



**GLASS CEILING AND ITS EFFECT ON WOMEN LEADERSHIP  
PROGRESSION (THE CASE OF DASHEN BANK S.C HEAD OFFICE  
BRANCH)**

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**APPROVALS**

The undersigned certify that they have read the Final Project submitted by **Bezawit Worku**, entitled "**Glass Ceiling and its Effect on Women Leadership Progression (The Case of Dashen Bank S.C.)**" and hereby recommend to Addis Ababa University to accept it in partial fulfillment of the requirements for the award of the Masters in Business Leadership degree.

**Approved by Board of Examiners**

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## DECLARATIONS

I, **Bezawit Worku**, declare that this Final Project is prepared in partial satisfaction of the requirements for the Master of Arts in Business Leadership degree. A Study on "**Glass Ceiling and its Effect on Women Leadership Progression (The Case of Dashen Bank S.C).**" This project paper is my work and has not been submitted for a degree at any university. All sources of information utilized in the thesis have been properly credited. With the help of my advisor's advice and direction, I was able to complete it on my own.

Name: **Bezawit Worku**

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## LETTER OF CERTIFICATION

This is to confirm that **Bezawit Worku** completed her Final Project work under my direction and supervision on the topic "**Glass Ceiling and its Effect on Women Leadership Progression (The Case of Dashen Bank S.C).**" As a result, I can guarantee you that her work is relevant and of sufficient quality to be considered for the Master of Arts in Business Leadership award.

Name of Advisor .....

Signature.....Date.....

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## **ABSTRACT**

*This research project focuses on the glass ceiling and its effect on women leadership progression in the case of Dashen Bank S.C Head Office Branch. Dashen Bank is the most respected brand in the Ethiopian banking industry via persistent value delivery and superiority to its rivals. The study investigates the causes of the glass ceiling, such as unconscious gender bias, structural barriers, and organizational culture using questionnaire responses from 80 women participants and interview responses from 3 men participants. The study employed a casual or explanatory and descriptive research design. The results show that there is unconscious bias present in the organization, which results in stereotypes and restricted chances for women to hold leadership positions. Women's advancement is hindered by structural impediments, such as limited access to networks and decision-making processes. The report emphasizes how the glass ceiling has a detrimental impact on women's access to leadership roles, salary, and job satisfaction. This research has concluded that overcoming the glass ceiling is essential if gender equality is to be achieved. To help women succeed in leadership positions, the bank should actively address unconscious bias, eradicate structural barriers, and foster inclusive organizational culture. And also the bank could also assist with creating a work climate that is equal and empowering by putting the suggested ideas into practice. The implementation of unconscious gender bias training, clear promotion standards, efficient mentorship programs, promoting diversity and inclusion, and offering equal growth chances are among the recommendations.*

*Key Words:*

*Glass Ceiling, Unconscious Gender Bias, Structural Barriers, and Organizational Culture.*

# CHAPTER 1

## INTRODUCTION

### 1. INTRODUCTION

In the area of gender equality, particularly in relation to women's advancement in leadership, the "glass ceiling" has been an ongoing issue. Despite the fact that more women are entering the workforce, they still make up a relatively small fraction of leadership roles. The invisible but immovable barrier known as the "glass ceiling" restricts women's job advancement, particularly in senior leadership roles. The purpose of this study is to investigate the glass ceiling phenomena and how it affects women's leadership progression in the workplace.

The glass ceiling continues to be a significant problem that prevents women from progressing to positions of leadership and limits their prospects for job success. According to research (Morrison, White, and Van Velsor, 2021) women encounter severe obstacles, biases, and discrimination on their path to positions of leadership. The goal of this study is to explore every aspect of the glass ceiling and its effects on women's advancement to leadership positions. This research aims to add to the body of knowledge and offer insights into tactics for improving gender equity in leadership by looking at the underlying causes, cultural norms, and organizational practices that contribute to this phenomena (Jackson & Ely, 2020).

According to numerous studies, women face a variety of obstacles and biases at work that prevent them from moving up the corporate ladder. Women experience a "broken rung" on the career ladder where they are frequently disregarded for first-level management positions, which are a crucial step towards higher leadership roles, according to a study by Catalyst, a leading nonprofit organization dedicated to advancing women in the workplace (Catalyst, 2019). This study emphasizes the necessity of addressing the underlying prejudices and obstacles that prevent women from achieving leadership roles.

The reasons and effects of the glass ceiling on women's advancement to leadership positions will be examined in this study, along with the contribution of norms in society, organizational and cultural variables, and unconscious bias. The study will also look at possible approaches and plans to shatter the glass ceiling and advance gender equality in senior roles. This study intends to

support ongoing efforts to advance gender equality in the workplace by providing light on the effect of the "glass ceiling" on women's career advancement.

## **1.1 BACKGROUND OF THE STUDY**

Regarding gender equality, the underrepresentation of women in leadership roles has long been a problem. Even if more women are joining the job, there are still not many of them in positions of high leadership. Women hold just 27% of senior management jobs and only 18% of C-suite positions globally, according to a McKinsey & Company report (Hunt, Layton, & Prince, 2015). The "glass ceiling," an impenetrable barrier that prevents women from moving up the corporate ladder to executive positions, is sometimes blamed for this gap (Morrison, White, & Van Velsor, 1987).

The glass ceiling effect is a well-known barrier to women advancing to senior positions in the workplace. According to numerous studies, women face a variety of obstacles and biases at work that prevent them from moving up the corporate ladder. The concept of gender norms and stereotypes is one of the biggest issues that women confront. Women are frequently seen of as being less capable or dedicated to their work than men, which can result in prejudice and discrimination in hiring, promoting, and paying employees (Eagly & Carli, 2007).

The absence of female role models and mentors in leadership positions is a crucial factor contributing to the glass ceiling. In a vicious loop caused by the absence of female leaders, women may find it difficult to find sponsors and mentors who may help them progress their careers (Ibarra, 1993).

The effects of the "glass ceiling" affect not only specific women but also groups of people and society at large. Lack of gender diversity in leadership roles can have a detrimental effect on the bottom line, employee morale and engagement, and creativity and innovation (Catalyst, 2013). According to research by Carter, Simkins, and Simpson (2003), organizations with more gender-diverse boards surpass their less diverse counterparts in terms of financial performance, creativity, and engagement among workers.

## **1.2 BACKGROUND OF THE ORGANIZATION**

The highest mountain in the country, Mount Dashen, inspired the name of Dashen Bank, which aims to be the best in the banking industry. In September 1995, the Bank was established with an initial capital of Birr 14.9 million by eleven stockholders and seasoned bankers. The Bank, which has its headquarters in the city of Addis Ababa, is one of the biggest private banks in Ethiopia. It runs through a nationwide network of more than 500+ Branches, 16 specialized Forex Bureaus, 400+ ATMs, and 1595+ Point-of-Sale (POS) terminals. With 462 banks in 462 locations and 70 countries, it has created correspondent banking relationships. (Dashen Bank.2022)

One of the most recognized brands in the domestic banking sector is Dashen, which has built a name for itself by consistently upholding its standards and dominating its rivals. The Bank also collaborates with well-known money transfer companies like Western Union, Money Gram, Express Money, Dahabshii, and others as well as top names in the electronic payments sector like Visa, MasterCard, American Express, and Union Pay.

A revolutionary mobile financial service platform called AMOLE has been unveiled by Dashen Bank and Moneta Technologies S.C. on July 18, 2018. Amole got its name from the salt bar, which Ethiopians up to the 20th century utilized as a form of currency. By digitizing value exchange, payments, and settlement across the value chain, the brand Amole, built on cutting-edge financial innovation, aims to elevate Ethiopia's service sector to entirely new heights.

On March 5, 2018, Dashen Bank debuted its completely Shariáh compliant Interest Free Banking (IFB) windows operation under a new name "Sharik." On all of its branches, which are thoughtfully dispersed throughout the nation, the service is accessible. In order to improve customers' use of Interest Free Banking Services, fully functional IFB branches have also been opened.

## **1.3 STATEMENT OF THE PROBLEM**

The well-known phenomenon known as the "glass ceiling" prevents women from reaching the highest levels of leadership in all kinds of industries, including the banking industry. Women continue to be underrepresented in senior leadership roles, especially in the banking industry, despite the tremendous progress made in recent decades toward gender equality, according to

study. The functioning of organizations as well as the advancement of women's careers are both negatively impacted by the underrepresentation of women in leadership positions.

According to studies, women's job success is directly impacted by the "glass ceiling," which results in less opportunities for advancement, lower incomes, and less access to vital networks and resources. Women hold just 21% of senior roles in the financial services sector, with considerably lower participation in investment banking and private equity firms, according to a recent study (KPMG, 2020).

Additionally, studies have shown that gender-diverse teams are more creative, adept at addressing problems, and ultimately more successful. Companies with diverse executive teams were 21% more likely to outperform their industry peers financially, according to a McKinsey & Company study (McKinsey & Company, 2020).

Despite the detrimental effects of the "glass ceiling" on women's professional advancement and the advantages of gender diversity for organizational performance, there is still an inadequate amount of knowledge about how to successfully address this issue. Organizations must address the underlying reasons of the glass ceiling, such as cultural and structural barriers, and put in place policies and initiatives that support women's leadership development and advance gender diversity.

The number of women promoted to line management positions in Dashen Bank grew somewhat following the appointment of new management in 2022, but women are still not given the opportunity to advance to higher levels of leadership and decision-making positions. Despite having the same educational background and work experience as male colleagues, promoting women to higher management levels still involves a lot of unwritten promotional practices, laws, and guidelines.

According to the data gathered from the 2021/2022 annual reports of the bank, Only one woman serves on the Board of Directors position from a group of nine. President and Vice President Positions have no female representatives. Only two woman was chosen as a Department Manager from a group of twenty eight. And also, only one women serves on the Executive Management position from a group of ten. This demonstrates that in Dashen Bank, women continue to be

underrepresented in positions of power and authority, and that this gap grows as one moves up the organizational ladder.

Therefore, this research aims to investigate the glass ceiling and its effect on women leadership progression in the case of banking sectors, specifically Dashen Bank Head Office. The study will look at the structural and cultural barriers that contribute to the "glass ceiling," as well as the initiatives and guidelines that have been put in place by organizations to support women's leadership development and promote gender diversity. The results of this study will shed light on practical approaches for breaking the glass ceiling and encouraging gender diversity in the banking industry.

#### **1.4 RESEARCH QUESTIONS**

The research questions of this study are:

1. What are the causes of glass ceiling such as unconscious gender bias, structural barriers, and organizational culture?
2. What effects does the "glass ceiling" have on women's access to leadership positions, pay, and job satisfaction?
3. What actions can organizations take to break the glass ceiling and advance women in leadership positions?

#### **1.5 RESEARCH OBJECTIVES**

##### **1.5.1 GENERAL OBJECTIVES**

The general objective of this study is to investigate the glass ceiling and its effect on women leadership progression in the case of Dashen Bank S.C. Head Office Branch and identify strategies to promote gender equality in the workplace.

##### **1.5.2 SPECIFIC OBJECTIVES**

1. To determine the causes of the glass ceiling, such as unconscious gender bias, structural barriers, and organizational culture.
2. To investigate how the glass ceiling affects women's access to leadership roles, pay, and work satisfaction.

3. To create suggestions for organizations to encourage women to advance into leadership roles and shatter the glass ceiling.

## **1.6 SIGNIFICANCE OF THE STUDY**

The glass ceiling in the workplace is a commonly known yet frequently disregarded phenomena. It relates to the unspoken restrictions that hold back qualified people from moving up in organizations, especially women and minorities. Women continue to encounter barriers to obtaining leadership roles despite the advancements made in the area of gender equality in the workplace. This phenomenon has substantial consequences for both individuals and society at large. Studying the glass ceiling and how it affects women's advancement in leadership is therefore crucial for a number of reasons.

First, raising awareness of the glass ceiling can assist advance professional equality for women. Organizations can strive towards establishing a more inclusive workplace by identifying and resolving the obstacles that prohibit women from achieving leadership positions. Gender-diverse firms have been demonstrated to be more creative, perform better financially, and be more capable to adjust to shifting market conditions.

Second, understanding the glass ceiling can aid organizations in appreciating the benefits of diversity and better promoting it. Women make up a sizable fraction of the skill pool and are a crucial component of the workforce. Organizations may foster a more varied and inclusive workplace by supporting gender equality and removing obstacles that interfere with women from advancing. Numerous advantages may result from this, including better decision-making, increased employee productivity, and improved creativity.

Thirdly, researching the "glass ceiling" can aid businesses in creating a more sustainable future. Half of the world's population is made up of women, who are essential for driving innovation and economic progress. Organizations can access a huge talent pool and build a more sustainable future by supporting gender equality and removing obstacles that keep women from achieving leadership roles.

Therefore, research on the glass ceiling and its effect on women leadership progression positions is crucial for achieving gender equality, fostering diversity, assisting women in furthering their

careers, and creating a sustainable future. The banking sector may establish a more inclusive and diverse workplace that benefits society as a whole by tackling the obstacles that prohibit women from achieving leadership positions.

### **1.7 SCOPE OF THE STUDY**

The study focuses on the glass ceiling and its effect on women progression of Dashen Bank Head Office. The study includes a survey of representative sample of Dashen Bank Head Office Branch. It also reviewed existing literature on successful initiatives that have implemented to address the glass ceiling and promote women leadership progression.

### **1.9 ORGANIZATION OF THE STUDY**

This research is organized into five chapters as follows: Chapter one discusses the introduction part and provides an overview of the study, including the background, statement of the problem, research questions, objectives, significance, scope, and limitations. Chapter two presents the literature review on the glass ceiling and its effect on women leadership progression. The chapter provides a theoretical framework for the study, review of empirical studies the key concepts, theories, and findings in the literature. Chapter three describes the method of the research including the research design, sample selection, data collection, and data analysis. Chapter four provides the findings and analysis of the study, this chapter also discuss the implications of the findings for theory and practice. Chapter five presents the conclusion and recommendation, provides a summary of the study, including the research questions, objectives, findings, and conclusions. The chapter will also provide recommendations for organizations seeking to improve women leadership progression.

## **1.10 DEFINITION OF KEY TERMS**

Glass ceiling: refers to an unseen yet prevalent barriers that prohibits women and other underrepresented groups from ascending to upper-level positions within the workplace, particularly in terms of leadership and decision-making roles. (Morrison, White, & Van Velsor, 1987.)

Unconscious gender bias: refers to the stereotypes and implicit biases that people have toward gender roles and behaviors, frequently without being consciously aware of them. These prejudices are firmly embedded in society conventions and have the potential to affect how decisions are made, how people are rated, and how people view women's potential as leaders (Carnes et al., 2015; Moss-Racusin et al., 2012).

## **CHAPTER 2**

### **REVIEW OF RELATED LITERATURE**

#### **2. INTRODUCTION**

The metaphorical "glass ceiling," which refers to invisible barriers that prevent women from rising to leadership positions, has generated a lot of discussion and debate in both professional and academic contexts. Even though gender equality has come a long way, women still have a difficult time rising to the top leadership positions in society. The 'glass ceiling' phenomenon has greater implications for organizations and society as a whole than just how it affects specific women.

The phrase "glass ceiling" was initially used in the early 1980s by feminists and scholars to refer to the prejudiced behaviors and viewpoints that prevent women from advancing their careers within organizations over a certain level (Morrison et al., 1987). The causes and effects of the glass ceiling have been the subject of countless research over the years, giving insight into the various elements which lead to its persistence. Although there is no one, agreed-upon definition of the glass ceiling, it is generally thought to be an invisible barrier that prevents women from achieving senior executive roles as a result of gender bias, stereotypes, and structural disparities.

This literature review tries to summarize important existing data from empirical and theoretical studies to offer an in-depth understanding of how the glass ceiling affects women's advancement in leadership. This research attempts to add to the continuing discussion on gender equality by looking at the causes, effects, and implications of the glass ceiling. It also hopes to provide guidance to organizations working to develop more welcoming and equitable leadership environments.

#### **2.1 GLASS CEILING AND WOMEN LEADERSHIP PROGRESSION**

The widespread issue known as the "glass ceiling," which prevents women from reaching senior leadership roles, has been widely discussed in the literature. In the article titled "Women and the labyrinth of leadership," Eagly and Carli (2007) offer insightful commentary. They refer to cultural expectations, stereotypes, and biases as important causes of the glass ceiling, which prevents women from achieving top leadership positions. In order to advance gender equality in leadership, the authors underline the necessity for organizational policies and practices that confront and remove these barriers.

A famous research organization called Catalyst (2019) published an article titled "Women in management: Delving into the gender gap" that contains insightful research and statistical data. The research draws attention to the ongoing gender gap and describes the challenges women encounter when applying for top leadership positions. The underrepresentation of women in positions of senior leadership is indicative of the effects of the "glass ceiling." The research from Catalyst highlights the significance of taking proactive steps to combat systematic prejudices, foster inclusive workplaces, and give women equitable opportunities to advance into leadership positions.

## **2.2 DEFINITION AND NATURE OF GLASS CEILING**

The term "glass ceiling" refers to an unseen yet prevalent barriers that prohibits women and other underrepresented groups from ascending to upper-level positions within the workplace, particularly in terms of leadership and decision-making roles. (Morrison, White, & Van Velsor, 1987.)

According to Rosser. (2004.), glass ceiling is defined as a clear impediment that, in spite of education, talents, and experience, keeps women and other oppressed groups from reaching the highest levels of management and leadership. This figurative wall represents the unspoken barriers and prejudices that prevent some individuals from advancing in their careers and getting access to positions of high-level decision-making because of their gender, race, ethnicity, or other traits.

Women's leadership progression is the term used to describe how women advance and ascend up the organizational structures as they pick up new abilities, gain experience, and take on higher-level leadership roles (Mavin & Grandy, 2019). It includes the expansion and development of women leaders across different stages of their professional lives, including bigger roles, more power in decision-making, and more influence inside their individual businesses.

The process and path by which women progress in their professions and take on increasingly significant and senior leadership roles within organizations can be referred to as women leadership progression (Eagly & Carli, 2007). It includes the path of women as they move through various management levels, get over obstacles and biases, and rise to positions of leadership.

The glass ceiling has a complicated and varied nature, and it is influenced by many different things that continue to put obstacles in the way of women achieving leadership positions. The nature of the glass ceiling is significantly shaped by societal expectations, preconceptions, and biases (Eagly & Carli, 2007). These characteristics make it difficult for women to advance in leadership positions because they give them fewer chances, unfair evaluation standards, and unequal access to resources. Organizational policies and procedures that may unintentionally or deliberately restrict women's professional advancement also have an impact on the nature of the glass ceiling. This includes issues like a lack of mentoring and sponsorship, a lack of help juggling work and family obligations, and exclusion from unofficial networks and decision-making groups.

### **2.2.1 UNCONSCIOUS GENDER BIAS**

Unconscious gender bias refers to the stereotypes and implicit biases that people have toward gender roles and behaviors, frequently without being consciously aware of them. These prejudices are firmly embedded in society conventions and have the potential to affect how decisions are made, how people are rated, and how people view women's potential as leaders. The subconscious effects of unconscious gender bias result in unintentional discrimination and obstacles for women in leadership roles (Carnes et al., 2015; Moss-Racusin et al., 2012).

Unconscious gender bias has a substantial impact on the advancement of women in leadership roles. According to research, even those who explicitly support gender equality might have unconscious prejudices that favor males over women in leadership positions. These prejudices can have an impact on the recruiting, performance, and advancement procedures, resulting in systematic inequalities and restricting women's access to leadership positions (Carnes et al., 2015; Eagly & Karau, 2002).

Unconscious gender bias has a variety of effects on how women advance in leadership. Because decision-makers could choose male candidates over similarly qualified female candidates due to prejudices, this might result in the low representation of women in leadership positions. Furthermore, biases can have an impact on performance reviews, causing women to receive unfavorable ratings or having their achievements attributed to others. Women's job advancement may be hampered by such biases that contribute to the assumption that they are less capable or unsuited for leadership positions (Moss-Racusin et al., 2012).

Furthermore, unconscious gender bias might affect the possibilities and resources that are accessible to women on their path to leadership. Biases can cause women to be kept out of informal networks, mentoring possibilities, and high-profile projects that are critical for job advancement. These prejudices also influence how women's thoughts and efforts are appreciated and recognized at work, thereby reducing their visibility and influence (Carnes et al., 2015; Eagly & Karau, 2002).

Organizations must raise awareness of the issue and promote inclusive cultures in order to address unconscious gender bias. People can detect their prejudices and fight them with the aid of training programs that concentrate on unconscious bias education and methods for reducing bias in decision-making. Women's advancement into leadership positions can be impacted less by unconscious gender prejudice if diverse and inclusive hiring and promotion methods are used, clear evaluation standards are established, and inclusive leadership behaviors are promoted (Carnes et al., 2015; Moss-Racusin et al., 2012).

### **2.2.2 ORGANIZATIONAL CULTURE**

Shared values, beliefs, traditions, and behaviors that influence relationships and actions inside an organization are referred to as organizational culture. It includes the societal norms, customs, and dynamics that shape how work is done, choices are made, and people are rewarded or recognized. According to Schein (2010) and Smircich (1983), organizational culture has a big impact on how opportunities, obstacles, and the general atmosphere for women to advance to leadership positions within an organization.

Numerous studies have been done on how organizational culture affects women's advancement to leadership positions. An environment where diversity is acknowledged, everyone feels respected, and everyone feels encouraged to contribute is created through an inclusive and supportive company culture. According to Ely et al. (2011) and Hoyt & Murphy (2016), such cultures place a high value on gender equality and offer equal opportunity for leadership development and growth. Women are more likely to be given exposure to coaching, sponsorship, and opportunities for professional growth in workplaces with inclusive cultures, facilitating their advancement into leadership positions (Ibarra et al., 2013; Powell et al., 2019).

The advancement of women in leadership, however, can be severely restricted by a culture that supports prejudice, stereotypes, and discrimination. The ability of women to be acknowledged and

promoted as capable leaders may be limited by cultures that value traditional gender roles or that promote male features as desirable leadership skills (Eagly & Carli, 2007; Schein, 2001). Such cultural norms and biases might restrict women's visibility, credibility, and development possibilities, impeding their promotion to leadership roles (Koenig et al., 2011; Schein, 2010).

Organizations need to take steps to combat biases and advance gender equality as core values in order to create an organizational culture that promotes women's advancement to leadership positions. This entails implementing mentorship and sponsorship programs to assist women's professional growth as well as inclusive policies and practices (Catalyst, 2021; Ely et al., 2011).

### **2.2.3 STRUCTURAL BARRIERS**

Structural barriers are systematic and institutional issues that limit the progression of women and their progress in leadership roles. These limitations on professional growth and development for women are typically ingrained in corporate rules, procedures, and cultural norms (Eagly & Carli, 2007; Hewlett et al., 2008), which makes it difficult for them to obtain leadership positions.

Research on the impact of structural barriers on women's advancement to leadership positions is well established. The insufficient number of women in leadership roles across a range of industries and sectors is a result of these impediments. Studies have repeatedly shown how structural impediments affect women's career paths, demonstrating differences in access to leadership positions (Eagly & Carli, 2007; Hewlett et al., 2008; Ibarra et al., 2013).

The absence of representation is a key outcome of structural barriers. Due to the historical male dominance of many organizations and industries, female mentors and role models are hard to come by for aspirant women leaders. Women's professional goals can be limited by the lack of visible representation, which can also reduce their faith in their ability to hold leadership roles (Eagly & Carli, 2007; Ibarra et al., 2013).

Limited chances for women are another way that structural barriers are visible. Women may encounter challenges while trying to get developmental chances including mentoring, training, and high-profile projects or assignments. According to Ibarra et al. (2013) and Ragins et al. (1998), women's capacity to gain the knowledge and experience necessary for advancement into leadership positions is hampered by their limited access to such chances.

Women's advancement in leadership is also hampered by problems with work-life balance brought on by structural restrictions. In terms of caregiving and domestic duties, women are frequently overburdened due to traditional gender roles and societal standards. This gap limits women's ability to invest time and effort in their professional development, which reduces their chances of seeking and succeeding in leadership positions (Hewlett et al., 2008; Ibarra et al., 2013).

Organizations and societies must take proactive steps to address how structural barriers are preventing women from advancing to leadership positions. Implementing behaviors and policies that encourage gender equality involves things like diversity initiatives, adaptable work schedules, mentorship programs, and diverse leadership development opportunities (Eagly & Carli, 2007; Ibarra et al., 2013; Catalyst, 2021).

### **2.3 GLASS CEILING IN BANKS OF ETHIOPIA**

Understanding why women find it difficult to overcome obstacles and advance to top positions in Ethiopian banks requires pinpointing the underlying factors that contribute to the glass ceiling. According to studies, a number of elements have a role in this problem. Abebe et al. (2021) assert that cultural and societal conventions have a considerable impact on gender roles and expectations, frequently favoring men in positions of leadership. The recruitment, promotion, and performance evaluation processes are all impacted by organizational prejudices and discriminatory behaviors, which continue the glass ceiling (Asmare, 2020). These prejudices, which impede women's advancement in the banking industry, frequently depend on unconscious bias and gender-based stereotypes.

A variety of approaches is required to address the glass ceiling issue in Ethiopian banks. First and foremost, businesses must develop gender-inclusive rules and procedures that support parity in employment prospects. This involves actions like establishing gender diversity objectives, putting in place mentorship and sponsorship programs, and giving women the opportunity to grow as leaders, as emphasized by Teshome and Molla (2019). Furthermore, creating an environment at work where diversity and inclusion are appreciated and embraced is essential. External parties, such as governmental organizations and business associations, can also make a difference by supporting gender equality and supplying the tools and assistance needed to bring about change in the banking industry (Asmare, 2020).

Few research has directly addressed Dashen Bank's glass ceiling. However, it is widely acknowledged that there are gender gaps in leadership positions in Ethiopia's banking industry, particularly Dashen Bank. The annual report of Dashen Bank (2021) states that there are still not very many women in executive-level positions. In addition, Dashen Bank had a smaller percentage of women on its board than other banks, according to a study by Lemma (2018) on the gender makeup of board members in Ethiopian institutions. These results imply that there is a "glass ceiling" at Dashen Bank, which prevents women from reaching senior management positions.

Dashen Bank's glass ceiling has to be addressed with a comprehensive strategy that integrates organizational and societal activities. Dashen Bank can put initiatives into practice such creating mentorship and leadership development programs for women, enacting fair recruiting and promotion policies, as well as establishing gender diversity targets (Alemayehu & Gebrehiwot, 2020). A culture of inclusion, diversity, and equal opportunity must also be fostered within the organization. Beyond the organizational level, support from governmental organizations, industry groups, and campaigning for gender equality can help to establish a conducive climate for tearing down the glass ceiling in Dashen Bank.

## **2.4 THEORETICAL FRAMEWORKS**

Numerous theoretical frameworks have been constructed to explain how the glass ceiling affects women's advancement in leadership, depending on the topic and context of the research. This literature tried to cover the social role theory, stereotype threat theory, tokenism theory, Intersectionality theory, and leadership labyrinth.

### **2.4.1 SOCIAL ROLE THEORY**

According to the social role theory, gender roles and societal expectations have an impact on people's behavior and opportunities. This idea contends that while men are often identified with agentic or forceful roles, women are frequently stereotyped as playing social or caring roles. As a result of these assumptions, women in leadership jobs may encounter prejudice and opposition when straying from conventional gender roles (Eagly & Wood, 2013)

### **2.4.2 STEREOTYPE THREAT THEORY**

According to the Stereotype Threat Theory, people who are a part of a stigmatized group may feel anxious and unsure of themselves when exposed to preconceptions about their group. When misconceptions regarding their leadership skills are encountered, women may experience low self-

esteem, imposter syndrome, and an anxiety of proving the prejudices. These psychological obstacles may reduce women's drive, effectiveness, and aspirations for leadership positions (Steele, 1997). Women's job choices, propensity to seek out leadership roles, and the psychological influence on their advancement as leaders can all be examined through research into how stereotype threat affects these factors.

### **2.4.3 TOKENISM THEORY**

According to the tokenism theory, people from groups that are underrepresented may experience increased scrutiny, isolation, and restricted access to networks and resources when they hold a small percentage of leadership roles. Tokenism, in which women in leadership roles are viewed as the exception rather than the rule, frequently affects women in these positions. Tokenism can make it more difficult for women to advance in positions of leadership because they may find it difficult to be taken seriously, feel too much pressure to succeed, and have few options for mentoring and sponsorship (Kanter, 1977).

### **2.4.4 INTERSECTIONALITY THEORY**

This theory points out how several social factors (including gender, color, ethnicity, and class) can have an impact on people's perceptions of privilege and discrimination at the same time. It is crucial to take into account how gender interacts with other aspects of identity while evaluating the glass ceiling. Due to the combined effects of gender bias and other forms of discrimination, women from varied backgrounds may experience particular difficulties and impediments in advancing in their leadership positions (Crenshaw, 1989). It is possible to conduct research on the intersectional experiences of women leaders, including how racial, ethnic, and other variables interact with gender to affect their career possibilities and paths.

### **2.4.5 LEADERSHIP LABYRINTH THEORY**

The Leadership Labyrinth theory emphasizes women commonly experience systemic and structural biases as the source of their numerous obstacles, failures, and detours along their leadership paths. These obstacles might involve a lack of access to mentorship and sponsorship opportunities, unfair performance reviews, difficulties with work and family obligations, and the idea that leadership is primarily a masculine activity. According to Ely and Rhode (2010), women's routes to leadership may be not linear in nature and involve them overcoming a variety of challenges.

These theoretical viewpoints offer various views on the glass ceiling and its effect on women leadership progression. This knowledge can guide policies and initiatives that work to eliminate barriers, move women into leadership positions, and advance gender equality.

## **2.5 REVIEW OF EMPIRICAL STUDIES**

Numerous empirical studies have looked at the idea of the "glass ceiling" and how it affects women's advancement to leadership positions within organizations. The term "glass ceiling" describes the imperceptible barriers that keep women from advancing to top leadership positions in spite of their skills and ability. These studies provide information on the numerous causes of the glass ceiling phenomenon and its effects on women's career advancement.

(Eagly and Carli's, 2007), Empirical study from examined data from several sources to look at the obstacles women experience while trying to advance to top leadership positions. According to the report, prejudices and gender biases restrict women's job advancement by impeding their access to leadership positions.

In a study by, Powell and Butterfield. (2015), investigated the link between gender diversity in top management teams and business performance. According to the research, businesses with more gender diverse leadership teams perform better than those with less diverse teams, underscoring the significance of shattering the glass ceiling for better organizational outcomes.

The effect of gender stereotypes on assessments of leadership capacity was examined in a study by Rosette et al. (2008). The findings showed that both men and women are more inclined to link leadership skills with traits that are more characteristic of men, maintaining gender biases and strengthening the glass ceiling.

In a long-term study, Kochan et al. (2003) looked at how diversity management strategies affected the proportion of women in leadership roles. The results showed that firms with comprehensive diversity initiatives, such as mentoring programs, flexible work schedules, and equal opportunity policies, had higher representation of women in leadership positions.

The connection between gender diversity on corporate boards and financial success was examined in a research by Konrad and Kramer. (2006). the findings showed a link between gender-diverse

boards and better financial performance, indicating that firms may benefit from breaching the glass ceiling.

Also in the banking sector, the glass ceiling is an ongoing obstacle that prevents women from rising to the top leadership positions. Dasgupta and Kanji's. (2018) study looked at gender differences in leadership roles in the banking industry. According to the study, women encounter considerable obstacles in obtaining top executive positions and have a low representation at the highest levels of management. The study found that the glass ceiling effect in the banking industry is mostly caused by gender biases, stereotyping, and a lack of support.

A study by, Kiridaran-Kumarasamy and Glavas. (2020), investigated how the glass ceiling affected women's career advancement and job satisfaction in the banking sector. The research showed that the "glass ceiling" phenomenon has a negative impact on women's access to positions of leadership, resulting in few prospects for career progression and decreased job satisfaction among female employees.

In a study, González and Ortega-Argilés. (2013), examined the connection between financial performance and the gender diversity of bank boards. The results showed a favorable correlation between increased gender diversity on bank boards and better financial results, highlighting the potential advantages of shattering the glass ceiling and encouraging women's advancement in leadership.

These empirical studies show that there is a glass ceiling in the banking industry and that hinders women's advancement to senior positions. They underline the need for policies that combat gender prejudices, encourage diversity and inclusion, and give women in the banking sector equal opportunities to grow into senior positions.

## **2.6 CONCEPTUAL FRAMEWORK**

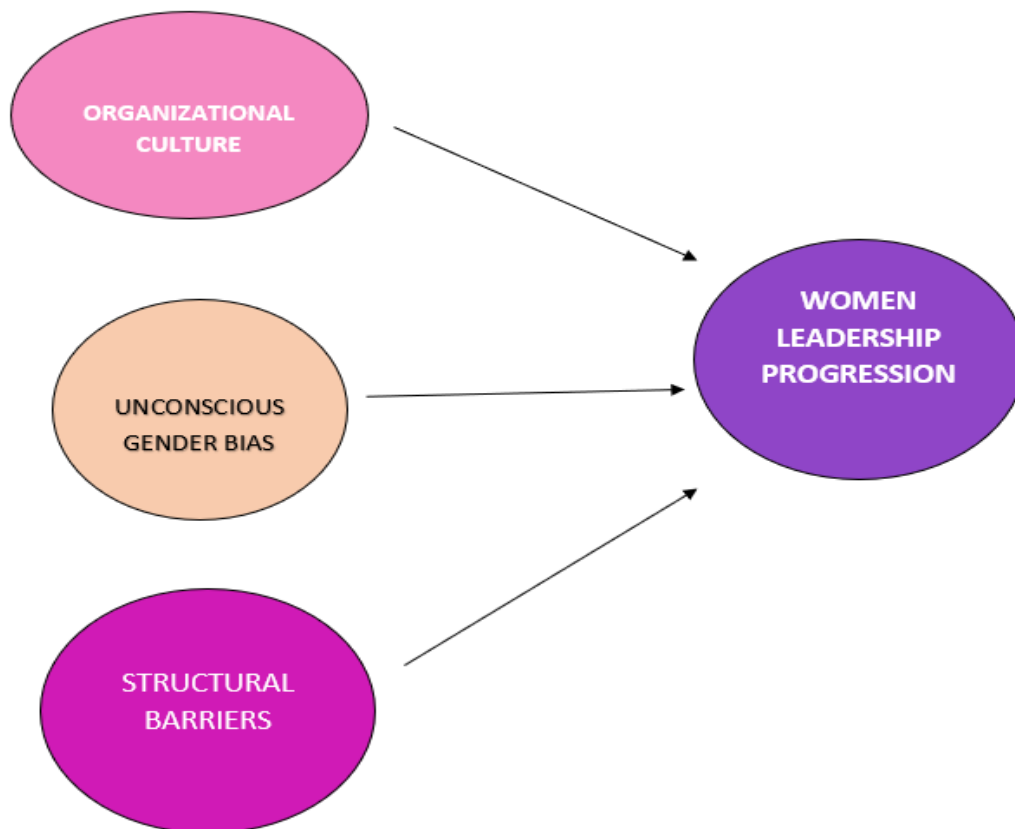
### **Independent Variables**

- Organizational Culture: Examine the current norms, values, and practices in the banking industry that affect how women advance in leadership positions.
- Unconscious Gender Bias: Investigate whether gender biases, stereotypes, and prejudices exist in the banking sector and what effect they have.

- Structural Barriers: Examine structural issues that are specific to the banking industry, such as the difficulty in accessing networking opportunities, prejudice in the promotion and advancement procedures, and the influence of networks that are dominated by men.

### **Dependent Variable**

- Women Leadership Progression: The representation of women in executive-level roles, board positions, and career paths are all important metrics for assessing the advancement of women in leadership roles within the banking industry.



Source: Adopted from literature review (2023)

Figure 1: Conceptual Framework

## **CHAPTER 3**

### **RESEARCH METHODOLOGIES**

#### **3. INTRODUCTION**

The research design covered in this part of the study includes research design, source of data, sampling design, population size, data analysis, reliability and ethical consideration techniques.

##### **3.1 RESEARCH DESIGN**

The study employs a quantitative and qualitative approach to pinpoint the glass ceiling and its impact on women leadership progression in Dashen Bank S.C. In order to discover the relationship between the two variable, the study employed a casual or explanatory and descriptive research design with proper and accurate interpretation of the findings.

It is advantageous for various reasons to examine the glass ceiling and how it affects women's advancement to leadership positions using both quantitative and qualitative research approaches. Researchers can explore trends, patterns, and disparities connected to the glass ceiling using quantitative research since it gives numerical data that can be statistically examined (Creswell & Creswell, 2017). Quantitative information, for instance, can show the proportion of women in leadership roles or the disparity in gender pay within an organization.

In contrast, qualitative research offers a deeper comprehension of people's experiences, perceptions, and the contextual elements that contribute to the "glass ceiling" (Creswell & Creswell, 2017). The richness and complexity of women's experiences are captured through interviews in qualitative research, which also sheds light on the emotional, cultural, and societal hurdles that prevent women from advancing to leadership positions.

##### **3.2 SOURCES OF DATA**

The research data is gathered from primary and secondary sources in two phases to achieve the study's goal. The Primary data is collected through questionnaires and interviews to determine the glass ceiling and the effect it has on women leadership progression. And for this study a Likert scale questionnaire was distributed to 80 female employees and interview questions to 3 male employees of Dashen Bank S.C.

As a secondary source of data the study referred to published and unpublished organization documents from website of the bank, articles, books, journals, and research papers related to the glass ceiling and its effect to women leadership progression.

### 3.3 SAMPLING DESIGN AND POPULATION SIZE

In this study, stratified random sampling was used as the sample technique. This is due to the fact that stratified random sampling is beneficial when the population can be divided into groups with similar features. The study area of this research is on Dashen Bank Head Office branch. According to annual report, Dashen Bank (2022), the Head Office branch has a total number of 431 women employees. This research used the Carvalho's 1984 sampling size determination method to determine the sample size.

#### Carvalho's Sampling Size Determination

Population	Small	Medium	Large
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1,200	32	80	125
1,201-3,200	50	125	200
3,201-10,000	80	200	315
10,001-35,000	125	315	500

**Table 1: Carvalho's sampling table**

Using the above table, because the total number of women employees is 431 which is in the area between 281-500 the sample size selected for this research will be 80 women employees and 3 male employees of Dashen Bank S.C.

### **3.4 DATA ANALYSIS**

The statistical package for the social sciences (SPSS) was used for the data analysis for this study. It is a sophisticated software for utilizing and analyzing questionnaire responses. In order to guarantee the surveys' required level of quality.

The study was also examined using the correlation and regression approach to determine the relationship between the factors (unconscious gender bias, structural barriers, and organizational culture) and the advancement of women in leadership.

A statistical technique used to investigate the connection or association between two or more variables is correlation analysis. Indicating how changes in one variable cause changes in another, it quantifies the degree and direction of the linear relationship between variables. In order to look for patterns and correlations between variables, correlation analysis is frequently used in a variety of domains (Field, 2018).

Another statistical approach used on this study known as regression analysis, is used to model and examine the connection between a dependent variable and one or more independent variables. It seeks to comprehend how variations in the independent variables relate to variations in the dependent variable. Regression analysis makes it possible to predict and interpret the dependent variable using values for the independent variables by estimating the parameters of the regression equation (Hair et al., 2019).

The objectives and difficulties of the study are considered, and a conclusion and suggestion are made based on the data acquired during the analysis stage.

### **3.5 VALIDITY AND RELIABILITY**

Face validity and content validity were emphasized in regard to the instrument in order to assure validity in this research work. As a result, survey questions were accepted based on prior empirical findings and evaluated for accuracy by specialists and the supervisor, who were thought to be excessively critical and knowledgeable about the topic of the study within the bank. The study specialists' insightful comments, adjustments, and ideas greatly aided in the instrument's validation. Additionally, pilot testing was done. By running the instrument through a pilot test, it is possible to identify any questions that respondents might have found difficult or confusing to

answer. Before distributing the questionnaire to responders, the advisor's comments and recommendations have been modified.

<b>Variables</b>	<b>Cronbach's Alpha</b>
Unconscious Gender Bias	0.726
Structural Barriers	0.738
Organizational Culture	0.748
Women Leadership Progression	0.731

Source: survey data (2023) **Table 2: Reliability value table**

### Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.720	37

Source: Survey Data (2023)

According to the above table the sample questionnaire was given out to 30 women employees working in Dashen Bank Head Office. The constructs shows a Cronbach's Alpha more than 0.6 which signifies stability and reliability of the questionnaire. Therefore, the questionnaire was distributed to 80 women employee respondents.

### 3.6 ETHICAL CONSIDERATION

The researcher guarantees to conduct all study in accordance with morally and ethically appropriate procedures. A complete understanding of the study's goal and aim, the respondents' free will and consent was used to collect the data. Assuring the respondents that their response is solely for academic purposes, has no negative effect on their professional work, and is not going

to be shared with the bank in any manner, the same was clearly stated in the introduction section of the instrument used for data collection to enable the respondents to comprehend the purpose of the study, respond with their full consent, and with confidence to respond without mentioning their name or unique identification.



## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATION

The study findings are displayed for each questionnaire question in this chapter. Frequency tables produced by SPSS are used when using descriptive statistics. A number of inferential statistics, including regression and correlation, that were performed on the data are also shown in this chapter. Because the variables of interest are ordinal and exhibit a monotonic connection, Spearman's Rho was used to determine the strength of the correlation between two variables.

#### 4.1 DEMOGRAPHIC INFORMATION OF THE RESPONDENTS

In the questionnaire, each respondent was asked 4 questions regarding their demographic profile. This section gives an analysis of the demographic characteristics of the respondents based on frequency analysis.

##### 4.1.1 AGE

###### Age group of Respondents

		Frequency	Percent
Valid	21 - 24	21	26.3
	25 - 34	31	38.8
	35 - 44	22	27.5
	45 - 54	5	6.3
	54 - 64	1	1.3
	Total		80

Source: survey data (2023)

Regarding the age group, the research project gathered information from a total of 80 respondents. The majority of respondents belonged to the age ranges of 25 to 34 which is 38.8% of the total responses. The next largest age range, including 27.5% of responses was between the ages of 35 to 44. And the next 26.3% of respondents were between the ages of 21 to 24. The last age ranges of 45 to 54 (6.3%) and 54 to 64 (1.3%) had lower proportions of respondents. Overall, the findings show that the questionnaire's respondents are spread out throughout different age groups.

#### 4.1.2 EDUCATION LEVEL

**Education level of Respondents**

		Frequency	Percent
Valid	High School Diploma or GED	4	5.0
	College Diploma	3	3.8
	Bachelors Degree	49	61.3
	Masters Degree	21	26.3
	Postgraduate	3	3.8
	Total		80

Source: survey data (2023)

According to the above table, the research project gathered information from a total of 80 respondents. The majority of the respondent belongs to the level of individuals holding a Bachelor's Degree with 61.3% of the total respondents. Following closely behind is the Master's degree with 26.3% of respondents. And the 5.0% of the participants indicates having a High School Diploma or GED. A smaller proportion of participants with 3.8% each completed a College Diploma and a Postgraduate degree. The women who responded to the questionnaire had a strong representation of higher education.

#### 4.1.3 JOB TITLE

**Job Title of the respondents**

		Frequency	Percent
Valid	Junior	25	31.3
	Mid level	41	51.2
	Senior	14	17.5
	Total	80	100.0

Source: survey data (2023)

Regarding to job title data table, the research project gathered information from a total of 80 respondents. According to this analysis, the respondents represented a variety of professional experience. The majority of the respondent belongs to the mid-level title with 51.2% of the total respondents. Individuals in junior jobs category represents 31.3% of the total respondents. And the remaining 17.5% of participants in the questionnaire identified themselves as senior-level professionals. According to the research, the respondents had a variety of work titles, representing women at various phases of their careers.

#### 4.1.4 LENGTH OF EMPLOYMENT

##### Years of Professional Experience

		Frequency	Percent
Valid	Less than 1 year	18	22.5
	1-3 year	27	33.8
	4-6 year	27	33.8
	7-10 years	6	7.5
	More than 10 years	2	2.5
	Total	80	100.0

Source: survey data (2023)

According to the data from the above table, the research project gathered information from a total of 80 respondents. 33.8% of the total respondents were those with 1-3 years of work experience. Similarly, the respondents with 4-6 years of work experience is 33.8%. 22.5% of participants had less than 1 year of work experience overall. And the 7.5% of respondents said they had between 7-10 years of work experience, A smaller percentage of 2.5% respondents said they had more than 10 years of work experience. The data shows that the respondents' professional work experience levels are varied and range over different years of experience in the sector.

## 4.2 DESCRIPTIVE ANALYSIS

### 4.2.1 UNCONSCIOUS GENDER BIAS AND ITS EFFECT ON WOMEN LEADERSHIP PROGRESSION

	Strongly Disagree Count	Disagree Count	Neutral Count	Agree Count	Strongly Agree Count
Unconscious gender bias exists within the organization and affects women's opportunities for leadership roles.	5%	1%	24%	39%	11%
Women face stereotypes and assumptions about their leadership abilities due to unconscious gender bias.	4%	2%	8%	40%	26%
Unconscious gender bias influences the evaluation and promotion decisions made about women in leadership positions.	2%	7%	37%	25%	9%
Women leaders often must work harder than their male colleagues to prove their competence and credibility due to unconscious gender bias.	2%	10%	45%	15%	8%
Unconscious gender bias affects the opportunities and resources provided to women leaders within the organization.	3%	17%	52%	8%	0%
Unconscious gender bias undermines the confidence and self-belief of women leaders in their abilities and potential.	3%	1%	9%	42%	25%
The organization needs to take proactive measures to address unconscious gender bias and promote a more inclusive leadership environment.	3%	1%	9%	42%	25%

Source: survey data (2023)

The questionnaire evaluated the views of respondents of unconscious gender bias in the workplace and how it affects women's possibilities for leadership positions. The findings show that a significant amount of respondents strongly agree or agree with claims about gender bias and how it affects women's experiences in leadership.

39% of respondents agreed, and another 11% strongly agreed, that there is unconscious gender bias that limits women's possibilities for leadership. Similarly, 40% of the respondents agreed and an additional 26% strongly agreed that stereotypes and presumptions regarding women's leadership qualities are caused by gender bias.

37% of respondents agreed, and 25% strongly agreed, that unconscious gender bias affected how women in leadership roles were judged and promoted. Additionally, 45% of participants agreed, while 15% strongly agreed, that women frequently have to work harder to demonstrate their skills and trustworthiness because of gender bias. Moreover, 42% of the respondents agreed that the organization must take proactive steps to overcome unconscious gender bias and foster a more inclusive leadership environment for women, While 25% of the respondents strongly agreed with the statement.

Furthermore, 52% of respondents agreed, while 17% disagreed on acknowledging how unconscious gender bias affects the opportunities and resources offered to women within the organization. Finally, a significant number of 42% respondents has agreed and 25% of the respondents has strongly agreed that women leader confidence and self-belief in their abilities and potential is undermined by unconscious gender bias.

#### 4.2.2 STRUCTURAL BARRIERS AND ITS EFFECT ON WOMEN LEADERSHIP PROGRESSION

	Strongly Disagree Count	Disagree Count	Neutral Count	Agree Count	Strongly Agree Count
Structural barriers within the organization hinder women's advancement to leadership positions.	3%	7%	14%	39%	17%
Women face challenges in accessing leadership development programs and opportunities.	1%	8%	17%	40%	14%
Structural barriers, such as limited access to networks and mentorship, slow down women's progress in leadership roles.	2%	8%	14%	40%	16%
The organization lacks policies and practices that specifically address gender inequalities in leadership positions.	5%	9%	8%	44%	14%
Women experience unequal opportunities for career advancement compared to their male colleagues.	5%	5%	12%	39%	19%
The organization lacks flexible work arrangements that support women in balancing leadership responsibilities with personal commitments.	4%	8%	11%	43%	14%
Structural barriers, such as limited access to decision-making processes, hinder women's influence, and impact within the organization.	2%	6%	16%	44%	12%

Source: survey data (2023)

In terms of assisting women through flexible work arrangements the questionnaire investigated respondents' perceptions of organizational structural barriers that limit women's access to leadership positions. 39% of respondents agreed, and another 17% strongly agreed, that structural barriers prevent women from reaching leadership roles. Similarly, 40% of the respondents agreed and 14% strongly agreed that women had trouble accessing leadership development opportunities and programs.

The effect of structural barriers, which gives a limited opportunities to networks and mentorship on women's progress in leadership roles was acknowledged by 40% of respondents who agreed, and 16% who strongly agreed. Moreover, 44% of respondents agreed and 14% strongly agreed

that the organization does not have policies or practices that address gender inequality in leadership roles.

The majority of respondents has agreed 39% and strongly agreed 19% that women have fewer opportunities for career progression compared to the male employees. Also, 43% of the respondents agreed, and 14% strongly agreed, that the organization does not have flexible work arrangements to help women balance leadership responsibilities with personal commitments.

Lastly, a significant percent of respondents (44%) agreed and additional 12% strongly agreed that structural barriers, such as restricted access to decision-making processes, limit women's influence and impact within the organization.

### 4.2.3 ORGANIZATIONAL CULTURE AND ITS EFFECT ON WOMEN LEADERSHIP PROGRESSION

	Strongly Disagree Count	Disagree Count	Neutral Count	Agree Count	Strongly Agree Count
The organizational culture does not promote a supportive and inclusive environment for women in leadership positions.	4%	15%	10%	37%	14%
Women's contributions and achievements are not recognized and valued within the organizational culture.	1%	8%	17%	40%	14%
The organizational culture does not encourage equal opportunities for career advancement for both men and women.	0%	9%	17%	41%	13%
Decision-making processes within the organization does not consider diverse perspectives, including those of women leaders.	5%	9%	8%	44%	14%
Opportunities for professional development and growth are not equally accessible to women and men within the organization.	5%	7%	14%	42%	12%
Women leaders within the organization are not provided with effective mentorship and sponsorship opportunities.	4%	8%	11%	43%	14%
The organization does not actively promotes diversity and inclusion, creating an environment favorable to women's leadership progression.	3%	5%	7%	32%	33%

Source: survey data (2023)

The questionnaire looked into how respondents felt about the organizational culture and women in leadership role. 37% of the respondents agreed and another 14% strongly agreed that the organizational culture does not promote a supportive and inclusive environment for women in leadership positions while, 15% of the respondents disagreed and 10% neutral. 40% of the respondent agreed that there are unequal possibilities for women career progression than men, and 13% strongly agreed that that the organizational culture discourages such equality. However, 17% expressed neutrality and 9% disagreed to the statement. 44% of the respondents agreed and 14% respondents strongly agreed that different perspectives including those of women leaders are not effectively considered in the decision-making processes. While 8% remained neutral, 9% disagreed with the statement.

Additionally, 42% of respondents agreed and 12% of respondents strongly agreed that women do not have equal access to opportunities compared to men for professional development and progress inside the organization. While, 14% of respondents expressed neutrality the 7% respondents disagreed. The effectiveness of mentorship and sponsorship opportunities for women leaders within the organization was recognized as lacking 43% of respondents who agreed and 14% who strongly disagreed. However, 8% disagreed and 11% remained neutral.

Lastly, a significant percentage of respondents (33%) strongly agreed and 32% agreed that the business does not actively encourage diversity and inclusion, hence fostering a climate that is unfavorable to women's advancement into leadership positions. While 5% of respondents disagreed and 7% expressed a neutral opinion.

#### 4.2.4 MEASURES OF WOMEN LEADERSHIP PROGRESSION

	Strongly Disagree Count	Disagree Count	Neutral Count	Agree Count	Strongly Agree Count
I believe the glass ceiling exists within my workplace, limiting women's advancement to higher leadership positions.	6%	10%	12%	38%	14%
I feel the effects of the glass ceiling in my career progression and opportunities for growth within the organization.	1%	11%	17%	36%	15%
I actively seek strategies and support systems to navigate the challenges posed by the glass ceiling and advance in my leadership journey.	2%	7%	13%	40%	18%
I believe it is important to raise awareness about the glass ceiling and its impact on women's leadership aspirations and achievements.	0%	5%	11%	32%	32%
I actively engage in efforts to challenge and overcome the glass ceiling, such as advocating for gender equality and empowering other women leaders.	2%	9%	8%	34%	27%
Women in leadership positions face barriers in receiving fair and equal pay compared to their male colleagues.	2%	15%	4%	42%	17%
The glass ceiling negatively impacts women's career advancement opportunities within the organization.	2%	8%	5%	39%	26%
Women experience lower job satisfaction due to the glass ceiling and its effects on their career progression and opportunities.	6%	6%	9%	39%	20%
The organization should implement mentorship and sponsorship programs to support and guide women in their career progression towards leadership roles.	1%	3%	9%	40%	27%
The organization should establish clear and transparent promotion criteria and processes to ensure fair and equal opportunities for women to advance into leadership positions.	0%	6%	8%	30%	36%
The organization should foster a culture of diversity and inclusion that values and promotes women's leadership contributions and perspectives.	0%	3%	8%	36%	33%
The organization should establish policies and initiatives that address work-life balance and support the needs of women in leadership positions.	0%	3%	5%	33%	39%

Source: survey data (2023)

The questionnaire looked into respondents' perceptions of the glass ceiling at work and its effects on women's possibilities for leadership and their beliefs, experiences, and opinions on the subject. The findings show that participant perceptions and attitudes varied widely.

38% of respondents acknowledged the glass ceiling's existence, and another 14% strongly agreed that it prevents women from advancing to higher leadership roles. Similarly, 36% of respondents agreed, with 15% strongly agreeing, said they feel the consequences of the "glass ceiling" on their ability to advance in their careers and take advantage of growth possibilities inside the organization.

40% of respondents agreed, and 18% strongly agreed, that they actively seek solutions and support networks to manage these obstacles and grow in their leadership journey. This is in reference to strategies to overcome the challenges posed by the glass ceiling.

32% of respondents agreed, and another 32% strongly agreed, that it is crucial to spread knowledge about the glass ceiling and how it affects women's goals as well as accomplishments in leadership.

In addition, a significant percentage of respondents (34% agreed, 27% strongly agreed) said they actively participate in initiatives to challenge and break through the glass ceiling, such as promoting gender equality and giving other women leaders more power.

42% of respondents agreed, and 17% strongly agreed, that women in leadership positions face obstacles to earning fair and equal compensation in comparison to their male coworkers.

Likewise 26% of respondents strongly agreed with this statement, and 39% of respondents agreed that the glass ceiling had a negative impact on women's possibilities for career progression inside the organization.

In addition, 39% of participants agreed, with 20% strongly agreeing, that women had less job satisfaction because of the glass ceiling and how it affects their possibilities for advancement. While 9% of the respondent remained neutral to the statement.

Regarding organizational help, 40% of respondents agreed, and 27% strongly agreed, that the organization should put mentorship and sponsorship programs in place to assist and direct women in advancing their careers toward leadership positions. To provide fair and equal opportunities for

women to rise into leadership roles, 36% of respondents strongly agreed while 30% of respondents agreed that the company should establish clear and transparent promotion criteria and procedures.

The organization ought to foster a culture of diversity and inclusion that recognizes and encourages women's leadership contributions and viewpoints, according to 36% of respondents who agreed and 33% of whom strongly agreed. Additionally, 33% of the respondents agreed and 39% strongly agreed that the firm ought to implement measures to support women in leadership roles and the need for work-life balance.

### **4.3 QUALITATIVE DATA ANALYSIS**

To complement and contrast the data acquired through questionnaires, interviews were held. There are five questions in the interview.

The respondents of the interview were three male senior bank managers with mature experience and knowledge of the research topic. The respondent number (R-1) for the first senior manager, for the second senior manager (R-2), and for the third senior manager (R-3), are used to identify the interviewee's responses. The answers they gave are listed below.

Respondent R-1, replied that there is a glass ceiling effect at Dashen Bank, as seen by the low number of women in leadership roles. This glass ceiling is a result of a number of issues, including the lack of flexible work schedules, discriminatory promotion practices, and inadequate gender diversity initiatives. This circumstance makes it difficult for the bank to hire and keep competent women employees. In order to address this, Dashen Bank can set up mentorship or sponsorship programs designed to support women's advancement into leadership roles, promote transparent promotion standards, and undertake unconscious bias training. With the help of support systems and improved professional development possibilities for women within the business, these actions seek to remove unconscious biases and structural hurdles.

Respondent R-2, replied that there is a glass ceiling effect at Dashen Bank since women are underrepresented in positions of leadership. Women's success is hampered by factors like traditional gender norms, a lack of diversity initiatives, and few networking and mentorship possibilities. This circumstance has a detrimental effect on the bank's capacity to utilize the skills and viewpoints of women, which has an influence on creativity, decision-making, and overall

organizational performance. Dashen Bank can take action to solve these issues by putting diversity training into practice, frequently reviewing the promotion procedures, and establishing inclusive policies that promote work-life balance and professional advancement. Additionally, mentorship or sponsorship programs designed specifically for women's leadership advancement can offer direction, opportunities for skill development, and networking to assist women succeed in leadership positions at Dashen Bank.

Respondent R-3, replied that in Dashen Bank, the presentation of women in leadership positions is balanced, indicating the absence of a glass ceiling effect. Through strong efforts, objective decision-making, and targeted leadership development opportunities for women, the bank's culture, policies, and practices support gender diversity and equality. By encouraging an environment of equal possibilities and utilizing varied viewpoints, this balanced representation has a favorable impact on the bank's capacity to draw in, keep, and develop exceptional women employees. By putting diversity training, open hiring procedures, and successful mentoring or sponsorship programs designed for women's leadership advancement into practice, Dashen Bank has successfully tackled unconscious biases and structural impediments. These initiatives offer role models, networking possibilities, and skill development, enabling women to boldly advance into leadership roles.

#### **4.4 DEPENDENT AND INDEPENDENT VARIABLES CORRELATION ANALYSIS**

Correlation analysis were performed between unconscious gender bias and women leadership progression, structural barriers and women leadership progression, and organizational culture and women leadership progression.

#### 4.4.1 CORRELATION OF UNCONSCIOUS GENDER BIAS WITH WOMEN LEADERSHIP PROGRESSION

##### Correlations

			Unconscious Gender Bias	Women Leadership Progression
Spearman's rho	Unconscious Gender Bias	Correlation Coefficient	1.000	.702**
		Sig. (2-tailed)	.	<.001
		N	80	80
	Women Leadership Progression	Correlation Coefficient	.702**	1.000
		Sig. (2-tailed)	<.001	.
		N	80	80

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

Source: survey data (2023)

The correlation analysis shows a strong positive association between women's advancement in leadership positions and unconscious gender bias. A high correlation between these two variables is suggested by the Spearman's rho correlation coefficient of .702\*\*.

Unconscious gender bias and the advancement of women in leadership are perfectly positively correlated, according to the correlation coefficient of 1.000. This indicates that the chances of preventing women from advancing to leadership positions grows as unconscious gender bias also increases. A significance level of less than .001 implies a highly significant correlation.

#### 4.4.2 CORRELATION OF STRUCTURAL BARRIERS WITH WOMEN LEADERSHIP PROGRESSION

##### Correlations

			Structural Barriers	Women Leadership Progression
Spearman's rho	Structural Barriers	Correlation Coefficient	1.000	.641**
		Sig. (2-tailed)	.	<.001
		N	80	80
	Women Leadership Progression	Correlation Coefficient	.641**	1.000
		Sig. (2-tailed)	<.001	.
		N	80	80

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

Source: survey data (2023)

According to the above correlation analysis, structural barriers and the advancement of women in leadership are significantly positively correlated. The Spearman's rho correlation coefficient of .641\*\* indicates that these two variables are strongly related.

A perfect positive connection between structural barriers and women's advancement in leadership is indicated by the correlation coefficient of 1.000. This implies that the chance of limiting women's advancement into leadership positions rises as structural obstacles also increases. A significance level of less than .001 implies a highly significant correlation.

#### 4.4.3 CORRELATION OF ORGANIZATIONAL CULTURE WITH WOMEN LEADERSHIP PROGRESSION

**Correlations**

		Organizational Culture	Women Leadership Progression
Spearman's rho	Organizational Culture	Correlation Coefficient	1.000
		Sig. (2-tailed)	.779**
		N	<.001
	Women Leadership Progression	Correlation Coefficient	.779**
		Sig. (2-tailed)	1.000
		N	<.001
		N	80
			80

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

Source: survey data (2023)

According to the above correlation analysis, there is a strong association between organizational culture and the advancement of women in leadership. There is a significant connection between these two variables, as shown by the Spearman's rho correlation coefficient of .779\*\*.

A perfect positive relationship between corporate culture and women's advancement in leadership is indicated by a correlation coefficient of 1.000. This suggests that the chance of women advancing to leadership positions increases as organizational cultures become more encouraging and inclusive. A significance level of less than .001 implies a highly significant correlation.

#### 4.5 REGRESSION ANALYSIS

To study the effect of glass ceiling on women leadership progression, the researcher used regression analysis. The independent variables, unconscious gender bias, structural barriers, and organizational was used as well as dependent variable, women leadership progression. The analysis result are shown below:

#### 4.5.1 REGRESSION MODEL SUMMARY FOR WOMEN LEADERSHIP PROGRESSION

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823 <sup>a</sup>	.678	.665	.18894

a. Predictors: (Constant), Unconscious Gender Bias , Organizational Culture, Structural Barriers

Source: survey data (2023)

The above model summary gives a brief description of how well the regression model performed in forecasting the development of women into leadership roles using organizational culture, structural barriers, and unconscious gender bias as predictors.

The model's predictors can account for around 67.8% of the variance in women's advancement to leadership, according to the coefficient of determination (R Square) value of .678.

The number of predictors is taken into account while calculating the adjusted R Square value, which is .665. Given the number of predictors and degrees of freedom in the model, this adjusted value indicates that approximately 66.5% of the variance in women's leadership development can be attributable to the predictors in the model.

The average degree of error in estimating the advancement of women in leadership based on the model is represented by the standard error of the estimate (.18894). A lower value implies forecasts with higher accuracy.

The model summary shows a moderately good correlation between predictors (unconscious gender bias, organizational culture, and structural impediments) and women leadership progression.

#### 4.5.2 ANOVA ANALYSIS FOR WOMEN LEADERSHIP PROGRESSION

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.706	3	1.902	53.280	<.001 <sup>b</sup>
	Residual	2.713	76	.036		
	Total	8.419	79			

a. Dependent Variable: Women Leadership Progression

b. Predictors: (Constant), Unconscious Gender Bias , Organizational Culture, Structural Barriers

Source: survey data (2023)

The overall significance of the regression model in predicting women's advancement in leadership, as well as the contribution of each predictor variable, are both detailed in the ANOVA table.

The sum of squares (SS) for the regression model is displayed in the "Regression" row and is 5.706 in total. The regression model's degrees of freedom (DF), which represent the number of predictors in the model, as shown is 3. The mean square (MS) describes the SS divided by the DF, which is 1.902.

The F-statistic of 53.280 is calculated by dividing the MS of the regression by the MS of the residual (2.713). This F-statistic tests the null hypothesis that all the regression coefficients are zero, suggesting that the predictors have no significant effect on women's leadership progression. The associated significance level (Sig.) of <.001 indicates that the regression model is statistically significant.

#### 4.5.3 REGRESSION COEFFICIENT ANALYSIS FOR WOMEN LEADERSHIP PROGRESSION

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.241	.210		5.910	<.001
	Structural Barriers	.158	.065	.224	2.434	.017
	Organizational Culture	.335	.061	.487	5.487	<.001
	Unconscious Gender Bias	.168	.057	.243	2.954	.004

a. Dependent Variable: Women Leadership Progression

Source: survey data (2023)

The coefficients table describes the unstandardized and standardized coefficients for the predictors (structural barriers, organizational culture, and unconscious gender bias) in relation to the advancement of women in leadership.

The intercept of the regression model is shown in the "Constant" row. When all predictor variables are zero, the unstandardized coefficient (B) of 1.241 represents the expected shift in the dependent variable (women's progression in leadership).

The unstandardized coefficient (B) for the predictor variable "Structural Barriers" is .158, indicating that a one-unit increase in structural barriers is correlated with a .158 rise in women's advancement in leadership. After normalizing the variables, the relationship's strength and direction are shown by the standardized coefficient (Beta), which is equal to .224. Structured barriers have a considerable impact on women's leadership progression, according to the t-value of 2.434, which is significant ( $p = .017$ ).

Similarly, for the predictor variable "Organizational Culture," where the unstandardized coefficient (B) is .335, showing that a one-unit rise in organizational culture is linked to a .335 increase in women's advancement to leadership. A significant positive link is indicated by the standardized coefficient (Beta), which is .487. The t-value of 5.487 is highly significant ( $p = .001$ ), which implies that corporate culture has a big impact on how women advance in leadership.

The unstandardized coefficient (B) for the predictor variable "Unconscious Gender Bias" is .168, meaning that a one-unit rise in unconscious gender bias is connected to a .168 increase in women's advancement in leadership. The association is moderately positive, as indicated by the standardized coefficient (Beta) of .243. Women's advancement in leadership is significantly impacted by unconscious gender bias, according to the t-value of 2.954, which is significant ( $p = .004$ ).

These coefficients shed light on the strength and direction of the connections between the predictors and the advancement of women in leadership, pointing out the significance of addressing structural barriers, enhancing organizational culture, and minimizing unconscious gender bias to promote women's leadership progression.

## **CHAPTER 5**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.**

This chapter is the final part of this research paper which includes summary of findings, conclusions and recommendations.

#### **5.1 SUMMARY OF FINDINGS**

The findings from the respondents' responses to the demographic questions offer insightful information about the backgrounds and features of the participants.

The majority of respondents (38.8%) belonged to the 25–34 age group, which was followed by the 35–44 age group (27.5%) and the 21–24 age group (26.3%). This suggests that the sample's workforce was comparatively youthful, with a significant number of people in their early to mid-career years.

In terms of educational level, the majority of respondents were those with bachelor's degrees (61.3%) and master's degree holders (26.3%). This shows that the sample included people with higher educational backgrounds, which may have influenced their views on leadership and career advancement.

According to job titles, the majority of respondents (51.2%) held mid-level roles, followed by junior positions (31.3%) and senior positions (17.5%). This distribution implies that the individuals' range of leadership responsibilities and experiences is diverse.

The majority of respondents (varying from 22.5% to 33.8%) stated that they had 1-6 years of professional experience. This shows a mix of professionals in their early to mid-career stages, with only 10% having more than ten years of experience.

For analyzing the respondents' perceptions and experiences regarding the glass ceiling, unconscious gender bias, structural barriers, and organizational culture, it is essential to take into account these demographic data. The perspectives from people with a diversity of ages, educational backgrounds, job titles, and degrees of professional experience help people grasp the opportunities and challenges that women face in leadership roles more thoroughly.

The research also aimed to determine the causes of the glass ceiling, including unconscious bias, structural barriers, and organizational culture.

From the findings we can summarize that the causes of unconscious gender bias are influenced by socialization, media influence, and a lack of awareness. Structural barriers stem from limited access to resources and opportunities, such as leadership development programs and networks, as well as unequal prospects for career growth. Organizational culture is caused by a lack of appreciation for women's achievement, and unequal job growth opportunities compared to male colleagues.

Unconscious gender bias has been identified as a key element in the glass ceiling, which restricts women's access to leadership positions. According to the study, unconscious gender bias caused women's to encounter biases, assumptions, and stereotypes regarding their leadership skills. These biases impacted their chances for advancement and affected evaluations and judgments concerning their promotion.

The research also indicated that because of unconscious gender bias, women's frequently had to work harder than male colleagues in order to establish their competence and credibility. The confidence and self-belief of women in their skills and potential were negatively impacted by this bias.

The research's findings demonstrated how important structural barriers are in maintaining the "glass ceiling" and limiting women's progression to leadership positions. Structural barriers are systematic and organizational issues that hinder and restrict women's career advancement.

The research found that women had difficulty gaining access to leadership development opportunities and programs, indicating a lack of support and resources for their career advancement. It was determined that a significant structural barriers preventing women's advancement into leadership positions was their limited access to networks and mentorship programs.

The study also emphasized structural barriers such as the lack of comprehensive decision-making authority and unequal prospects for career growth compared to male colleagues. These barriers limited women's capacity to have an impact and influence within the organization and their chance to advance to higher leadership positions.

The findings of the study shed insight into how crucial organizational culture plays a role in influencing how women experience and have access to leadership roles. The shared beliefs, norms and attitudes that regulate behavior within an organization are referred to as organizational culture.

According to the study, organizational culture significantly affected women by limiting their chances to advance their leadership positions. The organization's culture did not always foster a welcoming and helpful environment for women leaders. Unconscious biases, a lack of appreciation for their achievements, and unequal job growth opportunities compared to their male colleagues were among the difficulties that women faced.

The findings on the interview questions from the three respondents' replies, in sum, offer contrasting viewpoints on the existence and significance of the glass ceiling at Dashen Bank. While R-1 and R-2 agree that there is a glass ceiling, R-3 feels that the bank has succeeded in having a balanced representation of women in leadership roles. The problems revealed by R-1 and R-2, such as rigid work schedules, biased promotion procedures, and insufficient diversity initiatives, show possible obstacles to women's advancement. R-1 advises developing mentorship and sponsorship programs, clear advancement standards, and unconscious bias training to solve these issues. R-2 highlights the significance of diversity training, routine assessment of promotion procedures, and inclusive policies. R-3, on the other hand, highlights Dashen Bank's initiatives to advance gender equality and diversity, which have led to a balanced representation of women in leadership. Despite the diversity of views, it is certain that more research and action may be required to guarantee equal opportunities for women in leadership roles at Dashen Bank.

## **5.2 CONCLUSION**

In conclusion, the perspectives, difficulties, and suggestions related to the glass ceiling its effect on women leadership regression were clarified by this research.

According to the research's findings, women who seek to pursue leadership positions continue to face significant struggles due to the "glass ceiling." According to the respondents' beliefs, unconscious gender bias has a significant impact on women's chances for promotion, assessments of their leadership skills, and the requirement that they demonstrate their competence. Women's advancement in leadership positions is also hindered by structural barriers, such as restricted access to networks, mentorship, and decision-making procedures. Furthermore, the culture of the

organization is also important since it affects how confident, acknowledged, and content women feel in their careers.

Beyond personal experiences, the glass ceiling has an impact on women's access to leadership positions, equitable pay, and possibilities for career advancement. It is clear that organizations need to act now to solve these problems and foster an inclusive leadership environment. This involves putting unconscious gender bias prevention measures in place, removing structural barriers, and encouraging organizational culture that values inclusion and diversity.

Organizations should set clear and open promotion standards, offer strong mentoring and sponsorship programs, and give flexible work schedules that encourage work-life balance in order to shatter the glass ceiling. Organizations must also give diversity and inclusion a high priority in decision-making processes and acknowledge and honor the contributions of women leaders. Organizations may make a more fair and empowering atmosphere that encourages women to succeed and break through the barriers posed by the glass ceiling by putting these recommendations into practice.

Lastly, this study emphasizes how important it is for organizations to address the causes behind the "glass ceiling" and take proactive measures to advance gender equality in senior roles. Organizations may do this to stimulate innovation, maximize the contribution of their female talent, and build a more equitable and prosperous future for all.

### **5.3 RECOMMENDATION**

Based on the research's findings and conclusions, a number of suggestions can be made to help solve the problems caused by the glass ceiling and promote women leadership progression.

First and foremost, Dashen Bank should give top priority to initiatives that cover all aspects of diversity and inclusion. This includes formulating and putting into action plans meant to foster a welcoming and inclusive workplace for all workers, with a special emphasis on dealing with gender imbalances in leadership positions. Dashen Bank should implement diversity training initiatives with measurable objectives to inform staff about unconscious gender bias, stereotypes, and the value of gender equality in leadership. Dashen Bank should regularly evaluate and deal with any unconscious gender bias present in their systems and procedures. This can be

accomplished through promoting awareness of the effects of unconscious bias on women's possibilities for progress through on-going training and education. Dashen Bank may foster an atmosphere that is more inclusive and equitable for women leaders by raising awareness of the issue and posing objections to biased assumptions. Dashen Bank may also provide women the chance to progress into leadership roles by building a culture that values diversity and inclusion.

Secondly, Dashen Bank need to focus on removing structural barriers that limits women's progression. This involves dealing with problems like restricted access to networks and mentorship possibilities as well as making sure that promotion criteria and processes are open and equitable. Dashen Bank may level levels of competition for men and women in leadership positions by offering equal chances for professional development and advancement.

Thirdly, Dashen Bank need to establish an organizational culture that honors the contributions of women leaders and advocates for gender equality. This can be done through honoring and promoting women leaders who have made significant contributions, putting in place laws that support work-life balance, and include women in decision-making processes. Effective mentoring and sponsorship programs should be given top priority by organizations in order to encourage and guide women as they pursue leadership roles.

Lastly, addressing the difficulties imposed on by the "glass ceiling" requires a multifaceted strategy that includes diversity and inclusion programs, removing structural barriers, the encouragement of an inclusive workplace culture, and the addressing of unconscious gender bias. By putting all of these recommendations into practice, companies can foster a more equal and welcoming environment that enables women to shatter the glass ceiling and succeed in leadership roles.

#### **5.4 RESEARCH LIMITATION**

The study's sample size might make its conclusions harder to generalize. Since a limited number of respondents were used in the study, it's possible that their viewpoints don't accurately reflect those of women's in other sectors or areas. A broader and more representative sample would provide researchers a more complete picture of the difficulties women confront in shattering the glass ceiling.

The study's use of self-reported data, which may result in response bias, is another drawback. Responses from participants can be affected by social desirability bias or their own ideas about the glass ceiling. Participants may have been unwilling to reveal their real experiences and opinions despite measures to maintain confidentiality and secrecy. As a result, there may have been inaccuracies or underreporting related to certain concerns.

To manage the limitations the research used mixed methods by combining quantitative and qualitative approaches to gather data. And it established trust and anonymity to encourage honest responses, emphasize the confidentiality and anonymity of participants. Assured them that their identities and responses will be kept confidential and separated from any identifiable information.

### **5.5 SUGGESTION FOR FUTURE RESEARCH**

Future research should focus on studying how the issue has changed over time, taking into account several aspects of an individual's identity, examining how company culture and rules affect women, investigating discrete biases and stereotypes, comprehending the different leadership roles that women can fill, researching the value of support networks, examining the issue in various nations and cultures, taking the impact of technology into account, and assessing laws and policies that can make a difference.

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# APPENDIX

## QUESTIONNAIRE

### Questionnaire Glass Ceiling and its effect on women leadership progression: The Case of Dashen Bank S.C.

**Addis Ababa University  
College of Business and Economics, School of Commerce  
MBL Program**

Dear Respondent, I am a graduate student in Masters of Business Leadership program at Addis Ababa University School of Commerce. Currently, I am undertaking a Project under the title "Glass ceiling and its effect on women leadership progression: the case of Dashen Bank". You are one of the respondents selected to participate in this study. Thus, I would kindly request you to answer these questions. Your honesty and kindness would be of great help in many aspects. The information that you will share will be kept confidential and will only be used for academic purposes.

Thank you in advance.

#### **1. Demographic Profile**

##### **2. Age:**

- Under 25 years old
- 25-34 years old
- 35-44 years old
- 45-54 years old
- 55 years old and above

##### **3. Educational Background:**

- High school diploma/GED
- College Diploma
- Bachelor's degree
- Master's degree
- Doctorate/Ph.D.

##### **4. Job Title:**

- Junior
- Mid-level
- Senior

##### **5. Length of Employment with the Organization:**

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- More than 10 years

## 2. Unconscious Gender Bias on Women Leadership Progression

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
Unconscious gender bias exists within the organization and affects women's opportunities for leadership roles.					
Women face stereotypes and assumptions about their leadership abilities due to unconscious gender bias.					
Unconscious gender bias influences the evaluation and promotion decisions made about women in leadership positions.					
Women leaders often must work harder than their male colleagues to prove their competence and credibility due to unconscious gender bias.					
Unconscious gender bias affects the opportunities and resources provided to women leaders within the organization.					
Unconscious gender bias undermines the confidence and self-belief of women leaders in their abilities and potential.					
The organization needs to take proactive measures to address unconscious gender bias and promote a more inclusive leadership environment.					

## 3. Structural Barriers on Women Leadership Progression

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
Structural barriers within the organization hinder women's advancement to leadership positions.					
Women face challenges in accessing leadership development programs and opportunities.					
Structural barriers, such as limited access to networks and mentorship, slow down women's progress in leadership roles.					

The organization lacks policies and practices that specifically address gender inequalities in leadership positions.					
Women experience unequal opportunities for career advancement compared to their male colleagues.					
The organization lacks flexible work arrangements that support women in balancing leadership responsibilities with personal commitments.					
Structural barriers, such as limited access to decision-making processes, hinder women's influence, and impact within the organization.					

#### 4. Organizational Culture on Women Leadership Progression

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
The organizational culture does not promote a supportive and inclusive environment for women in leadership positions.					
Women's contributions and achievements are not recognized and valued within the organizational culture.					
The organizational culture does not encourage equal opportunities for career advancement for both men and women.					
Decision-making processes within the organization does not consider diverse perspectives, including those of women leaders.					
Opportunities for professional development and growth are not equally accessible to women and men within the organization.					
Women leaders within the organization are not provided with effective mentorship and sponsorship opportunities.					
The organization does not actively promote diversity and inclusion, creating an environment favorable to women's leadership progression.					

## 5. Measures of Women Leadership Progression

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
I believe the glass ceiling exists within my workplace, limiting women's advancement to higher leadership positions.					
I feel the effects of the glass ceiling in my career progression and opportunities for growth within the organization.					
I actively seek strategies and support systems to navigate the challenges posed by the glass ceiling and advance in my leadership journey.					
I believe it is important to raise awareness about the glass ceiling and its impact on women's leadership aspirations and achievements.					
I actively engage in efforts to challenge and overcome the glass ceiling, such as advocating for gender equality and empowering other women leaders.					
Women in leadership positions face barriers in receiving fair and equal pay compared to their male colleagues.					
The glass ceiling negatively impacts women's career advancement opportunities within the organization.					
Women experience lower job satisfaction due to the glass ceiling and its effects on their career progression and opportunities.					
The organization should implement mentorship and sponsorship programs to support and guide women in their career progression towards leadership roles.					
The organization should establish clear and transparent promotion criteria and processes to ensure fair and equal opportunities for women to advance into leadership positions.					
The organization should foster a culture of diversity and inclusion that values and promotes women's leadership contributions and perspectives.					
The organization should establish policies and initiatives that address work-life balance and support the needs of women in leadership positions.					

## **Interview Questions**

1. How would you describe the current representation of women in leadership positions within Dashen bank? Do you believe there is a glass ceiling effect?
2. In your opinion, what are some factors within the organization's culture, policies, or practices that may contribute to the glass ceiling and limit women's progression into leadership roles?
3. How do you think the glass ceiling affects the organization's ability to attract, retain, and develop talented women employees?
4. How can dashen bank better recognize and overcome unconscious biases or structural barriers that may impede women's career progression and leadership development?
5. Do you think there is a need for mentorship or sponsorship programs specifically designed to support women's leadership progression in your organization? If so, how do you envision such programs working effectively?