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**Women and Leadership in Public institution of Ethiopia:
Comparative study of Addis Ababa Housing Development
Corporation and- Ethio-Telecom**

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This is to certify that the thesis entitled 'Women and Leadership in Public institution of Ethiopia: Comparative study of Addis Ababa Housing Development Corporation and- Ethio-Telecom''.' submitted in partial fulfillment of the requirement for the degree of Masters of Art in Regional and Local Development Studies from Addis Ababa University and is a record of original research carried out by Roman Zerfu, under my supervision and no part of this thesis has been submitted for any other Degree or Diploma program. Therefore, I recommend it to be accepted as fulfilling the thesis requirement.

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DECLARATION

I Roman Zerfu hear by declare that this thesis entitled ‘‘Women and Leadership in Public institution of Ethiopia: Comparative study of Addis Ababa Housing Development Corporation and- Ethio-Telecom’’.’’ submitted for the award of the degree of Masters of regional & local development Studies, Addis Ababa University., This thesis is my unique work and it has never been displayed in any college. All source and materials utilized for this research have been properly recognized.

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ABSTRACT

Females face multi-faced challenges to take an interest in authority position due to deferent diverse variables. The purpose of this study is to decide between dependent factor and three independent factors, and which one is more influence the participation of females in authority position. The objective of this study is to assessing the factors that affecting women participation in leadership position in Addis Ababa housing development Corporation (AAHDC) and Ethio telecom. The researcher used descriptive research design employing mixed methods of research (combination of qualitative and quantitative approach)_ to analyze and interpret data. The data for the study was collected via questionnaires and interview from selected participants.

The sample for study selected through probability and purposive sampling techniques The Data was analyzed using descriptive statistics, correlation, and linear Regression . The reliability of the study was assessed through Cornbrash's alpha test. The information was analyzed with the help of a computer factual bundle for social sciences (SPSSversion25). The information analyzed was displayed using tables, charts, rates cruel, standard deviation and figure. The main findings of the research are : educational gap between male and females includes a positive related and critical impact with ladies cooperation in leader ship the extent of organizational factor has positive relationship and noteworthy impact with females interest in authority position , and socio cultural (stereotype) has positive relationship and noteworthy impact females interest in authority position the status of females in both organizations exceptionally negligible infers that there's no break even with dispersion of positions between men and females in leadership position. Therefore, recommendations for concerned bodies and the government for the enhancement of females and strategies, policy, law, and regulation should be implemented.

Key words: women, participation, leadership position.

ACCRONOMIES AND ABBREVIATIONS

HDC	House development corporation
AAHPO	Addis Ababa Housing Project Office
PASDEP	Plan for Accelerated and Sustainable Development to End Poverty
FDRE	Federal Democratic Republic of Ethiopia
AU	African Union
CSA	Central Statistical Agency
ILO	International Labor Organization
ETC	Ethiopia Telecommunication Corporation
WCYA	Women, children & youth Affairs
HR	Human Resource
GTP	Growth and Transformation Plan
UNDP	United Nation Development Program

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CHAPTER ONE

1. INTRODUCTION

Women's equal participation in leadership and decision-making positions at every level and in every sector is fundamental to attempts to eliminate gender-based poverty (F. Hasinet al. 2018). In order to challenge the unequal and ultimately unsustainable economic and social systems in which we live, and to secure the essential resources they need for dignified and rewarding lives, it is argued that women need to be visible politically as women and be empowered to act in that capacity (Jon, 2 010).

In Ethiopia the later circumstance, at higher level within the House of federation 50% fulfills the participated ladies in leadership position but when we come to House saving Development Corporation and the Ethio-telecom structure of the organization only few women individuals are involved or exist in the leadership position of the organizations.

1.1 Background of the Study

Globally, women take fifty percent share of the total population, and they are engaged in providing their labor in informal and self-employment economic activities (F. Hasinet al. 2018). However, the formal employment sector is way far from most women in the world and accordingly, women are invisible in the management positions of the government, both in the private as well as the civil society sectors (Ibid).

In Ethiopia females constitute 71.3% within the clerical and monetary sort of occupations in government business list Women representations in authoritative and skillful employments category is as it were 25% and 18% respectively, which clearly indicates middle and upper administration positions overwhelmingly overwhelmed by men (Federal Civil Service Commission, 2005).

This is concrete evidence that women's participation in the decision and position is very limited, and they are dwelling on low and unpaid forms of works which in turn make them hugely dependent on men for financial provision for themselves of as well as for their families. Global National GDPs have never monetized the 24/7 labor exerted by women while their abilities and contribution to the economy as well as to family care is priceless. Access to education, literacy,

media, employment, and decision making are some of the issues that are considered decisive for gender difference (Birikti, 2014).

Economic growth, poverty and gender inequalities are closely correlated to women's education. Educationally empowered women in every corner of the earth are crucial for a brilliant, educated nation and a stable future (F. Hasinet al. 2018).

Many decades have passed in the exertion of efforts to bring about women empowerment and to realize gender equality between women and men; still they are challenged in terms of enforcing them. For example. Article 3 of the Constitution gives break indeed with opportunity for women to require portion inside the choice making process by giving them the proper right to vote and be elected. The Gracious Benefit Change Programs too contributed a part to women's cooperation in decision-making. Article 35(8) state that stipulates men's & women's equality in employment, promotion, transfer and pension entitlement. Article 35(3) identified women historical legacy of past clearly states retroactive positional truth by way of prescribing an affirmative action as remedy to women's discrimination (Hausmann al.2012).

As the Ethiopian government's commitments are not delivered, yet, bringing gender equality is a big issue that makes us travels a long journey to realize it (World Vision, 2006).

By large, barriers to women in leadership positions are categorized as societal, organizational as well as individual ones. Some take the position that the glass ceiling has inclinations to societal hindrance (Elmuti, Heather Jia, Henry H. Davis, 2009).

Organizational obstacles are concerning to the discriminatory actions of selecting, hiring, and promoting taken against women and it creates interwoven situations that made conditions difficult for women to step up to the ladder of leadership positions (Ibid).

Furthermore, as the existing managerial or decision-making positions are male- Dominated, males prefer to promote their male folks at the expense of well-qualified women who are equally and even more competent than men (Ibid).

The government Ethiopia has good intension to increase the participation of women in leadership and decision making but women participation in the political and public sector is still low (Hausmann et al.2012).In 2007 election women held 22% of the seats national parliament only

20 out of 28 ministerial posts were held by women as there are 6 out of 30 state ministerial slots were held by women (federal Civil service Agency, 2006/7) With new reform strategy of government fifty plus one some women's at ministerial and decision-making level and also 37% seat is held by women's having women president for first time Ethiopia history.

In any case, in most organizations in Ethiopia (both public and private) ladies have once in a while expected administrative parts. The premise for contrasts between the lives of men, and women lies inside the ordinary patriarchy of Ethiopia which remains bolstered by religion and culture as well as sexual introduction differentials in get to, back and benefit arrangement over the instructive, legal, prosperity and money related divisions. While afterward changes to the structure and the true blue code were implied to resolve and do truant with patriarchal states of mind furthermore hones and caused a number of changes, there's still require for help changing out of line demeanors toward the female sex at the working environment, inside the public and at homes (Haregewoin&Emebet, 2003)

Despite these endeavors both at national and global levels, facts, realities, and evidence depict that, there still exist enormous obstacles for women in leadership and decision-making positions. Unsatisfactory policy interventions and systematic restructuring, the lagging behind attitudes of the society towards women, and the prevalent gender-based violence committed against women are among the factors that are responsible to prevent women in leadership and decision-making positions from excelling more. As a consequence of this, women leaders are discouraged to pursue their careers as leaders and the newly emerging women leaders will also become threatened by the inconvenient situation that their leadership status brings.

In extension to this, it has solidified such a point inside the constitution in Article 9(4) which states that "All worldwide understandings affirmed by Ethiopia are an essentially parcel of the law of the land" (constitution of the FDRE, 1995, p.79). In any case, open composing shows up that women still constitute an enormously small rate of those taking part in open choice making (Yalem, 2011)..

1.2 Statement of the Problem

In Social orders, where conventional or patriarchal values stay solid, numerous ladies found legislative issues as unwelcoming and even hostile to take an interest in it and hold

administrative positions (IGAD, 2010). Practical factors influencing the interest of ladies in administrative positions incorporate a lower level of instruction, monetary issues, lack of fundamental systems, more noteworthy family obligations, and hardship of their rights (IGAD, 2010).

Women are less participating and representation in choice making positions in creating nations (UNFPA, 2005). Women's moos get to data and media, less work opportunity, organizational boundaries coupled with social components decrease their choice-making power in society in common and in organizations in specific (UNFPA, 2005).

According to Afoz, (2010), the maintainability of the economy of a nation depends on the degree of the integration of women in open decision-making, and the incorporation of their needs and interface in approach which eventually makes a difference to ensure great administration. In Ethiopia, population having approximate 114,374,630, from this total Population Females constitutes 49.98 % of the population (World Bank, 2020). As ladies are close fifty percent of the population, it is exceptionally critical to utilize this population so that the ability of the whole population is optimally utilized. Because women make up the half of society, it should be taken for granted that a society will evolve better and quicker if everyone works untidily rather than if half the population is designated to the kitchen.

According to Haregewoin and Emebet, (2003) and Genet (2007) Ethiopia is a patriarchal society that keeps ladies in a subordinate position, and utilizing religion and culture as a pardon further perpetuate low representation of females in the leadership positions. These pardons have for numerous a long time been bolstered by laws and legislation, women's in Ethiopia neither had the opportunity to engage in land ownership, nor was they involved in government or political affairs. Access to resources such as education, in the words of Pankhurst, was confined to the "more fortunate ones". Pankhurst (Ibid. 361) states: that maintains Patriarchy and women's subordination. This has brought about and kept up mutilations between men and ladies, in a division of labor, the share of benefits, in law and state, in how families are organized, and how these are interrelated. Getachew (2016) too conducted an investigation over the opportunities and challenges of women's empowerment in a leadership position and they come up with the same major findings, i.e. socio-cultural, personal, and institutional barriers, like home and family responsibility, lack of self-confidence, lack of monitoring, and evaluation and related issues.

Hence, these figures clearly indicated how serious the problem is. Therefore, it is crucial to know the major factor that can be attributed to these low numbers of women in decision-making and leadership. This is because having the knowledge understanding of the reality would help to take any appropriate concrete remedial and corrective actions.

Therefore it is timely and important to assess investigate women's interest in authority and decision-making position within the case of Ethiopia telecommunication cooperation and Addis Ababa house developing cooperation in line with new reform strategy of government fifty plus some women's at ministerial and decision-making levels. Thus, the study aimed at filling the gap left by the other researchers focusing on the factor affecting women's participation in decision-making and leadership by considering educational gap is still the problem for females because educational policy of the country made big progress by applying affirmative action to all level of education system for continues decay in the country that is the major reason to conduct the research conduct in case of Addis Ababa housing Development Corporation and Ethiopia telecommunication cooperation. Based on the above objective the study focuses on answering the following basic research questions.

- Do still the educational gap is a problem with women's participation in leadership positions?
- What are the factors limiting women's participation in leadership positions?
- Do organizational Factor is a problem with women's participation in leadership positions?
- What kind of administration positions do ladies possess within the organizations as compared to men?
- Do socio-cultural (stereotype) problem to women participate in leadership and position?

1.3 Objective of the research

1.3.1 The General objective research

The overall objective of the research is to explore variables/factors that influencing women's interest in authority and decision-making position in the case of Ethiopia telecommunication cooperation and Addis Ababa house developing cooperation.

1.3.2 Specific objective

- ❖ To distinguish components that influences the cooperation of ladies in administrative positions in selected public organizations.
- ❖ Assess whether educational gap significantly influences women's participation in leadership positions selected private and public organization
- ❖ Assess the extent to socio-culture problems (Stereotyping) affect women's participation in leadership positions in the selected public organization
- ❖ What kind of leadership positions do women occupy in the organizations as compared to men?

1.4 Research Hypotheses

As mentioned above, one of the objectives of this study is to examine Influence of educational gap between men& female on women participation in leadership &position organization in Ethiopia in general particularly emphasizing on socio cultural of society subsequent to the preceding research question of the study, the following hypotheses will be tested in this study.

- ⇒ H1: There is positive and noteworthy relationship between organizational factor and ladies support in leadership and position.
- ⇒ H2: There is positive and significant relationship between organizational factor and women participation in leadership and position.
- ⇒ H3: There's positive and noteworthy relationship between relationship between socio-cultural (stereotyping) and women participation in leadership and position.

1.5 Significance of the study

The study set out the factors that affect women's participation in leadership position in the case Ethiopia telecommunication and Addis Ababa house development cooperation.

This study set out to assesses / determine factors that affect women's participation in leadership position and aims is to give intervention method and to improve women's participation in a leadership position. The research founding on the main factors that hinder women's from participation in a leadership position, benefit women that it helps to realize factors that affect their representation in leadership position and by suggesting how to overcome it and to bring about changes of attitudes in the society

Finally, the study help other researchers as literature in the study areas and policymakers to design more progressive programs and policies aimed at ensuring the equal participation of men and women.

1.6 Scope of the Study

This study basically concentrates on the discourse relating to the components influencing women's participation in administration position the cause of the Ethiopia telecommunication cooperation and Addis Ababa house development cooperation selected public organizations.

Clearly identify because of time cost constrain specific institutional policy measures that are appropriate to establish Conducive work environment for women in leadership positions in the case of the Ethiopia telecommunication cooperation and Addis Ababa house development cooperation selected public organizations.

Therefore, the study identified the importance of finding out the major societal, Organizational and individual hindrances that woman leaders are facing in Ethiopia telecommunication cooperation and Addis Ababa house development cooperation by utilizing both primary and secondary data. All female position holders within the chosen organizations target for the study. It can be conceivable to require everybody as they were few in number. In any case, the test estimate for male respondents selected random sampling method.

1.7 Limitations of the Study

The most source of essential information was the organizations employees who are placed at top and middle management positions and most of them were not timely responding which has impact on the research schedule Other than the surveys, meeting is one of the other essential information sources for this ponders and it moreover troubles to orchestrate it on time with HR officers since it on time with HR officers since Addis Ababa house development cooperation has currently restructured its operation in all man power and organizational structure.

1.8 Organization of the Paper

The paper is organized into five chapters. The primary chapter begins with initial parts including the foundation of the study, articulation of the issues; investigate address, goals of the study, significance; restriction of the study about, and organization of the study. The second chapter secured a survey of the related writing which talks about critical points related to components

influencing female's administration position. The third chapter bargains with the inquire about technique which comprises of the consider zone; the research plan, target populace, test estimate and testing procedures the fourth chapter procedures of data collection method of data investigation and the finally portion inquire about present's conclusions, and proposals which are drawn based on the findings.

1.9 Operational Definition of Terms

Leadership: - Operational Definition Leadership of Terms: - Rost (1993) characterized authority as the influencing relationship among pioneers and supporters who proposed veritable changes that reflect their shared reason. Iowa state college (1976) as well characterized administration as "the interpersonal affect, worked out in a circumstance and coordinated, through the communication handle toward the accomplishment of a shown objective or goals". The term authority in this considers is insinuating to any women with an affecting relationship among pioneers and lovers to bring almost changes in.

Participation: - The term in this ponder is utilized to allude to the arrangement of rise to opportunity to ladies for take portion in the leadership in Ethiopia.

Stereotyping: - In the study, it is defined as unjustified perception or generalization Made by people to a particular person or group of people.

Self-esteem:- In this study, it is defined as one's motivation or confidence to overcome different problems in society.

Negative stereotyping: - is excluding others in activities that require physical strength, mental skills, and education.

Women's Participation in Decision Making: -Participation in Decision making is referred to as the employees' perceived involvement and influence in the decision making process in an Organization that has a direct and indirect impact on their jobs (Afoz, 2010).

CHAPTER TWO

2 LITERATURE REVIEW

This chapter focuses on basic concepts and issues that were discussed by different authors on the study topic. Basically, general concepts and definitions, basic issues related to leadership and women's leadership are introduced. Finally, the factors affecting women's participation in Leadership position was discussed in detail.

2.1 Concept of leadership

Leadership itself may be exceptionally wide concept, and diverse speculations and styles of administration exist. Administration can be seen as a tool or a handle of spurring individuals and the inspiration points to attain specific objectives by the activity of those individuals. The distinctive styles of administration infer from diverse ways of persuading individuals, distinctive kind of objectives and the nature of the organizations (Hannagan 2008, p40.) Thus, leaders set the course for others to move forward to future and influence them to reach the set targets by certain way of working or acting.

Amazing leaders don't reasonably lead and say where to go; they have to take an intrigued in it themselves as well. Leaders need to act on their dreams, as they are easily judged by their action, not by what they say (Ibid). Leaders have obligation and master, and they must have vision for long run and be beyond any doubt adequate to lead everyone there.

Leadership is the process whereby one individual influences other group members toward the attainment of defined group or organizational goals (Dubois, 2006, p. 62). Leadership philosophy is conceptualized as the leader's values, behavior, and attitudes (Evans, 1996), examining gender differences in the characteristics of executive leaders in regarding management style, strategic behavior, work-related values, family, and work conflict (Fuchs & Hofkirchner, 2005).

Pro-social outcomes of relationship competence are mediated by the development of empathy, collaborative approaches to conflict, self-disclosure, and social interest (Jogulu & Wood, 2006). Communication styles are predetermined by societies, because a secure sense of awareness develops positive models for engaging in exploration and risk taking (Gallivan, 2004). A self-efficacy process could have a positive impact on individuals before they choose to initiate their efforts. Leaders have tendencies to weigh, evaluate, and integrate information about their

perceived capabilities before they make decisions. The subsequent sections present an overview of some of the different leadership styles that exist (Frize, 2005).

To conclude that, authority may be a fashion which makes great working environment where people around will work and support enthusiastically within the handle of accomplishing set up common objective. Hence, an individual working out his/her leadership role is the one who make great working environment for others. The concept of administration comprises of three aspects: people, objectives and impact. Action is used to achieve goals. Leadership is people driven and the ability to inspire people helps to achieve the set goals of an organization (Daft & Kendrick &Vershina 2010, p. 565.)

2.2 Characteristics of Leadership on Gender

There are certain characteristics of leadership that are described as feminine characteristics and masculine characteristics. Some of the characteristics often found in male leaders are competitiveness, focusing, goal orientation, inventiveness, and performance orientation. Feminine characteristics include social skills and social interaction, conversational style of communication, acceptance of differences, being multi-skilled and working well in groups (Piha 2006, p. 94). These characteristics merely represent different kind of leadership behavior which can be applied by both women and men.

Diagram of Authority and Sexual orientation Authority has customarily been considered to be a man's work since of the nature and fashion of authority has been exceptionally masculine (Jeff, 2011). Administration utilized to be vertical and more hierarchical. Emotions were not portion of authority and coming to objectives was the foremost critical thing. Within the conventional way of leading, there has not been room for female behavior which has continuously been associated to men. Leadership is changing and numerous female characteristics are getting to be more acknowledged due to the noteworthy part played by women through more grounded organizational and money related execution and sexual orientations are not as bound by certain ways of behavior as before (Jeff, 2011)

As male leader are the lion's share, they regularly emphasize the benefits of manly ways of behaving due to the chronicled relations of men and administration in duplicating patriarchies; relations of men and masculinities; numerical dominance of men particularly at all levels

because it is more normal to men and womanliness is often seen as a shortcoming. Shockingly, numerous female leaders too select to act more like men to pick up authority, credibility and be accepted (Jeff, 2011).

Disregarding all the subtle elements of stereotypical characteristics of ladies and men, it comes down to the contrasts between recognitions. Concurring to Palmu- Joronen (2009, p. 174), due to organic contrasts ladies and men think around things totally different ways, emphasize diverse perspectives and approach issues in certain ways. Depending on the circumstances, ladies can think in a masculine way and men in a female way. Within the genuine world, the characteristics of a great supervisor are more often than not matched by manly characteristics and numerous ladies in tall positions utilize a manly fashion of driving (Palmu- Joronen 2009, p. 181). In that sense, certain perspectives of womanliness are still seen as shortcomings within the business world.

Generally speaking, leaders don't deliberately make choices based on their sexual orientation. The diverse way of seeing things is still present. After all, each pioneer has his/her possess way of driving that has been molded by the people on values, convictions and character.

2.3 Women Leadership

Women administration concept and can as well be characterized in particular ways. A few get it women administration as the truth that women can be and are leaders , others may characterize it from a women's activist point of see and as a matter of consistency and the proper to have the same openings. A few say, it insinuates to certain polite characteristics which are imperative in today's organizations (Palmu-Joronen 2009, p. 172). Others think that administration ought to not be isolated as women specialist at all. Female administration reasonable one branch of this concept and can as well be characterized in various ways. Scholars characterize women's leadership/admiration from a women's activist point of views. Some say, it insinuates to certain female characteristics which are critical in today's organizations (Ibid).Women in leadership and decision-making roles influence the policies and directions of organizations (Ahuja, 2002). Women in leadership value supports from their organizations. In contrast, the negative stereotypes and perceptions of women as leaders and their leadership abilities may be a factor for the disparity between men and women in decision-making positions (Catalyst, 2006).

Besides, how women's authority may or may not shift from that of men is not characterized. But there's authority and there's lady's leadership. This determination of authority is utilized frequently and it alludes to ladies being pioneers or in some cases to a particular fashion of leading. If authority is separated into women's and men's administration, at that point it would be brutal that administration is not sex fair-minded. Disputes against the utilize of the word's women pioneers or women authority are based on the thought that it does not make a qualification whether it may be a man or a woman who leads which administration is gender orientation impartial.

Contentions against the utilize of the word's ladies' pioneers or lady's administration are based on the thought that it does not make a distinction whether it could be a man or a woman who leads and that administration is sex impartial. Numerous ladies think that the prefix moves forward the conviction that there is a colossal qualification between women authority and male authority, Even-though there might not be. In development, as a woman boring diverse commitment does not influence the capability of executing certain errands and driving. It is as it were a characteristic among others which is another reason why it ought to not be emphasized (Woinshet 2005). Since the 1980's, the center has been on emphasizing women leaders' characteristics and their benefits in organizations, instead of demonstrating women's humankind and capability to work in higher positions (Ibid).

Particularly, emphasizing womanliness in authority implies that it is recognized that there have been and still are less ladies than male pioneers which it is changing. In that sense, the word women is seen to work as sort of a overhaul of the reality that there have not persistently been ladies pioneers. Concurring to Woinshet (2005) a few women need to use the words women authority intentionally, to bring out the competitive advantage those assorted aptitudes and capabilities can make, this way bringing up the inclinations of gentility. Now and then being a women pioneer and speaking to minority in a few sense can be useful as a few organizations may consider a woman as a more curiously choice or as a modern resource.

In expansion, there's no ensure that ladies pioneers will promote gender equality, and there's moreover no ensure that male pioneers will not do so. Bureaucratic and democratic principles direct that pioneers ought to speak to the interface of others, indeed when these interface are at chances with their own. In any case, whereas a few pioneers can and do speak to plans that they

don't share by and by, this rule is often overlooked: there's an awfully clear relationship between individual character and involvement, and commitment to furthering a cause. In common, the world needs pioneers who will bring the plan of peace, correspondence, and sustainable development.

2.4 Women versus Men Style of Leading

Even-though, in male overwhelmed originals of what is a worthy authority fashion still prevail. While there are no substantive contrasts between men and ladies in terms of fashion, there are discernments of differences. Ladies as a leader may utilize a distinctive administration fashion than men. One ponder found that ladies see leadership as changing the self-interest of adherents into concern for the whole venture by utilizing interpersonal abilities and personal characteristics to propel subordinates. This characteristic includes sharing data and control, motivating participation and telling individuals know that they are critical. Men in differentiate are more likely to see authority as a arrangement of transactions with their subordinates. In addition, they more regularly utilize control of assets and the specialist of their position to spur their individuals (Weihrich& Koontz, 2001)

In expansion, ladies have an inclination to utilize 'soft skills' such as communication aptitudes and upgrade social associations and make connections. Such an approach isn't however esteemed to the same degree as the picture of a solid, visionary (more often than not male) pioneer out in front. Numerous men and ladies alike still appear to work with a more social satisfactory male authority fashion to be satisfactory by their subordinates. So, in portion of the reason for ladies not being found in more formal authority positions is since they don't see themselves as pioneers or want to be pioneers. Administration remains characterized in male overwhelmed (Woinshet 2005).

Agreeing to Eagly and Carli (2007), many people hold the discernment that an viable pioneer (a pioneer who makes an environment that licenses the development of homogenous and cohesive workgroups; and coordinating the bunches with the organization) could be a male. Typically because more a hereditary characteristics (characterized by animosity, desire, mastery, self-confidence and drive), are all thought to be indicative of successful pioneer. Such characteristics moreover depict the value-based administration fashion, which is more common among men. In differentiate transformational authority the prevailing authority fashion for ladies is characterized

by gaining others' believe and certainty to impact. In spite of the fact that the discernment is that guys are more viable pioneers since of their value-based authority fashion, inquire about appears that transformational authority can really be more successful. And in today's organizational climate, require for transformational administration with more cooperation, compromise and proactive. In general, the leadership style difference of men and women are summarized in the following table.

Table 1 Leadership style difference by gender

	Regards to men	regards to women
	Use Task oriented leadership style	Relationship oriented leadership style
Characteristics and Style of Leadership	Utilize Value-based administration fashion i.e. offer rewards in trade for compliance by fulfilling their devotees for assembly objective and rebuffing them for coming up short to meet objective	Transformational administration fashion i.e. rouse alter within the values and needs of their supporters so that person interface are subsumed beneath the collective goals of the organization additionally empowering and endeavor to assist
	Use "take-charge" leadership approach	Taking a more "take-care" leadership approach
	Use influence tactics such as personal appeal, consultation, assertiveness and inspirational appeal	Use tactics such as consultation, inspirational appeal and ingratiation more with other female and exchange tactics with males
	Men are more assertive and power hunger	Women are more expressive, tentative and polite in conversation
	Men use language to exert dominance, maintain status and achieve tangible outcomes	Women use conversations to enhance social connections and create relationships

Source: Boris, 2013

Gender differences in leadership styles has come to the conclusion that there are no quantifiable differences between men and women in leadership roles, but rather that leadership roles are just extremely situational. Neither men nor women are better in leadership positions, but that a leadership style's effectiveness is contingent on various features of group and organizational environments. Finally, to be effective leader in the workplace, it's important to realize switching between styles.

2.5 The Women and Leadership Status history in Ethiopia

Sometime recently the 1974 transformation, Ethiopian society had a solid devout base, and the political culture has inferred its quality from those devout convictions. Conventional Christianity was the dominant religion at the time shaping the ideological base of the administering rulers. Inside the stratification system, ladies were not as it were put at the most reduced various leveled level but were moreover anticipated to appear most extreme regard and accommodation to men and never address the thought processes of their spouses, fathers, or male relatives. This chain of command was moreover expressly expressed within the Fetha-Negest (as cited in Biseswar, 2011): —First, he [the judge] must be a man... the necessity of being a male is based on the thought that man is the ace of a lady, as said by the witness [Ephesians 5:23]. The office of a judge has a place to the place to the predominant instead of the supporter; since a man is more cleverly, he must give order or judgment. Over centuries, such, such teaching got to be encouraged coordinates as portion of culture.

Women's inferior status got to be set up unchallenged as all-inclusive inside the conventional patriarchal ideology. So concurring to Fetha-Negest ladies at that time were subjected to effective autocratic ideological control that none of them seem challenge the head. Due to that, the Head had no plan and did not consider women's headway as an issue. There were women's organized exercises run primarily by non-governmental (NGOs) bodies such as the Ethiopian Women's Welfare Affiliation, the Ethiopian Officer's Spouses Affiliation, and the Ethiopian Female Students' Affiliation. These Affiliations were, be that as it may, restricted in scope, and as it were existed within the cities. Other than because it was the arrange that time, the monarchy did not plan extraordinary measures for women's freedom conjointly did nothing to change conventional gender perceptions within the society. In this manner, they had small or no effect on government arrangements, laws, controls or development programs. Most of the taught ladies

(at the time there were exceptionally few) were moreover not delicate to their own issues and may not walk assist than working as portion of the society, tolerating by their ladylike parts (Ibid). During Haile Selassie's reign, Ethiopia's first parliament was formed, and no woman had been granted the opportunity to participate. Five women occupied the imperial parliament and senate, which had 250 and 125 seats respectively, in 1965 and 1969. (Yalem, 2011).

When the Dergue (Military Administration) seized control in 1974, it abruptly shifted the country's political direction from monarchy to communism. The Revolutionary Ethiopian Women's Association (REWA) was founded by proclamation; however, it was never fully realized and as well near to the Dergue to be of any actual service to women, according to the Dergue. In actuality, the objective of its founding was to consolidate the Dergue's dominance. Women's issues were not high on its priority list, and it was not intended to impact government policies or help ladies benefit from improvement initiatives as a result, little progress was made in the lives of Ethiopian ladies whether in terms of social status or economic status. As a result there was small change within the lives of Ethiopian ladies, whether within the social, financial or political sphere, particularly of those who lived within the country ranges (Yalem, 2011).

Indeed, although a couple of advancement Women 's issues were tried to be incorporated into work initiatives by agencies, mainly NGOs involved in relief and restoration work, however the results were not as intended. This was due to the government failing to give women's improvement the priority it deserved, and so failing to create an environment suitable to women's development projects. It was made cl by the Dergue. Within the to begin with year of its control, to develop their motivation in rallying provincial ladies in a few locations, women activists focused on state entities (labor unions and women's commissions). They took use of the chances that were available at the time. That, however, did not last long. The Derge anticipated a total monopoly on women's freedom, controlling its direction and actions from a mutilated lady's address in Wormwood. (Bissessar, 2011)

When the EPRDF seized political power in the country in 1991, things appeared to be looking up. Several new rules substituted the Dergue's plethora of state decrees, allowing society to flourish. Initially, these regulations provided citizens with a lot of chance and space (Bissessar, 2011). To improve women's activities, the ruling party established its own national women's apparatus in the form of Women's Undertakings Workplaces (WAO) and bureaus. In addition to

the women's apparatus, the EPRDF administration has launched 13 other well-intentioned initiatives to improve women's rights on the inside. These include the adoption of a truly liberal constitution that recognizes women's unequivocal rights, the establishment of international agreements on women's rights, and the implementation of verifiable measures to improve women's progress. 2011 (Yalem)

Ethiopia's Administrative Structure, which was established in 1995, reaffirmed Ethiopia's devotion to the gender orientation arrangement and firmly emphasized legislative support for women through its several provisions. For example, Article 25 prohibits segregation based on gender. Article 35, which consists of nine sub-provisions, is the most extensive law on women's rights. These are the conditions for breaking even with rights satisfaction; marriage balance; privilege to positive measures; freedom from detrimental traditional honours; maternity leave; and breaking even with interest in program organizing and execution; break even with rights on property possession; balance in business; and full get to regenerative wellbeing care. Several other protected arrangements, to be specific those encapsulated in Articles 7, 33, 38, 42, and 89, in addition, have a direct bearing on the protection of Ethiopian women's rights. It did not halt there. It was very promising to see that the administering party included a commentary within the structure implied to cultivate these worldwide settlements. Article 9 (4) in the 1995 Structure stipulates that —all universal assertions confirmed by Ethiopia are an indispensably portion of the law of the arrive. Numerous other steps embraced by the EFDRE government on women's rights incorporate modification of the family law in 2000; modification of the correctional code in 2004; modification of the labor law; propelling of a social welfare approach in 1997; an educational approach; the detailing of a national wellbeing arrangement in 1993; the declaration of a national populace policy an HIV/AIDS approach, and numerous more. Besides these, Article 3 of the structure provides equal opportunity for women to take an interest within the choice making handle by giving them the proper to vote and be chosen.

In spite of the fact that much still remains to be done, there are recognizable accomplishments within the participation of ladies especially within the parliament as well as in regional committees. The Respectful Benefit Change Programs too contributed a part to women's interest in decision-making. Article 13 (1) of the Respectful Benefit Decree No.262/2002 disallows segregation among work searcher on the basis of sex.

2.6 Empirical study

2.6.1 Factors that Affect Women's Participation in Leadership Positions

For a variety of causes, there is an underrepresentation of women in top positions. To start with, a scarcity of women in senior roles may discourage lower-level women from pursuing an upper-level post because they believe it is unattainable. Women who are exceptionally competent and experienced are not eligible to apply for upper-level posts in this way. As a result, businesses miss out on the chance to tap into the skills and abilities of a segment of their staff. Furthermore, when representatives notice a need for women in high management, they may have second thoughts about the company's principles and culture, such because it is an old-boys club, or biased in its enlisting and maintenance practices. As a result, there are several factors that prevent women from rising to positions of higher administration, and a few of them are depicted as follows.

2.6.2 Socio- Cultural Factors

Willis is a character in the film Willis (1991) Culture is all that surrounds us and influences how we live at any given moment. By no means a passive term, culture is characterized by events that occur locally, territorially, and internationally, it is shaped by individual as well as communal events, and it may be a highlight of the moment or age we live in. Culture is frequently used as a tool to endorse the conduct of activities not all of which may be suitable to all parties involved and are frequently personally related with concerns of character due to its vastness. Social systems are not always imposed, but they are subject to control and explication from a variety of angles and sources.

Regional obligations, as well as a location-bound situation more life partner, were early supporters of women in need of authoritative success, either because of the request of family on women hopefuls restricted them, or because those who contracted accepted that women would be prevented by family commitments. Local American women in Montana are depicted as considering family responsibilities as barriers to entering the organization (Brown, 2004). According to another researcher (Shake Shaft et al, 2007), "family and household responsibilities are more likely to impact the employment choices of ladies than of males."

In most African culture include Ethiopia, social-cultural traditions tend to assume that women public roles are just additional activities to their primary roles. For examples, in Ethiopia women engaged in productive and community works. As we known women are mother, wives, and breadwinners in their home (Meron, 2003). Because of those many responsibilities women are being restricted to domestic role with small opportunities and contact to decision making and leadership position. According to Bernaars, (as cited in Mbugua, 2007) in any ethnic group in Africa a typical woman has low status particularly lack of power to make decisions on matters affecting her life and those of her family. This socially decided desire and state of mind towards the young lady child impacts less allocation of assets towards the young lady as compared to the boys. A boy will continuously be considered to begin with some time recently a young lady. This gender one-sided social presumption and the following differential treatment of boys and youthful women in a property not as it were decrease girls' get to and the instruction but in addition tend to pushed youthful women to doing the so called ladylike careers'. One of the foremost prompt common avocations for male prevalence comes from Aristotle 5th century B.C (as cited in Amrot, 1998, p.7). He expressed that the world may be a pecking arrange composed of regulating components and women are actual fit to the minute. In his claim words he depicted it as —The male is really fit to command than the female and ladies advantage most by being subject to male distinguished specialist. It is fundamentally since in the midst of that time the lopsidedness of men and ladies was a authentically and socially recognized reality. Subsequently, this basically shows up his ideological differentiate from modern researchers. While society acknowledges inside the prevalence of men, we are inside the decade of woman in which the association of women in numerous perspectives may be a hot issue. The society and the person demeanor toward ladie capacity in holding the commitment of specialist and choice making position appear impact the back women essentially. As communicated by an class="bracket"> (Hoare and Gell, 2009).Mistrust of women capacity to lead and the generalizations and inclinations around their parts in society and their require of fittingness for organization parts and choice making are additionally challenge for women. These challenges are commonly aggravated by social factors. As Sitterly cited in Amrot, (1998, p.7) the women chief affirmed it as takes after “The 1990's has been named the decade of Women changes in values advancement, labor accessibility the work drive, lifestyles, open demeanors, family parts, globalization, legitimate prerequisites, company

2.6.3 Organizational Culture Boundaries

Organizational culture, according to Phillips (as referenced in Mbugua, 2007), is defined as the substances, values, images, and rites shared by members of an organization and that lead to the establishment of standards and desires of behavior. It defines how people behave within a company, determines what is and isn't valued, and determines how professionals are recognized. Cash, control, and status is frequently included in the ideals that support the vast majority of organizations and hence describe triumph. Working long hours and putting in face time (as middlemen for efficiency), competitiveness, and a desire to put work above all else are examples of comparing behaviors, according to McKenna (quoted in Mbugua, 2007). These attitudes and behaviors, which some authors label as macho, have come to overwhelm organizations for a variety of reasons, including historical and financial ones, but they are increasingly being challenged by women and men who need to 'work to live' rather than 'life to work.' The organizational and administrative values in a few organizations tend to be characterized by cliché sees of women's parts, qualities, slants, and commitments. These factors influence decisions on who is qualified for specific a position, which is perceived as having potential, and so on. When women are chosen or judged based on their ability to participate in a gathering rather than on their experience and abilities, they are subjected to sex discrimination. Agreeing to Eagly & Johansson (as cited in Process administrator, 2006) organization and organization continue to be the space of men that's considers executive, think man ' . This has proposals for women and men, legitimately or wrongly, are seen in a particular way in society, which saturates organizations. They are doled out sexual orientation parts, which are shared feelings that apply to individuals on the preface of their socially recognized sex Sexual orientation Generalization Variables.

Sexual introduction generalizations are generalized feelings nearly the characteristics and qualities attributed to men and women in a society. In common, men are characterized as commanding, chance taking, unequivocal, and autonomous (argentic characteristics), in spite of the fact that women are characterized as kind, caring, social, and humble (communal qualities) (Collins & Singh, 2006; Sikdar & Mitra, 2008). Sex generalizations can be portrayed as the characteristics, states of mind, values, and behaviors that society shows as fitting for the sexual introduction. The 17 disparities may have emerged not just as a result of natural contrasts, but also as a result of sex part socialization during childhood and the mental development of men and women. Men are generally perceived as more expert and competent than women, according

to gender stereotypes, whilst women are perceived as more expressive and communal as cited (Duher and Bono; Sczesny and Stahlberg, as cited in Ginige, 2007). Concurring to (Birikti, 2014), social measures development a common generalizations of sex parts which have been refined through handle of social learning, these social sharpens enable the progression of ability, characteristics, and behaviors that are particular between men and women which inside the eyes of various men and women are seen as opposite to those required inside the higher level of directors Ladies have unmistakable organization design which can being benefits to the organization, women are more inclined to require a unused viewpoint , recognizes, what isn't working and create present day course of action compare with their male peers, women pioneers are more willing to share control, make choice and enlighten issues based on shared considerations and information and energize intrigued and Expression. Instead of the conventional various leveled structure favored by men (Birikti, 2014 and Singh, 2006). Gender profiling also explains why women and men are over-represented in certain types of jobs. In care fields such as nursing, education, social care, and notably child-care, women outnumber men. Men's development and administration ranges connected to physical quality, risk-taking, and decision-making tend to be concentrated. Organizational hone reflect such sexual orientation inclinations as well. Male-dominated segments tend to be more unionized, and men are more routinely chosen for regulatory positions.

Since, a few contend, they are seen to be more willing to work longer hours and direct others. Word related, sectorial or time-related isolation can additionally be clarified by women' slants for work security or the way in which social orders drive them to alter work and family obligations. As Hoobler (2011) states the glass ceiling' explanations center on separation due to various, changed causes, such as sex portion stereotyping (where individuals tend to relate male characteristics and hence men with organization positions as well called the think pioneer, think male 'phenomenon). Researchers have collected impressive observational demonstrate that diagram 18 that we relate productive pioneers with characteristically male properties such as independence, self-assuredness, and completion. So, since generalizations of what ladies are like 'in the work environment do not facilitate with the male specialist unique, women are not considered for or are judged to be debilitated suited for thebest employments. In this wayas Cornelius (cited in Mbugua, 2007) verifies that stereotyping can influence the way in which men and ladies are seen inside the working environment. The utilize of generalizations as the premise

for evaluation of individuals can result in preferences or disadvantages, not since of individual capacity or require of.

2.6.4 Work put Approaches

Women are not the same as men; they have natural capacities that make them diverse, which in turn make their work experiences unmistakable. To this conclusion, treating men and women the same has viably made a systemic shape of indirect isolation for women. Mbugua (2007) states that pregnancy could be a working environment issue that starts well a few times as of late conception and closes long after birth. It is abnormal to disconnected pregnancy and family obligations. Related demonstrate prescribes doubts that women will take off when they have children are still distant coming to and continue to form the preface for not contracting females among a few managers. Expansive A few ladies report basic challenges when they return to work due to the require of solid approaches and sharpens in work environment. Issues like childcare, breastfeeding, versatile working hours and part-time work are still uncommonly current issues for most working ladies. Despite anti-discrimination sanctioning, a negative interface continues to be made, by directors, between a woman's regenerative status and her trade presentation (Gatrell, 2006). The Break indeed with Opportunity Commission (EOC) has communicated that ordinarily generally since directors fear that fetched and burden may be included in overseeing both maternities take off and mothers 'subsequent return to work, when women might inquire versatility due to their maternal obligations. The EOC too contend, in any case, that such isolation happens due to a conviction on the portion of organizations that mothers likely to lose their career center from the miniature they finished up pregnant. It has been suggested that isolation in association to women's maternity happens since the _normative 'image of womanhood is gendered. While men are seen as employment-oriented budgetary providers and bread makers, it is anticipated that mothers 'chief commitment and captivated is (or have to be be!) embedded interior the residential. Moms are therefore built as having a lower employment-orientation (and distant better; a much better; higher; stronger; an improved">an improved home-orientation) than fathers (Gatrell, 2006).

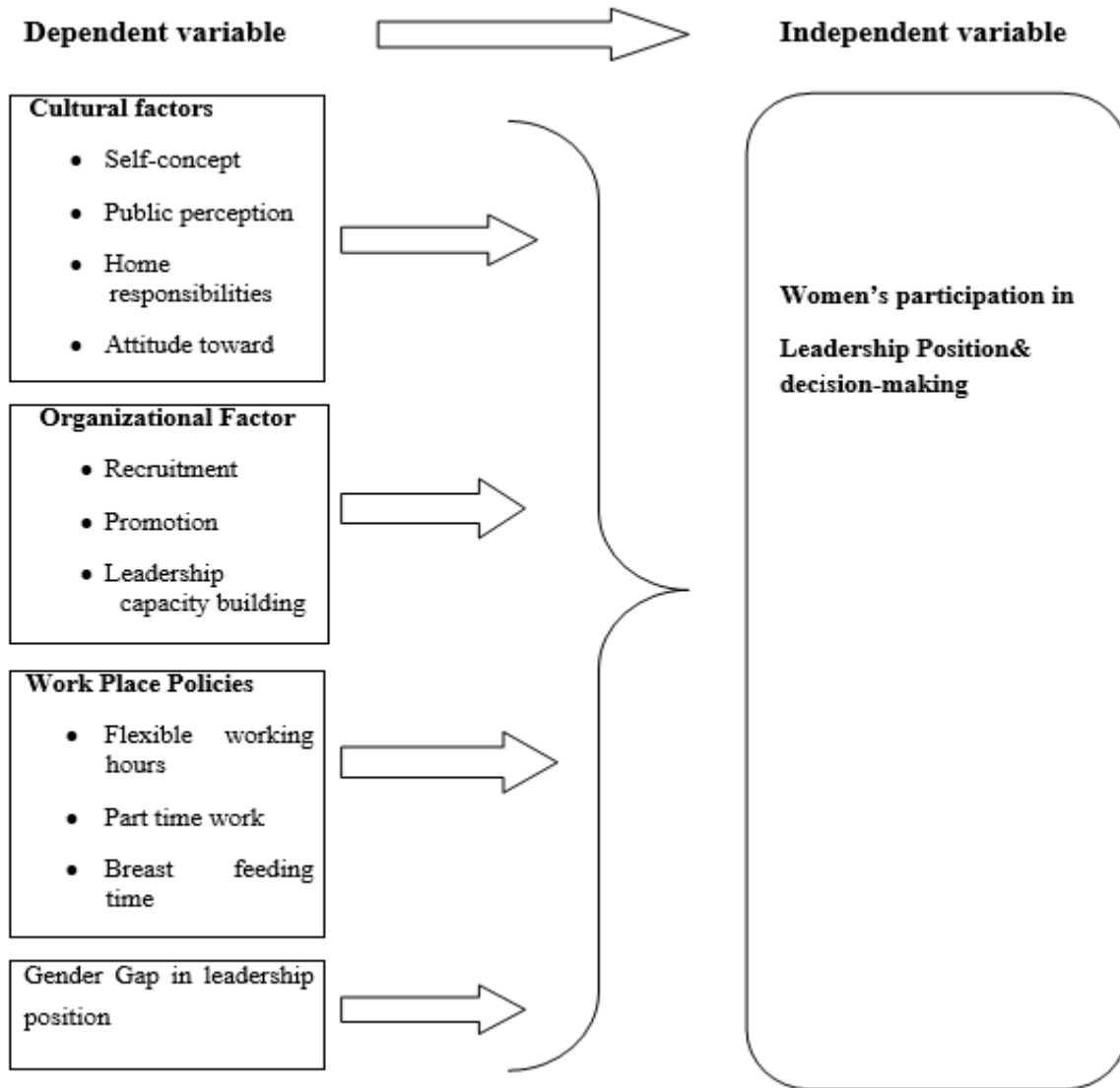
2.6.5 Work Place Policies

Separation happens when a worker endures unfavorable or out of line treatment due to their sex, race, religion, national root, impeded or brilliant status, or other legally guaranteed

characteristics. Government law denies isolation in several work-related zones, counting selecting, contracting, work evaluations, advancement approaches, planning, stipend, and disciplinary movement. Isolation can be delineated in a few ways.

Agreeing to UNDP report of 1999, despite the reality that numerous governments have embraced and adjusted agreed activity measures and the talk of sexual orientation adjust, the figures still demonstrate that all-inclusive, despite the reality that ladies are half of the populace, they are no place close half of the decision-making structures. The limit of 30% pushed by the UNDP report, as a prologue to the 50% is still a dream for most ladies. As a matter of reality, insights, capacity, and inspiration are the traits of a great pioneer. These qualities are inalienable in both men and ladies, and sex has no part to play in deciding these traits. In any case in interest to examining the variables impacting lady's movement to authority, social/cultural variables, organization culture, work environment approaches, and segregation of ladies in arrangements have come out clearly as the components hindering ladies from moving up the stepping stool of upper administrative positions.

Figure 1 conceptual framework



Source: adopted from Otilio .M (April, 20117)

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on doing the study with appropriate methods, which comprises the research technique, method, sampling design, sources of data, enabling the researcher to address the research objectives.

3.2 Research Setting and Description of the Study organization

This study conducted in Addis Ababa city administration in selected two public organizations Ethiopia telecommunication cooperation and Addis Ababa house development the organizations because ethio telecom is one of the biggest companies in the country which encompasses a great amount of employees in the country. While looking the gender involvement in the company, it is not proportional i.e. from a total of 9,766 employees women constitute only 2, 299. Besides that the representation of women at the managerial position is very low (Company profile, 2020).and Addis Ababa housing development cooperation is also one of public organization that work with natural science and engineering field with same to ethio telecom cooperation that most time females not seen on that areas.

3.4 Research Design

The study conducted using quantitative and qualitative approach of a descriptive survey method. A mixed method data collection and analysis were used, to assess and describe the factor affecting participation of women in decision making and leadership in Addis Ababa housing development cooperation and Ethio telecommunication. Descriptive research survey is intended to produce statistical information about factors affecting women's participation in decision making and leadership. By involving a broad category of stakeholders, the study fitted within the cross-sectional sub-type of descriptive survey study designs (Orodho, 2003).

3.5 Research Approach

The study used mixed approach (quantitative and qualitative) research approach. Quantitative approach uses SPSS version 25 measurable statistics to collect specific data related to Qualitative approach utilized to analyze open wrapped up questions and interviews. This method was used to

collect data and analyze respondents' attitudes, opinions, and behavior, and provide information without the use of statistical analytic tools; it merely describes in descriptive forms.

3.6 Target Population

For this study the total population is 5962, 1429 staff members from Addis Ababa House Development Corporation and 4,533 staff members from Ethiopia telecommunication cooperation head office . Of about female staff accounts 400 (28%) and 1227(27%) in AHDC and Ethiopian telecommunication respectively. employees working as directors, team leaders, senior officers and officer.

3.7 Sampling Techniques

To choose the study regions and respondents, a multi-stage sampling plan is used. For selecting the regions within the organization, purposeful sampling was used, while for selecting the respondents, census and simple irregular inspecting techniques were used. All female position holders in the chosen organizations were the target for the survey. It is conceivable to require each one as they were few in number. However, the test estimate for male However, the sample size for male respondents selected from the J.Carvalho's, (2005), sampling technique table.

Table 2 Sample Size Determination

Population	Sample Size		
	Low	Medium	High
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
35,001-150,000	200	500	800

Source: J. Carvalho “Archival application of numerical examining techniques” Records administration Quarterly (1984) as cited on OSPO 2005

Therefore, from the test measure of $n = 315$ to be drawn from a populace of estimate $N = 5962$ which was partitioned into five strata (manager = i_1 , directorate = i_2 , team leader = i_3 senior officer i_4 and officer i_5) with the population of size $N_{i_1} = 14$, $N_{i_2} = 40$ and $N_{i_3} = 63$ $N_{i_4} = 67$ $N_{i_5} = 131$ for each strata respectively.

Table 3 The sample sizes under the different strata

Total target pop. (N)	Number of strata	Population of Strata	Each stratum $N_i = n(N_i)/N$ Sample size of the strata		
			Total	AAHDC	Ethio-telecom
5962	i_1	150	14	2	2
	i_2	450	40	30	24
	i_3	730	63	38	16
	i_4	767	67	48	38
	i_5	1500	131	72	45
	Total sample size	3597	315	190	125

Sample size determination formula from each strata or sub group of a total population obtained using this formula: $(\text{sample size}/\text{population size}) \times \text{stratum size}$.

3.8 Data Source and Collection Method

3.8.1 Source of Data

In order to get relevant and first-hand information about the subject under study, questionnaires prepared based on the related literature and distributed to the sampled employees of the selected

two public organizations to be filled by the respondents. The questionnaires both open and close-ended ones. The close-ended items set on a five point such as .Likert five-scale measurement which ranges from 1 to 5 used, 1 representing “strongly disagree” and 5 representing “strongly agree”. The data gathering tools were pre-tested and revised carefully before undertaking a full scale study to check whether the expected information can be able to be collected or not. To this effect the data gathering instruments distributed to 15 employees in Addis Ababa Housing Development. As a result, most of the items remained with minor modification in their wording in accordance with relevant inputs obtained from the respondents.

Qualitative interviews were also employed to collect more supplementary opinion and to triangulate the responses obtained by the survey questionnaires. The interviews conducted with two directors, two team leaders, and two senior officers from both AAHC and Ethic-telecommunication company workers. The interviews conducted through semi-structured because this type of interview allows for more flexibility and new questions can be forwarded based on the response of pervious questions (Kothari, 2005). A twenty to thirty minutes interview was conducted at the workplace during working hours. The interviews were conducted by Amharic language and the responses were recorded properly in written note and in audio via telephone recording.

3.9 Model specification

On this study, Pearson’s model Correlation analysis used to determine the correlation between the extent of major hinder barriers and women leadership position, educational gap, socio culture and, organizational factor with women leadership& position treated as dependent variable. The interview responses and open-ended question analyzed qualitatively.

Multiple linear regression models used to test hypothesis about the relationship between a dependent variable that is women participation in leadership position and an independent variable of the study. Hence, the study regression analysis is predicting their relationship between the variables in the study. The multiple regression models of this study have three independent variables and the model explained as follows:

Dependent Variable: women participation in leadership& position(Y)

Independent Variables: - The extent of influence of organizational factor (x1), educational gap men and female (x2,) and socio – cultural factor (x3).

$B_1x_1 + \beta_2X_2 + \beta_3X_3$ Where: -Y= Subordinate variable (Women's participation in Leadership & Position)

a= constant

β = Regression Coefficient

X= independents (educational gap men and female, organizational factor and socio – cultural factor)

U= Residual factor

3.10 Data analysis and interpretation

Descriptive statistics such as frequency distribution and figures were used to assess the demographic profile of the respondents to make the analysis more meaningful, clear and easily interpretable. Descriptive statistics allow presenting the data that acquired in a structured, accurate and summarized manner. The analysis of data was undertaken using statistical software of Statistical Package for Social Sciences (SPSS Version 25).

The data collected from the field was sorted out for completeness, checked for any errors and omissions, and summarized in tables. Also the data obtained from the study was decoded into the computer and statistical analysis was employed using the Statistical Package for Social Sciences (SPSS) for the descriptive part of the study as well as Cronbach's Alpha for testing the validity of the data was undertaken.

Descriptive statistics by percentages and tables were generated from the software to establish relationship among variables. The relevant information obtained in a standard form presented using tables, frequencies and percentages. For the inferential part of the study OLS (ordinary least square) method was used using SPSS v25 after diagnostics tests are conducted and confirmed of no violation.

3.11 Ethical consideration

Ethical consideration is important, both during data collection and during presentation of the data. It is, therefore, essential for the researcher to always keep in mind the objects of enquiry in a questionnaire, interview and content analysis are human beings. It is very critical to protect them and also for them to feel protected at all times. When the respondents agree to be involved in the study, steps should be taken to ensure that they know exactly what they are agreeing to. The researcher ensured that the confidentiality and anonymity of the participants was maintained through the removal of any identified characteristics before widespread dissemination of information. The researcher made it clear that the participants name will not be used for any other purpose nor were information shared that to bear their identity in any way.

3.12 Reliability

Unwavering excellence constancy or repeatability of the estimation is known as unwavering quality. As a result, unwavering quality references to the extent to which investigate disobedient delivers consistent data or results from repeated trials (Marshal, 2006).Cronbach alpha was computed for each three autonomous factors and one subordinate variable. Agreeing to Hair et al., (2010) an acceptable unwavering quality coefficient is more prominent than 0.7 and littler than 0.3, at that point it infers that there's moo unwavering quality

Table 4 Reliability analysis

Variable of the study	No of item	Cronbachalpha	Total
Extent of organizational factor	9	.787	0.76
Educational gap factor	4	.752	
Socio cultural (stereotype)	7	.745	
Women participation	4	.757	

Source: Analysis of Survey data 2021, using SPSS 25

As seen in the reliability table above, all variables are approved because the Cronbach's alpha test values for all study variables are more than 0.7. Cronbach's alpha organizational factor (9).787, educational factors (4).752, sociocultural (stereotype) (7).745and women participation (4, 757reliability were among the study's variables.

CHAPTER FOUR

4. PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter deals with data presentation, analysis and interpretation of the data collected from respondents of Ethio Telecom and Addis Ababa housing development project through questionnaire and interview.

4.1 Characteristics of the Respondents

As described in chapter three of this study, the target population of the study was directors, team leaders, senior officers, and officers from the two organizations (Ethio Telecom and Addis Ababa Housing Development Cooperation). To gather quantitative data 315 copies of questionnaires were prepared and distributed. Accordingly, out of a total of 315 (100%) questionnaires distributed for both organization, 303(96%) were correctly filled and returned. Out of the total questionnaires distributed for Ethio Telecom 125(100%) returned. For Addis Ababa Housing Development Project returned 118(94.4%) from 190(100%) distributed only 185(97.4%) were filled properly and returned. Unreturned 15 questionnaires with initial sample size not have any significant on the reliability and validity of the research. Regarding an interview made from position holder women's three from each organization.

Table 5 Respondent rate

No.	Data collection tools	No. of respondents	No. of answered	Respondents rate
1	Questionnaires	315	303	96%
2	Interviews	6	6	100%

Source: Field Survey, 2021

So, the collected data were analyzed to assess the characteristics of the respondents in both institutions. To this end, some of indicators of the characteristics by Gender, Age, Educational qualification, Position, Experience and Supervise have been identified in the study and the results were presented, and interpreted in a manner as follows.

Table 6. Gender, Age and Educational back

Table 6 .Gender, Age and Educational back

Items	Categories	Frequency	Percentage
Sex	Male	215	71.0
	Female	88	29.0
	Total	303	100.0
Age	20-24 years	68	22.4
	31-40 years	138	45.5
	41-50 years	92	30.4
	>50 years	5	1.7
	Total	303	100.0
Qualification	Certificate	13	4.3
	BA/BSC	239	78.9
	MA/MSC	51	16.8
	Total	303	100.0

Source: Analysis of Survey data 2021, using SPSS 25

Concerning sex composition, Table 6 shows that, of the total 303 respondents 215 (71.0%) and 88(29.0%) were male and female respectively. From this information, we can realize that female staffs are relatively small in number as compared to male. As result of this, the participation of female managing staffs in this study was very low.

In regard to the age range of respondents, most of them were between 31-40 years and 41-50 years age. This revealed that, the majority of the total respondents were matured enough age wise to serve the organization.

As we can see from table 6, majority of respondents 239(78.9%) and 51(16.8%) were BA/BSC and MA/MSC holders respectively. This information confirms that majority of the staff degree

holders. This implies that nearly all of the respondents are better suited to pinpoint almost all of the factors that restrict women from holding administrative and decision-making jobs.

Table 7 Marriage and Position

Items	Categories	Frequency	Percentage
Marital status	Single	157	51.8
	Married	140	46.2
	Divorced	4	1.3
	Widowed	2	.7
	Total	303	100.0
Position	Officer	109	36.0
	Team leader	86	28.4
	Senior officer	54	17.8
	Director	54	17.8
	Total	303	100.0

Source: Analysis of Survey data 2021, using SPSS 25

In regard marital status, most of respondents 157(51.8%) and 140(46.2%) were single and married. In the above table 7, the majority of the staff 109(36.0%) and 86(28.4%) were officer and team leaders. 54(17.8%) of the respondents were work in the position of senior officer and directors. Marital status show as those who have position are married this implies that they are more social responsible in addition to position responsible.

Table 8 Experience, years of service in the organization and supervise

Items	Categories	Frequency	Percentage
	1-5 years	183	60.4
	6-10 years	47	15.5

Experience	11-15 years	40	13.2
	16-20 years	33	10.9
	Total	303	100.0
years of service in organization	1-5 years	126	41.6
	6-10 years	84	27.7
	11-15 years	66	21.8
	16-20 years	27	8.9
	Total	303	100.0
Supervise	0	196	64.7
	1-5 employees	26	8.6
	6-10 employees	49	16.2
	11-15 employees	1	.3
	16-20 employees	28	9.2
	>20 employees	3	1.0
	Total	303	100.0

Source: Analysis of Survey data 2021, using SPSS 25

In regard experience, most of respondents 183 (60.4%) have 1-5 years' experience. 47(15.5%), 40(13.2%) and 33(10.9%) of the respondents have 6-10, 11-15 and 16-20 years' experience respectively

Concerning duration of working in the organization, the majority of respondents 126(41.6%), 84(27.7%) and 66(21.6%) have experience 1-5, 6-10, and 11-15 years respectively.

The above table 8 shows that, 196(64.7%) respondents have not supervised employees. 49(16.2%), 28(9.2%) and 26(8.6%) of the respondents supervised 6-10, 16-20 and 1-5 employees respectively. This data clearly indicated that the majority of the respondents had

sufficient work experience, and it is therefore assumed that they were able to provide sufficient and adequate data about the factors that influence women's support in leadership and decision-making positions within the chosen organization.

Table 9 Gender Vs Education Qualification

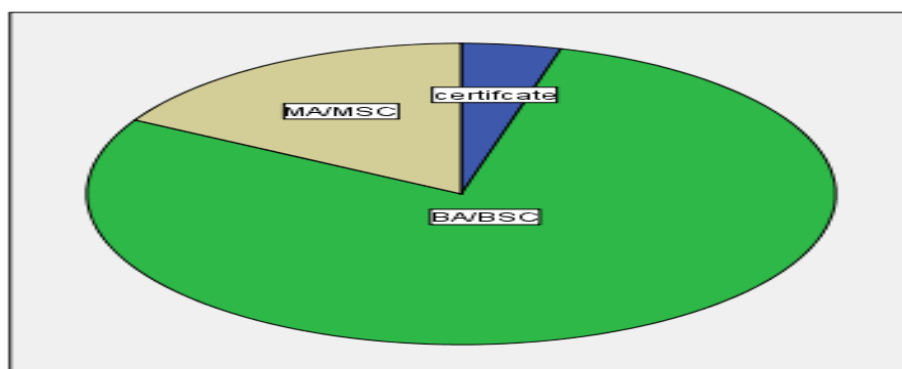
Sex	Certificate	BA/BSC	MA/MSc	Total
Male	0	175	46	215
Female	13	64	11	88
Total	13	239	51	303

Source: Analysis of Survey data 2020, using SPSS 25

As indicated under table 9, the majority of respondents 175 and 64 were first degree holder for male and female respectively. 46 and 11 of the respondents MA/MSc degree holder for male and female respectively. This information confirms that the majority number of the respondents were BA/BSC degree holders in the Ethio-Telecom and Addis Ababa Housing Development Cooperation.

In terms of the respondents' instructive levels, it appeared that 215 (71%) of the 303 test respondents were men and 88 (29%) were females. The respondents who had to begin with a degree (57 percent) were men, while 64 (21 percent) were women, and 46 (15%) were males with MAMSc and 11 (3.6%) were females. This implies that almost all of the respondents are better qualified to express around components that ruin ladies from taking part in administration and choice making.

Figure 2 Respondents' level of education



Source: Analysis of Survey data 2021, using SPSS 25

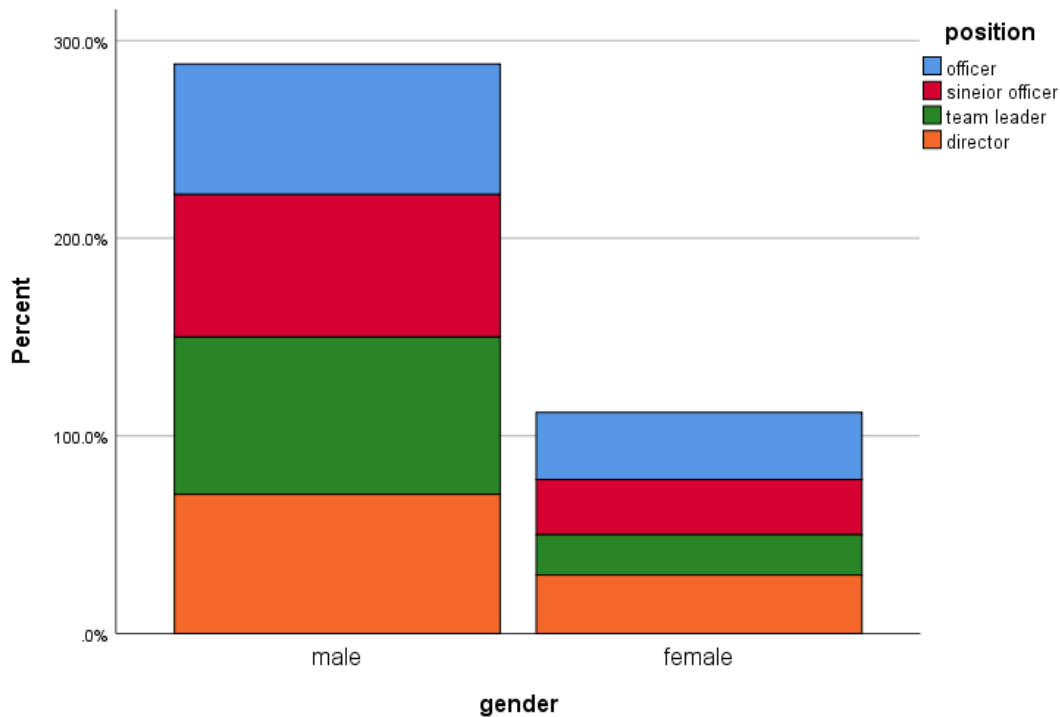
Table 10 Gender vs. position

Sex	Officer	Senior officer	Team leader	Director	Total
Male	72	62	43	38	215
Female	37	24	11	16	88
Total	109	86	54	54	303

Source: Analysis of Survey data 2021, using SPSS 25

The current position of respondents 72 and 32 were male and female officer respectively. On the other hand, from the total number of respondents 62 and 24 male and female work at the level of senior officer respectively. Whereas the majority of team leaders and director 43 and 38 of them were male respondents respectively. From the above information we argue that the majority of staff member under study dominated by male.

Figure 3 Respondents' Position by gender



Source: Analysis of Survey data 2021, using SPSS 25

Figure 4 Gender vs. Supervisor

Sex	0	1-5	6-10	11-15	16-20	>20	Total
Male	135	15	39	1	23	2	215
Female	61	11	10	0	5	1	88
Total	196	26	49	1	28	3	303

Source: Analysis of Survey data 2021, using SPSS 25

Regard the number of employee supervised, the majority respondents 135 and 61 male and female were have not supervised employee in the organization respectively. 39 and 10 respondents supervised 6-10 employees for male and female respectively. 16-20 employees supervised were 23 and 5 men and female respondents respectively. This implies that females does not have exposure to supervise teams because of the could t have position it has its consequence for further career development for position.

Analysis and Interpretation of the main Issues

4.2.1 Survey results

The following descriptive statistical analysis shows the conceptual framework adopted for this study. Particularly, the analysis demonstrates the research questions to make discussions the study used frequency and percentile. The respondents were asked to indicate the extent to analyze influence of organizational factor educational gap between men and women & sociocultural (stereotype) on women participation in leadership & position in Ethiopia in five scales (1=strongly disagree, 2= Disagree, 3= Neutral, 4= Agree and 5=strongly agree).

Table 11 Women participation in leadership position

Item	Responses					
	SD	D	UN	A	SA	
1. Women are effective in leadership position in our organization?	F	29	36	2	141	95
	%	9.6	11.9	.7	46.5	31.4
2. Women equally participate and representing in leadership position as men in our organization?	F	120	135	1	46	1
	%	39.6	44.6	.3	15.2	.3
3. Employees are committed to their female leader on what she does for staff and organization?	F	113	89	2	55	44
	%	37.3	29.4	.7	18.2	14.5
4. My manager as woman inspires me in my work performance and career goals?	F	80	119	5	86	13
	%	26.4	39.3	1.7	28.4	4.3

Source: Analysis of Survey data 2021, using SPSS 25

4.2.2 Descriptive results of the main Factor.

4.2.2.1 Descriptive results of women participation in leadership position

The goal of this study was to determine the factors that influence women's participation in leadership roles. The respondents were asked whether socio-cultural (stereotyping), organizational, or other factors affect women's participation in leadership positions in order to determine the factors that affect women's engagement in leadership positions.

Female cooperation in administration is influenced by the educational discrepancy between male and female in leadership positions in authority positions.

Table 11 item 1 show's employee's response for the questions they were asked about women are effective in leadership position in our company the majority of respondents 141(46.5%) and 95(31.4%) agree and strongly agree. This implies that women are more effective in leadership position but in the organization they didn't have the access to position.

Item 2 in the same table employees were asked about Women equally participate and representing in leadership position as men in the company. Accordingly, 120(39.6%) and 135(44.6%) replied strongly disagree and disagree respectively. This implies that women are more effective in leadership position but in the organization they didn't have the access to LD position.

According to item 3 in the table 11, Employees are committed to their female leader on what she does for staff and company. Accordingly, most respondents 113(37.3%) and 89(29.4%) replied strongly disagree and disagree respectively. This implies that socio cultural influence has great role in both organizations.

Employees asked about my manager as woman inspires me in my work performance and career goals were replied 119(39.3%), 86(28.4%) and 80(26.4%) disagree and strongly disagree respectively. This implies that socio cultural influence has great role in the organization.

Table 12 Educational gap between men and women

Item	Responses					
	SD		D	UN	A	SA
1. Women are below men in education level in the organization’s work sections?	F	39	33	3	63	165
	%	12.9	10.9	1.0	20.8	54.5
2. The company supports women in bridging educational gaps between men and women?	F	102	107	5	61	28
	%	33.7	35.3	1.7	20.1	9.2
3. Women get adequate on-job skill training and education support from the organization?	F	100	84	5	63	51
	%	33.0	27.7	1.7	20.8	16.8
4. There is affirmative education and training package for women in the organization?	F	129	72	2	62	38
	%	42.6	23.8	.7	20.5	12.5

Source: Analysis of Survey data 2021, using SPSS 25

4.2.2.2 Descriptive results of educational gap

As it is indicated in table 12 above item 1, from the total number of respondent , majority of them 165(54.5%) and 63(20.8%) replied strongly agree and agree concerning Women are below men in education level in the company’s work sections. this implies that there a big gap between male and female educational gap in organization.

As illustrated in table 12 of item 2, employees were asked about the company supports women in bridging educational gaps between men and women. Accordingly, 102(33.7%) and 107(35.3%) of the respondent replied strongly disagree and disagree respectively.

This implies that the organization cannot have enough support for female in order to reduce educational gap.

Concerning about Women get adequate on-job skill training and education support from the organization in the same table item 3, respondents answered 100(33.0%), 84(27.7%) and 63(20.8%) strongly disagree and agree respectively.

Regarding the availability of affirmative education and training package for women in the organization, the respondents replied strongly disagree with 129(42.6%), disagree 72(23.8%) and 62(20.5%) agree respectively. This means national women polices does not have strategy to implement at lower level of organizations

Table 13 Organizational factor

Item	Responses					
		SD	D	UN	A	SA
1. Women have equal opportunities to compete for leadership positions as men?	F	116	102	-	60	25
	%	38.3	33.7	-	19.8	8.3
2. Women have fewer attitudes toward themselves in respect to leadership?	F	101	72	-	64	66
	%	33.3	23.8	-	21.1	21.8
3. Women have lack of self-confidence and fear of failure in administration?	F	30	56	3	75	139
	%	9.9	18.5	1.0	24.8	45.9
4. Organizational culture is a barrier for women's to be empowered?	F	37	41	5	81	193
	%	12.2	13.5	1.7	26.7	45.9
5. There is lack of necessarily organized training/ professional development opportunities?	F	14	81	1	83	124
	%	4.6	26.7	.3	27.4	40.9
6. There is unfair recruitment practice or gender in balanced practices?	F	68	111	-	64	60
	%	22.4	36.6	-	21.1	19.8
7. There is unattractive work environment?	F	23	42	3	88	147
	%	7.6	13.9	1.0	29.0	48.5
8. There are sufficient policy measures in your organization for women empowerment	F	108	110	9	34	42
	%	35.8	36.3	3.0	11.2	13.9

9. There is lack of necessary promotional practical interventions in the organization?	F	21	41	14	89	138
	%	6.9	13.5	4.6	29.4	45.5

Source: Analysis of Survey data 2021, using SPSS 25

4.2.2.3 Descriptive results of organizational factors

Employees asked about Ladies have risen to openings to compete for administration positions as table show 116(38.3%) and 102(33.2%) replied strongly disagree and disagree respectively. This shows that the opportunity for position need more qualified competence in the organization by academic as well as by having experience management position.

On the other hand, form the total number of respondents 101(33.3%), 72(23.8%) and 66(21.8%) replied strongly disagree, disagree and agree respectively for the question were asked Women have those factor was not affect the participation of women in leadership position.

As a result, it is possible to conclude that women are more responsible for home and family-related concerns, and that these factors influence women's participation in leadership positions at the lowest level compared to other factors, such as fewer attitudes toward themselves in terms of leadership.

As depicted in table 13 item 3, the majority of respondents 139(45.9%) and 75(24.9%) argue strongly agree and agree for the question were asked Women have lack of self-confidence and fear of failure in administration.

Traditional beliefs and cultural attitudes about women's roles and standing in society persist, and top leadership in any organization is still seen as a masculine sphere.

Regarding Organizational culture is a barrier for women's to be empowered in item 4, same table the majority of respondent replied 193(45.9%) and 81(26.7%) strongly agree and agree.

As indicated above in the above table 13 item 5, the majority of respondent replied strongly agree, agree and disagree for the question were asked There are insufficiently planned training/professional development options in 124 (40.9%), 83 (23.4%), and 81 (26.7%) of cases, respectively.

As can be observed in table 13 item 6, respondents were asked there is unfair recruitment practice or gender in balanced practices replied 111(35.6%), 68(22.4) and 64(21.1%) disagree, strongly disagree and agree respectively. Item 7 in the above table, respondent strongly agree 147(48.5%) and agree 88(29.0%) there is unattractive work environment.

In addition, the respondents replied strongly disagree 108(35.8%) and disagree 110(36.3%) for the question were asked there are sufficient policy measures in your organization for women empowerment. This implies that women do not have actively participated in LD position.

Finally, respondents replied strongly agree 138(45.5%) and agree 89(29.4%) on there is lack of necessary promotional practical interventions in the organization. As a result, it is possible to conclude that a lack of essential promotional practical interventions is one of the primary issues affecting women's participation in leadership positions.

4.2.2.4 Socio cultural factor (stereotyping)

Table 14 Socio cultural factor (stereotyping)

Item	Responses					
	SD		D	UN	A	SA
1. Women won't feel comfortable in leadership position being above men?	F	36	53	5	90	119
	%	11.9	17.5	1.7	29.7	39.3
2. Women worry over what other people might think about them in leadership position?	F	31	48	3	99	124
	%	10.2	15.2	1.0	32.7	40.9
3. Women are sensitive for criticism and do not want the leadership position?	F	44	44	1	98	116
	%	14.5	14.5	.3	32.3	38.3
4. Women are feared around important that they want to like and accept them?	F	26	60	6	94	117
	%	8.6	19.8	2.0	31.0	38.6
5. Women feel discomfort to speak to group of	F	40	62	5	97	99

people they lead and supervise?	%	13.2	20.5	1.7	32.0	32.7
6. Women aren't thinking positively about themselves in products they deliver in their positions?	F	43	68	12	100	80
	%	14.2	22.4	4.0	33.0	26.4
7. Women do not speak up with full confidence in their leadership and supervision positions?	F	44	48	3	111	97
	%	14.5	15.8	1.0	36.6	32.0

Source: Analysis of Survey data 2021, using SPSS 25

4.2.2.5 Descriptive results of gender stereotype factors

As indicated in table 14 item 1, from the total number of respondents 119(39.3%) and 90(29.7%) strongly agree and agree for item women won't feel comfortable in leadership position being above men.

So that may conclude women won't feel comfortable in leadership position being above men. Women's involvement in leadership positions is influenced by a number of factors.

As can be observed in the same table item 2, 124(40.9) and 99(32.9%) strongly agree and agree respectively for item Women worry over what other people might think about them in leadership position' it indicate that women's have lack of self confidence

Regarding item 3 same table, employees replied strongly agree 116(38.3%) and agree 98(32.1%) for question women are sensitive for criticism and do not want the leadership position. Depending on that cultural factor affects women's to feel discomfort able on position because of free of criticism

Employees replied for question women are feared around important that they want to like and accept them strongly agree 117(38.6%) and agree 94(31.0%).

As indicated in table 11 item 5, the majority of employees answered for the question were asked women feel discomfort to speak to group of people they lead and supervise strongly agree 99(32.7%) and agree 32.0%).

Item 6 in the same table, employee response agree 100(33.0%) and strongly agree 80(26.4%) for item women aren't thinking positively about themselves in products they deliver in their positions.

Finally, employees agree 111(36.6%) and strongly agree 97(32.0%) on the women do not speak up with full confidence in their leadership and supervision positions. It is also cultural influence on to express front of people.

4.2.3 Mean and Standard Deviation of Variable

Table 15 implies mean scores and deviations from the mean towards the different variable (Women participation in leadership, educational gap between men & women, Socio-cultural (Stereotyping & norms).

Table 15 Mean and standard deviation of variables

No	Variables	Mean	Std. Deviation
1	Organizational Factor	2.6460	.84884
2	Education gap between men & female	2.8160	1.24327
3	Stereotype	3.2589	.86651
4	Women participation	3.6054	1.31000

Source: Analysis of Survey data 2021, using SPSS 25

The average Sensitivity regarding the selected variables had a mean score that ranges between 2.64 and 3.6 respectively; with a standard deviation ranging from 0.84 and 1.3 respectively. Indicating the variation from the mean does have significant variation which proves the complexity of women participation in leadership position. The range of likert coding is expressed below

- ⇒ Mean value 2 and less, indicated Disagree with the statement listed.
- ⇒ Mean value greater than 2 and less than 3, indicate Neutral.
- ⇒ Mean value greater than 3 indicate the respondents are Agree with the statement.

The variable organizational factor has a value of 2.6 and variation of 0.84 indicating the parameters mentioned in the detail regarding women's participation in leadership position has a nonaligned response as the mean and variation indicate it falls between positive and adverse response.

Educational gap between men and women is measured using four items which are: education level in organizations, getting educational training & support, and affirmative educational package for women. The mean of the detail dimension of the variable has a value of 2.8 and variation of 1.2 indicating the parameters mentioned in the detail regarding women participation in leadership position has a positive response as the mean and variation indicate it falls on positive response on both ends. It deviated from the mean implying the women participation in leadership position organizations under the study varies due to various factors rather than educational gap between men and female.

The social value cultural of women's ability to lead, as well as preconceptions and prejudices about their responsibilities in society and their lack of appropriateness for leadership roles and decision-making, are all socio-cultural (Stereotyping norms). The mean of the detail dimension of the stereotype variable has a value of 3.2 and variation of 0.8 indicating the parameters mentioned in the detail regarding women participation leadership and position has a positive response as the mean and variation indicate it falls on positive response on both ends. The result is a proof of organizations organizational not use mean to creating, positive understanding on women's ability and performance.

4.2.4 Organizational Factor

Organizational Factor measured using four items which are: in organizations level getting tanning& support, and affirmative educational package for women. The mean of the detail dimension of the variable has a value of 2.6 and variation of 0.88 indicating the parameters mentioned in the detail regarding women participation in leadership position has a positive response as the mean and variation indicate it falls on positive response on both ends. It deviated from the mean implying the women participation in leadership position organizations under the study varies due to various factors rather than organizational factors.

Women participation such as their effectiveness in leadership, their commitment for the position and the ability to persuade inspires others. The mean of the detail dimension of the women participation variable has a value of 3.6 and variation of 1.3 indicating the parameters mentioned in the detail regarding women participation in leadership position has a positive response as the mean and variation indicate it falls on positive response on both ends. The result is indicative of the organizations women does not participate in position representations not mainly on participation rather factors affect that is why the desperation shows.

4.2.5 Test results for the multiple Linear Regression Model assumptions

Our research question for the multiple linear regressions is: Can we explain the outcome variable, women representation in leadership with the given independent variables women participation, educational gap between women & men, organizational factor socio-cultural factor (serotyping).

4.2.6 Determining how well the model fits

The model summary is the first table of interest (Table 16). This table shows the R, R², adjusted R², and standard error of the estimate, all of which can be used to see how well a regression model fits the data:

Table 16 Model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.968 ^a	.922	.860	.48949

Source: Analysis of Survey data 2021, using SPSS 25

In the above table 16 the regression model presents how much of the variance in women participation in position is explained by the underlying factors. The model or the predictor variables have accounted for 92.2% of the variability. This means more than 92.2% of variations in women participation in selected organization in Ethiopia were explained by independent variables included in the model. However, other factors not included in the model are responsible for the remaining 7.8% change in women's representation in Ethiopian organizations.

4.2.7 Statistical significance of the model

The F-ratio in ANOVA (Table 17) determines if the overall regression model fits the data well. The table demonstrates that the independent factors statistically significantly predict the dependent variable, $F(3, 299) = 357.359, p(.000) < .05$ (indicating that the regression model fits the data well).

Table 17Anova

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	446.623	3	148.874	357.359	.000 ^b
	Residual	71.641	299	.240		
	Total	518.263	302			

Source: Analysis of Survey data 2021, using SPSS 25

4.2.8 Multicollinearity

According to Brooks (2008), multicollinearity will occur if some or all of the independent variables are highly correlated with one another. It shows the regression model has difficulty in explaining which independent variables are affecting the dependent variable. If multicollinearity problem is too serious in a model, either additional important variable should be added or unimportant independent variable should be dropped. This study uses high pair-wise correlation coefficients method to detect the existence of multicollinearity high pair-wise correlation coefficients method see the correlation of independent variables between each other. According Joseph and Rosemary (2003) to if the correlation coefficient is higher than 0.8, it is considered as the model consists of serious multicollinearity problem

Table 18 multicollinearity

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	Organizational Factor	.770	.397	.161	.475	2.106
	Stereotype	.903	.584	.267	.248	4.031
	Education gap	.826	.342	.135	.320	3.129

Source: Analysis of Survey data 2021, using SPSS 25

The information in the (Table 19) above also allows us to check for multicollinearity. A common rule of thumb: for any predictor $VIF > 10$ should be examined for possible multicollinearity problem (Dhakal, 2016). In our multiple linear regression model. VIF should be < 10 (or Tolerance > 0.1) for all variables, which they are. Thus, it can be concluded that all the variables in the study have low correlation power as a result there is no multicollinearity problem in the explanatory variables selected to women participation in leadership and position in Ethiopia.

4.2.9 Autocorrelation

The other Assumption of multiple linear regression models is Autocorrelation. The diagnostic test for MLR assumption of no autocorrelation was tested by this study. According to Gujarati, (2004) the assumption of no autocorrelation between the disturbances assumes that given any two X values, X_i and X_j ($i \neq j$), the correlation between any two u_i and u_j ($i \neq j$), is zero. According to Chris Brooks (2008), the flaws are thought to be unrelated to one another. If the errors are not uncorrelated, they are said to as "auto correlated" or "serially correlated.". This assumption was tested by Durbin Watson (DW) test of autocorrelation. Durbin--Watson (DW) is a test for first order autocorrelation i.e. it tests for a relationship between an error and its immediate previous value. The result of DW test as shown in table 13 does fall between 2 and 4-dU the proximity to 2 indicate no evidence of autocorrelation in this study.

Figure 5 Rejection, non-rejection, and inconclusive regions for DW test

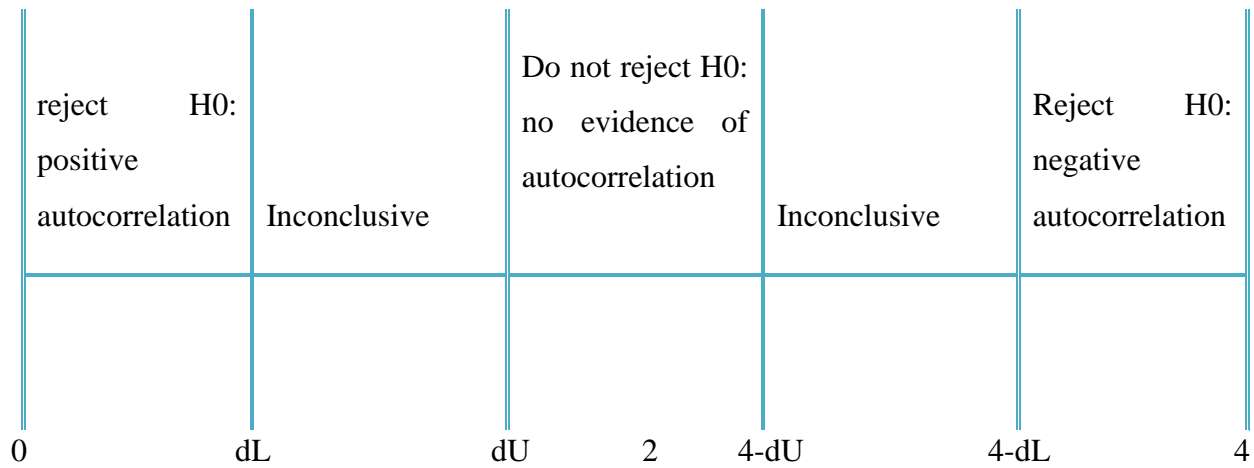


Figure 6 DW test result test of autocorrelation

Test	DW test statistics
DW result	2.210

Source: Analysis of Survey data 2021, using SPSS 25

Figure 7 The Multiple Regression result of the stud

Coefficients									
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		
		B	Std. Error	Beta			Tolerance	VIF	status
1	(Constant)	-.702	.119		-5.910	.000			
	Organizational Factor	.361	.048	.234	7.490	.000	.475	2.106	accept
	Stereotype	.811	.065	.536	12.428	.000	.248	4.031	accept
	Education gap	.252	.040	.239	6.285	.000	.320	3.129	accept

Source: Analysis of Survey data 2021, using SPSS 25

4.2.10 Organizational factor

As it is shown in figure 8 above the coefficient for technology orientation ($b = .361$, with its p -value 0.00) is significant. It can be seen that maintaining other explanatory variables constant organizational factor was found to have a statistically significant positive association with women participation in leadership & position. As a result, the researcher accepts hypothesis that stated *there is positive and significant relationship between organizational factor and women participation in leadership & position*. Prior research by (Chalchissa, 2011; Federal Civil Service Agency, 2006/7). In his work on Women's involvement as an effective management tool in decision-making in Oromia region's public organizations, he found that while women's employment in Ethiopian public organizations has increased in recent decades compared to men, women's participation in decision-making remains low. According to Constance B. According to a 2007 survey, women face discrimination in the workplace when it comes to promotions to high positions.

G.T. Birikti (2014). An examination of the elements that influence women's participation in managerial positions: the instance of Ethiopia Telecom Company. Considering the company's recruitment and promotion policies, analyze how organizational factors lead to low representation of women in managing positions. Other organizational variables, such as structural and behavioral aspects, are investigated in this finding. The empirical result shows that organizational factor one of major problem in the process to women to participate in leadership & position. Even if only a small number of women work in organizations, they are not given preferential treatment. Women's accomplishments are not recognized by organizations or their employees.

4.2.11 Socio cultural (stereotype)

As it is shown in table 16 coefficient sociocultural (stereotype) is 0.811 with its p -value .000. It can be seen that maintaining other explanatory variables constant sociocultural (stereotype) was found to have a statistically significant positive association with women participation in leadership position. As a result, the researcher accepts hypothesis that stated *There is a favorable and strong association between sociocultural (stereotype) and female leadership engagement*. Women are underrepresented in politics and the civil service, particularly in management. In

actuality, there are various laws and rules that guarantee equal pay and employment rights for men and women, but women do not have an equal chance of advancement (Walters and Gwen Mason, 1994). According to Livinstone's study from 2004, there are various hurdles to women holding managerial jobs. Entrenched cultures and norms, how power is defined and exerted, selection procedures, women's exclusion from informal networks, organizational climates, and placement are just a few of them. According to Constance B.'s 2007 study,

4.2.12 Educational gap between man & women

As it can be seen in the above table 16 the coefficient of educational gap between men & women is .252 and its P value is .000 holding other explanatory variables constant educational gap between man & female has emerged in this study as having a positive statistically significant influence on women participating in leadership & position. Therefore, this leads to the accept the hypothesis that stated as educational gap between man & female has a positive and significant effect on women participating in leadership & position. Many management professions demand educational qualifications as a prerequisite for employment. Many positions, especially after the advent of BPR (Business Reengineering Process), have begun to view a high level of education as a primary criterion for employment according to (F. Hasinet al. 2018). Education brings a reduction in inequalities and women can understand their rights, become self-confident, brave and resourceful to make themselves better stronger to withstand social, economic challenges. Also, education helps of women to meliorate their status within the family and develops the thoughts of participation

4.3 Key Informant Interview Question

The interview made with WRO Buzuayehulelisa, infrastructure development Director WRO MuluYemiyamrawe seiner constriction officer, WRO SelmawitTafa Market linkage & supervision team leader from Addis Ababa Housing Development Corporation, WRO MazaTadale, human resource team leader “ WOR yeshiabara, finance & treasury Director and WRO TehitnaAmaramarketing Officer at Ethio-telecom

What factor do you think affect the participation of women in leadership and decision-making managerial roles in your company, according to interview respondents from the organization?

The respondent answer depend on organization structure and the service the organization provide for the Ethio - telecom all informant answer that major problem is educational gap And evaluation and promotion system of organization as WRO Maza Reponses “Education is one of the barriers that women face, as most female employees are unwilling to enhance their educational level after they begin working for a firm, and this is the primary reason for women's poor participation in decision-making positions.”. But according to WRO Yeshe “Male employees receive more delegation and recommendations from supervisors and officers than female employees. A few female employees, on the other hand, have negative attitudes regarding the position and are unwilling to be competent for a managerial position. Because they believed they were unfit for the post and wanted to focus more on their family.”

According to WRO Buzuayehu the construction industry working environment by itself not compromised with women nature it need muscularity energy to control the activity that is why most women not continue the performance for long period of time some of the female employ in most case change the profession to anther filed So that Aspects of society and culture The key variables affecting and hindering women's participation in leadership positions were public perception and attitude, as well as home and family responsibilities.

To the question what organizational mechanisms and strategies do you think are available for enhancing women into leadership and decision-making managerial positions in your organization?

The organization will play a critical role by offering ongoing awareness-raising training and convincing all employees, particularly those in high management positions, to shift attitudes about women's abilities. According to WRO Tihetna, the organization needs to convert to bring women development visa-vise Human-Resource Planning Policy by adopting diverse tactics. If given the chance, women can bring efficiency and effectiveness to any situation. Because women, for the most part, are amazing at what they do, they do things with care, honesty, and efficiency. Furthermore, women are more responsible and have a high level of devotion to their jobs.

Formal mentoring, promotion, capacity building, and training are the most important elements affecting women's participation in leadership positions. Competitiveness also has an impact on women's engagement in leadership positions. In addition, parents should provide their daughters

an equal opportunity to develop their decision-making and leadership skills, and sons should be taught to respect their sister on an equal footing.

For the question Do you think educational gap significantly affect women's representation in leadership and decision-making managerial positions in your organization?

Almost all the respondents agree with educational gap but the extent depend on organizational characteristic's that is the Ethio-telecom respondents strongly agree on the educational gap but in case of Addis Ababa development corporation respondents believe that educational gap in recent time is not such big issue rather than other factors like the sector and sociocultural and others.

For the kind of leadership and decision-making managerial positions do you see women are occupying in your organizations as compared to men and what do you think are the reasons for this phenomenon?

Women managers are more committed, loyal, and respectful to their customers and subordinates, and they are more effective and efficient in their tasks; additionally, they have stronger interpersonal skills (sociability) than male managers, which is critical for fostering team spirit and achieving company goals because of these they are in marketing and customer service position occupy as employ and some time as manager when we compare it with the company's main work network&system administration position women not seen as management or employ on the case of A.A Housing development cooperation most female participate as management & employee in positions not related directly to construction but supportive case teams like stoke control finance & human resource departments. This implies that women's Educational gap especially on fields like information technology, engineering, additionally even if they are academic preparation they are not competent with men by the filed it need capacity building training on the professions

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1 Introduction

The main objective of this research is to assess females' participation in leadership position in Addis Ababa house Development Corporation and Ethio-telecom.

5.1.1 Summary of Findings

The study's major goal was to discover characteristics that influence women's participation in leadership roles in the workplace in Addis Ababa Housing Development Corporation and Ethio telecoms. A sample of 315 individuals was chosen from the total of 5962 personnel (officers, group leaders, and directors) in the organization to achieve this goal. The study was conducted using two data collection tools. Questionnaires and interviews are examples of these. The entry questionnaires were issued to 315 people, and 303 people responded. Six people from various public groups were interviewed finally; the information gathered was meticulously tallied, summarized, evaluated, and interpreted. The analysis is carried out using appropriate analysis methods such as frequency distribution, percentage and crosstab, mean, standard deviation, and multiple linear regressions.

Demographic questions were analyzed using figures frequency and percentages. The descriptive statistics of independent and dependent was analyzed using mean. While the other research questions were analyzed using multiple regressions and that are included (model specification, autocorrelation, multicollinearity, and Autocorrelations. The demographic characteristics of the respondents that focused on gender, age, level of education, no of supervision, years of work experience and position.

5.2 Conclusion

The study's goal is to identify the characteristics that influence women's participation in leadership positions in AAHDC and ET. The study also tries to show which factor affect women participation on leadership position.

The result shows females participate in leadership position low in number in the organization because of their educational gap between women and men, stereotype, and the extent of

organizational factors. The correlation result shows that education gap between men and women has a positive correlated and significant effect with women participation in leadership; women's lack of confidence has positive correlation and organizational factors appositive correlation and significant effect women participation in leadership position.

Women's ability to participate in leadership positions is typically limited owing to, educational gap factors, organizational factors like lack of necessary promotion practices, insufficient capacity building or training and workplace police are the main factors that prevent women participation in leadership position.

5.3 Recommendations

The following recommendations are given for implementation by the respective stakeholders based on the study's principal results. To close the gender gap and boost the representation of women in leadership and decision-making positions in the ETand AAHDC, all of the recommendations must be implemented. However, some of the proposals will require substantial commitment on the part of the organization to adopt.

5.4.1 The organization should be engaging

Since, in Ethiopia, women are more burdened at home, in social relationships, and in the workplace than males. As a result, they are unable to fully realize their potential. So, in order to train female employees to be competent in the workplace and promote them to management positions, quota systems should be used, even if they are contentious in some cases. It is significant as a method for ensuring women's representation in the workplace. Where quotas have been imposed, it is clear that the organizational culture has gradually demonstrated the importance of women participating in decision-making. A target number of women must be included in the company's staffing plan. It should also be practical and follow up on its strategic plan (i.e. affirmative action, which gives 60 percent of the chance to women candidates at the recruiting stage) to ensure that it is carried out.

5.4.2 To Practice Affirmative Measures at Top Position

Because affirmative action is not implemented in top positions to participate, it should be promoted in all positions if they are capable and competent to the role. Because women's empowerment is a human right problem that lies at the heart of development and the attainment

of the MDGs, the corporation should place a strong emphasis on bringing women into leadership and decision-making positions. Furthermore, when it comes to awarding managerial positions in the organization, there are no specific criteria. As a result, ET and AAHDC should make the criteria obvious to all employees so that everyone is aware of them and may compete with confidence. Furthermore, the organization should provide equal opportunity for all qualified women and help them improve their managerial experience through training and continued education. Given that education is one of the factors limiting female employees' access to managerial positions, the organization should consider providing greater opportunities for female employees to further their education. Aside from that, the company provides support to those female employees who execute their jobs successfully, which in turn inspires other female employees.

5.4.3 Revise Policies, Strategies and Manuals

According to business HR policy, promotion policy supports women by implementing affirmative action up to the supervisory level, although advancement at the managerial and officer levels is based on suggestion. As a result, the company must adopt a transparent and equitable position assignment policy in order to improve the number of women in leadership positions, as suggestion is also a disadvantage to female employees due to the subjective character of the criterion.

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Appendix

Addis Ababa University, College of Development Studies, Centre for Regional and Local Development Studies

Part I: Gender Inequality (Women Representation in Leadership) Survey Questionnaire

This questionnaire is aimed at collecting data to assess women representation in leadership and decision-making position in your company. The data is collected in order for the research to analyze and prepare a research report to fulfill requirements for Masters of Arts Degree in Regional and Local Development Studies. The data collected will be analyzed and support the Research Report on “Factors that Affect women’s Participation in Leadership Position “in Addis Ababa Housing Development Corporation and The Ethio-Telecom. You are one of the respondents selected and kindly requested to answer the questionnaires. Please assist the dependability of the research report by giving complete and realistic information. Your honesty and kindness would greatly help the research results and the information that you will share will be kept confidential and will be only used for this academic report. While you think you want to give information after my departure from field, please call by #0954988852, by the name Roman Zerfu. So please put a tick mark (✓) under each questionnaire item, from the choices presented along each questionnaire.

Part 1: Personal Profile of the respondents.

Item Description	Please tick that applies				
1.1. What is your gender?	Male	Female			
1.2. How old are you?	Below 25	25-30	31-40	41-50	Above 50
1.3. What is your education level?	Certificate	Diploma	BA/BSc	MA	PhD
1.4. What is you marital status?	Single	Married	Divorced	Widowed	
1.5. What level is your current position?	Expert	Team Leader	Director	Executive	

1.6. How many years did you work in this position?	≤ 5 years	6 – 10	10 - 20	≥ 20 years	
1.7. How many years did you work in the company?	≤ 5 years	6 – 10	10 - 20	≥ 20 years	
1.8. How many employees do you supervise now?	≤ 5	6 – 10	10 - 20	≥ 20	

Part 2:- Questionnaire Items on Factors Affecting Women Representation in Leadership

Instruction and Keys: Below are factors that may affect the participation of women’s leadership positions in your organization. Kindly put a tick (√) mark on the appropriate option for each listed factor.

5= strongly agree 4 = Agree 3= undecided 2= disagree 1= strongly disagree

2.1. Questionnaires on women participation in leadership position

2.1. How do you rate women participation in leadership position; do you?		Agreement Level				
		5	4	3	2	1
2.1.1	Women are effective in leadership position in our company					
2.1.2	Women equally participate and representing in leadership position as men in our company					
2.1.3	Employees are committed to their female leader on what he/she does for staff and company					
2.1.4	My manager as woman inspires me in my work performance and career goals					

Please describe other factors related to women representation in leadership position that is not mentioned above

.....

2.2. Questionnaires on Educational gap, between men and women

2.2.	How do you rate the statement below on education gap factors; do you.....?	5	4	3	2	1
2.2.1	Women are below men in education level in the company’s work					

	sections					
2.2.2	The company supports women in bridging educational gaps between men and women					
2.2.3	Women get adequate on-job skill training and education support from the organization					
2.2.4	There is affirmative education and training package for women in the organization					

Describe gender gap related to education as factor affecting women’s leadership representation that is not mentioned above

.....

2.3. Questionnaires on Organizational Factors

2.3.	How do you rate the following statement on organizational factors; do you.....?	5	4	3	2	1
2.3.1	Women have equal opportunities to compete for leadership positions as men					
2.3.2	Women have fewer attitudes toward themselves in respect to leadership					
2.3.3	Women have lack of self-confidence and fear of failure in administration					
2.3.4	Organizational culture is a barrier for women’s to be empowered					
2.3.5	There is lack of necessarily organized training/professional development opportunities					
2.3.6	There is unfair recruitment practice or gender in balanced practices					
2.3.7	There is unattractive work environment?					
2.3.8	There are sufficient policy measures in your organization for women empowerment					

2.3.9	There is lack of necessary promotional practical interventions in the organization					
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Describe organizational factor that affect women’s leadership representation that is not mentioned above

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2.4. Questionnaires on Socio-cultural Factors (Stereotyping & norms)

2.4.	How do you rate the following statement on stereotyping & norm factors; do you.....?	5	4	3	2	1
2.4.1	Women won’t feel comfortable in leadership position being above men					
2.4.2	Women worry over what other people might think about them in leadership position					
2.4.3	Women are sensitive for criticism and do not want the leadership position					
2.4.4	Women are fear around important that they want to like and accept them.					
2.4.5	Women feel discomfort to speak to group of people they lead and supervise					
2.4.6	Women aren’t thinking positively about themselves in products they deliver in their positions					
2.4.7	Women do not speak up with full confidence in their leadership and supervision positions					

Describe socio-cultural stereotypes and norms that affect women’s leadership representation that is not mentioned above

.....

2.5. Do you describe other barriers that are not mentioned in the above four categories of issues as related to difference in leadership of men and women, the number of women and men in leadership in comparison and positions that are occupied by women in your organization?

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2.6. What do you think/suggest as the possible strategies or best tools to be used to enhance women’s participation and representation in leadership and decision-making managerial positions in your organization?

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Part III: Key Informant Interview Questions

3.1. What factors do you think affect the participation of women in leadership and decision-making managerial positions in your company?

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3.2. What organizational mechanisms and strategies do you think are available for enhancing women into leadership and decision-making managerial positions in your organization?

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3.3. Do you think educational gap significantly affect women’s representation in leadership and decision-making managerial positions in your organization?

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3.4. To what extent and what socio-cultural factors (organizational and stereotyping norms) affect women representation in leadership and decision-making managerial positions in your organization?

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3.5. In what kind of leadership and decision-making managerial positions do you see women are occupying in your organizations as compared to men and what do you think are the reasons for this phenomenon?

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3.6. What do you think/suggest the possible strategies or best tools used to enhance women’s participation in leadership in your organization? Please, specify

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Thank you!!