC and as it is described in the figure below, 55.6% of the respondents believed gender diversity will increase accountability in EBC, and 33.3% thought it would enhance effective leadership and good corporate governance and 5.6% believed it would reduce group thinking and allow flow of new ideas and also attract talented individuals to the organization.

Figure 4.3 Benefits of gender diversity would add to EBC



Source: Primary data from questionnaire

The participants in the interview also mentioned that there would be quicker solutions to problems and corruption will be lessened. Also since it is a media organization and women are very conscious and see things from different perspective, if there are more women on leadership positions it is believed to bring effective performance in shaping community and society through awareness creation, educational entertainments were also among the benefits mentioned by participants.

When asked what benefits gender diversity would add to EBC one interviewee responded from a different point of view and stated that women's existence on leadership position shouldn't be seen differently from that of men and it shouldn't be expected of them to put more effort and add more benefit to an organization, if it is not expected of men. She noted that women should be at leadership position because they are capable and it is their right to be there, not because of the benefit they should bring. And she further stated that people need to stop thinking like doing women a favor for supporting their participation and expect special benefits from the participation or inclusion as a return. And explained that giving priority or affirmative action for women is about righting the injustice that is done in the past and respecting the right women

have as human beings. Hence, the interviewee said that she does not accept the expectation considering women to add more benefits additional to organizations get from every professional they hire.

4.7 Measurement to be taken

As it is seen in table 4.14 all of the participants either strongly agreed or agreed that self-motivation and ambition, hard work and personal sacrifice, customized trainings for women, proper and transparent performance measurement, accessible and affordable child care service and commitment of organization to be important measures that should be taken to enhance women participation. While 5.6% of the participants were neutral towards the support from line/senior managers 16.7% disagreed to its importance. There was also 5.6% participant that disagreed that support from family or partner to contribute to women's participation in leadership position. 11.2% of the respondents neutral to building mentorship and flexible working hours while 5.6% thought flexible working hour have no significance in increasing women participation. And when 28.4% of the respondents gave neutral on allocating specific quota for women 5.6% disagreed to the importance of the action on increasing number of women in leadership position. One participant further commented on the measures that was mentioned in the questionnaire and stated that there shouldn't be any affirmative action or allocation of quota for women. The respondent have supported her statement by adding that affirmative action and allocation of quota by itself is an insult for women since it has the implications that somehow women are not capable of achieving anything without the support or help given through affirmative action. And, according to the respondent, as long as women believe in themselves and are vibrant enough they don't need any quota or affirmative action to succeed in their career and achieve leadership position.

Table 4.14 Measures to be taken to enhance women participation

Measures to be taken	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Self –motivation and ambition	61.1(11)	38.9(7)	0.0	0.0	0.0
Hard work and Personal sacrifice	38.9(7)	61.9(11)	0.0	0.0	0.0
customized trainings opportunities for women	66.7(12)	33.3(6)	0.0	0.0	0.0
Building mentorship program	22.2(4)	66.7(12)	11.1(2)	0.0	0.0
Allocating specific quota for gender diversity at all management level	33.3(6)	38.9(7)	28.2(4)	5.6(1)	0.0
Proper and transparent performance measurement and appraisal schemes	77.8(14)	22.2(4)	0.0	0.0	0.0
Support from a line/senior manager	22.2(4)	55.6(10)	5.6(1)	16.7(3)	0.0
Support from family or partner	72.2(13)	22.2(4)	0.0	5.6(1)	0.0
Accessible and affordable child care service	66.7(12)	33.3(6)	0.0	0.0	0.0
Commitment form top management towards gender diversity	50.0(9)	50.0(9)	0.0	0.0	0.0
Flexible working hour	50.0(9)	33.3(6)	11.1(2)	5.6(1)	0.0

Source: Primary data from questionnaire. *Numbers in bracket are frequency counts.

When asked to suggest any measures that needed to be taken two participants from the interviews stated that since this issue is about women and directly concerns them, women need be more concerned for the issue and they need to ask for what should be theirs. Participants further explained that if women believe they qualify, by experience, education and other criteria

for a position they need to and demand for a change and proper chance of participating in leadership position. They need to express what they think or suggest, stand for their rights, demand and claim what should be theirs and ask what is on their mind. Therefore according to the participant, the key thing that needs to change and the important measure that should be taken is by the women themselves. If women confront and challenge the system, the management will start paying more attention to the thing that need to be changed to solve the issue and enhance their participation in leadership position.

The other measure that was added by the interviews focused on the things that should be done is by the administration of the organization. In order to bring women forward, said the interviewee, to leadership positions managers should start delegating works to women and expose them to have experience and knowledge about the work. She added that if managers don't consider women to be capable enough to give positions in delegation women themselves might not know how much potential they have to lead and take higher responsibilities. Acknowledging and recognizing women's work were also mentioned to be a significant contributor to create encouragement in women to work hard and perform better in their work. Other participant noted that, the organization should seriously consider on more capacity building programs and fill the libraries with essential materials to empower enable women for higher positions.

Chapter Five: Conclusion and Recommendations

As the main objective of this study is to assess and know the factors affecting women participation in leadership position from women perspective in EBC, the following conclusion is driven based on the primary data taken from women on the leadership team.

5.1 Conclusion

The findings of the study show that women participation in leadership position is low and only consists of 14.97% of the leadership team. Among the women in the leadership team most of them are on lower leadership level. Though the level of agreement varies, socio-cultural attitude, lack of confidence and low capacity building were found to be the reasons for low representation of women. With the dual responsibilities women face difficulty to balance their work and family responsibilities which has affected the education and career advancement of women in EBC. Since the data shows that there is no lack of motivation, it has no influence on the participation of women. Based on the data from the questionnaire and interview, though there is proper HR promotion practice that is based on merit the data also shows that it is subjected to informal recommendations, and Networking. Additionally since the organization tries to keep and ensure the balance of ethnic diversity, the chance of employees getting to higher leadership position is narrow. And as a result most of the women are at low leadership positions as team leaders, and only few are represented at higher positions. Lack of organization commitment to bring women forward and support the WCYA department has also contributed to low representation of women in EBC.

Though, the organization does not have its own gender policy, as the data from the interview indicates, it gives 3% for women candidates. It also provides childcare service for women with children under age two. This benefits both the organization and women employees. Additionally EBC also gives its employees some sponsorship opportunities for higher education advancement.

The data shows that the participation of women benefits the organization mainly by increasing accountability, and enhancing effective leadership. It is also believed to reduce group thinking, increase flow of new ideas, and attract talented individuals and to effectively use the media to shape the community. And in order to increase women participation personal measures like self-

motivation, hard work and personal sacrifices, building confidence are required. Majority of the participants have also agreed that support from family or partners, flexible working hour and affordable and accessible childcare are important measures that needs to be taken. It can be said that this measures can help to solve some of the difficulty women face in balancing work and family responsibilities. Organizational commitment, customized trainings, Proper and transparent appraisal schemes, Support from senior managers, building mentorship program, allocating specific quota for gender diversity can be taken as measurements to increase women participation in leadership position.

5.2 Recommendation

The following recommendations are drawn based on the findings and the conclusion of the study.

- In order to increase women participation and achieving gender diversity women need to stand for themselves and fight for their rights.
- Women should not always expect to get opportunities of training and education from other parties, they should educate and enable themselves so they can benefit from some of the opportunities, like scholarships for higher education, and qualify themselves for leadership position.
- Since there is gap in the HR promotion practice the organization should strengthen proper performance assessment and selection of candidates based on merit at all management level. If there is proper promotion practice employees will be encouraged to increase their performance and strive for higher position and limits the opportunity for less qualified individuals to be on leadership position.
- Organization commitment should be increased. The organization should facilitate and build a structure to support the WCYA department so that it can accomplish the goals it has set to accomplish to empower women and bring them forward.
- Work on awareness creation on the benefits of gender diversity so that the organization can fully grasp the potential, talent and benefits there gained with women participation.

5.3 Further research suggestions

This research has only included the women on leadership position. So the researcher suggests for more women staff members and other offices around the country to be included in future research and draw more generalized conclusion on the subject. It will also be great to look at other organizations that are in the media business.

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Appendices

Appendix I

Addis Ababa University

College of Business and Economics

School of Commerce

Department of Business Leadership

Dear Respondents

My name is Bontu Chalchisa and I am a graduate student in the department of Masters of art of Business Leadership. This questionnaire is made to collect information to assist in conducting a study on the factors affecting women participation in leadership position in EBC. Since you are one of the respondents selected to take part in the study, I kindly request you to complete the questionnaire as honestly and objectively as possible.

This study will is intended to be used for academic purpose, so any information provided by you will be kept confidential. Therefore, Do not indicate your name or any form of identification.

Thank you in advance for your co-operation.

Part 1: Demographic Information

1. Age 18-25 □ 25-35 □ 36-45 □ 46-55 □ above 56 □
2. Service Year at EBC 0-3 Years □ 4-10 □ 11-15 □ above 15□
3. Current educational level: Primary □ High school □
   Certificate □ Diploma □ Degree □ Masters □
4. Marital status: Single □ Married □
   Divorced □ Widowed □ unknown □
5. Do you have children? Yes □ No □
6. What is your position in EBC?_____

Part 2: Questions regarding factors affecting women's participation in leadership position

1. Do you agree that women's representation on leadership position in EBC is adequate?

Yes □ No □

The following lists are possible factors that hinder the participation of women in leadership position. Based on your experience and your interaction with other female coworkers, please indicate your level of agreement and/or disagreement by filling in the appropriate box where SA(Strongly Agree)=5 points; A(Agree)=4 points; NC(No Comment)=3 points; D(Disagree)=2 points; SD(Strongly Disagree)=1 point

Factors/barriers	Strongly Agree	Agree	No comment	Disagree	Strongly Disagree
Socio-cultural attitude					
Do you think that our culture is a barrier for women to be Empowered					
Do you agree that gender stereotype (perception that women are not good leaders or lack professional commitment) hinder participation					
Do you agree that subordinates' hold positive attitude towards women managers					
Do you think women's decisions and suggestions are undermined because of their gender					
Lack of confidence					
Do women worry about what other people think of them					
Do women believe that they are inferior to men					
Do Women lack the confidence to be up front and lead					
Balancing work-family responsibility					
Women lack support from their partners to take care of their house holdings so they can develop their career					
Burden of caring for the elderly family members hold women from advancing their career					
Raising children and managing house hold conflicts with women work responsibilities					
Difficulty to balance work and family responsibility contribute for women low representation in leadership role					
Lack of motivation and ambition					
Women are unwillingness to take challenging tasks					
Women don't participate in leadership role because of the low incentives for the position					

Women are not ambitious to achieve the highest possible level in their work					
Women are satisfied on just getting a job and being able to work					
Women don't mind to participate in higher position as long as they get pay raise					
Capacity building					
There is adequate knowledge development and training given in the organization					
Do you agree that your company support any educational assistance for women to get into leadership					
Do you agree that women have got adequate training from their organization to enhance their skills					
HR promotion practice					
Do you believe performance assessment and competence is the criteria to get ahead and have career development in EBC					
Do you agree that 'what you know' is more important than 'who you know' to get promotion in your organization					
Do you agree that regardless of gender differences rewards and incentives are fairly distributed					
Selection of candidates in our organization is transparent and strictly based on merit					
Organization commitment					
Our organization and its top management team are committed on balancing gender diversity					
Opportunities					
Do you agree that women don't get opportunities adequate to participate in leadership role in your organization					
Do you think women lack the opportunities to work on challenging assignments					
Do you think women are disadvantaged in terms of delegation					
Do you think women affirmative action in the company is not applicable to all positions					

2. Have you been denied any promotion opportunities which you believed you deserved?

Yes □ No □

3. If yes, please specify why? _____

_____

4. If there is any other challenges that you have noticed but not included in the questionnaire

_____

_____

5. If there are any organizational policies that are unfriendly to women please write them down__

_____

_____

6. Please mention if there are any actions being taken in your organization to ensure gender diversity

_____

_____

7. What do you think gender diversity would add to your organization?

A. Attraction of more talented individuals to the organization
B. Reduced group think and flow of new ideas.
C. Enhanced effective leadership and good corporate governance
D. Increased accountability through audits
E. Good risk management
F. It won't add any value to the organization
G. Other, please specify_____

Part 3: Questions regarding measures that should be taken to enhance the participation of women in leadership

The following lists are possible measures that should to be taken to improve women participation. If you believe the they will have positive effect, please indicate your level of agreement and/or disagreement by filling in the appropriate box where SA(Strongly Agree)=5 points; A(Agree)=4 points; NC(No Comment)=3 points; D(Disagree)=2 points; SD(Strongly Disagree)=1 point

Measures to be taken	Strongly agree	Agree	No comment	Disagree	Strongly Disagree
Self –motivation and ambition					
Hard work and Personal sacrifice					
customized trainings opportunities for women					
Building mentorship program					
Allocating specific quota for gender diversity at all management level					
Proper and transparent performance management and appraisal schemes					
Support from a line/senior manager					
Support from family or partner					
Accessible and affordable child care service					
Commitment form top management towards gender diversity					
Flexible working hour					

1. Any other measures, you suggest, to be taken to improve women participation

   _____

   _____

2. Additional comment

   _____

   _____

Thank you for your cooperation!!

Appendix II

Interview questions for women in the management team

1. Personal data: Education level, year of service, position, marital status, children.
2. Is the representation of women on leadership position in EBC adequate?
3. What do you think are the barriers for women to participate in leadership position in terms of organizational strategies and policies, socio-cultural attitude and personal limitations?
4. What challenges, if any, do you face as a woman on the leadership position?
5. Is there clearly written gender policy which considers gender balance in leadership positions, and promotion? If there is, is it being implemented properly? If there is no policy, why?
6. Is the organization committed on ensuring gender diversity on leadership position?
7. What measures do you suggest that should be taken to improve women participation in leadership position?
8. What benefit do you think that gender diversity would add to EBC?
9. Do you have any other comments you would like to add?

Thank you for your cooperation!!