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**ADDIS ABABA UNIVERSITY SCHOOL OF GRADUATE STUDIE  
COLLEGE OF DEVELOPMENT STUDIES CENTER FOR REGIONAL  
URBAN AND LOCAL DEVELOPMENT STUDIES**

**FACTORS AFFECTING GENDER EQUALITY AND WOMEN REPRESENTATION  
IN LEADERSHIP POSITION: THE CASE OF SELECTED BANKS IN ADDIS ABABA**

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**Advisor: Filimon Hadaro (PhD)**

**Addis Ababa, Ethiopia**

**September, 2021**

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**BY: Martha Adefris**

**Advisor: Filimon Hadaro (PhD)**

A Thesis Submitted to School of Graduate Studies of Addis Ababa University College of Developmental Studies Center for Regional, Urban & Local Development Studies in Partial Fulfillment of the Requirements for the Award of Masters Degree in Regional Urban and Local Development studies.

**September, 2021  
Addis Ababa, Ethiopia**

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## Statement of Declaration

I certify that this research paper entitled “**An Assessment of Factors Affecting Gender Equality and women Representation in Leadership Position: The case of selected Banks in Addis Ababa**” is my very own research work. Any assist that actually have got in my research work and therefore the preparation of the thesis itself has been properly acknowledged with significant contribution of my research advisor.

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**BY: - Martha Adefris**

Date: \_\_\_\_\_

## Statement of Certification

This is to certify that the thesis written by Martha Adefris on the topic **“An Assessment of Factors Affecting Gender Equality and women Representation in Leadership Position: The case of selected Banks in Addis Ababa”** is original in nature and appropriate to be submitted for the award of Master’s Degree in Regional Urban and Local Development studies.

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**Filimon Hadaro (PhD)**

(The Research Advisor)

Date: \_\_\_\_\_

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First of all, I would like to take this opportunity to say thank you the creator and Almighty, God for being with me from beginning to an end. I have gone through a lot but I overcame all the troubles and passed it and endured it because him thank you. I am extremely grateful to my dad who taught me “No mountain high enough”, no barriers, no challenge can hinder me from achieving my dreams, I wish you could see this day.

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**Martha Adefris**

## **LIST OF ABBREVIATIONS AND ACRONYM**

AU	African Union
CASE BANKS	CBE, Dashen, Awash, Abyssinia, Hibert, Nib and Zemen
CSW	Commission of the Status of women
EC	European Commission
FDRE	Federal Democratic Republic of Ethiopia
HR	Human Resource
HRD	Human Resource Development
IBR	International Business Report
ILM	Institute of Leadership and Management
ILO	International Labor Organization
LP	Leadership Position
NME	None Managerial Employees
MOWEA	Ministry of Women's Affairs
MPUDI	Managerial Posts under Directors Office
MPUDO	Managerial Posts under District Offices
OECD	Organization for Economic Cooperation and Development
INDF	Individual Factors
ORGF	Organizational Factors
SOCF	Societal Factors
RWLP	Representation of Women in Leadership Positions
WAO	Women Affairs offices
WEF	World Economic Forum (WEF)
UK	United Kingdom
VP	Vice President

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## *Abstract*

The Banking Industry is the biggest financial institution in Ethiopia. In spite of the fact that the number of both female and male workers of the bank expanded over time, the participation and representation of women in leadership position is less than men. The purpose of the study is to figure out the major variables (individual, organizational and societal factors, representation and gender inequality of women in leadership position) that have impact on gender disparity. The study had utilized mixed method which is (quantitative and qualitative) investigative approaches. Primary data was gathered from 6(six) private and 1(one) governmental bank at Head office level. Human Resource (HR) directors and experts in number 169 were participated, out of 169, 7 where Human Resource Directors have been participated through organized survey to look at the variables (constraints). Moreover, 7 HR Directors from each bank were purposively chosen to explore the primary and secondary information. The collected information was analyzed using statistical tools of SPSS version 23. The finding shows that 54.3% of a combined factor of individual, organizational and societal variables influence the representation of women in leadership position. Women's interest in leadership position influenced by a combination of Individual, organizational and societal factors. In addition to above reasons, parenthood is other major barriers of women to come to leadership positions. Hence, to improve representation of women and gender inequality within the financial industry, the administrations can be committed to actualize in the agreed activity, mindfulness creation programs. Those programs can be useful to incorporate women participation.

**Keywords: Private and Governmental Commercial Banks, Representation of women, Leadership, Gender inequality**

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. Background of the study

Women play a critical role in the economy and prosperity of a country. Bringing women into leadership roles and leveraging their capabilities is beneficial to the economy and the organization's development. Women's advancement into positions of leadership, where they can make the most significant commitments, is civilized and has a significant role in transforming improvement (World Bank, 2015).

The justification for women's participation in decision-making and leadership positions is founded on the recognition that each human being has the right to be included in the decisions that affect her or his life. This right is the foundation for perfect equality in decision-making between men and women. It asserts that, because women are the best informed about their circumstances, they should collaborate with men to have their voices heard at all levels of decision-making, from the private to the public spheres of their life, from the local to the global (World Bank, 2022). Women and men have different demands, interactions, and needs as just a consequence of different components and circumstances. Indeed, when males are aware of and try to address this disparity, they require data, just as normal choice makers seem unable to reflect the perspectives and requirements of minority communities or the underprivileged.

This failure to integrate women's concerns in decision-making is a big setback for society as a whole. Women's wants, worries, and interfaces are not solely those of women, but rather reflect their core roles as mothers, wives, and careers. As a result, incorporating a woman's perspective into decision-making should result in far better decisions that better reflect the interests and requirements of children and families (including male persons), thereby cultivating possible advancement. In addition to this across all countries the basic and full GEGIs both average 19%, which indicates that long run GDP per capita would be almost 20% higher than otherwise if all gender employment gaps were to be closed. (World Bank, 2022).

Women in leadership and decision-making are necessary for equal administration, according to a UN report released in 2015, and it was identified as one of twelve basic components of concern in the Beijing Stage for Activity. The stage recommends two approaches to address this problem: first, "take measures to ensure women's equal access to and full representation

in the structure of power and decision-making,” and second, “increase women's capacity to participate in decision-making and leadership.” Governments, national bodies, the corporate sector, political parties, labor unions, employers' groups, research and scholarly education, sub-regional and territorial bodies, and non-governmental and international organizations are all encouraged to use both methodologies.

In Africa, conventional tendencies show that women's labor is primarily dependent on the informal economy, which includes domestic and family-related responsibilities. Women in Africa have been prominent in economic, liberation fights, and democratic processes in many African countries, according to Josephine Kiamb's (2008) explanation; however, equitable representation in leadership roles has not always been the case. Women still encounter obstacles in assuming leadership roles, such as impediments connected to culture and cultural expectations, the choice and/or balance of work and family, and the stress that comes with leadership positions, which men and women experience differently.

In the least developed countries, gender equality and women's empowerment are at the heart of economic development efforts. It was nearly impossible for even the least developed countries, like Ethiopia, to achieve the goals and performed required out in poverty reduction, millennium development, and sustainable development agendas without sex correspondence and women's strengthening approach policies (Ogato, 2013). As a result, ensuring gender balance may be a necessary for economic growth and keeping a strategic distance from social inequity.

As per Haregewoin and Emebet (2003) and Genet (2007), Ethiopia is indeed a patriarchal society that preserves women's subordination via religion and culture. These pardons have been bolstered for a long time by policies and regulation that perpetuate patriarchy and women's subordination. This has resulted in and maintained disparities between men and women in terms of work division, benefits distribution, law and state, family structure, and interrelationships.

In Ethiopia, women are fully involved in all aspects of society. They are creators and progeny, as well as active participants in their communities' social, political, economic, and social activities. In any event, the crucial and shifted roles they serve have not always been acknowledged. In Ethiopia, patriarchal political, economic, and social rules and controls have prevented women from benefiting from the natural results of their labor. They have lagged behind men in all areas of self-advancement due to a lack of equal representation. (G. Ayferam, 2015).

Since Ethiopia's adoption of federalism in 1995 and the acceptance of a new constitution, women's rights have become a hot topic that has gotten increased attention and focus from both government and non-government organizations. Ethiopia's Constitution (1995), Article 35(1) of the Ethiopia's Constitution recognizes that women shall enjoy equal rights & protections as men. In order to secure fairness and equality throughout the country, Ethiopia has taken various steps and has recognized various International Conventions based on the Declaration of Human Rights. Which is also a signatory to various international human rights treaties, provides this right as one of many important rights granted to women.

As a result, under both national and international human rights legislation, the state is required to maintain and ensure that all women have equal access to and participation in the development of their country. "Government should ensure the interest of women in correspondence with males in all financial and social betterment endeavors," the constitution states in article 89 (7). (Genet & Haftu, 2013).

The banks chosen for this study (Commercial Bank of Ethiopia, Dashen, Awash, Abyssinia, Hiberet, Nib, and Zemen) are the country's leading and largest commercial banks. With the exception of Zemen Bank, all have undergone considerable changes in recent years, expanding their branches and administrations in order to become a world-class commercial bank by 2025. New commercial prospects have arisen as a result of the extension. Despite greater support from the work force, women continue to be underrepresented in senior positions in all case banks. (The Case Banks' HR division submitted this information.)

To that objective, based on the scenario and patterns of the case banks, research was conducted to determine which factors influence women's presence in leadership positions and Representation.

## **1.2. Statement of the problem**

Despite the fact that women make up half of the world's population, they show considerably less interest in leadership positions in many organizations than men. Women have found it nearly impossible to climb to the positions of authority due to biases, convictions, and tendencies.

Teaching, nursing, and technical professions are dominated by women; on the other hand, specialized callings such as architect, engineering, and leadership roles, as well as planners, designing, administrative positions, and government administration jobs, are dominated by men (Anker, 1998).

Males normally hold the majority of leadership positions and decision-making, according to the United Nations' 2015 report on the world's women, a range in which sex imbalance is both actual and self-evident. Progress has been seen in all regions and most countries over the previous two decades, but it has been indirect. Women have kept a strong strategic distance from the executive and legislative branches of government, in addition to being underrepresented in parliaments. Because a small number of women are restricted to the function, and when they are, they are not assigned to crucial positions such as prime minister's cabinet, domestic undertakings, business, or defense.

Iceland is rated as first one in the 2016 World Economic Forum report, followed by Finland, Norway, and Sweden. These countries have reduced gender disparities by more than 80%, making them important benchmarks. Just few decades ago, these states achieved 99-100 percent education for both genders, and young women have equal access to primary and secondary education as boys. The education gender gap has been overcome at the tertiary level, with the highest levels of enrolment for both men and women, and women now make up the vast majority of the skilled manpower. In Norway, Sweden, and Iceland, there are more over 1.5 women attending college for every man, although in Finland and Denmark, women make up the majority of those students' enrollments and approaches designed to advance women's authority have indeed been successful.

In Ethiopia, women are fully involved in all aspects of their society's existence. They are producers and procreators, as well as active participants in their communities' social, political, fiscal, and social activities. In any event, the critical and moved roles they perform have not always been recognized. Ethiopia's rigorous political, fiscal, and social laws and standards have prevented women from benefiting from the ordinary products of their labor. They have fallen behind men in all areas of self-promotion due to their lack of representation. (Ayferam, 2015).

According to the news magazines, banks are attempting to actualize the AU genuine declaration on sexual orientation correspondence, to update the female representation in decision-making processes in the achievement of the banks' organization's goals.

**My Observation as banker and women:** As a banker and a woman, I've observed a few issues. The absence of women in senior executive positions, as well as the significance of banks for gender equality in pay and representation at the national and industry sectors, inspired me to conduct this study.

**From Occupancy (historical and current) of women in top positions:** Previous investigations by (Endalesh, 2014) and (Martha, 2017) demonstrate that no woman has ever attained to the post of chairperson of a bank's board of directors in Ethiopia. Inside the structure of the organization because there were few ladies' individuals are included or exist within the higher status or position of within the case banks. As a complement of this, for illustration in Commercial Bank of Ethiopia 28 percent of ladies are working at distinctive authority positions. 1891 female and 2085 male agents working inside the head office and four region workplaces inside Addis Ababa. 71 female and 186 males have been working at organization position. It is clear that the representation of ladies as pioneers within the case banks is at lower level as compared to men. As a result of the proximity of the above-mentioned concerns and lack of satisfactory examinations conducted in relation to the subject matter. The objective was to build the imperatives of sex correspondence, which would improve the representation of women in banking industry's preparation.

### **1.3. Objective of the Study**

#### **1.3.1. General Objectives**

The research's overall goal is to determine factors that influence women's representation in leadership positions in the case of Banks.

#### **1.3.2. Specific Objective**

Based on the general objective of the study, the specific objectives of the study are to:

- 1) To examine individual factors that affects representation of women in leadership position in the case Banks.
- 2) To assess organizational factors that affects the representation of women in leadership position.
- 3) To find out societal factors those affect women to participate in leadership position in the case Banks.

### **1.4. Research Questions**

By presenting the following research questions, the study attempted to address the aforementioned issues:

- 1) How do individual factors influence gender inequality and representation of women in leadership position?
- 2) What is the contributory role of organizational factors affecting the representation of women in leadership position?

- 3) What effect do societal factors have on representation of women in leadership position?

### **1.5. Significance of the Study**

In this understanding, John Creswell, in his book *Research Design*, stated that research should have significance for practitioners, policy makers and the researcher (Creswell, 2009). Accordingly, this research the findings of the study would have the following significances:

#### **1. From Occupancy (historical and current) of women in top positions:**

previous studies by (Endalesh, 2014) and (Martha Belete, 2017) show that there have been no women that has ever achieved to becoming a chair person of Board of Directors of any Bank in Ethiopia.

#### **2. Researchers, (academic and Students):**

The research process and the result will be useful for future researchers that would like to pursue an issue related to this topic since this particular paper is one piece in the bigger picture in which researchers endeavors to equip in their specialization, partly in gender inequality in the banking sector focusing on gender representation in top executive leadership positions related to this representation in the sector. The study therefore will add knowledge and methodology frames to address research in gender equality:

#### **3. Policy practitioners and female role models:**

The study will help female researchers and practitioners understand what it takes to crack the glass ceiling that perpetuates gender inequality in Ethiopia's banking sector and promote gender equality. It will also assist male counterparts (particularly promoters) in understanding the gap and working to close it. It will also assist male counterparts in understanding the gap and working to close the gap in representation in leadership and work to close the gap in leadership participation of women in Ethiopia's banking sector.

4. It would enable both private and public commercial banks in Ethiopia to appear to have a true representation of women in leadership roles and to identify the challenges that prevent women from becoming pioneers in middle and higher-level positions.

5. It would provide insight into the current impediments that prevent women from reaching top management positions.
6. The study would aid women in understanding and addressing the barriers/factors that impede their job advancement.
7. Also lead to policy makers' up-to-date gender orientation in developing and implementing positive actions that enhances women representation in the organizations.
8. It moreover clears the way for other investigations who are curious about the area.

#### **1.6 . Scope of the study**

This thesis primarily concentrates on investigating factors that have influence on women's representation in leadership position of in the case banks by collecting the desired information from pertinent source. A few factors can cause for low number of women within the higher positions such as financial, political, statistic and worldwide conditions. In any case, the study did not go to analyzing these variables in spite of the fact that they influence women's interest in leadership position. The analyst accepted that in Ethiopia the major challenges for low representation of women are individual, organizational and societal. In expansion, in spite of the fact that the case banks are 7 and the study focused on at the head office level in Addis Ababa by targeting HR directors and experts that have close and experience on the subject under study.

#### **Geographical Scope:**

since the headquarters of all banks are located in Addis Ababa information about gender gaps in pay and participation in leadership position can be accessed from central human resource departments (information on women participation gaps in leadership positions) and central finance department (information on pays). Also, the central information is assumed to be standardized and consistent one than information to be collected from across the branches in regional locations.

**Institutional scope:** there are 19 banks, 19 micro-finance institutions, more than 14,000 registered financial cooperatives in Ethiopia. Based on the objective of the study, taking all intuitions into consideration would make the research too broad and not realistic in terms of

time, energy and results of the efforts. Therefore, the researcher selected one government owned bank (commercial Bank of Ethiopia) and six private banks (Awash Bank, Bank of Abyssinia, Dashen Bank, Nib international Bank, United Bank and Zemen bank).

### **1.7 Limitation of the Study**

The primary focus of this thesis is to investigate from relevant sources factors that influence women's representation in leadership positions in THE CASE BANKS. A range of reasons, including economic, political, statistical, and global contexts, can contribute to the low percentage of women in higher positions. In any case, despite the fact that these characteristics influence women's desire in leadership positions, the study did not investigate them. Individual, organizational, and cultural obstacles, according to the analyst, are the key challenges in Ethiopia for poor female representation. Despite the fact that there are seven case banks, the expansion continues.

In my initial outline I set out to include written literature regarding women and leadership and gender inequality in the context of the Ethiopian banking industry. In spite of my endvours to find such treasures, the quest remains challenge. The voice of other researchers from the above perspective would have brought the opinion of others on the table, which would have been integrated in the process of analyzing the findings and substantiating the gaps. I reviewed several unpublished theses and policy documents to address these limitations, as well as this limitation further cements the criticality of the research gap and the worth of this study.

**Getting dependable and accurate information from banks selected-** the research focuses on banking sector. This sector will be aware of releasing information – in line with their profits public insight and customers. There will be critical challenge in getting adequate information. In order to overcome this challenge, the researcher will use personal networks, experiences as banker on key information and working on creating rapport and confidence on the research process and use of data.

**The COVID-19 challenges** – this will be a challenge during data collection. In order to address this challenge, the researcher will design online data collection platforms (for questionnaires) and take adequate and trustworthy health measures of social distancing and

wearing face masks: including washing hands frequently and equipment's adequately and reliably in front of the interviewee during face-to-face encounters.

## **1.8 Operational Definition of Terms**

1.8.1 **Gender** - Gender alludes to the individual sexual character of a person, in any case of the person's natural and outward sex. How individuals characterize manliness and gentility can change based on the Individual's foundation and encompassing culture. Contrasting societal desires completely different societies set up the behavioral, mental and physical properties that are related one sexual orientation or another (Mary, 2013).

1.8.2 **Leadership Position** - Leadership position is the movement of driving a bunch of individuals in an organization. In its quintessence, authority in an organizational part includes; setting up a clear vision, sharing that vision with others so that they will take after readily to realize that vision (Mary, 2013).

1.8.3 **Representation** - The term is utilized in this research to indicate the existence of equal opportunity to women in the position of leadership i.e., Board Chair person, President, vice president, process director, department manager, operation manager, district manager, branch manager in the case banks.

1.8.4 **Gender Stereotyping** - Gender Stereotyping is mental setup of individuals with respect to men and women or its awkwardness of men and women seen as less able than men for positions of high responsibility in the organizations. (Terborg and Ilgen, 1975).

1.8.5 **Discrimination** - Discrimination is the practice of treating women's less fairly than men (CALD, 2008).

1.8.6 **Gender Inequality** - Sen (1999) defines gender inequality as lack of equality of capabilities of women and men and further Rayellom and Young (1999) further states as lack of being on equal footing in terms of core function's (education, health and nutrition).

1.8.7 **Glass Ceiling** - The Glass ceiling- alludes to the arrangement of obstacles or occasions that obstruct women's progression or advancement past a particular point or level.

## **1.9 Organization of the Study**

The study organized in such a way that it comprises of five chapters. Chapter one incorporates a presentation portion, holds the foundation of the consider, articulation of the issue, inquire about questions, destinations of the think about, importance of the think about, the scope of the think about, impediments of the think about and organizing of the chapter.

Chapter Two presents audit of related writing and hypothetical system. Chapter three depict the strategy and plan of the investigation. The source, apparatuses and methods of information collection, examining Strategies and strategies of information examination utilized within the think about. Chapter four shows decipher and talk about the discoveries of the think about. Chapter five include rundown of the major discoveries, conclusion and suggestions of the consider.

## **CHAPTER TWO**

### **2 REVIEW OF RELATED LITERATURE**

#### **2.1 Introduction**

This chapter presents past or previous research that has been done and theories that have been developed in relation to differentiation strategies. This chapter is divided into theoretical literature, empirical literature and summary. The chapter review focuses on the existing literature on the relationship between Factors of Gender Inequality. Previous studies have been reviewed according to their perspectives and results.

#### **2.2 Meaning & Concept of Gender**

According to UN Commission of the Status of women declaration of rights “all human beings are born free and equal in dignity and rights” and gender is a primary marker of social and economic stratification and, as a result, of exclusion (United Nations Women General Assembly on Women).

Diverse researchers characterize administration in an unexpected way. As expressed by Dimmock (2005) it is “a motivating exhibitions and accomplishments among staff that expand past what might have been sensibly expected.” Additionally, it is the capacity to coordinate individuals towards the accomplishment of objectives and it is related with the setting of objectives and dreams to the longer term and to go pass through the method to attain the specified objectives (Chandan, 1999).

Leadership, according to Aquino (1999), is a process that takes place in the presence of organizational or group behavior. Leadership, however, is a powerful word capable of conveying much more than can be contained within a concise definition and capable of meaning many different things to different audiences in different contexts.

Administration, according to John Maxwell, is defined by its influence (Maxwell, 1998). "Leadership is the potential for collective activity to vitalize," wrote Kotter (1990). Individuals, who assist others, rather than following them, are what Robert Greenleaf defined as viable authority (Bennis & Nanus, 1997). Furthermore, a pioneer, according to Diminish Drucker, is someone who has followers (Drucker, 1999). In any case, a few academics believe that administration can be a context for social influence (House and Aditya, 1997). Despite the fact that there are numerous administration definitions, they all revolve around two elements: the way of influencing a group of people to achieve a single goal and the method of influencing a group of people to achieve a common goal.

### **2.3 Meaning and Concept of Women Leadership**

Women's leadership is a subset of the leadership notion that can be described in a variety of ways. Women leadership is defined by some as the fact that women can and do lead, while others describe it from a feminist perspective as a question of equality and the right to equal chances.

According to some, it alludes to some feminine attributes that are valued in today's workplaces (Palm-Joronen, 2009). Others believe that women's leadership should not be distinguished at all.

Specifically, emphasizing femininity in leadership means that it is recognized that there have been and still are less women than male leaders and that it is changing. In that sense, the word women is seen to work as sort of a reminder of the fact that there have not always been women leaders.

According to Piha (2006), some women wish to use the term "women leadership" on purpose in order to emphasize the competitive advantage that various skills and capacities can provide, thus emphasizing femininity's benefit. Being a woman leader and representing a minority in some way might be advantageous in some cases, since some organizations may view a woman as a more intriguing option or a fresh asset. In general, the world needs leaders who will bring the agenda of peace, equality, and sustainable development.

### **2.4 Key Characteristics of Leadership on Gender**

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

It comes down to the contrasts between discernments, disregarding all the delicate features of stereotype characteristics of women and men. According to **Palmu-jorone** Palmu-jorone (2009, 174), organic differences cause women and men to think about practically everything in completely different ways, highlight various viewpoints, and approach difficulties in different ways. Depending on the situation, women can think in a macho or ladylike manner. In the real world, a great chief's attributes are usually coordinated by manly characteristics, and many women in high positions lead in a macho manner (Palmu-jorone, 2009, 181; Heiskanen

2013,38). There are still many different perspectives on things. In this way, certain aspects of femininity are still viewed as weaknesses in the financial area. Generally speaking, pioneers do not make decisions based on their gender. The many points of view are still present.

## **2.5 Gender Equality at The Workplace**

When individuals are able to induce to and appreciate the same rewards, resources, and opportunities regardless of sexual orientation, the work environment sexual orientation introduction adjust is satisfied. The objective of sex adjustment in the workplace is to achieve a wide range of outcomes for both men and women, not necessarily the same outcomes for everyone. This necessitates the following:

Workplaces to supply rise to pay for work of rise to or comparable value.

- Removal of boundaries to the full and rise to intrigued of ladies inside the workforce  
Get to all occupations and businesses, tallying specialist parts, in any case of sex; and
- Elimination of division on the preface of sexual introduction, particularly in association to family and caring responsibilities.

Accomplishing gender balance is critical for work environments not as it were since it is “fair and the right thing to do,” but since it is additionally connected to countries in general financial execution. Working environment sexual orientation correspondence is related with:

- Improved national efficiency and financial development.
- Increased organizational performance.
- Improved capacity of companies to draw in ability and hold employees.
- Enhanced organizational notoriety. (Netsanet, 2013).

## **2.6 The Significance of Women Leadership**

The stream of today’s commerce environment has changed particularly since of female’s commerce pioneers playing an basic portion in making the move truant from exchange as standard. Not because of authoritative parts but as well anticipating person commitment for dealing with issues concerning sexual introduction consistency, desperation destruction, children, instruction and climate modify. For ladies to lead and take charge in taking such duty they have to be be competent of holding positions of control and affect inside the commerce world. (Sexual orientation Counseling Chamber, 2008).

Ladies in senior positions and government have made breakthrough in influencing the course of open hypotheses. In a world where ladies care around different things from men (and ladies do appear up to care for children, rights, desperation obliteration and environment more than men do), it may be that when ladies have more voice, but they drive organization wanders in a

way that favors children, environment and viable progression. So, when ladies have more rights inside the political field, the nature of open theories too changes. The world may be a predominant put when ladies have the control to lead. (Ilona p., 2014).

## **2.7 Prospects and Challenges of Women & Leadership**

### **2.7.1 Context of The Glob**

Indeed, on the off chance that women share half of the world populace, their support in administration is moo completely different organizations than men. Women are concentrated in extremely specialized occupations such as teaching, nursing, and specialized callings, but men outnumber women in occupations such as modelers, design, administrative jobs, and government organization positions (Anker, 1998). In this regard, Birch (1992) argue that whereas women account for 40% of the world's population, they only hold 20% of administrative jobs.

According to the Human Improvement Report (2011), among the 145 countries on the Sexual Orientation Disparity List, Sub-Saharan Africa has the greatest sex imbalance, followed by South Asia and the Middle Easterner Nations. According to the paper, sexual orientation disparities occur in Sub-Saharan African countries as a result of inconsistencies in education, maternal mortality, and pre-adult income rates.

In South Asia, however, women lag substantially behind men in terms of education, national legislative representation, and labor force participation. In Arab countries, unequal labor force representation and low educational attainment are the key issues that keep women behind males. Furthermore, the research claims that women have a low representation in decision-making processes all across the world. Women held 7 and 11 higher roles in decision-making among the 150 elected heads of state and 192 elected heads of government, respectively. Furthermore, women make up a small percentage of those enrolled in high school (Luneburg, 1991).

Furthermore, in relation to Human Improvement Report (2011), the report of 2001/02 millennium indicators base of the UN shows that the enrollment of females in secondary schools per 100 boys was 65 percent in Burkina-Faso and 47 percent in Benin. Furthermore, as shown in Ouston (1993), the representation of women in educational leadership was low as compared to men. For instance in England and whales the representation of women in secondary schools was 17 percent in 1990 and 18.3 percent in 1991. In general, around the globe, the representation of women in education and decision making positions is low as compared to males.

## **2.7.2 The Context of Ethiopia**

In comparison to other developing countries, the issue of sexual orientation imbalance in Ethiopia could be a common phenomenon. In our society, women are mostly involved in home activities, whereas males are involved in outside activities such as instruction and community administration. According to the FDRE sexual orientation viewpoint guide line (2001:1), Ethiopian women spend more than 15 hours each day on activities such as collecting firewood, fetching water, caring for children, minor exchange, turning vegetables, and cultivating.

Similarly, to country women, Ethiopian urban women engage in the same activities as country women, such as offering food and drink, small talk, and turning, and in both cases, the majority of women are interested in casual financial transactions. As a result, they have little or no time to educate themselves. On the other side, men, unlike women, have ample time for tutoring, resulting in gender isolation, which, according to a World Bank report (2011:21), can be a skew from era to era. So that, this sex stereotyping of guys and females within the society makes contrasts in work rate and the number of women particularly in proficient regions gets to be low.

### **I. During The Reign of Emperor Haile Selassie**

Some time recently the 1974 transformation, Ethiopian society contains a solid devout base and the political culture has determined its quality from those devout convictions. Standard Christianity was the prevailing religion at the time shaping the ideological base of the administering rulers. Inside the stratification framework, women were not as it were set at the least various leveled level, but were moreover anticipated to appear most extreme regard and accommodation to men and never address the thought processes of their spouses, fathers or male relatives. As cited in Biseswar (2011), this progression was too expressed within the Fetha-Negest.

“First, he [the judge] must be a man... the prerequisite of being a male is based on the thought that man is the ace of a lady, as said by the Apostle [Ephesians, 5:23]in the Orthodox Christian Bible. The office of a judge has a place to the predominant instead of the subordinate; since a man is more brilliantly, he must judge”. Over centuries, such influence got to be encouraged coordinates as portion of culture. In this way, women’s second-rate status got to be built up unchallenged as all inclusive inside the conventional Patriarchal ideology. So, agreeing to Fetha-Negest, women at that time were subjected to effective

absolutist ideological control that none of them might challenge the sovereign. Due to that, the Sovereign had no plan and did not consider women's headway as an issue. There were women's organized exercises run basically by non-governmental (NGOs) bodies such as the Ethiopian Women's Welfare Affiliation, the Ethiopian Officer's Spouses Affiliation, and the Ethiopian Female Students' Affiliation. These Affiliations were, be that as it may, restricted in scope, and as it were existed within the cities. Other than because it was the arrange that time, the government did not plan extraordinary measures for women's freedom additionally did nothing to modify conventional sex recognitions within the society. In this manner, they had small or no affect on government arrangements, laws, directions or advancement programs. Most of the taught women (at the time there were exceptionally few) were too not delicate to their possess issues and seem not walk advance than working as part of the society, abiding by their feminine roles (Ibid).

Indeed, in spite of the fact that the primary parliament was built up in Ethiopia amid Haile Selassie's administration, no Lady had been given a chance of assignment. Last mentioned, as it were 2 women in 1965 and 5 women in 1969 have involved the imperial's parliament and the senate which had 250 and 125 seats separately. (Yalem, 2011).

## **II. During The Dergue Regime**

When the Dergue (The Military Government) took political power in 1974, it significantly altered the political arena from government to a communist political philosophy. The Progressive Ethiopian Women's Affiliation (REWA) was established by announcement, but this organization was as well solid and as well near to the Dergue to be of any genuine utilize to women. The reason of its foundation was, in truth, the union of the Dergue's control. Advancing the interface of women was not tall on its motivation nor was it planned to impact government approaches or offer assistance women advantage from improvement programs. As a result, there was small enhancement within the lives of Ethiopian women, whether within the social, financial or political circle, particularly of those who lived within the country regions (Yalem, 2011).

When the Dergue (The Military Government) takes the political power in 1974, it essentially changed the political field from government to a communist political reasoning. The Progressive Ethiopian Women's Association (PEWA) established by law, but this organization was as well strong and become affiliated organ of the Dergue to form an organ of loyal women to the then government (Dergue). The reason of its formation was, in reality, to strengthen the Dergue's power of control. Progressing the inter link of ladies was not tall on its purpose nor was it established to influence government organs or offer to support ladies' advantage from

the improvement agendas. To this end, whether within the social, financial or political arena, specifically for those who lived within the regional states (Yalem, 2011).

### **III. During The EPRDF Regime**

The Government Structure of Ethiopia was declared in 1995 which has recharged the commitment to the sex arrangement and clearly communicated authoritative back for women through its different articles. For illustration, Article 25 denies segregation on grounds of sex. Article 35 is the foremost comprehensive law with respect to women's rights and comprises of nine sub-provisions. These are stipulations on the break even with satisfaction of rights; correspondence of rights in marriage; privilege to agreed measures; flexibility from hurtful conventional hones; maternity take off; rise to cooperation in program arranging and execution; rise to rights on property possession; correspondence in business; and full get to regenerative wellbeing care.

A number of other sacred arrangements, to be specific those epitomized in Articles 7, 33, 38, 42, and 89, moreover have a coordinate bearing on the assurance of the rights of Ethiopian women. Adjacent to nearby endeavors, the government in Ethiopia has continuously been among the primary to gotten to be a signatory to the numerous worldwide traditions.

It did not halt there. It was very promising to see that the administering party included a piece of within the Structure implied to cultivate these worldwide arrangements. Article 9 (4) within the 1995 structure stipulates that "all worldwide understandings approved by Ethiopia are an necessarily portion of the law of the land". Numerous other steps attempted by the EFDRE government on women's rights incorporate amendment of the family law in 2000; amendment of the correctional code in 2004; amendment of the labor law; propelling of a social welfare arrangement in 1997; an instructive arrangement; the detailing of a national wellbeing arrangement in 1993; the proclamation of a national populace approach, an HIV/AIDS approach, and numerous more.

Other than these, Article 3 of the structure gives break indeed with opportunity for ladies to require an intrigued inside the choice making process by giving them the right to vote and be chosen. In this regard, a number of measures have been taken in terms of backing, campaigning and mindfulness creation in orchestrate to amplify the back of ladies inside the choice making structures of the country. In spite of the fact that much still remains to be done, there are recognizable achievements inside the intrigued of ladies particularly inside the parliament as well as in regional committees.

The Civil Service Reform Programs moreover contributed a part to women's support in choice making. Article 13 (1) of the Gracious Benefit Decree No.262/2002 denies separation work searcher on the premise of sex. The decree too joins a certifiable activity by expressing that inclination might be given to female candidates who have rise to or near scores to that of male candidates. As a result, the number of women detached choice making position has expanded primarily.

## **2.8 Factors that Hinder Women Representation in Leadership Position**

### **2.8.1 Barriers That Emanated from Socio-Cultures /Stereotyping/**

Male and female socialization occurs in the early formative years of childhood, and most pre-school young women are expected to grow up to be detached, subservient, neighborly, and frail. Boys, on the other hand, are expected to grow up to be free, energetic, overwhelming, and certain, and this sexual orientation stereotyping and social attitudes toward men and women have an impact on their future careers (Talsera, 2007).

Phillips (2010:83), for example, stated that women who accept this stereotype /social impacts/ appear parenting behavior and do not include in mental errands and other callings, instep they largely acknowledge the social influences and are sucked up in their social norms.

Women who do not accept these effects, on the other hand, become intellectually strong and engage effectively in mental assignments, but they also enter a condition of struggle and anxiety as a result of their dread of societal repudiation or the misfortune of "femininity."

Women in administrative positions, as shown in (Ghanekar, 1993), create a sense of confinement from their gather /nonappearance of female back/, create negative states of mind towards society as a result of stereotyping, and additionally, these women create a sense of forlornness due to the nonappearance of fewer women pioneers /need of part show/.The endure of these women proceed in association with domestic and children care; in case they are more committed to the domestic and children care, there's a plausibility to be considered they are not committed to their work and on the off chance that they completely committed to their work, there's a likelihood to be considered as "male" or "unfeminine".

Be that as it may, men are anticipated to be forceful, autonomous, work situated, prevailing, more dynamic, and friendly than women (Sound, 1989). Hence, this stereotyping gives male advantage over female in administrative positions. (Netsanet, 2013).

### **2.8.2 Barriers That Emanated from Organizational Practices**

The impacts of gender labeling within the society makes unfair activities when women include in proficient exercises particularly in administrative positions. The capacities and aptitudes of women are judged as lesser quality than men are. In connection to this, as cited in Ouston (1993), Shakeshaft (1987), affirms that the negative state of mind of organization who hire women take the most share of getting to be obstruction to women interest in organizational authority.

A few organizations, when they select workers for administrative positions, since of negative stereotyping, utilize choice criteria that totally prohibit women from the competition and favor the cooperation of men. For illustration, as cited in Ouston (1993), Timpano and Knight (1976), depict specific unfair hones that a few organizations utilize amid choice of representatives. These oppressive exercises are:

- Offering tall installment for men than women.
- Promoting as it were men for interview.
- Asking questions that are not related with execution that's designed intentionally to screen out female candidates etc.

These unfair activities are seen amid the application prepare, when determination criteria are planned, amid the meet handle, and at the choice making handle. For occurrence Shakeshaft (1989) expressed that, there are organizational biased activities whereas selecting women candidates for administrative position amid the application prepare.

These include:

- Asking questions concerning least worthy compensation that leads to unequal installment for compensation for men and women.
- Separation of applications gotten by sex.
- Asking questions concerning the conjugal status, number of children and ages of children' etc.

In addition, this segregation of women is additionally watched amid the determination criteria of candidates for administrative position. These include:

- Allowing men to skip a few choice stages but anticipating women to fulfill all steps to compete. "Using criteria with dubious legitimacy as indicators of victory such as requiring a particular length of encounter in a particular position." Moreover, amid the meet handle a few organizations select as it were male interviewees by barring women.

In expansion, Shakeshaft (1989) demonstrated, biased activities of women are moreover watched in choice making prepare by doling out work titles at lower compensation than those of men candidates. By and large, these organization boundaries and unfair activities contribute to the moo interest of women in administration position. (Netsanet Weldeyesus, 2013).

#### **A. The Glass Ceiling**

The glass ceiling refers to a set of barriers or events that prevent women from progressing or advancing past a certain degree or level. It could be a metaphor for the barriers that prevent women from ascending to positions of leadership in organizations, despite their education and professional abilities.

The glass-ceiling is the undetectable, obstructed, counterfeit boundaries, made by attitudinal and organizational partialities, which piece women from senior organizational positions. Numerous women at this level confront a major concern with the glass ceiling as a result women marginalized to achieve positions of control in organizational administration (ILO Report, 2007). Despite their talent, proficiency, and commitment, most Ethiopian women have been unable to break the glass ceiling in organizational administration.

It had been assumed that, with women's progressive attainment of instructive capabilities and changes in social states of mind, they would quickly move up the career stepping stool and make an impact within the men's space, but this has proven difficult for them due to the imperceptible boundaries over the stepping stool. However, instruction is the key to ensuring women's uniformity as well as their advancement up the authority ladder.

#### **B. Coaching and Mentoring**

A tutor could be a dependable, experienced professional who is willing to assist a less experienced person by listening, participating, prompting, and instructing them (Davies, 2005). Mentoring permits women pioneers to have the essential aptitudes on how to handle administrative situations, and guides share their interest and ability with the unpracticed individual (Solidness et al, 1989). It entails assisting, preparing, advising, instilling confidence, and maintaining administrative abilities (Sound, 1989). Furthermore, the presence of guides encourages women to be active in professional and administrative work, and it increases the versatility of women in administrative positions; however, if there are no coaches, it sends a “no entry” signal to the most qualified and motivated women who want to work in administration. As a result, having tutors is critical in assisting women to succeed in educational administration.

### **C. Women's Status in the Workplace and Prevalent Negative Stereotypes**

Almost every organization, women are underrepresented in management roles compared to men (Deborah, 2006). In Ethiopia, despite the fact that it isn't supported by official inquiry, most people talk about sex parts in their daily activities and consider sexual orientation role stereotyping to be the most significant factor for the lack of women in administrative positions. Women in Ethiopia are plainly at a disadvantage in all areas when compared to men; they are second best in all financial, political, social, and societal endeavors. Women supervisors are confronted with emphatically negative generalizations, recognizing them from their male partners within the working environment. Past investigate comes about done by Owen and Todor (1993) shown women directors as less self-confident less sincerely steady, less explanatory, less reliable and having poorer relationship capacities than male supervisors. A few presumptions, commonplace of negative generalizations credited to female chairmen are that: women tend to put family requests over work contemplations. They have children to look after; as a result, they don't have time to be interested in their jobs; women labor for supplemental wages and lack the primary motivation to succeed in business. According to mounting evidence, there are unfavorable sex stereotypes about women that cause them to face more obstacles in the workplace than males. When women apply for or hold administrative jobs, negative stereotypes or convictions become more apparent.

#### **2.8.3 Individual Barriers**

Person obstructions are personal boundaries that can be created within a person. Diverse person boundaries exist to ensure the moo collaboration of women in positions of organizational power. The second section of the study looks at how the three individual boundaries of goal attainment, self-confidence, and the anxiety of balancing work and family life reduce women's support as pioneers in business.

##### **I. Aspiration Level**

Having more female part show pioneers will increase the desire level of more women to become pioneers, and the inversion is also true (Ouston, 1993:51). According to Andrews (1984), "low self assurance can influence desire level," as reported in Shakesahft (1989). A person with high self-confidence has a better chance of attempting any activity than someone with low self-confidence. As a result of social barriers such as stereotyping or the newness of the open circle, those women with low self-esteem can have low yearning levels to be

interested in any open administrations, and as a result, these women require more opportunities to advance to administrative positions than those with high yearning levels.

## **II. Self – esteem (Self – Confidence)**

Need of self-confidence is brought about from a sex-structured community that accepts women failure to take an interest in numerous positions counting administrative positions. Hence, this makes women to create need of self-confidence in open zones that brought about from nonattendance of back and negative unfair activities that prohibits women from the circle. As a result, women create moo self-esteem and provide chance to the foundation of male overwhelmed society (Shakeshaft, 1989). Additionally, need of self-confidence leads to newness of conditions that segregates women from the society.

For occurrence, as shown by Ouston (1993), in the event that women and men apply for any kind of work whether they are qualified or not, and in the event that they are not fruitful, men fault for the outside components for their disappointment. Be that as it may, the story in females is very distinctive; in the event that they are not fruitful, they code the disappointment as individual disappointment and choose not to compete or apply any administrative position. Those individuals who have tall self-confidence tend to create aptitudes, demeanors, values, recognition with conditions, and tall desires and they can apply and compete for any work opportunity counting school organization as cited in Shakeshaft (1989) by (Kanter, 1977).

## **III. Fear of Balancing Work and Family Life**

Moreover, Vertz (1985) as cited in Solidness (1989), in expansion to residential exercises, nonappearance of bolster from spouse /companion/ by sharing of residential work, number of kin, and discernment of the significance of one's work are the major challenges that women confront to end up pioneer within the organization. In the event that there's no bolster from the family for division of labor, in the event that there are expansive number of children, and in the event that the family or spouse see those women administrative position as less imperative, more often than not the lady will less yearn to ended up supervisor dreading of adjusting those residential burden with that of proficient work.

## **2.9 Empirical Literature Review**

Endale (2014) investigated the factors that influence women's support in authority and decision-making positions at Jimma College in Bedelle, and he found that the majority of respondents (68.93 percent) believe that women are underrepresented in open administration and decision-making positions. Nonappearance of commitment by the concerned (top choice making)body, in reverse socio social states of mind, overburden of household duties, need for

certainty from women themselves, and negative states of mind of men towards women are the major factors that prevent women from working collaboratively in open administration and decision-making positions.

Onsongo (2004) conducted research in Kenya on the factors that influence women's support in college administration. They also discovered that the obstacles to women's career advancement were classified at the societal, organizational, and individual levels by Elsi (2013) *Women and administration: Variables that Impact Women's Career Victory in Finland*. Organizational determinants were deemed to effect women's career advancement as the most important components Influencing Women's Support in College Administration in Kenya, according to Lahti's research.

Excimiry (2013) investigated the underrepresentation of women in senior administration positions in the UK travel and tourism industry and found that the majority of respondents cited career breaks for childbirth, child care, and the challenges of balancing work with family and individual commitments as the main issues.

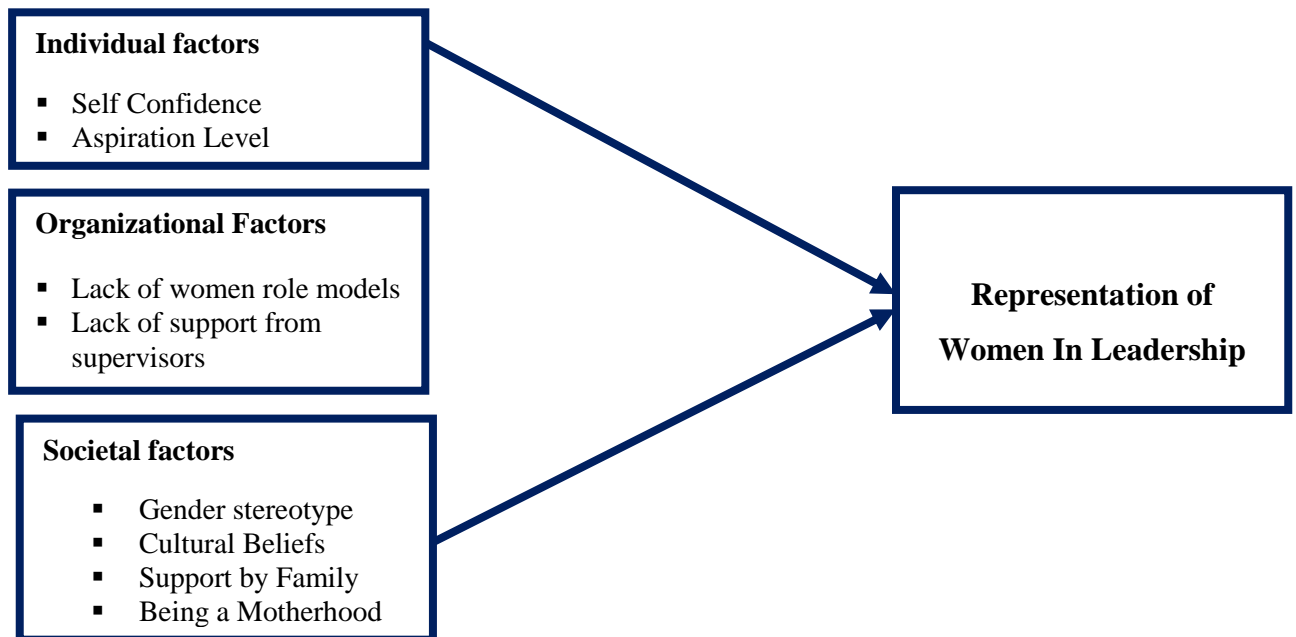
Man and Dimovski (2009) ponder comes about appeared that women center supervisors confront a glass ceiling in their working environment which represses the advancement of female directors and involves a obstruction to the career advancement openings for women and involves that women don't have sufficient organizational back, such as: organizing, mentoring and family inviting activities. The investigate made by Established of Authority & Administration in UK look at why so few women are advanced to senior levels and the challenges they confront within the keeping money industry. Women's advancement to senior levels of administration appears to be hampered by a combination of social and organizational barriers. This study identified five key barriers to women's advancement into senior positions. These include senior male directors' mindsets, a greater proportion of men in senior positions, the requirement for adaptive job openings, current organizational culture, and the lack of appropriate female part models.

The brainstorming session revealed what managers and organizations can do to advance women's leadership support. Drawing in more female graduates into careers with opportunities for advancement, advancement based on merit rather than hours worked in the office, expanding female representation at all levels of administration, creating sponsorship and mentoring programs, making senior female role models more visible to energize other women, and setting up adaptable and farther working for bots are just a few of them.

## Conceptual Framework and Hypothesis of the study

A research model was constructed based on the previous discussions and the stated concerns and aims to show the relationship between the study variables and women's leadership positions. In the example of Commercial Banks, Figure 1 depicts and aids in the prediction of the relationship between Gender Inequality Factors and women's leadership positions.

**Figure 1: CONCEPTUAL FRAMEWORK**



*Source: Researcher Own Work (2021)*

The conceptual framework indicates the Gender Inequality factors as independent measured by individual, organizational and societal variables and representation of women in leadership in the case banks as a dependent variable measured by sales growth.

**Hypothesis:** The researcher investigates best-fit variable for representation of women in leadership in the case banks (Commercial Bank of Ethiopia, Dashen, Awash, Abyssinia, Nib, Hiberet and Zemen). To this end per the empirical evidences and the researcher's observation for this study, the best-fit variables are individual, organizational, societal factors and representation of women in leadership. Based on review of related literatures and objectives of the study, the following hypotheses were tested:

H1: Individual factors are positively and significantly associated with RWLP;

H2: Organizational factors are positively and significantly associated with RWLP.

H3: Societal factors are positively & significantly associated with RWLP.

## **CHAPTER THREE**

### **3. METHODOLOGY**

#### **3.1. Introduction**

This chapter highlights the strategy utilized by the analyst as a way to execute the ponder and realize its goals. The chapter engages inquire about plan, examining strategies, and information collection rebellious and information examination.

#### **3.2. Research Design & Approach**

This enquiry made use of a correlational as well as straightforward inquiry strategy. According to Sekaran (2003), a correlational research plan tries to think about the relationship between free and subordinate factors, whereas clear research is carried out in order to find out and be able to depict the characteristics of the factors of interest in a situation, as well as to be able to observe a large mass of target population and reach the necessary conclusions.

To gain a better knowledge about the research concerns and achieve better results from the study, the researchers used both a subjective and a quantitative/mixed method. The analyst

predicted that the relationship and visual type of inquiry would be the most effective technique for revealing the components' relationships and depicting their characteristics.

### **3.3. Population and Sampling Techniques**

To select the individuals for the test measure, the researchers used both a likelihood and a non-probability examining technique. Because the population is heterogeneous yet there is homogeneity within a group, the researcher has used stratified irregular testing approach (which is a likelihood testing method) to disseminate the surveys among individual members. At that time, tests from each stratum are chosen at random.

The three criteria are extremely important for obtaining the needed information from test respondents in order to ensure that the test measure is accurate. This includes the degree of changeability within the traits being tested, as well as the level of precision, certainty, and hazard within in the traits being measured, all of which allow the analyst to choose the best test measure (Miauou & Michener, 1976).

Concurring to the information gotten from HR division on each case banks, there are a total of 2300 HR managers and experts representatives at the head office in the case banks (CBE, Dashen, Abyssinia, Awash, Hibert, Nib and Zemen), by considering these issues test measure to gather information through survey for this inquire about was decided by utilizing Yamanes'(1967) equation:-

Sample size determination formula

$$n = \frac{N}{1 + N(e)^2}$$

n=Sample size; N= Total population

e=Significance level or error of sampling

$$n = \frac{2300}{1 + 2300(0.05)^2}$$

$$n = 210$$

Therefore, the sample size for the study according to the formula is 210 out of the total population.

**Table 1: Respondents sample size**

<b>Respondent Type</b>	<b>Number of Respondents</b>	<b>Sample in Percent</b>	<b>Number of Sample</b>	<b>Method of data Collection</b>
IN THE CASE BANKS Head Office HRA	30	90%	28	Questionnaires & Interview
Dashen Head Office HRA	30	80%	25	Questionnaires & Interview
Awash HRA	30	66.6%	21	Questionnaires & Interview
Abyssinia Head Office HRA	30	66.6%	21	Questionnaires & Interview
Nib Head Office HRA	30	80%	25	Questionnaires & Interview
Hibret Head Office HRA	30	83.3%	26	Questionnaire & Interview
Zemen Bank Head Office HRA	30	73.3%	23	Questionnaires & Interview
<b>Total</b>	<b>210</b>	<b>77.1%</b>	<b>169</b>	

*Source: Human resource management*

### **3.4. Data Source and Collection Methods**

Primary and secondary data were employed in the investigation. Secondary data was acquired from HR policies and procedures as well as other publicly available case bank papers. On the other hand, primary data was acquired through surveys and interviews.

Secondary and primary data were obtained and analyzed to determine the study's research objectives. Through web browsing and scholarly databases, the researcher examines related papers, reports, and professional information that are relevant to the topic. Secondary data was obtained to provide evidence and to eliminate research difficulties and redundancy, as well as to provide a comprehensive picture of the current body of knowledge in the problem area. Primary data was collected during the study's second phase. Hair et al., (2003) argue

that original data is required to fully answer the study questions and difficulties at hand. Following that, interviews and questionnaires were employed to collect the necessary and vital data that corresponded to the study's research questions and objectives (Saunders et al, 2003).

**Questionnaire** - According to Neuman (1997), a questionnaire is a data collection document that contains a set of questions aimed towards respondents. The questionnaire is prepared for the case banks HR managers and officers. The questionnaire is divided into three sections: the first comprises basic study information, the second contains information on the respondents' profiles, and the third contains specific research-related questions. The questionnaires were created for both women and men and consisted of a combination of closed-ended and open-ended questions that were presented on the questionnaire at the same time in order to obtain objective answers using close-ended questions and to obtain the respondent's perspective using open-ended questions. HR managers and specialists will receive 210 surveys in total.

**Interview** - Interviews were done with 7 HR Directors who were specifically chosen because of their position within the banks to reflect each case bank's scenario in relation to the representation of women in leadership roles and the difficulties that they face when dealing with the issues at hand. More comments from interviewees were gathered, this time focusing on issues connected to existing gaps.

**Document Review** - To reinforce the information gathered through surveys and interviews, the researcher attempted to audit on publicly available materials, with the goal of evaluating the case banks' HR policies and procedures in terms of gender differences in HR traits and practices.

### **3.5. Methods of Data Analysis**

To provide a thorough understanding of the subject, this study used both quantitative and qualitative methodologies. Tables, figures, rates, and show results were used to analyze the data collected from the surveys.

Furthermore, the impact of independent variables such as individual, organizational, and social determinants on dependent variables such as the presence of women in case bank leadership positions was investigated.

To do so, the researcher used Pearson correlation as part of the study to determine how and in what direction the independent and dependent variables interacted. The impact of the independent factors on the dependent variable was determined using regression analysis. In a narrative manner, the information gathered through interviews and documents was examined. The data that corresponded to the questionnaire was combined, and the results were interpreted accordingly.

### **3.6. Trustworthiness of Data (Reliability and Validity)**

However according Golafshani (2003), the ideas of reliability and validity define and describe trustworthiness, rigor paradigms, and qualitative research. They have contributed to the research's dependability by removing bias through triangulation and increasing the researcher's faith in social wonders. To add to that, triangulation is defined as "a legitimate method in which analysts strive for convergence among numerous and diverse sources of data to create subjects or categories in a study" as cited in Golafshani (2003) by (Creswell & Mill operator, 2000).

The use of several data gathering procedures such as questionnaires, interviews, and document reviews resulted in triangulation in this study. Interviewees were chosen from among the entire study's participants to ensure that the data was credible and consistent. A pretest was conducted on the questionnaires with a sample of 10 HR officers and 2 HR Department managers prior to performing a full-scale study.

### **3.7. Ethical Considerations**

Before distributing surveys, the research participants were fully informed about the study's goal and their willingness and permissions were stated. During this poll, respondents' privacy was not jeopardized in any way, and their responses were kept confidential. As a result, the identities of all participants were kept secret. Names were kept anonymous throughout the study; therefore, collective names like "respondents" were utilized.

## **CHAPTER FOUR**

### **4. DATA ANALYSIS, INTERPRETATION AND PRESENTATION**

#### **4.1. Introduction**

The findings of the obtained data are discovered, evaluated, interpreted, and explained in this chapter. At the head office of HRA Department managers and experts in Addis Ababa, 210 questionnaires have been distributed to 7 banks, one governmental and six private banks, to collect data about factors that affect women representation in leadership positions.

A total of 169 valid responses were obtained from the 191 questionnaires, resulting in an 88.5 percent response rate. All of the HR Directors in the case banks in number 7 were interviewed using guiding questions to fill in the gaps in the quantitative analysis.

**4.2.** The information gathered from legitimate surveys was coded and entered into IBM's Statistical Package for Social Sciences (SPSS) version 23, where it was analyzed with descriptive and inferential statistics as shown below. Discussions and analyses are based on the study's findings and are in line with the research objectives and research questions. The facts will be presented in this chapter, along with a statistical analysis.

#### **4.3. Demographic Information of Respondents**

Both descriptive and explanatory findings are presented. Data was collected from 169 managers and experts stationed at the case banks' headquarters in Addis Ababa, with 88.5 percent of surveys returned. The frequencies were used to determine how frequently respondents responded to questions, allowing for a study of general knowledge about the data collected.

In Addis Ababa, questionnaires were distributed to the case banks' HRA department managers and experts. The following tables show information about respondents' educational status, current position, work experience, marital status, and age.

The demographic information provided by the respondents did not answer the research questions, but it was used to demonstrate that there was no bias in data collecting.

### 4.3.1. Sex

**Table 3: Sex**

The results in Table 3 demonstrate that 63.3 percent of the respondents are men, indicating that men make up the majority of the population in HR jobs.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	107	63.3	63.3	63.3
	Female	62	36.7	36.7	100.0
	Total	169	100.0	100.0	

*Source: Researcher, Survey Data (2021)*

### 4.3.2. Age

**Table 3: Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	28	16.6	16.6	16.6
	26-35	107	63.3	63.3	79.9
	36-45	34	20.1	20.1	100.0
	Total	169	100.0	100.0	

*Source: Researcher, Survey Data (2021)*

The majority of those who responded to the survey are between the ages of 26 and 45 years old (83.4 percent). Respondents under the age of 25 and over the age of 45 are extremely rare (16.6 percent) (Table3). It is possible to assume from this number that the majority of the respondents were developed enough to answer to and interpret issues about women's representation in power.

### 4.3.3. Marital Status

The majority of the respondents (60.9 percent) are either single or widowed, with 39.1% of the respondents being married (Table 4). As a result, a high percentage of respondents have had

exposure to dual duties, both household and professional, and they have a greater knowledge of the domestic and social hurdles that limit women's participation in leadership positions.

**Table 4: Marital Status of Respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	92	54.4	54.4	54.4
	Married	66	39.1	39.1	93.5
	Widowed	11	6.5	6.5	100.0
	<b>Total</b>	<b>169</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Researcher, Survey Data (2021)*

#### 4.3.4. Educational Level of Respondents

In terms of education, 64.5 percent of respondents had a bachelor's degree, while 29 percent, 9%, and 1.2 percent have a master's degree, TVET, and PHD, respectively. This indicates that the respondents have a strong academic background and are qualified to provide pertinent knowledge on the topic.

**Table 5: Educational Level**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TVET	9	5.3	5.3	5.3
	BA / BSc.	109	64.5	64.5	69.8
	Master's Degree	49	29.0	29.0	98.8
	PHD	2	1.2	1.2	100.0
	<b>Total</b>	<b>169</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Researcher, Survey Data (2021)*

#### 4.3.5. Year of Service

43.8 percent of respondents have worked for their bank for three to five years, while 55 percent and 1.2 percent have worked for one to three years and 16 to 20 years, respectively. This demonstrates that the majority of respondents has prior experience with the bank and is well-versed in its operations.

**Table 6: Year of Service**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3	93	55.0	55.0	55.0
	3-5	74	43.8	43.8	98.8
	16-20	2	1.2	1.2	100.0
	<b>Total</b>	<b>169</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Researcher, Survey Data (2021)*

The majority of respondents were mature, experienced, and qualified, and they were exposed to family obligations, according to the characteristics of respondents. As a result, the responses gathered from the respondents will aid in the gathering of more trustworthy data and the development of clear findings and conclusions.

### 4.3. Descriptive Statistics of the Variables

The study measure's descriptive analysis, as well as respondents' opinions on the dependent variable (women in leadership positions) and independent variables (individual, organizational, and social determinants) are reported. The mean and standard deviation of all variables have been calculated. The mean represents the average value, whereas the standard deviation represents the extent of variation from the mean. According to Muhumed & Sekajugo (2015), Akmaliah (2014) suggests that a mean score of 3.80 and above is considered high level of agreement, 3.40 to 3.79 is considered moderate agreement, and 3.39 and below is considered poor level of agreement.

#### 4.3.1. Descriptive Statistics of Individual Factors that affect RWLP:

**Table 7: Likert scale and percentile statistics of Individual Factors (INDF)**

Dimensions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. deviatio	N
<b>Individual Factors that affect representation of Women in Leadership</b>								
Women have interest in positions of higher responsibilities	-	129 (76.3)	-	40 (23.7)	-	3.53	.853	169
Women have confidence in	-	121	-	48	-	3.43	.905	169

being successful in administration		(71.6)		(28.4)				
Women have adequate job knowledge	1 (0.6)	100 (59.2)	49 (29)	19 (11.2)	-	3.49	.700	169
Women have adequate academic qualification	4 (2.4)	27 (16)	36 (21.3)	71 (42)		2.79	.796	169
Females fear failure in administration responsibility.	-	119 (70.4)	67 (39.6)	50 (29.6)	-	3.57	.853	169
Women Leaders have the right communication skills	-	129 (76.3)	-	40 (23.7)	-	3.49	.700	169
Women Committed on carrying on family responsibility	1 (0.6)	100 (59.2)	49 (29)	19 (11.2)	-	2.79	.796	169
<b>Valid N (list wise)</b>	<b>0.86</b> <b>(0.51)</b>	<b>103.6</b> <b>(59)</b>	<b>28.7</b> <b>(17)</b>	<b>41</b> <b>(24.3)</b>	-	<b>3.29</b>	<b>0.800</b>	<b>169</b>

*Source: Researcher, Survey Data (2021)*

#### **Women have interest in higher position -**

76.3 percent of respondents (with a mean value of 3.53 and a standard deviation of .853) agree that women are interested in higher position responsibilities. According to the findings, women in the case banks tend to direct their career goals toward occupations that correspond to social perceptions of female roles, and they aspire to challenging jobs.

#### **Women have confidence**

With a mean value of 3.43 and a standard deviation of .905, 23.7 percent of respondents disagree that low self-esteem and the image women have of themselves holds them back in their career progression. This implies that when it comes to leadership, women appear to lack self-esteem and frequently undervalue their skills and competencies. In the case of banks, women may require additional encouragement that they are qualified and competent for the position.

### **Women have adequate academic qualification and job knowledge**

According to the findings in table 7, 59.2 percent of respondents agreed (with a mean value of 3.49 and a standard deviation of .700) on the need for recognition with work of the challenges preventing women from achieving authority positions. Furthermore, respondents stated that one of the reasons why it can be more difficult for women to be chosen for best administration occupations in the bank is that their management experience isn't sufficiently diverse. They have not been exposed to all types of company operations throughout their careers and, as a result, have not gained adequate involvement in general management across various functional areas.

Women have adequate academic qualifications, according to 18.4 percent of respondents (with a mean value of 2.79 and a standard deviation of .796). This demonstrates that employees believe women are qualified for higher-level positions in the bank.

### **Females Fear failure in administration responsibility**

70.4 percent of respondents agreed (with a mean value of 3.57 and a standard deviation of .853) that females' fear of failure is the most significant challenge for women in case banks. This implies that because some employees are afraid of failure, particularly those who are just starting out in their leadership careers, they tend to fall behind the leadership ladder.

### **Women Leaders Have the Right Communication Skills**

In terms of communication style, sexual orientations have unmistakable ways of communicating with other specialists, and female chiefs have been shown to express more emotion while communicating than males. According to table 7 (seven), 76.3 percent of respondents agreed on the subject (with a mean value of 3.49 and Std.700) that ladies are less likely to deal for what they require, which in turn keeps them from coming to their pointed position inside the bank. It is said by various analysts that ladies are routinely held back by the fact they don't ask for what they merit.

#### **4.3.2. Descriptive Statistics of Organizational Factors that affect RWLP:**

HR managers and experts also responded to organizational factors they believe are responsible for women's representation in leadership positions in case banks. The results are summarized in the table below.

**Table 8: Likert scale and percentile statistics of Organizational Factors (ORGF)**

<b>Dimensions</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>	<b>Std. deviatio</b>	<b>N</b>
<b>Organizational Factors that affect representation of Women in Leadership</b>								
There is top management's commitment to implement gender sensitive policies to encourage women	8 (4.7)	103 (60.9)	9 (5.3)	49 (29)	-	3.41	.961	169
Discriminatory promotional practice is a challenge for women advancement	8 (4.7)	103 (60.9)	9 (5.3)	49 (29)	-	3.41	.961	169
Large numbers of successful role models of female employees in the hierarchy of the organization	8 (4.7)	103 (60.9)	9 (5.3)	49 (29)	-	3.41	.961	169
Enough institutional networks for women employees	3 (1.8)	31 (18.3)	64 (37.9)	71 (42)	-	2.80	.799	169
There is support by supervisors to enhance the representation of women in leadership position	1 (0.6)	119 (70.4)	2 (1.2)	47 (27.8)	-	3.44	.905	169
There is attractive work environment to enhance women representation in leadership position	4 (2.4)	103 (60.9)	47 (27.8)	14 (8.3)	1 (0.6)	3.56	.705	169
There is flexible working hours to enhance the representation of women in leadership position	6 (3.6)	39 (23.1)	63 (37.3)	58 (34.3)	3 (1.8)	2.92	.886	169
There is positive perspective /attitude/ by the management towards women advancement in leadership position	8 (4.7)	103 (60.9)	9 (5.3)	49 (29)	-	3.41	.961	169
There is opportunities to work on challenging, high profile assignments for women	-	41 (24.3)	69 (40.8)	43 (25.4)	16 (9.5)	2.80	.917	169
<b>Valid N (list wise)</b>	<b>5.1 (3.02)</b>	<b>82.8 (48.9)</b>	<b>31.2 (18.5)</b>	<b>47.7 (28.2)</b>	<b>2.2 (1.3)</b>	<b>3.24</b>	<b>0.895</b>	<b>169</b>

*Source: Researcher, Survey Data (2021)*

### **Top management commitment to implement gender sensitive policies**

More than 34.5 percent of respondents disagreed or were neutral (with a mean value of 3.41 and a standard deviation of .961) that top management is unwilling to implement gender sensitive policies.

### **Discriminatory promotional practice is a challenge for women advancement**

Concerning unethical promotional practices 29 percent of respondents disagree (with a mean value of 3.41 and a standard deviation of .961) that there is an unfair promotion and about the subject matter, indicating that there is an unfair promotion and women have unequal chances for career advancement.

### **Enough institutional networks for women employees**

There is no institutional network for women to share their experience and information, according to 42% of respondents (with a mean value of 2.8 and a standard deviation of .799).

### **Support by supervisors to enhance the representation of women in leadership position**

More than 28% of respondents indicate (with a mean value of 3.44 and a standard deviation of .905) that there is no support from supervisors to exercise the higher position. This implies that supervisors should not delegate authority and should encourage women to take on leadership roles.

### **There is a flexible working hour**

26.7 percent of respondents agreed (with a mean value of 2.92 and a standard deviation of .886) that flexible working hour have an impact on women's professional growth. The responders have expressed their dissatisfaction with them. This implies that in the CASE BANKS, unreasonable working hours are a challenge. Respondents also stated that they do not require special treatment or standards, but that they do require adaptive arrangements to manage work and family time commitments, as they shoulder the majority of family responsibilities.

### Opportunities to work on challenging

Lack of opportunity to work on demanding or high-profile jobs was cited by 24.3 percent of respondents (with a mean value of 2.8 and a standard deviation of .917). This means that the opportunities for women to hold leadership positions aren't as good as they could be.

#### 4.3.3. Descriptive Statistics of Societal Factors that affect RWLP:

**Table 9: Likert scale and percentile statistics of Societal Factors (SOCF)**

Dimensions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. deviatio	N
<b>Societal Factors that affect representation of Women in Leadership</b>								
Cultural beliefs and attitudes of people towards women role have an impact on women representation in leadership position.	1 (0.6)	100 (59.2)	49 (29)	19 (11.2)	-	3.49	.700	169
Gender stereotype is the barrier for women representation in leadership position	4 (2.4)	27 (16)	67 (39.6)	71 (42)	-	2.79	.796	169
Support by family so as to enhance representation of women in leadership position	-	129 (76.3)	-	40 (23.7)	-	3.53	.853	169
Being a motherhood is the major barrier to participate in leadership position	1 (0.6)	100 (59.2)	49 (29)	19 (11.2)	-	3.49	.699	169
<b>Valid N (list wise)</b>	<b>1.5 (0.89)</b>	<b>89 (52.7)</b>	<b>41.3 (24.4)</b>	<b>133.8 (79.7)</b>	<b>-</b>	<b>3.32</b>	<b>0.762</b>	<b>169</b>

*Source: Researcher, Survey Data (2021)*

#### Cultural beliefs and attitudes

In terms of archaic religious ideas, respondents agreed that they hold women back from advancement. As cited in Morely (2002) the conclusion is more in line with Helgeson's (2005) and Charles and Davies' analyses. Women have been brainwashed into feeling

that they do not deserve prominent jobs, according to these academics, by referring to religious writings and misinterpreting them. Females are hostile to the traits required for leadership, and vice versa, the attributes required for leadership are not possessed by women. Few people believe that men and women are equal, and that if they have been exposed to various situations, they will have a different perspective than the majority. In addition, Shakeshaft (1989) stated that not only have women been socialized in ways that have not made them administratively inclined, but that those who hire have been socialized to believe that qualities associated with women are antagonistic to those needed to lead, and that qualities needed to lead are not possessed by women.

### **Gender stereotype**

According to table 9, respondents agreed that sexual orientation stereotype/generalization slows down the strategy of career advancement for women in our society (with a mean value of 2.79 and a standard deviation of .796), implying that female bank agents are seen as more of an auxiliary sexual orientation, which may be a barrier for women to advance to positions of authority within the bank. In Ethiopia, sexual orientation stereotypes/generalizations have constantly indicated that men are thought to be more capable than women, while women are thought to be more expressive and communal. As a result, women's work and achievements are less typically questioned.

In Ethiopia, sexual orientation stereotypes/generalizations have constantly indicated that men are thought to be more capable than women, while women are thought to be more expressive and communal. As a result, women feel less secure in their work and accomplishments, and they are unable to express themselves as forcefully as males, making them a second-best option in the eyes of supervisors.

### **Lack of support by family**

Another barrier that women confront is a lack of support from their families and society. 76.3 percent of respondents agreed (with a mean value of 3.53 and a standard deviation of .853) that a lack of support is a barrier (with a mean value of 3.53 and a standard deviation of .853). In Ethiopia, women are represented by men, either their father or spouse, and their contributions to society are frequently overlooked. Furthermore, even in society, women have relatively little decision-making power, which is depressing. According to the above, female bank employees face a lack of support from their families

and society as a whole, which discourages women from reaching their full potential in the bank and achieving leadership positions.

### **Being a motherhood**

In terms of parenting, respondents agree that being a mother has an impact on a woman's profession and inhibits her advancement in the bank. Part of her guilt stems from having to prioritize her profession over her children, partly because societal standards imply that her first responsibility is to her family. Women with children frequently have to forgo their personal promotion possibilities and halt their professions in order to care for their children first and foremost (Sutherland, 1985). This has also been proven in the case banks. The respondents also claimed that being a mother is a full-time work in and of itself, and that unless there is someone to help around the house, one's capacity to execute a job well, let alone advance to a leadership position, is hampered. This means that working women are affected by parenting, which is incompatible with office job.

## **4.4. Inferential Analysis**

Inferential measurements allow analysts to infer from information by investigating the relationship between two factors or variables, the contrast in a variable among various subgroups, and how several independent factors may explain the variance in a dependent variable (Sekaran, 2000).

### **4.4.1. Correlation Analysis**

Relationship coefficients range from -1 to 1, with values ranging from strongly opposed (1) to uncorrelated (0) to passionately associated (+1). The direction of the relationship is determined by the sign of the relationship coefficient. The quality of the relationship appears to be based on blatant esteem (Gogtay & Thatte, 2017). According to Asuero (2006), a relationship results of zero indicates a relationship of zero. A result ranging from 0.1 to 0.29 depicts a small relationship between factors, a result ranging from 0.3 to 0.49 depicts a moderate relationship between factors, a result ranging from 0.5 to 0.69 depicts a direct relationship, a result ranging from 0.7 to 0.9 depicts a strong relationship among factors, and a result ranging from 0.9 to 1 depicts an exceptionally strong relationship among variables.

**Table 10: Correlation Analysis**

The researcher also examines whether there is a link between individual, organizational, and social issues, as well as the effect of independent variables on the dependent variable, which is the representation of women in leadership positions in the organization.

Correlations					
		INDF	ORGF	SOCF	PWLPF
PWLPF	Pearson Correlation	.506**	.567**	.598**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	168	168	168	168

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

*Source: Researcher, Survey Data (2021)*

Except for one independent variable, women's commitment to carrying out family responsibilities, as shown in table 10. The dependent variables have a positive correlation with all of the other variables. The negative correlation result between women's commitment in family and the dependent variable indicates the existence of an inverse relationship between them, which means that when women are committed in family cases, their aspiration to participate in LP may be low.

When we look at the correlation results of major independent variables, i.e., major elements under the individual, organizational, and societal factors, we can see the following relationships: -

**Individual Factors**

Concerning the relationship between women's interest in participating in leadership positions and the items under the dependent variables, the correlation results revealed the existence of a moderately positive (i.e., > 0.5) relationship. And from this, we can conclude that as long as women are interested in participating in WPLP, there is empowerment, and supervisors are willing to delegate women, the advancement of women in higher positions will be enhanced.

Similarly, when we look at women's fear of successfully balancing work and family responsibilities, the correlation results show that there is a strong positive correlation (i.e. > 0.5) with the dependent variables. And it indicated that if women are afraid to balance work and family responsibilities, and there is a lack of empowerment and coaching from supervisors, there may be a low representation of women in the organization's leadership positions.

Finally, when the correlation result in terms of women's confidence to succeed and having the right communication skill was examined, the results revealed a strong positive correlation (i.e., > 0.5) with the dependent variable. That is, if women have confidence and the right communication skills, as well as support and empowerment from their supervisors, the advancement of women in leadership positions could be high.

### **Organizational Factors**

When we look at the relationship table above, we can see that the free factors and the subordinate variable have a positive relationship. Because the vast majority of figures are positive and 0.5 or higher.

When we look at the results in terms of coaching and the presence of successful role models of women in the hierarchy, we can see that there is a strong relationship between coaching by supervisors and having role models with representation of women in leadership positions. According to the findings of the literature review, the presence of successful role models and effective coaching, as well as empowerment by immediate supervisors, can help women advance to positions of leadership in organizations.

Again, the outcome of correlation has demonstrated that there is a substantial association between top management commitment and enough institutional networks and the dependent variable. That is, the female representation in leadership. Since the results have showed that the value is more than 0.5. As the literature analysis has shown, top-level management commitment and the presence of sufficient institutional networks can significantly improve the progress of women in the organization's leadership.

### **Societal Factors**

When we look at the correlation table above, we can see that the independent factors and the dependent variable still have a positive relationship. Because the majority of the numbers are positive and 0.5 or higher. That is, there is a strong link between the dependent variable and

cultural beliefs, gender stereotypes, and a lack of family support. That is, the organization's female representation in the LP.

A statistical test called Correlation and regression analysis test, which is appropriate for ordinal data type using Likert's scale, was used with the SPSS statistical package to test their relationship as well as their impact on the dependent variable (D).

#### **4.4.2. ANALYSISE OF REGRESION**

According to Hair, Anderson, and Black (1998), identifying and framing prequalification criteria is an important work in regression analysis to ensure that the obtained data is true representativeness of the sample, which may lead to the researcher's findings to reach the most acceptable results. Before beginning the regression analysis, three assumption checks were performed: multi-Co linearity, Linearity, and Normality.

##### **4.4.2.1. Multi-Collinearity Test**

This section presents and analyzes the relationship between sales success and independent variables. According to Ho (2006), the most crucial rule for regression analysis is that independent variables should not be interrelated. Multi-collinearity refers to the way the independent variables are highly connected. That is, independent variables "overlap" in sharing the power of prediction, resulting in a well-fitted model and data. All of the predictor variables, however, have no significant effect on predicting the dependent variable. The "Tolerance" and "Variance Inflation Factor (VIF)" values assigned to each predictor can be used to determine the presence of multi-collinearity. The tolerance value indicates the percentage of variance in one predictor that cannot be explained by the other predictors.

Tolerance should be greater than 0.10 and any value less than this implies the presence of multi-collinearity. According to Saunders, Lewis, and Thornhill (2009), "1/tolerance" is a VIF computing formula, and a VIF value greater than 10 indicates the presence of multi-collinearity. According to the study's analysis findings, as shown in table 11, every independent variable computed value of tolerance and VIF computed value satisfies the discussed preconditions, resulting in the absence of multi-collinearity.

**Table 11: Multi Co linearity Analysis**

<b>Coefficients<sup>a</sup></b>		
<b>Model</b>	<b>Co linearity Statistics</b>	
	<b>Tolerance</b>	<b>VIF</b>
INDF	.389	2.571
ORGF	.999	1.001
SOCF	.389	2.571

a. Dependent Variable: RWLP

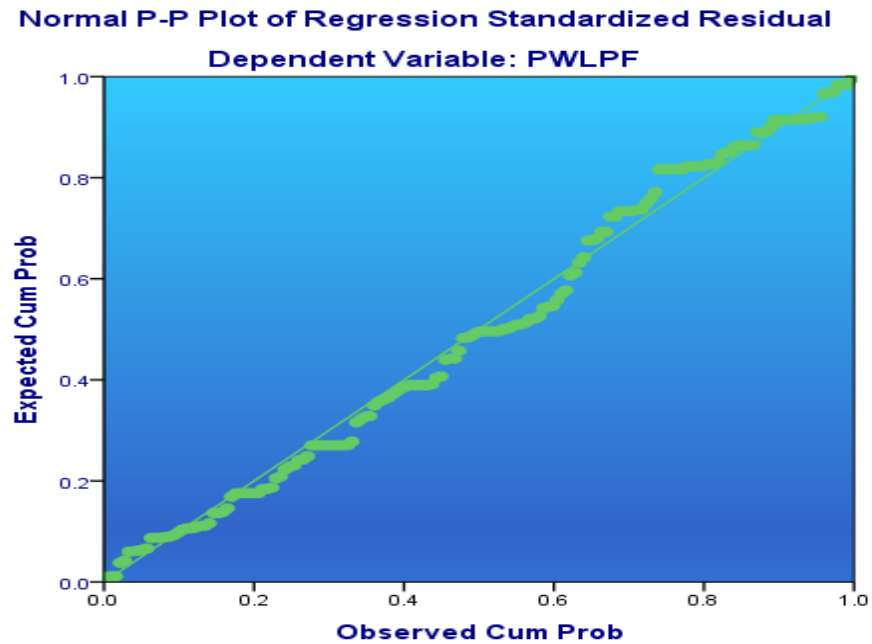
*Source: Researcher, Survey Data (2021)*

#### **4.4.2.2. Linearity Test**

The term "linearity" refers to how closely the change in the dependent variable corresponds to the change in the independent variables. Plots of the regression residuals using SPSS software were used to determine whether the relationship between the dependent variable, which is the representation of women in leadership positions, and the independent variables, which include individual, organizational, and societal factors, is linear.

The scatter plot of residuals in figure 3 shows that there is no significant difference in the spread of residuals as you move from left to right on the figure. This suggests that the relationship we're trying to predict is linear. Similarly, the graph below shows the normal distribution of residuals around a zero mean. As a result, the normalcy presumption is satisfied as necessary, and based on the below diagram, it is reasonable to conclude that the researcher's inferences about the population parameter from the sample are to some extent significant.

**Figure 2: Graph of Linearity Test**

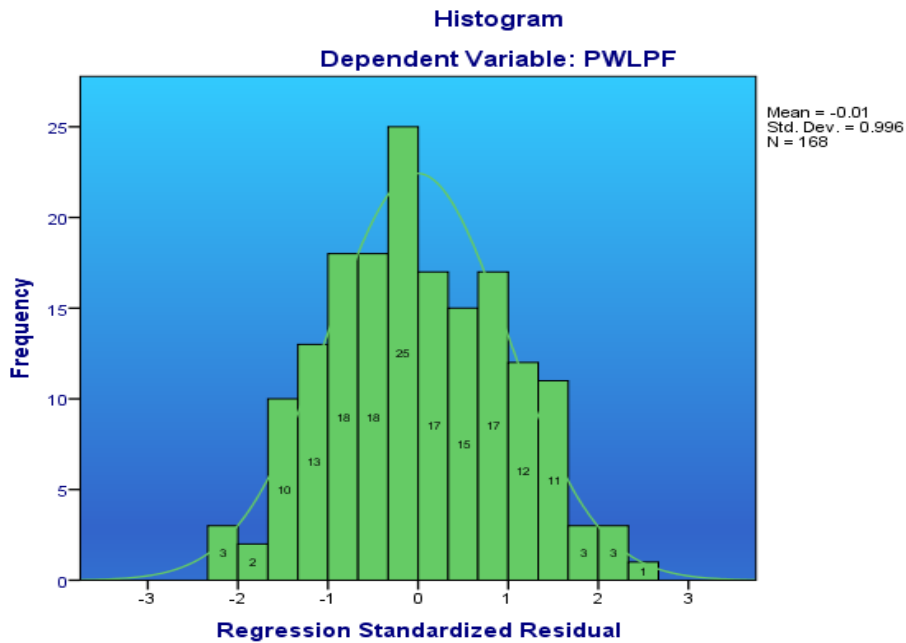


*Source: Researcher, Survey Data (2021)*

#### **4.4.2.3. Normality Test**

Checking the data for normality is another important step before running the regression analysis. The standardized residuals' recurrence distribution is regularly distributed, and the histogram is also bell-shaped, as shown in Figure 4, leading to the conclusion that the residuals (disturbance or errors) are normally distributed. As a result, the data support the assumption of normal distribution and make it possible to conduct the study.

**Figure 3: Normality Test Graph**



*Source: Researcher, Survey Data (2021)*

#### **4.4.2.4. Model Summary**

The total amount of variation in the subordinate variable owing to the free variable is measured by the regression model summary, which is one of the results of regression analysis. Table 19 shows that one unit change in free factors (Person Components (INDF), Organizational Components (ORGF), and Societal Components (SOCF) cause a 42.6 percent variation in the subordinate variable (representation of women in leadership positions (PWLP)).

**Table 12: Model summary of multiple regression analysis**

<b>Model Summary<sup>b</sup></b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.653 <sup>a</sup>	.426	.416	.36727

*Source: Researcher, Survey Data (2021)*

According to the data in table 12, 42.6 percent of the element effects sales performance in relation to product differentiation of product quality, product variety, product guarantee, and after sales service, as reflected by the R<sup>2</sup>. According to Ajai (2009), R Square values can range from 0.10 to 0.20, with 0.99 being the highest and 0.10 to 0.20 being the lowest, which is acceptable for social science research. As a result, even if the findings are acceptable, further inquiry is required to look into the other characteristics that contribute 57.4 percent to the representation of women in leadership roles.

#### **Analysis of Variance (ANOVA)**

The second result of multiple regression analysis is the ANOVA table. From a statistical standpoint, it shows the model's general significance/acceptability. The F value 14.302 with (P = 0.000) significant level reveals that the model was factually worth at the 0.05 percent level of significance, indicating that the value of the variation explained by the model is not attributable to chance, as shown in the ANOVA table below.

**Table 13: Analysis of Variance (ANOVA)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.434	3	5.478	40.613	.000 <sup>b</sup>
	Residual	22.121	164	.135		
	Total	38.555	167			
a. Dependent Variable: PWLPPF						
b. Predictors: (Constant), SOCF, ORGF, INDF						

*Source: Researcher, Survey Data (2021)*

ANOVA is a data analysis process that is used to determine whether there are significant differences between two or more groups or samples at a given likelihood level, according to (Mugenda 2003). If the absolute t-value of the regression coefficient connected to that independent variable is bigger than the absolute critical t-value, it is said to be a noteworthy indicator of the dependent variable. The significance value in this study is .000, which is less than 0.05, indicating that the model is statistically significant in predicting the independent variables INDF, ORGF, and SOCF in relation to the dependent variable RWLP (Representation of women in Leadership Position).

#### **4.4.3. Regression Output of Each Variable**

To determine the relation between RWLP (dependent variable) and the independent variables (INDF, ORGF and SOCF), the researcher computed analysis of multiple regression using the generated values of SPSS as indicated in table 14 below, the following equation derived ( $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon$ ).

Representation Performance =  $0.301 + 0.512X_1 + 0.217X_2 + 0.156X_3 + \epsilon$  where:

Representation of women in Leadership Position = Dependent Variable

$\beta_0$  = Intercept (Y value when X values= 0)

$\beta_1$  = Slope of the equation

X1= Individual Factors

X2= Organizational Factors

X3= Societal Factors

$\epsilon$  = the error occurred.

**Table 17: Multiple Regressions Coefficients**

Coefficients <sup>a</sup>									
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	-.031	.328		-.094	.926			
	INDF	.301	.132	.216	2.277	.024	.306	.175	.135
	ORGF	.512	.053	.569	9.621	.000	.567	.601	.569
	SOCF	.156	.117	.126	1.332	.185	.298	.103	.079

a. Dependent Variable: RWLP

*Source: Researcher, Survey Data (2021)*

According to the regression equation, the representation of women in leadership positions will be 0.031 if all factors (individual, organizational, and social factors) are held constant at zero. According to the data, a unit increase in Individual Factors (INDF) leads to a 0.301 increase in

RWLP when all other independent variables are set to zero. RWLP will grow by 0.512 for every unit increase in Organizational Factors (ORGF). RWLP will grow by 0.156 for every unit increase in Societal Factors (SOCF). Organizational Factors (ORGF) have the greatest impact on RWLP, followed by Societal Factors (SOCF). Organizational Factors (ORGF) have a 0.000 level of significance, Societal Factors (SOCF) have a 0.185 level of significance, and Individual Factors (INDF) have a 0.024 level of significance at the accepted significance level of 8% and degree of confidence of 92 percent. As a result, Organizational Factors is the most important factor.

#### 4.5. Testing of The Hypothesis

The acceptance of an assumption is determined via hypothesis testing. It allows you to determine if a population hypothesis is likely to be true or false based on a sample of data.

**Table 18: Summary of Hypothesis Result**

Hypothesis	Result	Significance Level	Reason
H1: INDF is positively and significantly associated with sales performance.	Rejected the null hypothesis	.024	$\beta=0.216$ , $P<0.05$
H2: ORGF is positively and significantly associated with sales performance.	Rejected the null hypothesis	.000	$\beta=0.569$ , $P<0.05$
H3: SOCF is positively & significantly associated with sales performance.	Accepted the null hypothesis	.185	$\beta=0.126$ , $P>0.05$

*Source: Researcher, Survey Data (2021)*

#### **4.6. Response of Interview**

Several variables defined as societal cultural, organizational, and personal factors contributed to the under representation of women in leadership positions, according to an interview administered to HR Directors of cased banks at the head office. Some of them claimed that female employees prioritize home commitments and defer career responsibilities until their children are no longer minors.

When HR Directors were asked about their career paths, the majority of them stated that women in leadership positions must be hard workers with persistence, devotion, and commitment in order to advance in their careers. HR Directors were questioned about the types of impediments that can impede women from rising to positions of leadership. The majority of respondents claimed there are some social hurdles to women being underrepresented in leadership roles at their bank, while others said there are none. Perception and lack of support from employees under their direction, male employers, a lack of network, restrictive working hours, and family responsibilities are just a few of the difficulties identified.

Furthermore, interview participants stated that women in leadership positions may struggle to balance home (particularly child care) and work duties. Managing domestic and work commitments, especially for women managers with children, is not a simple chore. Everyone in the group is married and has children. However, the majority of them agreed that a balance may be struck between the two roles. "It just involves being programmed and building a well-built support system," one HR Director explained.

Five HR Directors said that having support from family members helped them maintain a good work-life balance while also caring for their children. Another HR Director, who has worked for the bank for over two decades, claims to have raised a family while ascending the corporate ladder. These HR Directors also stated that most junior female employees may be concerned that holding a managerial position will prevent them from taking care of their families. As a result, they desist from pursuing such roles.

Hard work, devotion, having the wider picture in mind and focusing on the final results, family support, and some supervisors who notice their hard work were the elements that helped the women obtain managerial positions in the Bank, according to the respondents. HR Directors were also questioned about what they were doing to serve as role models and inspire more women to pursue positions of leadership. Some of them responded that they have been

providing women employees more assignments and requiring them to perform on their own, which has helped the employees to be more committed to their work and motivated.

#### **4.7. Relationship of Findings to the Literatures**

The study's conclusions focused on literary works on factors that contribute to the low representation of women in LP in case banks. There are a number of factors at the individual, organizational, and cultural levels that prevent women from rising to positions of leadership. This would be similar to the findings of Onsongo (2004), Lahti (2013), and Jabeen and Jadoon (2009), who discovered that the barriers to women participating in higher positions were classified at the societal, organizational, and individual levels. Organizational characteristics were judged to have the greatest impact on women's career advancement, according to Lahti's research. Regardless, the findings of the study revealed that, depending on the type and nature of the variables included under each variable, a combination of societal, individual, and organizational factors were the most important contributors to the low representation of women in the Bank's administration positions.

#### **4.8. Discussions of The Findings**

The findings show that three independent factors (INDF, ORGF, and SOCF) are positively correlated with the dependent variable and have a considerable impact on it (PWLP). The findings of the research are largely consistent with those of earlier empirical studies evaluated in this paper, with only a few exceptions. The research findings could be owing to the use of multiple banks as case studies, each with its own set of policies, processes, affirmative action programs, and work cultures.

Organizational characteristics were found to have the greatest impact on women's career advancement, according to Lahti's research. In any event, the findings of the study revealed that a combination of societal, individual, and organizational variables were the most important contributors to the low interest of women in Bank leadership positions, depending on the type and nature of the components included beneath each component.

## CHAPTER FIVE

### 5. SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter contains a summary of the findings, a conclusion, and a few recommendations for advancing women's leadership support. The chapter concludes with suggestions for assisting with the investigation.

#### 5.1. Summary of major findings

The investigation was motivated by the fact that women's numbers in leadership positions are still low, despite the fact that the number of female graduates and initiates within the bank has been increasing, and the case banks are regarded to be break-even with opportunity bosses. The most important findings of the think about are listed below. The discoveries from the study uncovered that lady are in fact moo within the leadership position of the within the case banks. They speak to immaterial numbers of the authority position in Bank. This concurs with reports of a few investigates Oakley (2000) that ladies are less taken an interest in authority position in a few organizations in numerous parts of the world.

- The survey discovered that the majority of women in leadership positions in case banks began their professional development after the age of 26 (Table 4), when a pioneer is deemed more developed and has gained more experience. Since it appears that position and involvement of a pioneer, age is a key statistic for individuals who occupy leadership positions. The majority of female respondents (more than 50%) have family responsibilities while also having a solid academic basis (Table 7).
- Individual, organizational, and societal factors were used to identify the elements that contribute to women's low representation in leadership positions. It was discovered that women's job advancement is influenced by a combination of three factors rather than one alone. Individual, organizational, and societal reasons, according to the respondents (54.3%), have a significant role in the low presence of women in top positions in case banks.

- The research outcome revealed that leadership is still dominated by men in the case Banks. Even though there are female leaders in the Bank nowadays, they still encounter different challenges such as meeting social expectations of their role and balancing their work and the other areas of their lives.
- In terms of organizational variables, the majority of respondents agree that line supervisors' disappointment in expecting women's advancement as their responsibility, a small number of female workers in the pipeline, and unforgiving working hours are organizational components that generally sabotage women's career advancement in the case banks (Table 8).
- Almost all of the HR Directors interviewed stated that women did not plan their professional path at the outset of their careers. In addition, it was revealed that the bank does not provide any specific assistance to women seeking to advance their careers inside the case banks.
- In response to research question one, the study finds that family obligations and the fear of failure in administration are major personal/individual / constraints that make it difficult for women to advance to leadership positions and limit their opportunities in the workplace, as women prioritize family and motherhood (Table 7).

## **5.2. Conclusion**

The conclusion is that mixes of social, organizational, and individual factors influence women's representation in senior positions in the case banks. The findings revealed that dual duties and responsibilities, such as motherhood and balancing work and family, are indeed a challenge in the case banks for women to advance into leadership positions. Furthermore, the findings revealed that societal cultural beliefs, such as gender stereotypes, backward religious practices, and a lack of support, have a significant impact on women's ability to advance into leadership positions.

Women's primary function and responsibility, according to society, is to manage the household and provide care for the family, whereas men are regarded the household's head. As a result, women are expected to prioritize their families over their careers. In terms of organizational challenges, inflexibility, managers' gender preferences in delegating, and adequate affirmative action implementation make it difficult for female bank employees to advance to higher levels of leadership. Individual impediments to women obtaining leadership positions include a lack of confidence, a fear of failure, and a lack of role models.

**5.3.** According to the findings, while women have the capacity and ability to lead at the highest levels of government, a vicious loop of impediments to their leadership trajectory often limits their achievement. Apart from internal constraints, external obstacles such as societal and cultural preconceptions have played a key role in limiting their ability to lead.

## **5.4. Recommendations**

Given the aforementioned findings and conclusions, the following recommendations are presented to highlight the areas that require immediate attention from all stakeholders.

### **At individual level**

- To break out from stereotyped behavior, women must educate themselves and develop their capabilities.
- Even though family devotion is such a significant personal struggle, family members should encourage women to pursue leadership positions.
- Women must set aside time to participate in various networks that can provide conducive environments for learning, sharing, developing relationships, and generating possibilities.
- Women must become conscious of and prepared to meet the socio-cultural beliefs' obstacles and challenges, and they must contribute time and money to strengthen their leadership skills.

### **At the organizational level**

- In this scenario, the management of the banks must evaluate their policies to make them more woman-friendly and to contribute to work-life balance through flexible working practices and child care services for women.
- In order to correct gender imbalance and ensure women's representation, the case Banks must consider affirmative action in its recruitment and selection processes, as well as a clear path to senior roles.
- The situation Different steps should be taken by banks, such as ensuring that more women participate in networking and mentorship. In this instance, banks should set up

coaching programs to help women enhance their communication and interpersonal skills, as well as their personal confidence and leadership abilities.

- Women should be encouraged and supported in their pursuit of leadership roles. Mentoring women by assigning them tasks that allow them to practice leadership is also critical to their preparedness and growth.
- Women who are currently in administration roles should be brought in to the forefront and assigned as mentors. The case banks should set up effective procedures that allow women to exchange and trade ideas and experiences in administration, as organizing and mentoring are both excellent strategies to enhance female leadership.
- Flexible working hours, which can improve both work/life balance and output for both men and women, are needed to improve working practices. As a result, the number of women aspiring to higher leadership roles rises.
- Human Resource Management should be proactive in teaching and assisting women in their professional development. HRM should develop career and succession planning systems, as well as educate women about career advancement at the start of their careers, so that they are encouraged to pursue managerial positions.

#### **At the societal level:**

Because society has been identified as a major contributor to women's underrepresentation in leadership, societal beliefs and culture must be shifted to more democratic attitudes by ongoing effort and awareness creation, which includes: -

- Gender equality must be taught to children in both families and schools.
- The Government needs to make sure that the formulated policies, national objectives and programs are implemented properly.
- The government must also play a proactive role in raising society's awareness of the need to change deeply ingrained cultural beliefs about women's roles by adding gender sensitizing courses into the educational curricula of the country's educational institutions.

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## APPENDICES

### Appendix 1: Questionnaire

#### ADDIS ABABA UNIVERSITY COLLEGE OF DEVELOPMENT STUDIES CENTER FOR REGIONAL URBAN AND LOCAL DEVELOPMENT STUDIES

#### QUESTIONNAIRE TO **Employee in leadership/managerial position in the Bank**

Dear Respondents,

I am pursuing academic research on the topic '**Factors Affecting Women Representation In Leadership Position**': with special reference of Selected Banks in Addis Ababa. The research requires collection of valuable inputs regarding from people who have worked or have experience of the issue.

This questionnaire is an attempt to solicit your opinions regarding on the subject under study and also seeking valuable suggestions to find ways and means for women representation in leadership position in the Bank Industry. Therefore, I request you to kindly take out some times to fill the questionnaire. The information, view, and opinions expressed by you will be kept confidential and be utilized only for research purpose. Your contribution to the research is highly appreciated and acknowledged.

**Address:** Cell phone - +251-911-61-57-00

Email – [adefrism@gmail.com](mailto:adefrism@gmail.com)

#### **General Instructions:**

- ✓ There is no need of writing your name or company name,
- ✓ Please give only one answer for each item.

#### **PART I: General Information**

**Instruction:** Please put a tick (✓) mark in the answer box corresponding to your response

1. Sex

- A. Female                      B. Male

2. Age

- A. 18-25              B. 26-35              C. 36-45              D. 46-55              E. 56 and above

3. Marital Status

- A. Single    B. Married    C. Widowed    D. Divorced

4. Educational level

- A. Diploma / TVET/    B. BA/ BSc.    C. Master's Degree    D. PhD.

5. Year of service at your bank

- A. 1-3    B. 3-5    C. 6-10    D. 11-15    E. 16-20    F. 21-30    G. 31 and above

**PART II:** To measure those factors that affect women's representation in leadership position, please circle the appropriate number to indicate the extent to which you agree or disagree with each statement. Scale measurement: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

No	Dimension	Agree (5)	Neutral (4)	Agree (3)	Disagree (2)	Disagree (1)
<b>Individual Factors (IF)</b>						
IF1	Women have interest in positions of higher responsibilities	5	4	3	2	1
IF2	Women have confidence in being successful in administration	5	4	3	2	1
IF3	In the case banks women have adequate academic qualification	5	4	3	2	1
IF4	Women perceive leadership is given to males.	5	4	3	2	1
IF5	Women fear in succeeding balancing professional work and with family Responsibility.	5	4	3	2	1
IF6	Women employees have the right ambition to be a leader	5	4	3	2	1
IF7	Women leaders have the right communication skills a leader should have	5	4	3	2	1
IF8	Women committed on carrying out family responsibility	5	4	3	2	1
<b>Organizational Factors (OF)</b>						

No	Dimension	Agree (5)	Disagree (4)	Neutral (3)	Agree (2)	Disagree (1)
OF1	There are successful women role models in the hierarchy of the organization	5	4	3	2	1
OF2	There are opportunities to work on challenging, high profile assignments for women advancement in leadership position.	5	4	3	2	1
OF3	There is top management's commitment to implement gender sensitive policies to encourage women	5	4	3	2	1
OF4	There is good perspective /attitudes / by top management towards women in advancing to leadership position	5	4	3	2	1
OF5	There is no enough institutional networks for women employees is a barrier for women advancement	5	4	3	2	1
OF6	There is a support by supervisors to enhance the representation of women in leadership position	5	4	3	2	1
OF7	There is attractive work environment enough to enhance the representation of women in leadership position	5	4	3	2	1
OF8	There is flexible working hours to enhance the representation of women in leadership position	5	4	3	2	1
OF9	Discriminatory promotional practice is a challenge for women advancement	5	4	3	2	1
<b>Societal Factors (SF)</b>						
SF1	Cultural beliefs and attitudes of people towards women role have an impact on women representation in leadership position.	5	4	3	2	1
SF2	Gender stereotype (notion that women are not good leaders ) is the barrier for women representation in aLeadership	5	4	3	2	1

No	Dimension	Agree (5)	Disagree (4)	Neutral (3)	Agree (2)	Disagree (1)
	position					
SF3	Support by family so as to enhance representation of women in leadership position	5	4	3	2	1
SF4	Being a motherhood is the major barrier to participate in leadership position	5	4	3	2	1
<b>Representation of women in leadership position (PWL)</b>						
PWL1	There is support by family so as to enhance representation of women in leadership position	5	4	3	2	1
PWL2	Being a motherhood is the major barrier to participate in leadership position	5	4	3	2	1
PWL3	Immediate supervisor invite women to participate in decision making	5	4	3	2	1
PWL4	Supervisors is willing to delegate women to practice the leadership	5	4	3	2	1
PWL5	Supervisors empower women to participate in decision making	5	4	3	2	1
PWL6	Supervisors coaches women to exercise women leadership skill at the work place	5	4	3	2	1

What do you think are the most contributing barriers for under representation of women in leadership position in IN THE CASE BANKS?

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What remedial actions or solutions do you suggest?

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## **THANKS FOR YOUR COOPERATION!**

### **Appendix II**

#### **Interview Questions for women in leadership/managerial position in the Bank**

**Interviewee's Position:** \_\_\_\_\_

**Date of Interview:** \_\_\_\_\_

1. Personal data: Sex, Education level, Job Experience, Age?
2. How long have you held managerial position?
3. Did you have role models that set an example for you when you joined IN THE CASE BANKS? Women or men?
4. Describe any types of barriers that you have encountered, if any, encountered to obtaining the Leadership position?
5. What challenges, if any, do you face woman to placed on the leadership position?
6. For woman in a demanding position, Which issues are very hard to deal with and why?
7. Did your bank make any change in relation with women to place in leadership position? Your leadership role? Please elaborate.
8. Do you think men and women staffs in your bank are equally interested in Promotion and professional development? if no why?
9. Are you doing anything to be a role model and encourage more women into leadership positions? If so, please specify.
10. What particular traits do you think women in general bring to leadership roles?
11. What do you believe are the main barriers contribute to the underrepresentation of a women in the Leadership position of the Bank and how do you think these can be overcome?
12. If you could give any advice to a female staff aspiring to be a leader, what would it be and why?
13. Do you have any other comments you would like to add?

**Thank you very much!**

**APPENDIX III:**

**FINDINGS FROM RESPONDENTS Questions NF1- to – PLP6 SPSS Analysis Out**

**Put**

<b>Women have confidence in being successful in administration</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	48	28.4	28.4	28.4
	Agree	121	71.6	71.6	100.0
	Total	169	100.0	100.0	

<b>Women have adequate job knowledge</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	19	11.2	11.2	11.2
	Neutral	49	29.0	29.0	40.2
	Agree	100	59.2	59.2	99.4
	Strongly Agree	1	.6	.6	100.0
	Total	169	100.0	100.0	

<b>Women have adequate academic qualification</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	71	42.0	42.0	42.0
	Neutral	67	39.6	39.6	81.7
	Agree	27	16.0	16.0	97.6
	Strongly Agree	4	2.4	2.4	100.0
	Total	169	100.0	100.0	

<b>Females fear failure in administration responsibility.</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Disagree	40	23.7	23.7	23.7
	Agree	129	76.3	76.3	100.0
	Total	169	100.0	100.0	

<b>Women Leaders have the right communication skills</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	19	11.2	11.2	11.2
	Neutral	49	29.0	29.0	40.2
	Agree	100	59.2	59.2	99.4
	Strongly Agree	1	.6	.6	100.0
	Total	169	100.0	100.0	

<b>There are successful women role models in the hierarchy of the organization</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	49	29.0	29.0	29.0
	Neutral	9	5.3	5.3	34.3
	Agree	103	60.9	60.9	95.3
	Strongly Agree	8	4.7	4.7	100.0
	Total	169	100.0	100.0	

<b>There are opportunities to work on challenging, high profile assignments for women advancement in leadership position.</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	9.5	9.5	9.5

	Disagree	43	25.4	25.4	34.9
	Neutral	69	40.8	40.8	75.7
	Agree	41	24.3	24.3	100.0
	Total	169	100.0	100.0	

<b>There is top management's commitment to implement gender sensitive policies to encourage women</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	49	29.0	29.0	29.0
	Neutral	9	5.3	5.3	34.3
	Agree	103	60.9	60.9	95.3
	Strongly Agree	8	4.7	4.7	100.0
	Total	169	100.0	100.0	

<b>There is good perspective /attitudes / by top management towards women in advancing to leadership position</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	49	29.0	29.0	29.0
	Neutral	9	5.3	5.3	34.3
	Agree	103	60.9	60.9	95.3
	Strongly Agree	8	4.7	4.7	100.0
	Total	169	100.0	100.0	

<b>There is enough institutional networks for women employees is a barrier for women advancement</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	71	42.0	42.0	42.0
	Neutral	64	37.9	37.9	79.9
	Agree	31	18.3	18.3	98.2
	Strongly Agree	3	1.8	1.8	100.0
	Total	169	100.0	100.0	

<b>There is a support by supervisors to enhance the participation of women in leadership position</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	47	27.8	27.8	27.8
	Neutral	2	1.2	1.2	29.0
	Agree	119	70.4	70.4	99.4
	Strongly Agree	1	.6	.6	100.0
	Total	169	100.0	100.0	

<b>There is attractive work environment enough to enhance the participation of women in leadership position</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.6	.6	.6
	Disagree	14	8.3	8.3	8.9

	Neutral	47	27.8	27.8	36.7
	Agree	103	60.9	60.9	97.6
	Strongly Agree	4	2.4	2.4	100.0
	Total	169	100.0	100.0	

<b>There is flexible working hours to enhance the participation of women in leadership position</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.8	1.8	1.8
	Disagree	58	34.3	34.3	36.1
	Neutral	63	37.3	37.3	73.4
	Agree	39	23.1	23.1	96.4
	Strongly Agree	6	3.6	3.6	100.0
	Total	169	100.0	100.0	

<b>Discriminatory promotional practice is a challenge for women advancement</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	49	29.0	29.0	29.0
	Neutral	9	5.3	5.3	34.3
	Agree	103	60.9	60.9	95.3
	Strongly Agree	8	4.7	4.7	100.0
	Total	169	100.0	100.0	

<b>Cultural beliefs and attitudes of people towards women role have an impact on women participation in leadership position.</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	19	11.2	11.2	11.2
	Neutral	49	29.0	29.0	40.2
	Agree	100	59.2	59.2	99.4
	Strongly Agree	1	.6	.6	100.0
	Total	169	100.0	100.0	

<b>Gender stereotype is the barrier for women participation in leadership position</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	71	42.0	42.0	42.0
	Neutral	67	39.6	39.6	81.7
	Agree	27	16.0	16.0	97.6
	Strongly Agree	4	2.4	2.4	100.0
	Total	169	100.0	100.0	

<b>Support by family so as to enhance participation of women in leadership position</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	40	23.7	23.7	23.7
	Agree	129	76.3	76.3	100.0

	Total	169	100.0	100.0	
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<b>Being a motherhood is the major barrier to participate in leadership position</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	19	11.2	11.2	11.2
	Neutral	49	29.0	29.0	40.2
	Agree	100	59.2	59.2	99.4
	Strongly Agree	1	.6	.6	100.0
	Total	169	100.0	100.0	

<b>There is support by family so as to enhance participation of women in leadership position</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.8	1.8	1.8
	Disagree	60	35.5	35.5	37.3
	Neutral	63	37.3	37.3	74.6
	Agree	29	17.2	17.2	91.7
	Strongly Agree	14	8.3	8.3	100.0
	Total	169	100.0	100.0	

<b>Being a motherhood is the major barrier to participate in leadership position</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	47	27.8	27.8	27.8
	Neutral	2	1.2	1.2	29.0
	Agree	119	70.4	70.4	99.4

	Strongly Agree	1	.6	.6	100.0
	Total	169	100.0	100.0	

**Immediate supervisors invite women to participate in decision making**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.6	.6	.6
	Disagree	28	16.6	16.7	17.3
	Neutral	46	27.2	27.4	44.6
	Agree	91	53.8	54.2	98.8
	Strongly Agree	2	1.2	1.2	100.0
	Total	168	99.4	100.0	
Missing	System	1	.6		
Total		169	100.0		

**Supervisor is willing to delegate women to practice the leadership**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	75	44.4	44.4	44.4
	Neutral	47	27.8	27.8	72.2
	Agree	43	25.4	25.4	97.6
	Strongly Agree	4	2.4	2.4	100.0
	Total	169	100.0	100.0	

**Supervisors empower women to participate in decision making**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	19	11.2	11.2	11.2

Valid	Disagree	34	20.1	20.1	31.4
	Neutral	46	27.2	27.2	58.6
	Agree	48	28.4	28.4	87.0
	Strongly Agree	22	13.0	13.0	100.0
	Total	169	100.0	100.0	

Correlations					
		INDF	ORGF	SOCF	PWLPF
INDF	Pearson Correlation	1	-.031	.783**	.306**
	Sig. (2-tailed)		.689	.000	.000
	N	169	169	169	168
ORGF	Pearson Correlation	-.031	1	-.009	.567**
	Sig. (2-tailed)	.689		.912	.000
	N	169	169	169	168
SOCF	Pearson Correlation	.783**	-.009	1	.298**
	Sig. (2-tailed)	.000	.912		.000
	N	169	169	169	168
PWLPF	Pearson Correlation	.306**	.567**	.298**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	168	168	168	168
**. Correlation is significant at the 0.01 level (2-tailed).					