



Addis Ababa University

College of Business and Economics

Department of Public Administration and Development Management

**Assessing Practices of Gender Equality and Women's Leadership in
Public Enterprises in Ethiopia: The Case of Ethiopian Airlines in
Addis Ababa**

By

Dina Assefa

April, 2019

Addis Ababa, Ethiopia

Addis Ababa University
College of Business and Economics
Department of Public Administration and Development
Management

Assessing Practices of Gender Equality and Women's Leadership in Public Enterprises in Ethiopia: The Case of Ethiopian Airlines in Addis Ababa

By
Dina Assefa

Advisor
Elias Berhanu (Dr.)

A thesis submitted to the Department of Public Administration and Development management of Addis Ababa University in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy (MPMP)

April, 2019
Addis Ababa, Ethiopia

Addis Ababa University
Collage of Business and Economics

Department of Public Administration and Development Management

This is to certify that the thesis prepared by Dina Assefa, entitled: “Assessing Practices of Gender Equality and Women’s Leadership in public enterprises in Ethiopia; the case of Ethiopian Airlines in Addis Ababa” which is submitted in partial fulfilment of the requirements for the Degree of Master in Public Management and Policy (MPMP), complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Approved by Board of Examiners:

_____ Signature_____ Date_____

Advisor

_____ Signature_____ Date_____

Internal Examiner

_____ Signature_____ Date_____

Internal Examiner

_____ Signature_____ Date_____

Chair of Department or Graduate Programs Coordinator

Declaration

I, the undersigned, declare that this study entitled “Assessing Practice of Gender Equality and Women’s leadership in public enterprises in Ethiopia: the case of Ethiopian Airlines in Addis Ababa” is my own work. I have undertaken the research work independently with the guidance and support of the research advisor. This study has not been submitted for any degree or diploma program in this or any other institutions and hat all sources of materials used for the thesis have been duly acknowledged.

Declared by:

Name: Dina Assefa

Signature: _____

Date: _____

Confirmed by Advisor:

Name: Elias Berhanu (PhD)

Signature: _____

Date: _____

Abstract

The objective of this research is to assess how gender equality issues are addressed in Ethiopian Airlines, by taking the cases of headquarter, Addis Ababa. To meet the objective of this research data were collected from primary and secondary sources. The primary data were gathered through sets of questionnaires distributed to 140 randomly selected management level employees and 107 were collected. The researcher also conducted interviews with three officials, (Employee Benefit Team Leader, Change Management Officer and Employee Engagement Culture and Gender officer). In addition to this, the researcher also conducted two informal interviews with Human Resource Officers to see the recruitment process and women's representation in leadership positions. Ethiopian Airlines (ET) was established seven decades ago with the aim of providing safe, market driven and customer focused passenger and cargo transport, aviation training, flight catering, and ground services. ET is now becoming the fastest growing and most profitable airline in Africa and biggest public enterprise with extensive international exposure. This study, therefore, focused to assess the current gender equality practice in the organization, share best practices and recommend on identified gaps. In this perspective the study analyzes gender equality and women leadership in middle and top -level management positions. The finding shows that the number of women on top and middle management level is extremely low. On top of this there is very little gender awareness among staff members. However, the study also shows that there are some efforts demonstrated by the organization to address gender issues. For example, the organization gender and culture team are working to communicate gender issue messages to staff members. ET has also conducted all female flight for the forth times to show its commitment and encourage women employees. Finally, based on the findings and the conclusion drawn, recommendations were forwarded to the organization to conduct gender analysis to identify the real gap and challenges to bring women staff members to top-level management and mainstream gender equality in all sectors. In addition to this, it was also recommended to form a separate department or unit who will be fully engaged to address gender equality and women participation in leadership.

Acknowledgment

The successful completion of this thesis is due to the support of Almighty God to whom I owe a great gratitude as I shall continue to remain thankful to Him. I would like to extend my deep gratitude to my supervisor Dr. Elias Berhanu who guided me thoroughly in this research with his constructive and useful comments from the inception of the work to its completion.

I would like also to pass many thanks to my respondents who spent their time to give the responses to my questionnaires and interviews to be used as primary data for my research analysis. I am deeply grateful to express my gratitude to Ms. Nof Bilal and Ms. Betelhem Setarge, ET HR officers for their unreserved support during data collection and interview.

I remain indebted to my beloved family, friends and colleagues for their kind support during my study. At last my heartfelt thanks goes to my dearest husband and my best friend, Biniyam. Thank you for being so understanding and for putting up with me through the toughest moments of my life. I thank God for enlightening my life with your presence.

Table of Contents

Abstract	i
Acknowledgment	ii
List of Figures	v
List of Tables	vi
CHAPTER ONE	1
INTRODUCTION	1
1.1. Background of the study	1
1.2. Statement of the Problem	3
1.3. Objectives of the study	6
1.3.1. General objectives	6
1.3.2. Specific Objective	6
1.4. Research Questions	6
1.5. Significance of the study	6
1.6. Scope of the study	7
1.7. Limitations of the Study	7
1.8. Organization of the study paper	7
CHAPTER TWO	9
LITERATURE REVIEW	9
2.1. The Gender issue and Theoretical Discourse	9
2.2. Historical Perspective	10
2.3. Sociological Perspectives	11
2.4. Gender and Development	12
2.5. Gender Mainstreaming	15
2.6. What is meant by gender equality?	16
2.7. Gender Equality in the Work Place	17
2.8. Concepts and Theories Related to Glass Ceiling	18
2.8.1. The glass ceiling (the underrepresentation of women in management)	20
2.9. Gender Inequality in Developing Countries	22
2.9.1. The Ethiopian Experience on gender Equality Endeavors	24

CHAPTER THREE	27
RESEARCH METHODOLOGY	27
3.1 Research Design.....	27
3.1.1 Sampling Frame/Population Size.....	27
3.1.2 Sampling Design and Technique	27
3.2 Source of Data Collection.....	29
3.2.1 Primary data source.....	29
3.2.2 Secondary data source.....	29
3.3 Instruments of data collection	29
3.3.1 Questionnaire	29
3.3.2 In-depth Interview.....	30
3.3.3 Data Analysis and Interpretation.....	30
3.4 Ethical consideration.....	30
CHAPTER FOUR.....	31
DATA DESCRIPTION AND ANALYSIS	31
4.1 Introduction.....	31
4.2 Analysis from the in-depth interview.....	31
4.3 Analysis and presentation of data from survey questionnaire.....	33
4.3.1 Demographic profile of respondents.....	33
4.4 Gender equality awareness and women leadership in organization data	36
4.4.1 Gender equality awareness.....	36
4.4.2 Gender Knowledge and leadership	38
4.4.3 Gender department in the organization	38
4.4.4 Awareness about affirmative action.....	39
4.4.5 Organization efforts towards gender equality	40
4.4.6 Role of management to ensure gender equality	40
4.4.7 Gender related training.....	41
CHAPTER FIVE	42
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS	42
5.1 Summary of Findings.....	42
5.2 Conclusion	44
5.3 Recommendations.....	46
Reference	49
APPENDIX B	57

List of Figures

Figure 1. Information about gender equality issue in organization.....	38
Figure 2. Gender department in organization.....	39
Figure 3. Affirmative action during recruitment	39

List of Tables

List of tables	Page No.
Table 1. Demographic profiles of Respondents.....	33
Table 2. Respondents' Personal View about gender awareness.....	37
Table 3. Organization effort towards gender equality.....	40
Table 4. Role of management regarding gender equality.....	40
Table 5. Concept of Gender.....	41

List of Acronyms

BPA:	Beijing platform for action
CBO:	Community Based Organizations
CIDA:	Canadian International Development Agency
ET:	Ethiopian Airlines
FDI:	Foreign Direct Investment
GAD:	Gender and Development
HRM:	Human Resource Management
KII:	Key Informants Interview
MoFED:	Ministry of Finance and Economic Development
NAP-GE:	National Action Plan for Gender Equality
WID:	Women in Development

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Women play a critical role in Ethiopia. They are in all segments of society and undertake the majority of household related tasks. Over the last decades the contribution women make to society and economic growth in Ethiopia has increasingly been recognized and appreciated. However, some challenges in achieving gender equality and women's participation in leadership remain and a lot of work still needs to be done (Preliminary Gender Profile of Ethiopia, 2017).

It is well recognized that, the Federal Democratic Republic of Ethiopia has made tremendous efforts towards gender equality and the empowerment of women. The constitution of Ethiopia, adopted in 1995, assures women of equal rights with men in every sphere and emphasizes affirmative action to remedy the past inequalities suffered by women. Ethiopia has committed to standards of gender equality and women's human rights as a natural outcome of its own Constitution and its National Policy on Women (1993), with guarantee women's equality and protection of women's human rights in various spheres of life. The family law (revised 2000) and the Penal Code (revised 2005) have been made more congruent with international and regional instruments. Ethiopia as a member of the international community has signed a number of agreements promoting and protecting the rights of women. It has ratified the Convention on the political Rights of Women (CPRW) and the Convention of Elimination of All Forms of Discrimination against Women (CEDAW). Ethiopia has also adopted the principles of the 1995 Beijing Platform of Action (BPA) and has endorsed and engaged with the Millennium Development Goals of 2000.

Findings indicate that measures put in place by the government to increase women's numbers and participation in leadership and governance are yielding results, however, there are still challenges. Women's numbers in the civil service, including the judiciary, national legislative assembly, or at senior/management levels have not reached the critical mass of 30% necessary to engender process and decision-making and bring about change for women. (Preliminary Gender Profile of Ethiopia, 2017).

In the economic sphere, women are acutely affected by discriminatory policies and gender norms. The economic empowerment of women is a critical gateway for many other development results. Women are nearly three times as likely as men to be unemployed. Women's gross national income per capita stands at US\$1,161 compared to men at US\$1,886 (in purchasing power parity, PPP, terms) in 2016. Women are obliged to take on vulnerable forms of employment that fail to protect their basic labor rights. Unpaid care and domestic work also serve as a severe constraint to gender equality and women's empowerment. These and other drivers of inequality between women and men and girls and boys determine gender inequality trends in Ethiopia (National human development report 2018).

Ethiopia as a member of the global and African community has acceded to agreements and normative frameworks which protect and promote the rights of women and promote gender equality. It has ratified the on the Political Rights of Women (CPRW) in 1953, and the Convention on Elimination of All forms of Discrimination against Women (CEDAW) in 1981 and has made the provisions of these conventions an integral part of the law. Ethiopia has also adopted the principles of 1995 Beijing Platform for Action (BPA) as well as the political declaration and outcome document post Beijing +5, in 2000. (National human development report 2018).

In line with this matter, the Government of Ethiopia has declared its commitment to gender equality by stipulating the rights of women in the constitution coupled with issuing the Women's Policy of Ethiopia and by formulating the National as well as women development package Action Plan on Gender and Development. The Government also revised the Family Law, civil code and the Criminal Code in 2005 to address issues linked to women's rights.

According to National Action Plan for Gender Equality (NAP-GE), Ethiopia had identified seven priority areas that need to be tackled. Accordingly, the situation analysis focused its attention on these critical areas, namely;

- i. Poverty and Economic empowerment of Women and Girls
- ii. Education and Training of Women and Girls
- iii. Reproductive Rights, Health and HIV/AIDS
- iv. Human Rights and Violence against Women and Girls
- v. Empowering Women in Decision Making
- vi. Women and The Environment
- vii. Institutional Mechanism for the Advancement of women

Among above mentioned priorities, this study has focused empowering women in decision making and leadership by selecting Ethiopian Airlines since the organization is one of the biggest public enterprise

As Ethiopian Airlines CEO said, ‘‘attracting more women to aviation jobs is one of the reasons for hosting the female flight, together with empowering women’’. As it was stated, hosting the female flight will be very inspiring for all women all over the world particularly to African woman as we are lagging behind in women empowerment. In addition, this initiative has an impact for all the school girls in Africa that they have a very bright future in the 21st century (ET Annual Report 2015-2016).

According to the human resources department register of employee in ET, the organization has a total of around 12,919 employees in different positions and mode of contracts based in Addis Ababa headquarter. Among the total, 36% of them are women and 64% are men.

1.2. Statement of the Problem

Different studies indicated the low status of women in developing countries in general and in Ethiopia particular (Almaz, 1991; Hirut,2004; Mukuria et al, 2005). Lack of access of productive resources such as land; lack of access to education, employment opportunities, basic health services, and protection of basic human rights; low decision making; violence and harmful traditional practices are some of indicators of the socio-economic marginalization of women in the country.

Such gender gap between men and women in socio-economic indicators has negative impact on the overall development of the country in general and on demographic and health outcomes of individuals in particular. According to Kishor (2005), gender differences in power, roles and rights affect health, fertility control, survival and nutrition through women’s access to health care, lower control over their bodies and sexuality, and restriction in material and non-material resources.

The process of correcting gender disparity in a society leads us to improving the condition and status of women in all spheres (household as well as community level) which is also termed as women’s empowerment. By way of defining this concept, kishor (2005), cited the works of Dixon

(1978) and Mason (1986) defined women's status operationally as the degree of women's access to and control over material resources (including food, income, land and other forms of wealth) and social resources (including knowledge, power and prestige) within the family, in the community and in the society at large. It is a multidimensional concept, which purports to measure women's ability to control resources, her ability to choose and control different outcomes, and above all to enhance her self-esteem. It can be examined based on different indicators.

Generally, women involve in all aspects of the society's life; significantly contributing to the economy and welfare of the society. However, due to existence and practice of patriarchal traditions and culture, they are placed in a subordinate position relative to men. They continue to face various forms of gender-based discriminations at all levels and have been deprived of access to and control over resources.

According to the Federal Civil Service Agency's statistics of June 2005, there were 18,079 women civil servants compared to 28,159 men civil servants in the Federal Government Institutions. Furthermore, most women absorbed in this sector are employed at lower positions and are working in low-paying and non- professional jobs. As Daniel Haile (2004) noted, some of the major constraints for women to join the formal sector could be:

- Lack of access to employment information
- Unequal access to vocational training and education due to various reasons

These factors will have negative impacts on women to avail themselves to employment opportunities and participating in decision making process in any formal sectors. In addition, organizational decision makers' levels of bias can affect their likelihood. Importantly, institutional discrimination in organizational structures, processes, and practices play a pre-eminent role because not only do they affect HR practices, they also provide a socializing context for organizational decision makers' levels of hostile.

Realizing the overall problems and livelihood of the Ethiopian women, the Government issued a National Women's policy in September 1993. One of the main objectives of this policy is stated as follows.

Facilitating conditions conducive to the speeding of equality between men and women so that women can participate in the political, social and economic life of their country on equal terms with men and ensuring that their right to own property as well as their other human rights are respected and that they are not excluded from performing public functions and being decision makers (National Women's Policy 1993:25).

The constitution of the Federal Democratic Republic of Ethiopia (Proclamation No. 1/1995) enshrines an article that exclusively addresses women's rights to participate in the country's developmental affairs. Article 35/6 and 8 of the constitution reads:

Women have the right to full consultation in the formulation of national development policies, the designing and execution of projects, and particularly in the case of projects affecting the interests of women. Women shall have a right to equality in employment, promotion, pay and the transfer of pension entitlement.

From the above Constitutional provision, one can understand that women have the right to participate in all matters that concern them. Thus, all organizations should incorporate or address the gender dimension in their programs and projects. So that women will be able to participate and benefit.

Thus, as Ethiopian Airlines is one of the major public enterprise in our country, it is expected to act in line with above mentioned constitutional provision to ensure women have a right to equality in employment, promotion, pay. In addition, it promotes good governance, provides client-oriented service delivery and supports the government's social and economic development policies together with other public enterprise

As per ET human resource database, about one third of its employees are women. However, the number is smaller when it comes to high level of managerial positions, including with executive board members, chief executive officers and Directors, where only 9% (6 in number) women are represented (2015/2016 annual report).

In addition, number of women employees are very few particularly pilots and technician's positions. As it has been observed, most of women employees are engaged working on cabin crew

and as support staff. This research therefore, assesses existing policy and implementation on Gender equality and women's participation in leadership and provide suggestion and means of resolving gaps.

1.3. Objectives of the study

This thesis has general and specific objectives, which will be attained through the course of the research work.

1.3.1. General objectives

To assess the current practice of gender equality and women's participation in leadership (together with their positive trends and Limitations at policy and implementation level) in Ethiopian Airlines.

1.3.2. Specific Objective

- Identify the strength and limitation of existing institutional, policy in the organization that support the advancement of women's empowerment and gender equality
- Assess facts and figures on gender equality available in relevant sectors/project of the organization
- Identify gaps and existing opportunities on gender equality in the organization
- Forward possible recommendations for any policy interventions or implementation mechanisms based on the findings of the research

1.4. Research Questions

In line with the objectives stated above, the study will try to address the following: -

- a. What are the current gender equality practice in the organization including women's role in leadership?
- b. What are the roles of management to bring women employees to leadership role
- c. What does the trend look like in the status of women employee in the organization?
- d. Does the organization have sufficient and clear policy that address the problems and benefits of women?

1.5. Significance of the study

This paper will be useful as it will study the current policy and practice of gender equality and women's leadership trend in one of the biggest public enterprises of the country. It also assesses how gender equality has mainstreamed in all programs and projects as it is critical factor for completion of any program or project outcomes in the organization. Unless gender equality and women's participation in leadership is considered at all stages of the programs, it will be difficult

to evaluate the outcomes in relation to the desired objectives. This study will worth conducting since it will unveil good practices to be benchmarked and gaps to be tackled to ensure the gender equality and women's leadership role.

Therefore, this study is significant as it can;

- a) Identify gaps in gender equality and women's leadership role in the organization and forward relevant recommendation that can make the organization more gender sensitive and participate women and men and benefit in equitable manner
- b) Contribute some value to policy makers
- c) Come up with new ideas and issues that will initiate further studies

1.6. Scope of the study

Even though ET is operating local and regional hub, the scope of the study is limited to assessing the practice of gender equality and women leadership role in its headquarter (Addis Ababa). There are a lot of factors that affect gender equality in the organization, but this research mainly focused on the level of women participation in the area of leadership and assess existing policy and opportunities for women empowerment. In addition to this, due to time constraint, among the total of 1384 management level employees, the researcher selected out 140. As a methodology, the study used descriptive method only.

1.7. Limitations of the Study

As the scope of the study is limited to management level employees, the variables identified to analyze the challenges and prospects of women may not be exhaustive enough to address the problem and prospects of all women employee in the same organization but not in middle and top management level. Therefore, its results can be generalized.

1.8. Organization of the study paper

The thesis is organized under five chapters. The first chapter contains an introduction which incorporates background, description of study area, statement of the problem, objectives, research questions, scope, significance, limitation and organization of the study paper. The second chapter comprises review of relevant literatures. The third chapter is about research methodology which

consists of research design, sampling frame, sample design and technique, source and instruments of data collection, and data analysis and interpretation. The fourth chapter consists of data presentation, analysis and discussion in detail using appropriate tools and procedures. Finally, the last chapter deals with summary of findings, conclusion and recommendations. The paper also has a bibliography and appendices.

CHAPTER TWO

LITERATURE REVIEW

In this section of the study, works of various authors on gender equality and women leadership, issues and theoretical discourse, gender equality in development, mainstreaming gender issues and associated subjects are thoroughly discussed. All literature sources consulted in this study have been duly acknowledged in the bibliography section.

2.1. The Gender issue and Theoretical Discourse

Gender refers to social, cultural, and psychological traits linked to males and females through particular social contexts. It differs from sex in that it is achieved and not ascribed (Wharton, 2011). The gender gap in labour force participation persists in every part of the world. In developing contexts, women spend two and half times more hours on unpaid labour than men, and their work is most likely to be informal and unprotected (UN Women, 2015).

Society defines how women and men hold positions of power; how they access public resources and private assets in wider society; how they make decisions on sources of livelihood, mobility and places of residence, marriage and partnerships, family planning, reproduction and sexuality; how they divide labor within the household; and the nature and extent of personal ambitions (UN WOMEN, 2014). Despite women's empowerment and gender equality being a fixture on the development agenda since the mid-1970s with the introduction of women in Development (WID), gender statistics from the United Nations and the world Economic Forum tell us that there is still a lot of work to be done before women will begin to have equal footing with their male peers in the labour market. According to UN Women's recent statistics on the progress of the world's women, only 50 percent of women, compared to 77 percent of men, are employed and of those employed women, they receive 10 to 30 percent less in wages than their male counterparts (UN Women, 2015).

Women also face occupational segregation, both by being over-represented in services, housework, and agricultural work and by encountering the “glass ceiling”- in which men and women have the same occupation, but men enjoy more responsibilities, better pay, and higher status regardless of skills or experiences (ILO, 2012b). In rural areas, especially in developing countries, women comprise approximately 43 percent of the agricultural labour force, and are considered to be just as efficient farmers as men, but women have typically lower production output due to barriers in accessing information, resources, labour and financial support (FAO, 2011). Women are also more likely to: be shift workers, undertake unpaid domestic work, contrite unpaid “care” work, and serve as family workers, especially in agriculture. Women also have less access to education, have less mobility, have less access to financial institutions, and are viewed as dependents (ILO, 2012b). The gender gaps in all these areas are even wider in North Africa, the Middle East, South Asia, and Sub-Saharan Africa (World Economic Forum, 2014).

2.2. Historical Perspective

When we are talking about women’s relatively lower status today, it is useful to remind ourselves of how today’s world looks like from the historical perspective. Lagerlöf (2003) suggests that the reason why the economic development spurted in Europe had to do with changes in gender equality over the past 2000 years. These changes were possibly initiated by the spread of Christianity. As opposed to the Greco-Roman world, the early Christians improved the status of widows allowing them to keep her husband’s estate and extended women’s rights to inherit and hold property. Christian women also got married later. Towards 1000 A.D. the Roman Catholic Church in Europe took an increasingly negative and ambivalent stance towards women. Evil was seen to come to the world through women, women’s sexuality was seen as impure and priests were required to leave their wives and stay celibate.

The church had already been establishing its hierarchical structures long ago and along with it women’s role got more restricted than in the initial centuries after the birth of Christianity. Reformation did not free women either and consequently some of the traditions from those times still carry on even to the church of today (Tucker and Leland, 1987).

However, the rise of Protestantism may have indirectly been a crucial catalyst for gender equality: Everyone was expected to read the Bible themselves, which led to increased instruction and literacy for girls as well as boys (Lagerlöf, 2003). This built the basis for women's education and literacy. Perhaps not accidentally, among the very issues that are seen as most critical (e.g. by the World Bank) for the development of today's less-developed countries are girls' education, issues relating to sexuality and fertility, more equitable inheritance laws and practices and increased voice of women in the society (e.g. the UN Millennium Goals, or the World Bank research).

Indeed, we need to go back in time less than a hundred years to find that women still did not have the right to vote anywhere in the now developed world. In the US, the struggle for women's suffrage started in the mid 1800's by (Susan B).

2.3. Sociological Perspectives

Sociologically there are three classical perspectives, functionalist (structural functionalism), conflict and symbolic interactionism, with the previous two being macro and the last micro explanations of social phenomenon. Functionalists see the gender issue as to keep the social equilibrium; harmonized men and women should assume their non-overlapping roles with males in the instrumental role (protecting, providing and linking the family to the outside) and females in the expressive role (emotional support, nurturing a household chores) (Macionis & Gerber, 2010).

On the contrary, the conflict perspective perceives gender as being an unjust relation between the sexes where the male dominates the power share and conflict puts economic factors as the source of this unbalance; when women gain economic strength by (Macionis & Gerber, 2010) (Stepnisky & Ritzer, 2013).

Finding its root in the conflict theory (Wharton, 2011), the other major theoretical perspective in gender is feminist theory. Within this perspective few variations have been formed with a similar end but different means. Feminist theory looks for macro as well as micro natures of the gender issue, it and links gender inequality with other inequalities in race and class. For instance, in explaining poverty through the gender lens, in what is now being referred to by the literature as the

‘feminization of poverty’, which about women is being at a higher risk of being poor than men, and the concordant racial and class disadvantages (Wharton, 2011).

As the forms of feminist theory, liberal feminists are more interested in reform and not a complete restructure of the societal system. However, incorporation of women’s needs, interests as well as rights for a meaningful and equitable role should be considered. Socialist feminists more or less reflect conflict perspective where economic security is claimed to be the reason for the inequality. Radical feminists on the other hand, credit male domination to be the real source of the institutional inequality whether in capitalist or socialist society and as a solution this approach advocates for the formation of separate institutions which are women centered (Dunn, Almaquist, & Chaperz, 1993).

2.4. Gender and Development

Gender as an important element in the development discourse was mostly regarded to originate from the Women in Development (WID) approach which was popularized during the 1975 United Nations ‘First Women Conference’ in Mexico and the ‘Women’s Decade (1975-1985) that was declared on the conference. The WID perspective was mostly concerned with the exclusion of women from the development process and was interested in integrating, for the most part focusing on women in development endeavors (Mannell, 2012).

However, the WID proposal doesn’t require the exciting development process that allows male domination to radically change, rather it suggests the inclusion of women in the already setup system will solve the problem. This evident gap in the WID approach brought the 1990s theoretical critics which resulted in the development of the Gender and Development (GAD) approach which was presented at the 1995 United Nations’ Fourth World Conference on Women in Beijing as a means of stepping away from the WID approach and towards a framework that incorporated a critical perspective towards acknowledging and addressing underlying structural inequalities (Mannell, 2012).

The GAD approach was interested in examining the existing development process, focusing on the socially constructed basis of differences between men and women and emphasizes in making the appropriate changes to challenges the existing gender role and create an equitable, sustainable development with women and men as decision makers (Reeves & Baden, 2000). Hence as a solution it proposes to empower the disadvantaged women and transform the unequal power relation that exists among men and women (Jahan,1995).

The centrality of gender equality, women's empowerment and the realization of women's rights in achieving sustainable development has been increasingly recognized in recent decades; the 1992 Rio declaration on Environment and Beijing, the 1995 Beijing Declaration and Platform for Action and the 2012 United Nations Conference on Sustainable Development, entitled "The future we want" are few testaments to this claim (UN WOMEN, 2014). Linking gender equality and sustainable development is important for several reasons.

Firstly, it is a normal and ethical imperative, secondly, it is critical to redress the disproportionate impact of economic, social and environmental shocks and stresses on women and girls that results from sustainable pattern of development (Neumayer & plumper, 2007), thirdly, and most significantly, it is important to build up women's agency and capabilities to create better synergies between gender equality and sustainable development outcomes.

On the other hand, perspectives on the link between development (especially that of economic development) and s to what economic gender have a different outlook with regards to what economic development brings to the lives of women. Eastin and Prakash (2013), put the argument in three basic approaches. The Critical theorist and feminists see the capitalistic development strategies have the potential to reinforce patriarchal institutions which are most likely to expose women to exploitative production practices and force them into low paying jobs all of which undermine gender equality.

In opposition to this claim neoliberals suggest that economic development will enhance women's status because it encourages societal integration, supports women's investment in human capital, and creates employment opportunities in relatively higher paying non-farm sectors. Moreover, the theory argues that as growth drivers, trade and foreign direct investment diffuse productivity enhancing and labor-saving technologies all the while it will encourage norms of gender equality (Joshua Eastin & Aseem Prakash, 2013).

The third perspective in Eastin and Prakash's discourse is that of Boserupian which argues that while in the early stages of development both macro patriarchal and micro patriarchal institutions might limit women's occupational opportunities; sustained growth should enhance female labor force participation. Production employment offers women an independent revenue stream, and strengthens their domestic bargaining power, which in turn should undermine patriarchal social structures. In this perspective, the relationship between economic development and gender equality is likely to follow a pattern where equality decreases in the early stages of development and then increases beyond some economic threshold.

It stresses that developmental sustainability depends on women's participation (Joshua Eastin & Aseem Prakash, 2013). Chattopadhyay and Duflo (2004), support this sustainability assertion by contending that, when women have a greater voice and more participation in public administration, public resources are more likely to be allocated towards investment in human development priorities, including child health, nutrition and access to employment (UN Women, 2014).

Nonetheless, this can only manifest itself when a broad governmental policy encompassing legal, political and economic measures calls for the enforcement of sexual equality, not as a secondary element but as a priority in planning programs to successfully free women from their traditional confinement of the home. Any economic development which neglects 50% of its human resources is an unrealistic form of development that can only bring about illusory achievement (Mernissi, 1975). Development models and their subsequent policies will deterministically contribute to unsustainability and the persistence of unequal power relations between women and men (UN Women, 2014).

2.5. Gender Mainstreaming

Gender mainstreaming could be defined as the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres (UN WOMEN, 2014). It is intended as a way of improving the effectiveness of masculine policies by making visible the gendered nature of assumptions, processes and outcomes (Walby, 2003-4). As a form of theory, it's a process of revision of key concepts in order to grasp a more gender world rather than the establishment of specialist gender theory (Walby, 2003-4).

As a concept, gender mainstreaming appeared for the first time in international texts after the 1985 United Nations Third World conference on Women held in Kenya Nairobi. It was seen as a means of promoting the role of women in the field of development and of integrating women's values into development work (EG-S-MS, 1998). In other words, it's a strategy for promoting gender equality involving integration of the gender perspective in all activities (Haataja, Leinonen, & Mustakallio, 2011).

So then, what is gender equality? Gender equality could be defined as the concept when the different behaviors, aspirations and needs to both women and men are considered, valued and favored equally. Moreover, both women and men, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles or prejudices (UN WOMEN, 2014).

In recognition of this, several world conventions and declaration had been signed by a significant number of countries. These Conventions and declarations had also been the referral point for the gender mainstreaming programs of the signatory countries (MoFED, 2012). One major convention is the 1975 convention on eliminating all forms of discrimination against women (CEDAW).

The other is 1993's declaration on elimination of all forms of violence against women (DEVAW). There is also the Beijing platform for action (BPA) signed in 1995, the international conference on population and development (ICPD), the millennium development goals (MDG), and the African charter on rights of women in Africa (the Maputo protocol) (MoWCYA,2011).

When we come to gender mainstreaming's induction into policy practice, it could be expressed as holding two simultaneous advantages. The first is the promotion of gender equality and justice, second is making mainstream policies effective by the inclusion of gender analysis (Walby, 2003-4). It is also not a strategy to be put into action once; it should be a constant red thread throughout the whole policy process and needs to be implemented in several stages during the policy making process (EG-S-MS, 1998). One of the multiple stages is policy implementation and budget or resource allocations required.

From gender perspective policies could have three impacts. One, they could be agents to increase the gender disparity. Two, leave no impact in the gender spectrum or three, reduce the gender gap (MoFED, 2012). As Noeleen Heyzer put it, budgets greatly matter because it determines how governments mobilize and allocate public resources into policies and priorities that shape and provide the means to meet the social and economic needs of citizens (UNIFEM, 2002).

2.6. What is meant by gender equality?

Overall economic welfare and women's welfare are associated. Higher welfare leads to better status for women and visa versa. There is no reason to expect that we would find a one-way causality between women's relative status and development in either direction. Amartya Sen (1999) argues for understanding development as freedom. He suggests that GDP in itself is not the ultimate goal but rather the freedoms associated with it: freedom to exchange goods and labor, freedom to make choices and influence one's life, freedom to live longer, freedom to choose to get education. We can easily understand that slavery, restrictions on owning property, saving or borrowing, or making labor contracts would qualify as disincentives to growth, while freedom to exercise these activities would be associated with economic growth.

2.7. Gender Equality in the Work Place

There is a saying, ‘*gender is a fluid concept that shifts over time and place*’ (Mavin and Grandy, 2012, p.219). With the changes of social and economic forces, the number of female members is increasing in the labor market (Omar and Davidson, 2001). It shows that gender and management are attractive and large topic among the public. Regardless of the expansion of women in the workplace, there is still a problem that women are underrepresented at the top of organizations (Alvesson and Billing, 2009). In addition, the structure of gender also has an impact on organizational decisions about selecting higher level manages.

Women face greater challenges compared to men. Meanwhile, there are more barriers that prevent them from entering high positions in organizations. For example, Brindley (2005) points out that the attitudes towards risk are different between females and males. Men are more likely to make risky judgments than women. Therefore, to understand the interaction between gender and management, as well as the factors that affect gender equality in organizations will be the main issues.

Gender equality is viewed as one of connections between gender and management. The significance of gender equality is extremely evident in the labor markets, not only to individuals and organizations but also to the society. For instance, people will feel respected when they are equally treated by organizations. Hence, their job satisfaction will be increased, which encourages them to work hard, achieve effectiveness as well as make a performance in the workplace (Drew, 2002; Atewologun and Singh, 2010). As for organizations, gender equality can increase productivity by making full use of the characteristics of both genders. As a result, organization will obtain substantial profits from it (Mahlck and Thaver, 2010).

In addition to the above, to some extent the situation of women in the workplace also reflects the economics. To put it simply women in poor countries frequently tolerate unequal treatments, whereas the situation of women in rich countries is different because they are given opportunities to obtain jobs or positions by comparing to low-income countries (Pine *et al.*, 2010).

The importance of gender equality cannot be neglected when we discuss gender and management. However, achieving gender equality within a whole society is not easy, both organizations and other external pressures play significant roles in promoting it (Williams et al., 2010).

2.8. Concepts and Theories Related to Glass Ceiling

The term ‘glass ceiling’ was initially used to describe a corporate world in which women’s access to the top-management positions was blocked by corporate tradition or culture (Jackson, 2001). It refers to the invisible barriers that prevent women from career advancement (Bombuweala & De Alwis, 2013; sharma & Sehwat, 2014). Later, the definition of glass ceiling not only focuses on working women but also includes the minority groups in the organization (Roehling,P.V. Roehling, Vandlen, Blazek & Guy, 2009). It is defined as obvious difficulties that prevent women and minorities from occupying the top-management positions of the organization, (Pai & Vaidya, 2009). The focus of many studies is n commonalties rather than difference between women and minorities at work (Corsun & Costen, 2001). However, this article focuses on India’s women academic leaders rather than minorities because the statistical reports show the gender gap between India’s academic men and women in reaching the top academic management positions (Basu, 2015).

Since the educational institutions have to respond to conflicting demands of various groups of people (i.e, stakholders), their decisions or actions should be made based on principles of ethics to ensure the benefit of all parties involved (Eyal, Berkovich & Schwartz, 2011). Normally, educational institutions seek the most qualified and competent academic leaders. They are needed to equally develop career advancement for all academics while reduce gender bias. The challenge of educational institutions is to select the best academic leaders without regard to gender.

This article developed a theoretical framework for an investigation of glass ceiling of women academic leaders in India. From an organizational justice perspective, ‘Rawlsian theory’ and its oppositional theory, namely ‘utilitarianism’, have been viewed as applicable to avoid glass ceiling situations (Cornelius & Skinner, 2005). These theories are connected with ‘justice’ which is defined as ‘a traditional central moral criterion in society’ (Newbert & Stouder, 2011). The theories of justice could be used as the guidelines for making the right decisions.

Rawlsian theory is known as one of the most dominant contributors to moral and political philosophy (Lindblom, 2011; Oltra, Bonache & Brewster, 2013). It emphasizes on the rights and procedural justice that can be applied promote ethical human resource management (HRM) practices in any organization (Cornelius & Skinner, 2005). The organization's members often pay attention to procedural justice. They evaluate whether the means by which individual decisions are made about them is fair (Power & Butterfield, 2015). Those educational institutions that are able to set fair organizational procedures (e.g. formulating the fairness of procedures for performance appraisal and job promotion to all employees) may reduce glass ceiling problems.

Utilitarianism is an ethical theory. Its idea is that ethical behaviors must be judged in terms of their resulting effects (Hosseini, 2010). Right or acceptable behavior is defined as the action that procedures the greatest benefits for the greatest number of people (Alleyne & Persaud, 2012; Choe & Min, 2011). When people are involved in ethical decision-making, they must maximize benefit while minimize harm to those who are affected (Alleyne & Persaud, 2012). This is also called distributive justice. Employees expect that the outcomes of individual decisions made about them are fair (Power & Butterfield, 2015). Both academic men and women prefer equal opportunities of being promoted to the top positions. The conflict of interest among academics would occur if educational institutions cannot equally provide each individual with the most appropriate job position matched with his or her knowledge, skills and abilities. Individuals with the appropriate competencies should equally get the chance of moving up to the higher positions.

Both Rawlsian theory and Utilitarian theory are applicable for developing the theoretical framework of glass ceiling. An adoption of theories of justice is useful for solving glass ceiling problems. The organizations that express more concerns about theoretical framework of justice are hypothesized to have less glass ceiling problems than others.

2.8.1. The glass ceiling (the underrepresentation of women in management)

Historically, the first identified form of gender discrimination in management has been the glass ceiling. The concept of glass ceiling can refer to (a) the invisible, but impenetrable barrier preventing women from reaching managerial positions irrespective of their achievements or merits (The Federal Glass Ceiling Commission, 1995a, P. iii; 1995b, p.4) ; (b) an analogy describing the subtle and transparent barrier that prevents women from climbing the organizational ladder (Vinnicombe and Colwill, 1998, p.17); (c) the underrepresentation of women in the higher Echelons of the organizational hierarchy (Haslam and Ryan, 2008, p. 530); (d) the invisible barrier that blocks women's advancement in positions of higher management (Gelfand et al., 2005,); (e) the situation where the vertical mobility of men in male dominated domain is higher than women's vertical mobility in the same domains (Hultin, 2003).

Even though there is no objective reason for women not to reach top management positions in an organization, women are prevented to reach those positions because of the discriminatory practices within organizations and societies. Depending on the national or organizational culture, the glass ceiling can be closer or further from the top within an organization, but irrespective of its location, the base (the positions with limited prestige and low rewards) is formed mostly by women. More than often, women's access to top-level positions is restricted from the moment they become members of an organization by the integration in non-strategic departments (human resources, public relations) that are not considered a recruitment pool for top managers.

Also, women are excluded from the formal or informal networks that can provide the necessary social capital for advancement into senior management positions (Wirth, 2001). While through the last decades women's interest in career has increased considerably (the percentage of women enrolled in forms of tertiary education and average age for marriage have both risen), this transformation in individual psychology has not been reflected in the number of women reaching the higher echelons of organizations (Wirth, 2001). Although the literature that focuses on the existence of the glass ceiling is quite extensive, we must warn that most researchers and researches originate in the USA (and therefore a cultural bias could be suspected) and that most empirical evidence comes from single case studies. According to Bell, McLaughlin and Sequeira, in the US

only 30% of manager positions are occupied by women, while over 95% of top management belongs to men (2002).

In spite of women representing 47% of the private workforce in the US). Only 34% of manager positions are occupied by women, with few prospects for change (Gelfanling Commission, 1995d et al.,2005). In the case of top companies in the USA, 95%-97% of the top managers of Fortune 1000 Industrial and Fortune 500 companies are men (The Federal Glass Ceiling Commission, 1995). The proportions remain the same even in the case of the most important 2000 companies in industry and services; women in high management positions do not exceed the level of 5% (The Federal Glass Ceiling Commission, 1995). Korabik observes a similar stratification in China, mentioning that “the more important the job, the fewer the women” (1992)

In the globalized world, the idea of women’s rights has been recognized by many people around the world. Women’s rights are significant indicators to understand global development and well-being (Shaikh, 2001). Since the term ‘development’ refers to ‘a process that aims at improving people’s standards of living’ (Nafukho, 2013), its definition is incomplete if it fails to promote the good lives of women (Day-Hookoomising, 2002). Likewise, the occurrence of glass ceiling in any country affects people’s well-being and their national development. It is necessary to find out what factors have an impact on glass ceiling. Some women are suitable for high-level position in organizations, but their chance of career advancement is limited by gender bias. However, most studies of glass ceiling issue have paid attention to the Western countries. The research results from the Western countries probably cannot be applied and generalized to the Asian context.

The existing research on glass ceiling in Asian countries is still insufficient to clearly describe the glass ceiling phenomenon in the Asian context. This article suggests theoretical framework based on two theories, namely Rawlsian theory and utilitarian theory. The theoretical framework of glass ceiling is applicable to both academics and practitioners who need to find appropriate solution. First, the theoretical framework can be applied to future research on the glass ceiling issue in order to gain more knowledge. Second, in the case of India’s women academic leaders, all educational institutions should find the means to solve glass ceiling problems and support academic women’s career advancement. For instance, procedural justice and distributive justice are significant

predicators of glass ceiling. The educational institutions can adopt the theoretical framework to their HRM practices.

The notion of gender equality is crucial for enhancing women's career success. Equally promoting career advancement to all workers regardless of gender can help the organization improve its performance. Pathak and Purkayashtha (2016) argue that gender diversity of board members has a positive impact on organizational performance because having both male and female board members lead to better quality discussions. The future studies may focus on the effects of glass ceiling on organizational performance.

2.9. Gender Inequality in Developing Countries

The issue of gender inequality can be considered as a universal feature of developing countries. Unlike women in developed countries who are, in relative terms, economically empowered and have a powerful voice that demands an audience and positive action, women in developing countries are generally silent and their voice has been stifled by economic and cultural factors. Economic and cultural factors, coupled with institutional factors dictate the gender-based division of labor, rights, responsibilities, opportunities and access to and control over resources. Education, literacy, access to media, employment, decision making, among other things, are some of the areas of gender disparity.

Increase in education has often been cited as one of the major avenues through which women are empowered. Education increases the upward socio-economic mobility of women; creates an opportunity for them to work outside the home; and enhances husband-wife communication. In Demographic and Health Surveys (DHS), school attendance ration and literacy rate are used as measures of education. The former shows the ratio of girls' school attendance to that boys'.

As far as primary school level is considered, the proportion of females attending primary school in developing countries in general and in Sub-Saharan African (SSA) countries in particular is found to be lower compared to that of males. For instance, among females of primary school age, only 17% of them in Niger (1998) and 21 % of them in Burkina Faso (in 1998/99) were attending school, while the respective figures for males are 24% and 29% (Mukuria et al., 2005).

One of the areas of disparity between males and females is related to the difference in their employment status which is manifested by occupational segregation, gender-based wage gaps, and women's disproportionate representation in informal employment, unpaid work and higher unemployment rates (UNFPA, 2005). As women in developing countries have low status in the community, the activities they perform tend to be valued less; and women's low status is also perpetuated through the low value placed on their activities (March et al., 1999). In-depth analysis of DHS by Hindin (2005) showed that only 17% of women in Zimbabwe, 12% in Zambia and 4% in Malawi have higher status job than their partners. The respective percentages of women whose partners have higher status jobs are 52, 43 and 53.

Women are also overrepresented in the informal sector. In Sub Saharan Africa, 84% of women's non-agricultural employment is informal compared to 63% of men's. The figure is found to be 58% and 48% for women and men, respectively in Latin America (UNFPA, 2005). Studies generally show that women are more likely to be engaged in work and also work for longer hours than men. For instance, in 18 of the 25 countries in Sub-Saharan Africa, greater than 50% of women were employed and even in six of these countries the percentage of employed women was greater than 75% (Mukuria et al. 2005). However, as most of the employed women work in agricultural and other activities which are mostly considered to be having limited or no financial returns, their employment does not contribute much to their status and employment. Thus, women in those countries have no or little autonomy and they are dependent on their partners in most aspects of their life.

In spite of its importance in enabling women to get access to information about personal health behaviors and practices, household, and community, the percentage of women exposed to different types of media is limited in most developing countries. The analysis of DHS data of 25 countries in Sub-Saharan Africa showed that in nine countries less than 10% of women reported they read newspapers at least once a week. In four of eight Latin American and Caribbean countries, the prevalence of newspaper reading is greater than 50%. Sub-Saharan Africa is at a disadvantage with regard to women's access to television. In 2000, among women aged 15-49, only 3.8% and 6.3% of them watched television at least once a week in Malawi and Rwanda, respectively.

Women's low decision-making power, particularly in developing countries, is more pronounced at household level. In the study conducted by (Visaria, 1993 cited in Desai et al., 2005) in Gujarat, Western India, about 50% of the women stated that they do not feel free to take a sick child to a doctor without the approval of their husband and 70% of the women do not make decisions regarding the purchase of their own or their children's clothing. Similarly, DHS data of Zimbabwe, Zambia and Malawi analyzed by Hindin (2005) show low decision-making power of women, though women in Zimbabwe have better autonomy than women in Zambia and Malawi.

2.9.1. The Ethiopian Experience on gender Equality Endeavors

On the 2014 UNDP gender inequality index Ethiopia ranks a 173 out of 187 countries. This index measures the gender disparity in three aspects. Firstly, reproductive health measured by maternal mortality ratio and adolescent birth rate; secondly, employment measured by proportion of parliamentary seats occupied by females and males: thirdly, economic status measured by labor force participation rate of females and males (UNDP, 2014). These paints the picture of the Ethiopian context in a generalist manner. The CSA census report suggests that half of the population of Ethiopia, which is now estimated to be 95 million ([www. Worldometers.info/world population](http://www.Worldometers.info/world-population)), are women. Hence the gender disparity effect is much significant for such a large population.

In order to address the gender inequality, the government of Ethiopia has adopted several global and continental conventions, declarations, protocols and international mainstreaming initiatives;

- Convention on eliminating all forms of discrimination against women (CEDAW), which is adopted in 1979 by the UN General Assembly, is often described as an international bill of rights for women
- Declaration on eliminating violence against women, DEVAW
- Beijing platform for action, BPA
- Millennium development goal, MDG are signed internationally, whereas
- The solemn declaration on gender equality in Africa, SDGEA and
- The Maputo protocols are continental adaptations

To implement these international commitments the government of Ethiopia has formulated legal, policy and national strategic frameworks. With regards to the constitution, proclamations such as the federal civil servant (515/20017), labor proclamation (377/2003) and the rural land administration and land use (455/2005), policies such as national women policy, health policy and education policy have been integrating the gender perspective in their narrations.

Moreover, all ministries have established departments of women's Affairs in response to the broader government agenda to advance gender equality as evidenced by a National Action Plan on Gender Equality and recent gender responsive legislative reforms

MoFED used its strategic position and its mandate to monitor and coordinate gender equality actions with regards to planning, resource allocations and expenditure. The fact that MoFED typically produces guidelines for various sectors for implementing budgets enabled it to move government commitments to gender equality into realization by developing gender responsive budgeting guidelines- Guidelines for mainstreaming Gender in the budget process. The document developed with support from the British council and United Nations Children's fund (UNICEF) is to act as a further guide to all government ministries in mainstreaming gender perspectives into all budgeting processes. This guideline is anticipated to formally facilitate its acceptance and implementation across government.

From the NGOs or Civil Society Organization, two notable initiatives are: NEWA initiative and the PBS initiative including its social accountability program. NEWA has undertaken diverse advocacy activities, monitoring of government compliance to commitments on gender equality and capacity building with government and other CSOs both locally and internationally. Beginning in 2007 a new activity for NEWA has been its actions to strengthen budget literacy for budget tracking amongst local communities targeting local women's organizations, women's associations, and devolved levels with Women's affairs bureaus a finance bureau within sub-national government structures. All these government and civil society bodies are the recipients of capacity building and training that is being supported through NEWA's activities.

The problem of gender inequalities discussed above are very much prevalent in and relevant to Ethiopia. Ethiopia is a patriarchal society that keeps women in a subordinate position (Haregewoin and Emebet, 2003). There is a belief that women are docile, submissive, patient, and tolerant of monotonous work and violence, for which culture is used as a justification (Hirut, 2004).

The socialization process, which determines gender roles, is partly responsible for the subjugation of women in the country. Ethiopian society is socialized in such a way that girls are held inferior to boys. In the process of upbringing, boys are expected to learn and become self-reliant, major bread winners, and responsible in different activities, while girls are brought up to conform, be obedient and dependent, and specialize in indoor activities like cooking, washing clothes, fetching water, caring for children, etc (Haregewoin and Emebet, 2003; Hirut, 2004).

The differences in the ways in which individuals are treated through the socialization process, due mainly to their sex status, leads to the development of real psychological and personality differences between males and females (Almaz, 1991). For instance, a female informant in Arsi stated that a man is a big person who has higher social position and knowledge, who can govern others and think in wider perspectives; while a woman is a person who can serve a man, who is like the husband's object transferred through marriage, and to whom he can do anything he wishes to do (Hirut, 2004).

In order to find out the factors, the theories of organizational management and gender issues are priorities in this study. Gender equality is a key point related in the work place, as well as the problems which prevent from achieving gender equality in organization. In addition, the problems also reveal that legislations do not keep the path with the growing number of female in the workplace during the progress of achieving gender equality (Wahl and Hook, 2007), as well as the flexible job's earning and chances for promotion (Gardiner and Tomlinson, 2009). Therefore, the efforts of organizations which have great influences on promoting gender equality in the workplace cannot be neglected.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

This study used both qualitative and quantitative research approaches in which both collecting and analyzing quantitative (close-ended and open-ended questionnaires to sampled respondents) and qualitative data (by interviewing key informants).

3.1.1 Sampling Frame/Population Size

A sampling frame is a complete list of all the members of the population to be studied. The sampling frame considered for the study is management level employees in ET Addis Ababa headquarter i.e. a total of 140 management level employees.

3.1.2 Sampling Design and Technique

Sampling design is determined before any data are collected. In this study, the population is the total number of men and female employees who are currently working in management category, from team leader to top level management in headquarter, Addis Ababa.

In addition, the study used both probability and non-probability sampling techniques. Probability sampling is used due to the convenience of accessing a ready-made sampling frame of employees at ET in Addis Ababa, headquarter from which representative samples could easily be selected and as well as of the relative homogeneous nature of the target population. As per ET HR data as of August 2018, ET headquarter has a total of 1368 men and women management staff members. Among the total, 410 are women.

As per Yamane (1967) cited by Glenn D'Israel on determining sample size, from University of Florida, Yamane sampling formula is used as follows: -

Yamane Sampling formula:

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

Where n = sample size, N = population, e = error tolerance.

$$n = \frac{1368}{1 + 1368(0.08)^2}$$

$$n = 140.2 \sim 140$$

The researcher employed a simple random sampling method to create the sample using a lottery method in which it randomly picks numbers.

The study also applied one of the non-probability sampling technique, i.e. purposive sampling as it allows the researcher to use cases that have the required information with respect to the objects of study. Accordingly, the researcher collected data by interviewing:

1. Two senior staffs at ET – Addis Ababa because the researcher believed that that purposely selected expertise have firsthand information regarding ET role and contributions towards gender equality and women’s leadership in the organization
2. One change management officer who used be engaged on gender related issues in ET in the past years in order to understand what has been done so far in the organization towards gender issue
3. With Engagement, Gender and Culture officer as this department is the one which handles gender related issues and allocate budget and work closely with ministry of transport and other partners.
4. Human Resources focal person at ET. As HR is one of source of data and information regarding affirmative actions taken so far and to know more about recruitment and promotional process in detail.

3.2 Source of Data Collection

3.2.1 Primary data source

Data was collected using structured questionnaires in a Likert scale. Respondents were asked to indicate their level of agreement with each statement (Strongly Agree), (Agree), (Strongly Disagree), (Disagree) and (Do not know). The main advantage of scaled-responses is that it permits the measurement of intensity of respondent's answers compared to multiple choice responses.

Primary data collection sources are ET employees who are working in middle and top management level, selected in a simple random sampling technique i.e. a lottery method; and the key informants who are interviewed to have valuable information in relation to current and past gender equality practice and women role in leadership at ET mentioned under the purposive sampling technique above.

3.2.2 Secondary data source

Secondary sources of data are: annual reports of ET, ET fact sheet, website of ET, UN Women and different published research papers, reports of researchers, reports of international organizations and local governments are among many.

3.3 Instruments of data collection

3.3.1 Questionnaire

Questionnaires have the advantage of covering a large sample and saves time to collect data. For the purpose of this study, the researcher utilized questionnaires to collect both qualitative and quantitative data on gender equality and women leadership, most importantly, the role of management to ensure gender equality throughout the organization. In addition, the researcher has also utilized the questionnaire to collect data on employee's awareness towards gender. The first part of the questionnaire consisted of demographic profile of the respondents which is designed in a close ended format. The second part covered individual awareness and gender equality practice within the organization prepared in a close and open-ended format. The second part of questionnaires design used both Likert scale and Yes and No questions with some open follow up

questions to assess the current practice of gender equality and women's leadership role in the organization and individual responsibility to ensure equality. As per Sorrel's Likert Scale Examples for Surveys, this study employed ranges from 'strongly agree' to 'strongly disagree' (5=Strongly Agree (SA), 4=Agree (A), 3 = Do not know (DK), 2=Disagree (D) & 1=Strongly Disagree (SD) so as not to limit the response of respondents to some limited ranges. (Sorrel, 2010). The questionnaires are prepared in English.

3.3.2 In-depth Interview

The in-depth interview took place with 3 key management team members from communication and engagement and employee benefit and change management unit of ET- Addis Ababa headquarter and 2 from ET HR focal person. The researcher utilized semi-structured interview so that the interviewees can answer freely and in multiple ways to give thoughtful answers.

3.3.3 Data Analysis and Interpretation

For analysis of the data both quantitative and qualitative methods were employed. Quantitative data generated from the survey questionnaire were analyzed using Microsoft Excel programme. Descriptive statistics like frequencies and percentage were applied to facilitate meaningful analysis and interpretation of research findings. The results of processed data were presented in tables and figures. Qualitative data obtained through KII were analyzed through descriptive method of analysis.

3.4 Ethical consideration

All the research participants included in this study were appropriately informed about the purpose of the research and their willingness and consent was secured before the commencement of distributing questionnaire and asking interview questions. Regarding the right to privacy of the respondents, the study maintained the confidentiality of the identity of each participant. Names are kept confidential thus collective names like 'respondents' were used.

CHAPTER FOUR

DATA DESCRIPTION AND ANALYSIS

4.1 Introduction

This chapter of the study is dedicated to the description of the data acquired through questionnaire, in-depth interview, document analysis, the analysis and discussion of the described data. The researcher has attempted to make sure that the collected data are presented in a systematic manner using both qualitative and quantitative research approaches, thereby respondents' reflections are clearly understood. Data gathered through an in-depth interview and document analysis are discussed qualitatively in line with the research questions. And then, the output from the collected data of the survey questionnaire is presented in the form of percentage, frequencies, tables and figures. Of the totally distributed 140 questionnaires, 107 were filled and returned which has a rate of 76.4% and is adequate to make the analysis.

4.2 Analysis from the in-depth interview

As qualitative method was one of the methodology to collect data, interview has been conducted with three management staff members (Employee benefit team leader, Change Management Officer and Engagement, Gender and Culture officer) to access the current practice in gender equality issues and women's leadership participation in the organization. As per Key Informant Interview (KIIs), it has been briefly explained that, the organization is currently providing and participating in different social responses and support including gender awareness raising.

As the team leader explained, to raise awareness among staff members, the organization has shared different messages focused on gender issues every week to all staff members through email. Regarding gender policy and guideline, the interviewee was asked if there is gender equality policy in the organization. As team leader said, ET do not have a separate gender equality policy. However, it's included with other organizational policy and strategy. For instance, the change management officer said that they have affirmative actions to encourage more women to participate in particular positions like pilot and technicians. The affirmative actions she mentioned were lower requirement for women to participate in the recruitment process.

The ex-gender focal person also said that ET tries to include gender related issues in other policies like HR policies. She said for instance, any form of sexual abuses, workplace harassment has been treated differently in gender lenses. And also, they ensure every program to be gender sensitive.

In addition to the above, in order to build women confidence and inspire young girls, ET has successfully conducted an all women operated flight for the fourth times from Addis to different destinations. These historic flights were aimed at realizing “Women Empowerment for a Sustainable Growth”. This is a very great achievement showing young girls that the sky is the limit. Because piloting is predetermined as men’s job.

ET also provide breast pump with sterilizer for women employees for six months. It is one of a very good practice, which helps women colleagues to continue breast feeding after returned to duty. On top of this, the engagement officer mentioned that, ET has a plan and allocated budget to work more in different gender equality initiatives with other partners. It was also indicated that, though, the organization gives equal opportunity to all interested applicants, number of women in top management level is still very low. Which shows, the organization has to work more to fill the gap by encouraging and supporting women employees to participate in recruitment and selection process. The report also showed that, in 2018, among the total promoted number of 716 women staff members, only 41 are assigned in management positions. The change management said that, the number is still low, but comparing with previous years, it has indicated some progress which should be encouraged and supported by top management.

During KIIs, they can see the advantage of encouraging women to participate in different level of positions. As ET is one of the biggest Airline in Africa, there are different sectors and departments required to interact with different stakeholders, which they believe women are good in communication and interpersonal skill. As it has been explained, one of the major challenge for having a big gender gap in piloting and technician positions, there are assumptions from society as those positions meant to be for men. Therefore, number of women applicants for such positions are relatively low.

4.3 Analysis and presentation of data from survey questionnaire

In the next paragraph, first, demographic profile of respondents is analyzed and presented followed by assessing individual gender equality awareness. Thirdly, the data specific to the organization current practice on gender equality and women leadership in relation to recruitment and other work environment. Finally, in view of management level staff members, the data to address the effects of gender equality policy and practice is well analyzed and presented. Simple statistical methods like frequency and percentage were used to calculate the results which are summarized in tables and depicted graphically.

The demographic profile of women is believed to have great influence in determining their placement in the organization. This part presents the basic characteristics of the respondents in terms of their age, gender, level of education, years of experience and marital status.

4.3.1 Demographic profile of respondents

The following table summarizes demographic profile of respondents by gender, age, level of education, years of experience and marital status.

Table 1. Demographic profile of respondents

1. Gender	Frequency	Percentage
Male	77	72%
Female	30	28%
Total	107	100%
2. Age	Frequency	Percentage
18-25	10	9%
26-35	21	20%
36-45	58	54%
46-55	17	16%
56 and above	1	1%
Total	107	100%
3. Educational status	Frequency	Percentage
Diploma	15	14%
Bachelor's Degree	79	74%
Masters	13	12%

Total	107	100%
4. Years of service	Frequency	Percentage
1-5 years	26	24%
6-10 years	57	53%
11-15 years	8	7%
16-20 years	15	14%
About 21 years	1	2%
Total	107	100%
5. Marital status	Frequency	Percentage
Married	65	61%
Divorced	2	2%
Single	40	37%
Total	107	100%

Source: (Own Survey,2018)

As can be seen from Table 1, majority of the respondents are men (72%) followed by those women staff members (28%). It's clearly shown that, the majority of the respondents in management level are men. In addition to this, as per the data provided by human resource, only (9%) are women from top level management, which has showed that, the representation of women staff members in top management is very few.

The research did not cite much correlated age group and gender. However as can be seen from Table 1, majority of the respondents are within the age category of 36-45 years (54%) followed by those under the category of 26-35 years (20%). The remaining 16%, 9% and 1% of the respondents are under the age category of 46-55, 18-25 and 55 and above respectively. It's clearly shown that, the majority of the respondents are in an age where they are active, matured and productive age category, which will have a positive influence in the organization performance and decision-making process.

Ethiopian women have one of the world's lowest literacy rates at 41% and their rate is lower than that of men (National Assessment on gender equality Dec 2015). The government has seen tremendous success in educating girls at the primary level, however, with the gender gap in net enrollment rates for boys and girls at the primary and secondary levels converging in the last 5 years. Higher education institutions have not closed the gender gap, however, with the percentage of female student hovering around 30%(National Assessment on gender equality and the knowledge society Dec 2015).

When we see the educational level of the respondents in table 1, the majority (74%) of them have a bachelor's degree followed by those who have diploma and (14%) and master's degree (12%). Among those who have a bachelor's degree, only 19% are women and master's level 15% from total respondents. In general, the fact that the respondents in this study have graduated in bachelor's degree but majority of women do not continue to post graduate level.

Regarding years of service in the organization, 24% of the respondents are working from 1-5 years and (53%) of them have an experience from 6-10 years whilst (14%) have an experience working in the organization from 16-20 years. As the study show, (7%) of the respondents have worked in the organization for 11-15 and (2%) of them worked above 21 years. From this table, we can analyze that the majority of (57%) of staff members have worked more than five years. Which shows, they are familiar with the organization rules and regulation and policy. Therefore, as part of management staff, it has a positive impact for decision making process.

For this study an attempt has been made to know marital status of women in management level. As such, table 1 shows that the majority are married (61%) followed by single staff members (37%) and the remaining (2%) are divorced. As research has showed, among the total respondent of women, the majority of them (77%) are married. This can show that, women management staff members have huge responsibility both at work place and with their family.

4.4 Gender equality awareness and women leadership in organization data

Under this section, respondents were asked regarding their awareness towards to gender equality, women participation in the organization, the role of management and organization to ensure gender equality throughout programme and perception of men and women's capability of performing different type of positions.

4.4.1 Gender equality awareness

This part was intended to assess respondents' perception and opinion towards gender equality awareness and their individual responsibility to ensure equality within organization.

As per table 2, 21% and 20% of the respondents have strongly agreed (SA) and agreed (A) respectively that the position of men and women in the society is naturally determined (It's biological). Whereas, 35% of them have strongly disagree (SDA) and believe that the position of men and women in society is not naturally determined and it differ from society to society due to different norms and cultural factors determined position of men and women. Which shows that, gender awareness among staff members have some gaps as the data shows around 41% believe that women's role has been determined and biological.

Similarly, 71% of respondents said that, there are about the same challenges for men as for women in attaining top professional positions. While 11% of the respondents disagree that gender inequality can affect the performance of an organization. It shows, majority of respondents unable to identify women's challenge different than men and also, they do not realize as inequality affect the performance of an organization. This indicates that, gender inequality gaps were not identified by respondents or they believe that all challenges regarding to attain top professional position is same knowing that majority of top managers are men in the organization.

On the other hand, 49% of the respondents prefer to have a women supervisor while other 30% said they have a choice to have men supervisor than women. This shows that, some of the respondents still do not feel confident on women's leadership role. Likewise, 5% of the respondents were do not agree that as women are capable of performing in any type of positions whilst 36% of the respondents were agreed as it is natural to men to lead. This response showed that, there

is a perception as the leadership role meant to men rather than women employee. This gap came from lack of awareness on gender equality principles.

Even though the majority of the respondents said that gender equality issue is also individual's responsibility and believe that women are capable of performing in any type of positions, the response that the respondents said disagreed and do not know are the areas that needs a greater emphasis by the organization. Since the results are views of the respondents, it is subjective and will be difficult to conclude but results could be taken as areas for further attention.

Table 2. Respondents' personal view about gender awareness

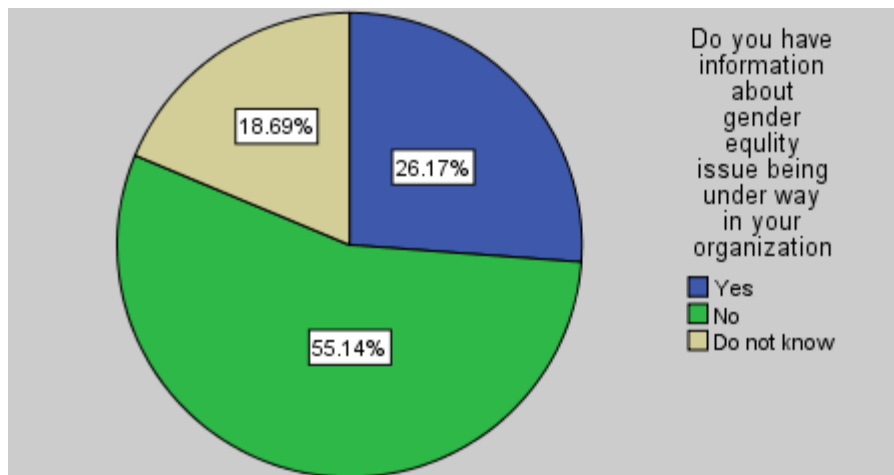
S.No.	Respondents' view on Gender awareness	SA	A	DA	SDA	DKN	Total	% of SA+A
1	The position of men and women in the society is naturally determined (It's biological).	21%	20%	35%	14%	10%	100%	41%
2	Gender equality is just about women	4%	54%	23%	19%	0%	100%	58%
3	Women are capable of performing in any type of positions	48%	41%	3%	2%	6%	100%	89%
4	Gender inequality can affect the performance of an organization	54%	30%	11%	1%	4%	100%	84%
5	There should be positive discrimination during hiring and promotion to benefit women	23%	33%	29%	8%	7%	100%	56%
6	It is natural for men to lead.	20%	16%	17%	41%	6%	100%	36%
7	I prefer if my immediate supervisor is a woman.	9%	40%	27%	3%	21%	100%	49%
8	There are about the same challenges for men as for women in attaining top professional positions.	24%	47%	18%	5%	6%	100%	71%
9	Men are more responsible for Leadership positions	7%	14%	32%	39%	8%	100%	21%
10	Individuals are responsible to ensure gender equality in the office	58%	30%	3%	6%	3%	100%	88%

Source: (Own Survey,2018)

4.4.2 Gender Knowledge and leadership

Concerning gender equality and women participation in decision making process, respondents were asked if there is defined policy and gender department in the organization to ensure this gender equality issue by empowering women staff members to be part of decision making process, which is top level management. The respondents were asked if they have information about gender equality issue being under way in the organization or not. Accordingly, around 55% said that, they are not aware, while 26% said they have an information. From those respondents who said yes, they get an information from weekly message shared by the office on gender issues. Whereas the remaining around 18%, do not know about it.

Figure 1. Information about gender equality issue in organization

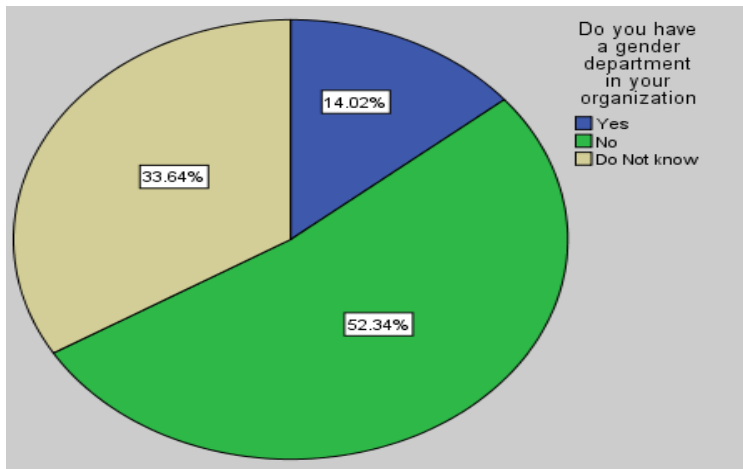


Source: (Own survey, 2018)

4.4.3 Gender department in the organization

Figure 2 underneath clearly shows that around 52% of the respondents said that the organization do not have gender department, only 14% of them have said there is gender department in the organization. Whereas the rest 33% of respondents do not know. The result demonstrates that since the majority (57%) of respondents are not aware as there is gender department in the organization, which shows clearly that, the department existence is not visible. On the other hand, limited number of staff get advantage of knowing the department that will help them to know about gender equality while the rest do not know about it at all.

Figure 2. **Gender department in organization**

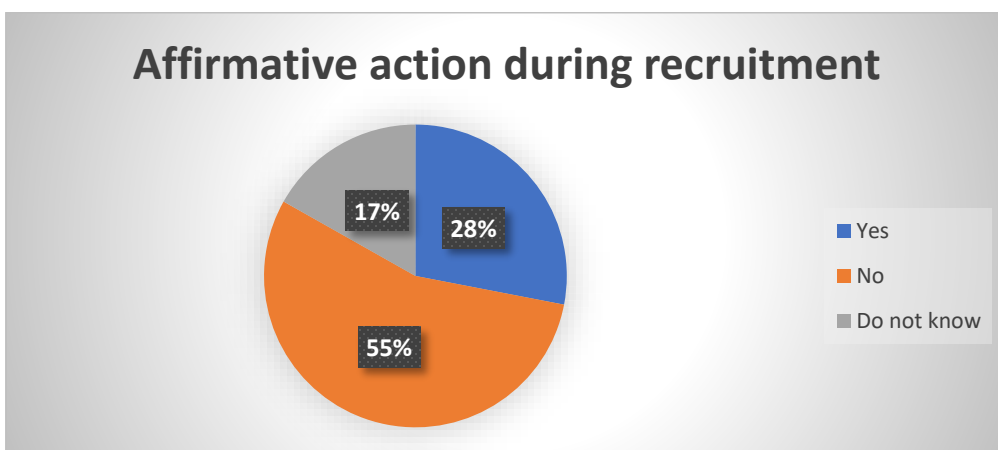


Source: (Own survey, 2018)

4.4.4 Awareness about affirmative action

As it shows under Figure 3 that around 55% of the respondents said that the organization do not have any affirmative action during recruitment process while others 328% of them said, there is an action which support women candidates in the process of recruitment. The rest 17% respondents do not have known about the information at all. The result demonstrates that the majority (55%) of respondents are not aware as there is affirmative action in place to support women applicants in the organization. It shows awareness gap about this entitlement particularly women staff members as they supposed to get benefit out of it.

Figure 3 **Affirmative Action during Recruitment**



Source: (Own survey, 2018)

4.4.5 Organization efforts towards gender equality

With regards to the responsibility and role of the organization towards to gender equality and women leadership, respondents were asked as the required efforts has been made by organization or not. As table 3 shows that majority of the respondents (46%) have said that, they do not have information either the effort has made or not. While 37% were said that there is no effort and initiative has made my organization to ensure gender equality. On other hand, 17% of them confirmed that, the organization took effort towards gender equality.

Table 3. Organization effort towards gender equality

Required effort made by organization to ensure gender equality	Frequency	Percentage
Yes	18	17%
No	40	37%
Do not know	49	46%
Total	107	100%

Source: (Own survey, 2018)

4.4.6 Role of management to ensure gender equality

In addition to the above table, the respondents were asked about the role of management is important to ensure gender equality in the organization. As below table 4 shows that majority of the respondents (96%) have agreed that, the role and involvement of the organization is very important to ensure the gender equality throughout projects. It shows that, in addition to individual responsibility, the organization is required to show effort to ensure the gender equality.

Table 4. Role of management regarding gender equality

Role of management is important to ensure gender equality in the organization	Frequency	Percentage
Yes	103	96%
Do not know	4	4% %
Total	107	100%

Source: (Own survey, 2018)

4.4.7 Gender related training

As it shows under Table 5 that around 1% of the respondents said that, they have taken a training about the concept of gender while others 99% didn't get a chance to take any training related to concept of gender. It shows there is no proper training has been given to staff members regarding gender equality issue.

Table 5. Have you taken a training about the concept of Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	1	.9	.9	.9
Valid No	106	99.1	99.1	100.0
Total	107	100.0	100.0	

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

During KIIs made with ET management staff members, it was mentioned that, one of the objectives of ET is to ensure the leading aviation group in Africa by providing safe and reliable passenger and cargo transport and being an airline of choice to its customers, employer of choice to its employees and an investment of choice to its owner. They also said, one way of creating a suitable environment for all staff members by enforce the inclusion of gender issues in all policies, programs and projects.

To attain gender equality, the first and the most important thing is the recognition of women's and men's needs, priorities and interests. The task of attaining gender equality needs proper application of gender mainstreaming.

ET is currently trying to promote gender equality in all policies, programs and projects. However, as it has been seen in the study, out of the total 107 respondents 59 in number do not have an information about gender equality issue being under way in the organization. Of those who said that they have an information (28 in number), they get the information only from few shared emails.

According to KII, ET has made an effort by putting affirmative action in place on particular positions like pilot and technical to bring more women employee. However, on human Resource implementation, which focus on recruitment, selection, promotion, transfer, training and education in the organization, has not made sufficient effort to bring more women to top level management. Due to this less consideration to gender, the organization has hardly created any mechanism to bring more women to the decision-making positions where there is limited number of women.

Even though the organization is trying to create a suitable environment to all staff members, about 46% of respondents do not know as the organization has made any effort towards gender equality while 37% of them said the organization didn't make any effort to ensure gender equality. On another hand, more than 96% of the respondents were agreed that the role of management is very

important to ensure gender quality in the organization. Likewise, 88% of respondents strongly agree that individual's contribution also important to ensure gender equality in the organization. Majority (67%) of the respondents said that the organization doesn't have sufficient and clear policy that address the problems and benefits of women. While 22 % of them said do not know.

Only 11 % of them confirmed that the organization has a policy to address gaps and problems of women. However, those who said there is sufficient policy, didn't respond on follow up question to describe any policy that address the problems and benefits of women. This indicates that there is a need of awareness creation by the organization to all staff members on the policy particularly in the area of addressing the problems and benefits of women.

The research findings showed that only fifteen (14%) of the respondents said that women staff members represented fairly in higher decision-making positions. While 86% of them (92 in number) were said that women staff members are not represented fairly in the top and middle level management. In addition to this, as the data also shows that only (1 in number) 5% from total 18 chief VP is women. The remaining (17 in number) are men. Which shows that, top management level, the representation of women is incredibly very low. On top of these 5 women are assigned on director level while 41 are men.

On individual gender awareness level, the study showed that among the total of 107 respondents, 89% of them strongly agree and agree as women are capable of performing in all type positions. whereas 21% of them showed men are more responsible for leadership position than women and about 71% of respondents said there are the same challenges for men as for women in attaining top professional positions. Whereas 23% of them strongly disagree on this and women's challenge for leadership position is different the one for men.

Among the total respondents, 48% agreed that women are capable of performing in any type of positions whilst 5% of them have disagree as women are capable to perform all type of positions. Which shows, there is an assumption that some positions are predetermined to men.

The other initiative mentioned by KIIs in creating a suitable environment for women staff member by taking affirmative action to let women candidate to participate piloting and technician positions. The requirement has now revised and less for women applicants. However, regarding the top management with respect to gender, no gender awareness training has been given to top officials to enable them to mainstream gender in their activities. It may be due to this fact that they are found to pay less attention to gender issues. Regarding women at top and middle management level, no skill training was given to women to strengthen their leadership capacity.

In addition to the above, not having clear gender equality policy in the organization also found to be inefficient to implement gender mainstreaming due to lack of knowledge and skill on gender and the non-existence of direction provided by the responsible body. It is also considered gender mainstreaming as the duty and responsibility of only one department which is, Employee engagement, culture and Gender. On the other hand, the composition of the top and middle level management of the organization being highly dominated by the male have contributed to the above negative effects.

5.2 Conclusion

The Government of Ethiopia had been making various efforts to address gender inequality. One of such efforts is the development of a women policy that is made to have a cross cutting agenda incorporating every sector. Consequently, public enterprise has been involved in mainstreaming gender as part of its core mandate. In addition to this, UNDP is supporting public and private organizations to implement a gender equality seal programme. Through the seal Programme, UNDP provides government partners with tools, guidance and specific assessment criteria to ensure successful implementation and certification. For participating organizations, Gender equality Seal certification supports a more efficient and equitable workplace and contributes to the advancement of gender equality and the achievement of the suitable development goals.

The study has attempted to assess the current gender equality practice, women participation in decision making process, the major roles being undertaken by ET in creating a suitable environment for women employees and what benefits that those women enjoyed from the organization including their successes and challenges. As per annual gender activity report, the organization is working on awareness raising activities, like sharing about 18 emails throughout

the year which focused on gender awareness to staff members. In addition, the organization has sponsored few female students for their further education.

The assessment showed that there are some promising results related to gender equality activities as well as its institutionalization. The major one is, the daughters of Lucy controlled the skies flying an all women operated flight has been done for the fourth times from Addis to different destination. These historic flights were aimed at crystalizing Ethiopian corporate conviction of “Women Empowerment for a Sustainable Growth” on the eve of 70th year anniversary. Ethiopian senior female executives graced the event onboard the flight.

In addition to above, the organization has also provided breast pump for months to use and return within six months. Currently, the organization also purchase additional breast pump equipment with sterilization to support female mothers. ET has participated in different workshops which has been organized by Mister of Transport. As per annual report, from the total 716 number of employee promotion process in the current year 41 of them were women employees who get chance to be promoted to middle management level.

On the other hand, some gaps and challenges were identified in the practice such as; thinking that the gender issue was for women only; attitudinal bias, limited skill, limited commitment to translate the training knowledge into practice, lack of gender inclusivity in all programmes, having clear policy and guideline on gender issues, lack of commitment to upgrade women to decision making process like top management level, and making gender mainstreaming as an add-on exercise and different perception about particular positions are meant only for men.

There are also some gaps identified by the researcher after going through document analysis, interviews made with KIs and data analysis of the respondents. The major ones are: women in the organization are highly concentrated on clerical and fiscal and custodial and manual positions. This, as found from the findings, in addition from various socio-economic factors that have existed in Ethiopia for years, ET as big public enterprise in Africa, didn't provide the required attention beyond above mentioned few positive contributions for gender equality and women participation in decision making process.

The other aspect, which has not been properly addressed in the organization, is the affirmative action policy. As per KIs, it has been mentioned that, there is an affirmative action for women employees particularly for pilot and technician positions. However, most of the women respondents are found to be ignorant about the existence of such policy. As the result, they are not in a position to demand for their rights in this regard.

5.3 Recommendations

The notion of gender equality is crucial for enhancing women's career success. Equally promoting career advancement to all workers regardless of gender can help the organization improve its performance. In addition, gender diversity of board members has a positive impact on organizational performance because having both male and female board members lead to better quality discussions. Therefore, based on the findings of this study and conclusion, the following recommendations are made so that where possible, remedial actions can be taken by top and middle level management and Employee engagement, culture and gender department.

Employee Engagement, Cultural and Gender (EECG) side:

- As Ethiopian Airlines CEO said, attracting more women to aviation jobs is one of the reasons for hosting all female flight, together with empowering women (ET Annual Report 2015-2016). In dead, it is one of inspiring initiative taken by the management. However, the finding shows that the current practice is still lagging behind towards to gender equality particularly bringing women employees to decision making positions. Therefore, it is recommended EECG to conduct gender analysis to identify the real gap and challenge to bring to top-level management for their decision.
- The EECG should encourage all staff members to read all gender related materials and information's by their email. The department should have organized gender awareness training in transparent manner.
- It is recommended that EECG to offer coaching and advisory services in particular to women employees with high emphasis on gender equality and women participation in decision making process as both are so relevant to address gaps and challenges.

- It is also recommended that EECG should establish partnership with government and non-government organization who are currently engaged on gender activities. Organize an experience sharing session with those organizations.
- Realizing the current limited activities on gender, EECG should develop proper working plan for the coming years to ensure gender equality in the organization.
- There should also be awareness creation trainings and workshops that tackle the gender bias and provide training on gender analysis, gender sensitive planning, monitoring and evaluation to all management officials and the staff.

On top management side

- Top level decision makers including board members, they should broaden the accessibility the gender training to their entire staff by allocating sufficient resource both financial and human
- A gender focal person should gain due attention and their significant role should be recognized, the monitoring and evaluation process should be strong and conducted on a regular basis along with the feedback; significant attention should also be given to the documentation tasks as well as the development of sex disaggregated data,
- Work in collaboration with responsible bodies to confront the attitudinal basis of decision makers at all levels
- Instead of incorporating gender issue with other organizational policy, like human resource, it is recommended to set separate gender equality policy, to show rights, benefits obligations and opportunities clearly,
- Ensure gender inequality issue be addressed properly

- Build the capacity of EECG so that they can provide technical assistance and follow up the gender mainstreaming activities in all respected departments
- Propose to the board members the idea of setting target with a specific time-frame for women to enter the top-level management and to bring women to the decision-making positions in particular

All in all, it is quite clear that, even though there are some promising works and results in Ethiopian Airlines regarding gender equality practice, there is still a long way to go in achieving women participation in decision making positions that only could be realized with a committed and coordinated effort.

Reference

- Achamyelsh Gebre Selassie. 2000. 'The Overall Picture of Civil Services and the position of Women in Ethiopia', <http://eea.ethiopa> on line
- Alleyne, P., & Persaud, N. (2012). Exploring undergraduate student's ethical perceptions in Barbados: Differences by gender, academic major and religiosity. *Journal of International Education in Business*
- Almaz Zeleke (2007), "Gender Issues in Civil Service Reform" in case of three federal ministries of Ethiopia
- Annual report of Ethiopia Airlines (2015/2016)
- Assessment Report on the Gender Responsive Budgeting (GRB), Ministry of Finance and Economic Cooperation, Gender Affairs Directorate, 2017
- Basu, S. (2015, December 1). Glass ceiling intact for women in academia. *Economic Times*
- Bombuwela, P.M., & De Alwis, A.C (2013). Effects of glass ceiling on women career development in private sector organization-Case of Sri Lanka. *Journal of competitiveness,*
- Canadian International Development Agency. 1999. *CIDA'S Policy of Gender Equality*. Hull Quebec: CIDA.
- Chang, J., Connell, J., & Travaglione, A. (2014). Gender wage gaps in Australian workplaces; Are policy responses working? *Equality, Diversity and inclusion: An international journal,*
- Cornelius, N., & Skinner, D (2005). An alternative view through the glass ceiling; Using capabilities theory to reflect on the career journey of senior women. *Women in Management Review*
- Corsun, D.L., & Costen, W.M (2001). Is the glass ceiling unbreakable? *Habitus, fields, and the stalling of women and minorities in management. Journal of Management Inquiry*
- Daniel Haile. 2004. 'The Legal Status of Ethiopian Women at Work Place'. In Berchi, *The Annual Journal of Ethiopian Women Lawyers Association*.
- Dixon, & Anker. (1998). *Assessing women's economic contribution to development: background paper for training in population, human resource and development planning*. Geneva: ILO.

Dunn, D., Almaquist, E.M., & Chaperz, J.S.(1993). *Macro Structural perspectives on gender inequality*. In P.England, *Theory on gender: feminism on theory* (pp. 69-90). New York: Walter de Gruyter.

Ethiopian the largest airline in Africa fact sheet, (2014/2015)

ESAP2. (2015). *Social accountability. ESAP FLASH*

Eyal, O., Berkovich, I., & Schwartz, T. (2011). *Making the right choices: Ethical Judgments among educational leaders. Journal of Educational Administration,*

Fetenu Bekele. 2004. 'Simplified Manual for Gender Training of Public Sector.' *Capacity Building Program 15-16 Aug 2004 Deberzeit, Ethiopia*

Gender equality at work place <https://www.wgea.gov.au/learn/about-workplace-gender-equality>

Gender in equalities in the workplace: the effects of organizational structures, processes, practices, and decision makers' <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4584998/>

Gemeda Alemu. 2003 'Gender Analysis and Planning Methodology' *Training Material. Bahir Dar, Ethiopia*

Gordon, A.1996. 'Transforming Capitalism and Patriarchy: Gender and Development in Africa'. *United States of America, Lynne Reinner Publishers, Inc.*

Haataja, M.-L., Leiononen, E., & Mustakallio, S. (2011). *Gender Mainstreaming in development*

Hosseini, H. (2010). *Making the unequal global economic structure more just: Going beyond welfare economics utilitarianism and Rawlsian ethical theories*

Jackson, J.C. (2001). *Women middle managers' percepton of the glass ceiling. Women in management Review,*

KayBussey, & AlbertBandura. (1999). *Social Cognitive Theory of Gender Development and Differentiation. Psychological Review, 106(4),676-713*

Knorr, H. (2011). *From top management to entrepreneurship: Women's next move? International journal of Manpower*

legal frame work on Gender Equality in the work place, <http://www.un.org/womenwatch/osagi/>

Macionis, J., & Gerber, L. (2010). *Sociology (7th ed). Toronto: Pearson.*

- MoFED. (2012). *National Gender Responsive Budgeting Guidelines: for mainstreaming gender in the programme budget process*. Addis Ababa: MoFED.
- MoWCYA. (2011). *National gender mainstreaming guideline*. Addis Abeba: MoWCYA.
- Newbert, S.L. & Stouder, M.D. (2011). *Justice in entrepreneurial organizations*. *International Journal of social economics*
- Oltra, V., Bonache, J. & Brewster, C. (2013). *A new framework for understanding inequalities between expatriates and host country nations*
- Pai, K., & Vaidya, S. (2009). *Glass ceiling : Role of women in the corporate world*
Compettiveness Reviwew : An International Business jornal,
- Preliminary Gender Profile of Ethiopia, Addis Ababa, Ethiopia- (November 2014)*
- Sandstorm, K.L., Martin, D.D., & Fine, G.A. (2003). *Symbolic interactionism at the end of the century*. In G. Ritzer, & B. Smart, *Handbook of social theory* (pp. 217-231). California: SAGE publications.
- Stepnisky, J., & Ritzer, G (2013). *Sociological Theory* (9th ed.). New York: McGraw-Hill.
- The constitution of the Democratic Republic of Ethiopia, Proclamation NO, 1/1995, Federal Democratic Republic of Ethiopia (1995), Addis Ababa, Ethiopia*
- Tizita Mulugeta. 2003. 'The Discourse on Gender'. In *Reflection, a Monthly Bulletin by PANOS Ethiopia, Number 9, August 2003*
- UNFPA, UNIFEM. (2006). *Gender Responsive Budgeting and Women's Reproductive Rights: a Resource pack*. New York: UNFPA; UNIFEM.
- United Nations Development Programme. (2015). *Human Development reports 2015: Gender Inequality Index (GII)*. Retrieved 12 May 2016, from <http://hdr.undp.org/en/content/gender-inequality-index-gii>
- UNIFEM. (2002) *Gender Budget initiatives. Strengthening Economic and Financial Governance Through Gender Responsive Budgeting*. Brussels: UNIFEM.
- UN WOMEN. (2014). *Gender Mainstreaming in Developmental Programing: Guidance Note*. New York: UNWOMEN
- Walby, S. (203-4). *Gender Mainstreaming Productive tensions in theory and practice*. ESRC Gender Mainstreaming Seminars. ESRC.
- Working Document. 1998. Gender-Based Analysis: A Guide for Policy Making on Status of Women. Ottawa: Canada*

APPENDIX A
QUESTIONNAIRE
ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS (CBE)
DEPARTMENT OF PUBLIC ADMINISTRATION AND
DEVELOPMENT MANAGEMENT
MASTERS PROGRAM

Dear respondent,

I am a graduate student in the department of Public Administration and Development Management at the Addis Ababa University. Currently I am undertaking a research entitled ‘To Access Gender Equality and Women leadership- in case of Ethiopian Airlines Addis Ababa’. You are one of the respondents selected to participate on this study. Please assist me in giving correct and complete information to present a representative in finding the role of ET in creating a suitable environment for gender equality. Your participation is entirely voluntary, and the questionnaire is completely anonymous.

Finally, I confirm you that the information that you share me will be kept confidential and only used for the academic purpose. No individual’s responses will be identified as such and the identity of persons responding will not be published or released to anyone. Thank you in advance for your kind cooperation and dedicating your time.

Sincerely,
Dina Assefa

Instructions

- ✓ No need of writing your name
- ✓ For the multiple-choice questions indicate your answers with a check mark (✓) in the appropriate block. If your choice is “Others” please specify by writing in the blank.

Part I General Information

No	General Information	To answer please mark with (√) in the appropriate block
1	Gender	Male <input type="checkbox"/> Female <input type="checkbox"/>
2	Age	18-25 <input type="checkbox"/> 26-35 <input type="checkbox"/> 36-45 <input type="checkbox"/> 46-55 <input type="checkbox"/> 56 and above <input type="checkbox"/>
3	Marital Status	Married <input type="checkbox"/> Single <input type="checkbox"/> Divorced <input type="checkbox"/> Widowed <input type="checkbox"/>
4	Years of service in the organization	Less than 1 year <input type="checkbox"/> 1-5 years <input type="checkbox"/> 6-10 years <input type="checkbox"/> 11-15 years <input type="checkbox"/> 16-20 years <input type="checkbox"/> Above 21 years <input type="checkbox"/>
5	Level of Education	Secondary level <input type="checkbox"/> Diploma level <input type="checkbox"/> Bachelor's Degree <input type="checkbox"/> Master's <input type="checkbox"/> PHD <input type="checkbox"/>
6	Division	Please specify _____

PART II:

a) Gender Awareness

The research questionnaire will be on a five-point scale of

“Strongly Agree”, “Agree”, “Strongly Disagree”, “Disagree” and Do not know

Please note: To answer please mark with (√) in the appropriate block

No	Questions	Strongly Agree	Agree	Strongly Disagree	Disagree	Do not know
1	The position of men and women in the society is naturally determined (It's biological).					
2	Gender equality is just about women					
3	Women are capable of performing in any type of positions					
4	Gender inequality can affect the performance of an organization					
5	There should be positive discrimination during hiring and promotion to benefit women					
6	It is natural for men to lead.					
7	I prefer if my immediate supervisor is a woman.					
8	There are about the same challenges for men as for women in attaining top professional positions.					
9	Men are more responsible for Leadership positions					
10	Individuals are responsible to ensure gender equality in the office					

b) Information on Gender Equality and women leadership within the organization

1. Do you have information about gender equality issue being under way in your organization?
Yes No Do not know

If 'Yes', how and where you informed about it

2. Do you have a gender department in your organization?
Yes No Do not know

3. Have you ever heard about the policy on affirmative action to women during recruitment?
Yes No Do not know

4. Do you think the required efforts made by your organization towards gender equality?
Yes No Do not know

5. Do you think the role of management is important to ensure gender equality in the organization?
Yes No Do not know

6. Do you think in your organization women staff members represented fairly in higher decision-making positions?
Yes No Do not know

7. Does your organization recruitment process encourage women to apply and participate in all positions?
Yes No Do not know

8. Do you think all positions in your organization can be performed by Men and Women?

Yes No Do not know

If 'NO', please list those particular positions

9. Have you taken a training about the concept of Gender?

Yes No Do not know

If 'Yes', please explain when and by whom

10. Does your organization give priority for women during competition for promotion?

Yes No Do not know

If 'Yes', please specify such priorities objectively

11. What recommendation would you give for women employees to come to decision making positions?

12. Does the organization have sufficient and clear policy that address the problems and benefits of women? If yes, please describe

Yes No Do not know

13. Does the management or executive board members have shown their concern about gender equality in the past? If so, in what areas?

Yes No Do not know

If 'Yes', in what areas?

14. What recommendation would you offer the management on how best to use gender equality and women participation in leadership to improve organization performance?

THANK YOU

APPENDIX B

Interview Questions

1. Do your organization has a gender equality policy? If there is a policy, how is the implementation?
2. Can you share any initiatives on gender equality and women leadership taken by the organization I the past?
3. What do you think would be the main reason of women employee's representation in high level management is very low?
4. What kind of challenges have you had encountered on gender equality issues?
5. Does your organization has any affirmative action for women employees? If yes? In what kinds of policy or strategy?
6. What do you see as the advantage of encouraging women to participate in different level of positions?
7. Do your organization have any affirmative action for women employees? If yes? What kinds of policy or strategy you use?
8. Do you think there is a gender equality gap in the organization that needs to be improved in the future? If yes, what kind of strategy can be applied to address the gap?
9. What are the challenges for a woman in your organization to be in the leadership position?