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ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

COLLEGE OF BUSINESS AND ECONOMICS

**ASSESSMENT OF FACTORS AFFECTING WOMEN PARTICIPATION IN
LEADERSHIP IN THE CASE OF ETHIOPIAN AIRLINES**

*A Research Project Submitted to the Office of Graduate Studies Presented in Partial
Fulfillment of the Master of Business Leadership*

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Addis Ababa, Ethiopia

Declaration

I, Betelhem Shimelis, declare that this project paper has never been presented by anyone before and that this paper titled “**Assessment of factors affecting Women Participation in Leadership in the Case of Ethiopian Airlines**” is my original work. I confirm that the intellectual contents of the work are the result of my own efforts and no other person. The paper was guided by my advisor Abeba Beyene Mengistu (PhD) and every material used during the preparation of this paper have been properly cited and listed on the reference.

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Statement of Certification

I certify that Betelhem Shimelis has carried out this research entitled “Assessment of factors affecting Women Participation in Leadership in the Case of Ethiopian Airlines” under my guidance. The research paper is submitted in partial fulfillment of the requirements for the Degree of Master of Business Leadership.

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CASE OF ETHIOPIAN AIRLINES**

By: Betelhem Shimelis

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Abstract

Women participation in the workforce plays a significant role for country's growth and development, and their participation in leadership contributes a lot in increasing the performance of an organization. However, women involvement in leadership role is inadequate all around the world in almost every industry and in Africa the difference increases. In general, the Ethiopian framework has been a masculine organizational context. This study is performed on one of the biggest industries and aims to assess factors hindering women from participating in leadership and forward some possible recommendations for solving the problems identified through the study. To perform this study descriptive survey was adopted and primary data source was used, which is structured questionnaires and interview. The questionnaire was distributed to 136 employees of the company selected randomly from different sections that have at least worked in Ethiopian Airlines Group for five years. The data was then analyzed using statistical package for social sciences (SPSS26). The method of analysis used for this research is descriptive statistics such as frequencies, mean and percentages. The result was presented using tables, percentages and figures. The main findings of the research are that women are underrepresented in Ethiopian Airlines and organizational factor is the major factor taking the highest share of the result followed by socio-cultural factor and then personal factor. In general, the study found that organizational factors like top management commitment and support, policies and practices of the company, and personal/individual factors like self-image, self-confidence and personal belief, as well as a lack of supervisors' recommendation to compete for higher positions, obstruct women's upward growth the most. Women's professional success is also hampered by societal considerations.

Keywords: Women leadership, participation, underrepresentation, factors, Ethiopian Airlines

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Acronyms and Abbreviations

AAUW	American association of university women
AFRAA	African Airlines Association
CAPA	Centre for Asia Pacific Aviation
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CEO	Chief executive officer
ETG	Ethiopian Group
FDRE	Federal Democratic Republic of Ethiopia
GCEO	Group chief executive officer
HCM	Human capital management
HR	Human Resource
HRM	Human resource management
IATA	International Air Transport Association
IPU	international Parliament Union
KPI	Key performance indicator
MD	Managing director
MRO	Maintenance repair and overhaul
NGO	Non-governmental organization
OSCE	Organization for Security and Co-operation in Europe
SPSS	Statistical Package for Social Sciences
UK	United Kingdom
UN	United nation
VP	Vice President
WEDO	Women's environment and development organization

CHAPTER ONE

INTRODUCTION

This chapter represents an overview of the research. It covers the background of the study topic, statement of the problem, research question, and objectives of the study, significance of the study, limitations of the study, organization of the research work and definition of terms. Each of the subtopics is discussed in detail as follows.

1.1 Background of the Study

Social scientists, organizational and political psychologists, and others have long been fascinated with leadership. Leadership is a difficult topic to define. However, it has been characterized in a variety of ways by different researchers. Weick (1995), defines leadership as "symbolic action," which means that leaders engage in "sense-making" on behalf of others and build social consensus around issues. According to Hogg & Knippenberg (2003) Leadership is a social influence process in which a leader enlists the abilities and efforts of other members of a group, i.e. followers, to complete the group's chosen task. Gender does not play a role in leadership. It is a collection of leadership attributes that are either natural or fostered in people who grow into great leaders with a large following. Leaders can be either men or women.

Women's leadership is not a new concept; women have always been leaders. Women rulers may be found in practically every culture and every period, from Egypt's pharaohs to England's queens (Catherine Hill, 2016). Despite this, men leaders outweigh female leaders in almost every situation (Catherine Hill, 2016). Women have led social movements. For example, renowned women like Sojourner Truth and Harriet Tubman worked bravely for African American liberation (Ngunjiri, et al., 2012). Native American women formed their own women's clubs in the early 1900s to learn things that they had been denied access to due to their gender and ethnicity Tetzloff (2007). In 1995, Rosa parks lead the Montgomery bus boycott in which African Americans refused to ride city buses in Montgomery, Alabama, to protest segregated seating (Facing history and ourselves, 2006). Moreover, they have led social change in such diverse settings as the peace movement, consumer unions, education reform Keohane (2012), and the civil rights movement Barnett (1993).

Women's participation and leadership is a basic human right. International human-rights treaties and conventions such as the Convention on the Elimination of All Forms of Discrimination

Against Women (CEDAW), UN (2014) the Beijing Platform for Action, and the third Sustainable Development Goal on gender equality, recognize that women have the right to participate equally with men at all levels and in all aspects of public life and decision-making, whether it is deciding how the household income is spent or determining how the country is run, and such conventions commit signatories to realizing this goal. Despite these commitments to promoting gender equality in formal structures of representation and decision-making, women continue to be under-represented in all areas of decision-making and face significant barriers to their full and equal participation in the structures and institutions that govern, and directly affect, their lives.

Some of the many actions taken to tackle this gender inequality include the passage of the Equal Pay Act of 1963 and the Civil Rights Act of 1964 which made Gender discrimination in hiring and compensation illegal. Proponents of these Acts hoped that once the doors of workplace opportunity were opened for women, they would, in a short time, acquire the requisite experience to rise to positions of prominence in American businesses. However, in the 1980s, the popular press, including The Wall Street Journal and Adweek, began using and popularizing the term the glass ceiling, when journalists noted that some 15 years after gender discrimination was made illegal, women were still not ascending to the top jobs. Later, in 1991, a study by the U.S. Department of Labor confirmed that women and other minorities experienced a host of career barriers at many hierarchical levels in organizations (Hoobler, 2011).

The United Nations General Assembly adopted the Convention on the Elimination of All Forms of Discrimination Against Women on December 18, 1979, which states that (UN, 1979).

The Nairobi Forward-looking Strategies for the Advancement of Women during the Period from 1986 to the Year 2000 Reaffirm the global challenge regarding the status of women and provide a framework for renewed dedication by means of the international community to the development of ladies and the elimination of gender-primarily based discrimination (un, 1986).

The other is The Beijing Declaration and Platform for Action which was the outcome of the Fourth World Conference on Women, held in Beijing, China, in September 1995 which included representatives of 189 Governments and participants more than 30,000 people focusing on 12 critical areas of concern: poverty; education and training; health; violence; armed conflict; economy; power and decision-making; institutional mechanisms; human rights; media; environment; and the girl child with a visionary agenda of Women empowerment (UN, 2014).

In addition to being an essential human rights, research has also found that more women in leadership roles predicts Alemayehu (2020) higher job satisfaction and commitment to the organization, for people of all genders. But for all the benefits of women in leadership, barriers still remain. Women's presence in significant numbers in elected bodies and in economic institutions can result in more equitable policy outcomes because it is likely to encourage policy makers to give more attention to issues affecting women, such as equal pay, better conditions of employment, child-care, violence against women, and unpaid labor (Anon., 2008). And economic policies are also more likely to acknowledge the value of unpaid caring work (most of which is done by women) as an economic asset to be maintained and developed.

Despite the aforementioned actions a study done by women in politics 2020 ranking women globally in executive, government, and parliamentary positions in 193 countries, Women serve as Heads of State or Government in only 22 countries, and 119 countries have never had a woman leader. Just 10 countries have a woman Head of State, and 13 countries have a woman Head of Government and only 21% of government ministers were female, and only 14 countries had 50% or more female cabinet members (UN, 2020).

Despite the FDRE constitution Article 35/8 and the National women's policy clearly stating women shall have a right to equality in employment, promotion, pay and transfer of pension entitlement (FDRE, 1995). The Ethiopian context has been by large a masculine organizational context (Gobaw, 2015). The share of women in all areas of life is very insignificant owing to various cultural and political factors that long-lived in the country for many years in the past. Women in Ethiopia have suffered for many years from lack of access to ownership, leadership and decision-making opportunities (Gobaw, 2015). Comparing the positions of men and women in professional positions in Ethiopia, women occupy only 29% while men occupy 71% of the professional positions (Gobaw, 2015). More specifically research data show that only about 2% of the general management and decision-making positions are held by women while the 98% is held by men.

Some of the barriers that hinder the growth of women into independent leaders include the proverb called glass ceiling which refers to the existence of intangible and unacknowledged impediments that obstruct the advancement of women, Professional Competency which refers to stereotypical view of gender role considers women less competent than men, Gender disparity which is based on the premises that women and men are unequal and women are less powerful than men and maintaining work-life balance is also a great barrier to women leadership. Another major challenge

for women is the distinct lack of female role models at the highest corporate levels (Szakal, 2020). Despite this Women are gradually making their leadership presence felt in entrepreneurship, administration, education, engineering, health, etc. at regional, national, and global levels. Women are now resolved to break the traditional glass ceiling that barred them from entering leadership positions even if they possessed requisite skills and talent to occupy them. But still, women continue to be vastly under-represented in decision-making in politics, businesses, and communities.

Even though in ETG women are well represented in the workplace, the ratio of men to women participation in leadership has a significant difference which shows that men have dominated in leadership areas while women have lesser participation.

It is well noted that the world as well Ethiopia agrees on the significant contribution of women. But this idea is not well addressed in ETG to increase the participation of women into higher level management in various departments and working areas. Therefore, this study has tried to investigate the major factors that are the barriers for women's success in growing to higher level leadership position in ETG.

1.2. Background of the Organization

Ethiopian Airlines (Ethiopian) is the leading and most profitable airline in Africa (Ethiopian Airlines, 2016). Formerly Ethiopian Air Lines Group (ETG) and often referred as simply Ethiopian, is Ethiopia's flag carrier Hofmann (2017) and is wholly owned by the country's government. ETG was founded on 21 December 1945 and commenced operations on 8 April 1946, expanding to international flights in 1951. The firm became a share company in 1965 and changed its name from Ethiopian Air Lines to Ethiopian Airlines. The airline has been a member of the International Air Transport Association since 1959 and of the African Airlines Association (AFRAA) since 1968. Ethiopian is a Star Alliance member, having joined in December 2011. The company slogan is The New Spirit of Africa.

Its hub and headquarters are at Bole International Airport in Addis Ababa, from where it serves a network of 125 passenger destinations, 20 of them domestic and 44 freighter destinations. The airline has secondary hubs in Togo and Malawi (CAPA, 2012). Ethiopian is Africa's largest airline in terms of passengers carried, destinations served, fleet size, and revenue. Ethiopian is also the world's 4th largest airline by the number of countries served (The economist, 2016).

Ethiopian have an objective of providing safe, reliable and profitable air transport services for the passenger and cargo as well as other aviation related services and the vision of ETG. By 2025, ETG's objective is to be Africa's most competitive and leading aviation group, delivering safe, market-driven, and customer-focused passenger and cargo transportation, aviation training, flight catering, MRO, and ground services and having a mission to become Africa's leading aviation group by providing safe and reliable passenger and cargo air transportation, aviation training, flight catering, MRO, and ground services with a quality and price "value proposition" that is always better than its competitors, to ensure being an airline of choice for its customers, an employer of choice for its employees, and an investment of choice for its owners through fulfilling its corporate social duties and providing critical global air connectivity, to contribute positively to the socioeconomic development of Ethiopia in particular and the countries in which it operates in general. than its competitors, to ensure being an airline of choice to its customers, employer of choice to its employees and an investment of choice to its Owner, to contribute positively to socio economic development of Ethiopia in particular and the countries to which it operates in general (Ethiopian Airlines, 2021).

In addition to that Ethiopian has values that put safety as a priority. The company stated its value as “Ethiopian is a high-performing and learning organization that is constantly improving, innovating, and sharing information. We accept change because it provides opportunities for progress, and we constantly seek out and implement the finest ideas, regardless of where they come from. Employees that display honesty, respect for others, candor, and teamwork are recognized and rewarded. Act in an open and transparent manner, and be goal-oriented, creative, and innovative. Zero tolerance for indifference, inefficiency, and bureaucracy should be adopted. Encourage the free flow of information in all directions and always look for ways to improve and We treat our clients the same way we want to be treated and are continually looking for ways to make doing business with us easier.”

In 2014 IATA ranked Ethiopian as the largest airline in Africa in revenue and profit. Over the past seven decades, Ethiopian has been a pioneer of African aviation as an aircraft technology leader. Ethiopian is currently implementing a 15-year strategic plan called Vision 2025 that will see it become the leading airline group in Africa with seven strategic business units. Ethiopian is a multi-award-winning airline, including SKYTRAX and Passenger Choice Awards in 2015, and has been registering an average growth of 25% per annum for the past ten years.

As of November 2017, the CEO of Ethiopian Airlines is Tewolde Gebremariam. The airline, which is wholly owned by the Government of Ethiopia, has traditionally been unfettered by government intervention, even during times of significant turmoil and domestic hardship.

Ethiopian Airlines is a full-service carrier that operates with a business model that includes offering a range of pre-flight and on-board services with the price of the ticket. This include, checked baggage, in-flight meals and multiple service classes, such as first-class, business class, economy class, etc. Its operations typically include both passenger and cargo services, and frequent flyer programmes are on offer. Ethiopian offer domestic, international, long haul and short-haul flights (Ethiopian Airlines, 2021). Based on report of the company in November 2019 the number of employees of Ethiopian airlines is 14,156 having 4726 women employees.

1.3. Statement of the Problem

To expand and compete in a dynamic market, any business organization obviously requires strong leaders of both genders. Numerous international declarations have already been made to combat gender inequality around the world. Ethiopia has made substantial legal and sociological strides in the area of gender equality in the last two decades, such as the 1993 National Policy on Women and the Ethiopian Society of Population Studies (2008), in order to foster equality between men and women in all aspects of life. In addition, Article 35 of the country's Constitution stipulates gender equality in work, involvement in policy and decision-making, property acquisition and management, and the right of women to plan families. The government's dedication in this area has resulted in considerable increases in female education and involvement in the workforce. Despite these efforts and achievements, women continue to lag behind men when it comes to leadership role in most organizations. Diversity in leadership is good for business. For example, a Harvard Business School report on the male-dominated venture capital industry found that “the poorer the profitability of their assets, the more similar the investment partners are.” In fact, firms who boosted their number of female partner hires by 10% witnessed a 1.5 percent rise in overall fund returns and 9.7% more profitable exits on average each year (Charlton, 2018).

In the aviation industry, IATA, which represents 290 airlines and 82% of global air traffic, reported that the proportion of women holding CEO roles in aviation hovered around just 3%, as compared to 12% in other industries (Taylor, 2019). Ethiopian Airlines is the largest industry in Ethiopia as well the largest airlines in Africa and one of the top employers in Ethiopia. Although the number of both female and male employees of the airlines increased over time, the representation of

women in leadership positions remained limited. Employee number of Ethiopian airlines is 14,156 having 4726 women employees. As the number represents, the ratio of women to men is 34 % to 66%. ETG have 497 leaders including tier 1 level management like the Group CEO (GCEO), VP's and tier 2 level management including Managing Directors (MD), directors and managers and only there are 84 women leaders representing only 16.9% of the management team. The senior managements which include vice presidents, managing directors and directors are 65 and women represent only 10%.As the numbers show, in ETG women are well represented in the workplace, but the ratio of men to women in leadership position has a significant difference which shows that men have dominated in leadership areas while women have lesser participation.

It is clear that the industry and ETG as a part of the industry need to tackle disparity both because it is the right thing to do and because it is in its own self-interest. In a competitive and changing world today organizations need to focus on their resources to be at the top. Ethiopian airlines have many competitors and as well it needs to keep its brand and image to the highest standard. In order to dig more into the problem and figure out how, in spite of the effort being done, the number of women on top leadership position is still unsatisfying; more researches need to be done on different sectors. Women's journey to higher professional advancement is a lot more difficult and challenging than that of men. There are different researches done in the country on regards to factors affecting women participation on leadership position. Researches have been done on the private and public organizations in the country. So far, the researcher could not find studies on the Aviation industry and specifically on Ethiopian Airlines and its representation of women on senior leadership position. In addition, there are only very few researches in the country that consider "women employee" as a unit of observation. Therefore, the purpose of this study is to assess the factors contributing to underrepresentation of women in leadership positions of the airline and to further suggest remedial action for improving women's participation in leadership positions of the company.

1.4. Research Question

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

- What socio-cultural factors contribute to the underrepresentation of women in leadership position in ETG?
- What organizational factors contribute to the underrepresentation of women in leadership position in ETG?

- What personal factors contribute to the underrepresentation of women in leadership position in ETG?

1.5. Research objective

1.5.1 General objective of the research

The general objective of this study is to assess the factors that affect women's participation in leadership positions at Ethiopian airlines.

1.5.2 Specific objective of the research

The specific objectives of the study are: -

- To assess the socio-cultural factors like women involvement in the education & professional work and gender stereotyping that hinder women's participation in leadership position.
- To assess organizational factors like lack of women in senior positions, recruitment and hiring practices, policies that avoid gender gap, lack of recommendation from manager to be the successor and flexible work schedules that affect women's participation in leadership position in Ethiopian Airlines.
- To assess if the factors that hinder women from leadership is related to personal factors like Self-image, self-confidence and personal belief, Attitude towards leadership, and women's readiness in terms of education and work experience.

1.6. Significance of the Study

This study is aimed to assess factors that limit the number of women in leadership position in ETG. By tracing the major factors that hinder women from going forward into leadership position, the findings can be considered as an input in policy making regarding the gender mix, employee development and succession planning of the airline.

Therefore, this study will have a tremendous contribution in many aspects. One of its intentions is to help women that want to make a difference in the community, in their profession, by participating in decision making and taking leadership role. It shows what the major obstacles they will face and opportunities they encounter along their journey. And by giving them insight to the real work life situation and giving some recommendation, the research has an impact on the women that aspire to become a leader and influence their community. It also helps to inform key decision makers

in the company to look at the findings and use it for the benefit of the company and its employees. In addition, this research gives a light for further studies and contributes to the society as being a reference for further studies in the field.

The findings from this study may assist the management of the ETG in developing strategic HR planning and can be used as an input for formulating policies and implementing the existing one related to gender issues to enhance gender equality in leadership position. The study would benefit women in recognizing the factors that influence their career advancement and manage these factors accordingly.

1.7. Scope (delimitation) of the Study

Even though ETG operates at local, regional and international hub, the scope of the study is limited to assessing the factors affecting the underrepresentation of women in leadership role in its headquarter (Bole International Airport). The study focused on exploring the major factors that contribute to the underrepresentation of women in leadership positions of Ethiopian Airlines. The variables that are considered as the major factors are socio-cultural, organizational and personal factors. The research used a quantitative approach to assess the factors affecting women participation in leadership using primary data collected from purposively selected samples and secondary data from HR of ETG. This research was conducted for three months and the study used descriptive method of analysis only. Among the total of 1441 female employees who have at least five years of experience at ETG the researcher selected out 136 females.

1.8. Limitation of the Study

As the scope of the study is limited to women employees without any managerial position, the variables identified to analyze the challenges and prospects of women may not be exhaustive enough to address all factors as the women employees are going to talk about the challenges they face in their perspective as the women who were able to attain the managerial position are not included. In addition to that ETG is international company operating regionally and internationally but the research only focused on employees in the head quarter Bole International Airport and the factors that hinder them from participating in leadership while working in international market and different working culture.

1.9. Organization of the study

The study is organized in such a way that it consists of five chapters. The first chapter, an introduction part covers background, statement of the problem, study objectives, research questions,

significance and scope of the study. The second chapter presents review of related literatures while research design and setting of the research duly presented in chapter three. The fourth chapter provides the presentation of the collected data and discussion of the results. Finally, Chapter five, is the concluding chapter, which comprises the summary, conclusion, and recommendations that are drawn depending on findings of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

A review of related literature in the subject matter is presented in this chapter. Literatures that support the research objectives and the research problem are reviewed. The literature review focused on original sources such as journals, books, thesis and dissertations. The chapter is divided up as follows: theoretical literature review discussed about the meaning and concept of leadership, general situation of women: population & literacy level, the relationship between gender and leadership style, women in the leading positions in global, in the aviation industry and the African case. Various literatures on women in the airlines industry and in Ethiopian airlines, the identified barriers to women participation in leadership: societal, organizational and individual/personal factors are reviewed as an empirical review.

2.1 Theoretical Literature Review

2.1.1 Overview of Leadership

The process by which one person influences the views, attitudes, and behaviors of others is known as leadership (Yalem, 2011). Leaders provide guidance for the rest of us; they assist us in seeing what lies ahead; they assist us in visualizing what we might accomplish; and they motivate and excite us. Leadership is defined as the ability to persuade others to accomplish something meaningful that they would not have done otherwise. It's about motivating others to work toward a common objective. Leadership, according to Yukl (2006, p.8), is “the process of persuading others to understand and agree on what needs to be done and how it should be done, as well as the process of assisting individual and communal efforts to achieve agreed objectives.” Leadership is often employed as a universal solution to any societal issue. Only through the relationships and perceptions of the employees involved can leadership exist (Yukl 1994). In order to define leadership, it is of major importance to understand relationship (Kouzes & Posner 1995).

Leadership is a process in which one person influences the rest of the group in order to achieve stated organizational or group goals (Byers, 1997). Theoreticians' idealistic view of the phenomena of leaders is as follows: leaders must be able to confidently direct and depict the vision, and everyone must be willing to trust that this leader is capable of achieving the goal (Kouzes & Posner 1995). Most of the time men play this role. The terms "leadership" and "status" should not be used interchangeably. It is not quite like that status stands apart from a leader, however, very often position

brings along only symbolic values and traditions which do not increase the role of a leader (Gardner 1990). For example, a nation awaits the appointment of a manager to lead the State, but his or her high position does not guarantee that his or her leadership would be successful. A position or job in an organization has a value, importance, or reputation associated to it. Although these two concepts are often confused, a leader is not the same as a manager. An example of authority can be used to show the differences between the roles of a manager and a leader. Weber (1947) links authority with legitimacy. People will willingly embrace leadership if they believe it is authentic. Legitimacy and optional recognition have shaped authority and leadership, and if leadership loses its legitimacy, so does the ability to manage. Leadership obedience is more voluntary than obligatory. Kotter (1988) defines governance as planning, organizing and controlling, while leadership includes creation of a vision and formation of relationships (Bolman & Terrence 1997). Managers promote stability while leaders head for innovation, press for change and find motivation in their employees to complete their tasks. For example, Bennis Warren (1985) finds that managers do things right, but leaders do the right thing (Gardner 1990).

2.1.2. Women in Leadership

In the twenty-first century, any institution, whether it is a community or an organization, cannot function effectively without women's equal involvement in leadership activities. Women contribute a perspective to businesses and teams that encourages competition and collaboration. Organizations led by inclusive leadership teams make effective judgments that produce greater results in today's world. The ability to collaborate, connect, empathize, and communicate are crucial leadership traits in the twenty-first century. All these characteristics are feminine in nature and can contribute to the creation of a more sustainable future.

Many studies demonstrate that businesses led by women do better financially. Women's leadership is critical for accelerating societal development at home and at work. Women leaders are more likely to bring work and family together, resulting in a more engaged and promising personal and professional future. Gender balance in leadership is critical because meaningful advancement requires a range of viewpoints in leadership positions.

2.1.3. Leadership Development of Women: The Global Case

According to Francis (2015), women began to enter the labor in substantial numbers in the 1960s and 1970s in the United States of America. Recent evidence, however, indicates that women

are not as successful as men in reaching the highest levels of organizations. Despite the fact that women make up 46% of the workforce in the United States and 40% of all management and supervisory positions, they make up fewer than 5% of senior management. The variables that contribute to low representation, as well as potential solutions, have been the subject of extensive investigation. Alvaro , et al., (2001) claim that gender differences, gender discrimination, and structural systemic discrimination are to blame for the discrepancies. External activities should be explored as routes for development when women's development chances within work organizations are limited. Professional groups are common and have been highlighted as potential sources of external visibility, competence acquisition, mentors, and role models for women seeking success in their careers (Rusaw, 1995) cited in Francis (2015). Anecdotal information suggests that women's professional organizations provide unique developmental opportunities. According to Adams (2010) cited in Francis (2015), in a study carried out on 60 professional women, professional organizations enabled women to better evaluate where they were career wise in order to get emotional support, to balance isolation of work and to find mentors and sponsorship.

2.1.4. Leadership Development of Women: African case

Several barriers impede women's participation in leadership in Africa. All obstacles revolve on income disparity. Inequality in income distribution and opportunities exists, as is well accepted in most African countries, with large discrepancies in employment between men and women. For example, most women work in low-profile positions. Women's participation in politics and public service is at an all-time high. In Kenya, for example, just nine (about 20%) of 44 women who ran for parliament in 2002 were elected. Women's representation in the House of People Representative has been less than 20% for several years. Women are clearly underrepresented in key government jobs such as diplomats, permanent secretaries, and district commissioners. The judiciary is not forgotten. There has never been a female Chief Justice in Africa (Daily Nation, 2010). Full equality necessitates a new understanding of who we are and how we interact with one another, an understanding that will compel us to restructure our lives and, as a result, our society.

2.1.5. Women's Leadership in Ethiopia

Even if women's formal involvement in the highest leadership positions was technically closed, literature shows that women have played vital roles as community organizers and activists in times of war and peace around the world. Emperor Minilik's (1877-1913) first formal wife, Bafena,

and second legal wife, Empress Taitu, played an outstanding role in Ethiopian women's history, accomplishments, and remarkable leadership role. For example, Taitu served as the Emperor's senior counselor, with particular clout in the realm of foreign affairs. She is well-known in history for her patriotism and unwavering commitment to Ethiopia's freedom (Meaza, 2009). These historical facts illustrate that, despite their achievements and established leadership ability, Ethiopian women have never had an easy time ascending to formal political power.

Women have the right to full consultation in the formation of national development plans, the design and implementation of projects, particularly when initiatives affect women's interests, according to Article 35(6) of the FDRE constitution. The FDRE administration has established numerous increasing instruments to promote equal participation of women in every 15 topic of the nation's decision-making positions, the most promising and binding of which is the FDRE constitution, which has ever existed in the country's history. Despite some efforts, women's participation in leadership and decision-making positions remains low in comparison to their male counterparts (Endale, 2014). This can be seen in a variety of ways. For example, the proportion of women in the parliament, which is entitled to be the nation's highest policy-making body, though it may appear to be increasing from time to time, it is still negligible, according to information obtained from the International Parliament Union (IPU), in 2005 National election women accounts 21.3%, where as in 2010 national election, their number has increased to 152(27.8%) out of the total 547 seats of HPR members, with compared to Rwanda (56.3%), and South Africa of which they accounts for 44.5% and others.

2.1.6. Gender Equality

Gender equality means that people of all genders are free to pursue whatever career, lifestyle choice, or abilities they wish without fear of being discriminated against. Their gender has no bearing on their rights, prospects, or access to society. Gender equality does not imply that everyone receives the same treatment. Their various wants and desires are equally valued. For this reason, gender equity is frequently discussed alongside gender equality. Men have many advantages because society has historically favored men. Equity fills in the gaps, allowing women and minorities to “catch up” to men. It targets societal inequity and injustice for equality to become a reality (Human Rights Careers, 2019).

Gender equality is not just a basic human right, but also a prerequisite for a world that is peaceful, affluent, and sustainable. Over the last few decades, progress has been made: more girls are

attending school, fewer girls are being coerced into early marriages, more women are serving in parliament and in positions of leadership, and laws are being modified to promote gender equality. Despite these gains, many challenges remain: discriminatory laws and social norms persist, women continue to be underrepresented at all levels of political leadership, and one in every five women and girls aged 15 to 49 report experiencing physical or sexual violence by an intimate partner in the previous year (UN, 2016).

2.1.7. Effects of Gender on Leadership

Gender plays a key impact in establishing leadership roles and deciding the quality of services provided by businesses. Gender refers to men's and women's social characteristics, such as conventions, relationships, and roles. According to studies, people's attitudes toward gender differ from one society to the next and are vulnerable to change with time. People are instilled with behavior and conventions by society, such as relationships between people of opposite sex or workmates. People's activities and techniques to dealing with issues, as well as leadership responsibilities, are influenced by gender structures, relationships, and societal positions. Essentially, gender and leadership decisions have a substantial relationship that should be addressed in order to ensure smooth operations in a business. Leadership refers to a set of talents that entails an individual's capacity to lead people toward a common goal (Yaqoub, 2018).

Essentially, gender and leadership decisions have a significant relationship that must be addressed in order for a firm to run well. Leadership is a set of skills that comprises a person's ability to lead others toward a common objective. The promotion process entails a series of assessments to identify the best candidate for a vacant post. As a result, both men and women concentrate on developing necessary attributes in order to be considered for advancement into top leadership roles. Gender equality and gender balance in leadership are based on decisiveness, intelligence, and honesty, according to research. The purpose of this study is to address the theoretical approach to gender and leadership, as well as gender variations in decision-making, gender and time management, and the variables that undermine women's leadership effectiveness (Yaqoub, 2018).

2.1.8. Barriers to Women's Participation in Leadership and Strategies to Overcome Them

Many obstacles limit women's capacity to participate on an equal basis with males and to hold positions of leadership, regardless of whether they are poor or not, but impoverished women are

disproportionately affected. Institutional gender bias as well as the organization of political and economic systems pose a challenge to all women seeking equitable participation and contending for leadership positions. Other key hurdles for all women include skepticism and mistrust of women's abilities to lead, as well as stereotypes and prejudices regarding their role in society and their lack of fitness for leadership roles and decision-making (Hoare & Gell, 2009).

Women who are poor confront a variety of additional challenges. Lack of education and low literacy make it difficult to obtain information, and they frequently erode the confidence and abilities required to participate in public life, whether at the village, community, municipal, or national level. Lack of financial means limits impoverished women's prospects and confidence in vying for and holding leadership positions, as well as preventing them from purchasing childcare for dependents, which is often necessary to allow them to balance active public and private lives. Women are also less likely than men to have the social and professional networks, contacts, and experience that are expected of public leaders (Hoare & Gell, 2009).

Women in poverty bear the brunt of family reproductive labor, which in many cases includes collecting fuel and water, as well as planting subsistence foods to feed their families (Bleiweis, et al., 2020). As a result, time is a valuable resource. Participating in public decision-making beyond their immediate survival needs may appear to be an impossible extra load for disadvantaged women. Traveling to meetings or forums may be difficult due to restrictions on women's mobility, which may be cultural, legal, or the result of women's personal worries of confronting violence and harassment if they leave the protection of their own communities. Women seeking official positions of power face fewer campaigning possibilities as a result of this. Furthermore, poverty-stricken women face unique gender-related risks and vulnerabilities as a result of circumstances such as HIV, disability, and gender-based violence, all of which exacerbate their incapacity to participate on an equal footing with men. Conducting various types of 'gender audits,' such as research into how a particular issue or policy affects women's well-being, as detailed in the Philippines case study (relating to trade liberalization), or a participatory needs assessment, as carried out by Oxfam GB's partner Sawt el-Amel in Israel (to determine how women were affected by the Wisconsin Plan, a new 'women-friendly' policy) (Hoare & Gell, 2009).

In broad terms there are three areas which need to be tackled overcoming structural barriers. These are encouraging and supporting women to take up leadership roles or participate in decision-making on an equal footing with men, supporting women and men to carry out leadership roles which

challenge inequalities of wealth and power, and recognize and promote women's rights (Hoare & Gell, 2009).

2.1.9. Women Participation in Different Sectors

Economic institutions

Women continue to be under-represented in decision-making in institutions at the local, national, and international levels in the field of economics and finance. Only 14 % of finance ministers in government (28 out of 193 countries) are female (Mutume., 2006). Women are underrepresented in international institutions that impact economic and social policies in poor nations. Women make up roughly 20% of leadership employees at the World Bank and the International Monetary Fund, and less than 10% of governors (WEDO, 2002). Women are also underrepresented at the upper levels of business, with only 25 of the top 1000 global businesses being led by a woman. As a result, the growing role of the private sector in development does not appear to be improving women's empowerment. Despite women entering many previously male-dominated economic professions, the gender division of labor remains extremely substantial at the household and community levels, both within and outside the home. Women bear the brunt of unpaid reproductive labor and caring responsibilities at home, limiting their ability to be active beyond the home and to influence economic decisions within it.

Women's contributions to agricultural production and processing are typically overlooked or devalued in many poor rural homes. If women work outside the home, they are more likely to labor in low-status, informal-sector employment with limited benefits and protection. Women still earn far less than men in the formal sector. Despite accounting for approximately 40% of the worldwide paid employment, women only make up 26% of global income. Women's status will continue uncontested as long as they have little or no influence in the organizations and institutions that regulate or control the economy (UN, 1995).

On the plus side, women's income and job opportunities have greatly expanded in compared to men's during the last few decades, and they have demonstrated extraordinary success in running their own enterprises all over the world (Reynolds, 2018). Despite this, women are underrepresented in business as managers, owners, and entrepreneurs. Unless they are devoted women's co-operatives, even labor unions, co-operatives, and other producer groups, which are supposed to safeguard and represent the rights of all workers, have few women in positions of power. Because trade unions are

overwhelmingly male dominated, the interests and goals of women workers are frequently overlooked. The types of labor that women do, as well as the frequent precariousness of their employment conditions, may make it difficult for them to get support from traditional trade unions and influence their programs (Hoare & Gell, 2009).

Political institutions

Women now have the right to vote in practically every country. Despite this, there are still shockingly few women in positions of political power. Only 17.4% of national political representatives are female globally, and only 15 of 193 nations have achieved 30% female representation in national governments (Inter-Parliamentary Union., 2007). Furthermore, women hold only 3.5 % of senior ministerial positions globally, implying that women now have minimal influence at the highest echelons of government (Women Kind, 2007). Women are conspicuously absent from regional and sub-regional government organizations, which frequently play a key role in deciding access to crucial services and resources. Women from low-income families and ethnic or other minority groups (based on their sexual identity, (dis)ability, or HIV status, for example) are disproportionately underrepresented in formal political organizations (Adams, 2010).

There are, nevertheless, hints of progress. The average share of women in national legislatures has nearly doubled since 1995. In some places of Africa, significant progress has been made. Six African countries (excluding the Scandinavian countries) now have higher profiles for women's representation than Europe/OSCE (Organization for Security and Co-operation in Europe) countries (Inter-parliamentary union, 2006). Women heads of state, such as Ellen Johnson-Sirleaf in Liberia and Michelle Bachelet in Chile, have recently come to power, indicating a rising acceptance of their legitimacy. Bachelet's election, in particular, gives reason for optimism, as she campaigned on a pro-gender equality and women's rights platform. This agenda is currently being translated into policy initiatives that promote women's rights in Chile, such as expanding child-care options for low-income moms and passing laws allowing emergency contraceptive access (Hoare & Gell, 2009).

Civil-society institutions

Because of women's historic lack of presence in formal government and the structural barriers they face in entering the political sphere, many women have sought leadership positions within civil-society organizations, as a means of finding alternative ways to forge the changes and obtain the responses they seek (Clisby, 2005). In an example from Israel and the Occupied Palestinian Territories included here, poor Israeli-Arab women who are marginalized within their own

communities, as well as within Israeli society more generally, have been able to secure influence through their activism within a civil-society organization campaigning on rights for the unemployed. However, even in NGOs and community-based organizations which claim to represent ‘the community’, women are much less likely to be leaders than men, and women’s shared interests are less likely to be on the agenda. Community-based organizations may also end up being dominated by the interests of more powerful, wealthy members of the community, again marginalizing poorer women’s priorities and experiences. Women have founded their own organizations in response to this, yet these are often sidelined from policy processes involving civil-society organizations, and again, may reflect the interests of women who are already in relative positions of influence and power, rather than those lower down the social scale(Hoare & Gell, 2009).

2.1.10. Facts and figures: Women’s leadership and political participation

Even though many people believe that gender inequality is a relic of the past, the findings of the Beijing Plan of Action's 25-year review show that we are still far from fulfilling the promises made in 1995. The world needs to recognize that we are not there yet, and that gender discrimination persists in both the public and private sectors. Digging at women's engagement in political and public life — women have had the right to vote and be elected for more than a century, and despite much discussion about expanding the number of women in political and administrative leadership posts, little has changed. Women in leadership positions are becoming more prevalent nowadays, yet there are still a small number of female leaders around the world.

The Inter-Parliamentary Union (IPU) ranks the number of women in national politics every year in its Global Ranking. Only 14 of the 193 United Nations (UN) members have a woman in the highest position of executive power, accounting for less than 10% of the males in power, according to the results released in October 2020. Women now make up 24.9 percent of parliamentarians, which is more than twice as high in 1995. (11.3 percent). Rwanda has been the outspoken leader of this transformation in recent years. More than 60% of the women in the country's parliament are women. Cuba, Bolivia, and the United Arab Emirates, all of which have a 50% participation percentage, have also been at the top. Women currently make up 19 of the more than 300 world leaders and prime ministers.

There are now five female heads of state and three female prime ministers in the European Union (EU). There are now just five female world presidents outside of the EU. In other parts of the world, there are two female global presidents in the Caribbean, five in Asia, two in Oceania, two in

Africa, one in Central Asia, and none in South or North America. Also, according to a recent McKinsey research on power and decision-making, more women are getting elected: this year, women hold 25.2 percent of parliamentary lower-house seats and 21.2 percent of cabinet positions, compared to 24.1 percent and 19 percent last year.

It is critical to recognize that gender disparity continues to exist in the twenty-first century, despite severe direct and indirect impediments. To increase the number of women in politics, we must overcome cultural biases and stereotypes; a mindset shift is required. Sexism and the focus on female politicians' appearances is a hindrance. There are various things we can do to help push this shift, such as increasing our own awareness and prejudice so that we can critically evaluate social, cultural, and educational inequalities. The third step is to actively promote equal opportunities for advancement to leadership positions. Society should consider if they are ready to give women their vote of confidence, rather than whether they are ready to give women a key position. Perhaps this pandemic will aid in the eradication of the stigma. (Soroptimist International, 2020).

In 2020, the Global Gender Gap score (based on the population-weighted average) stands at 68.6%. This means that, on average, the gap is narrower, and the remaining gap to close is now 31.4%. This year the progress has not only been larger than in the previous edition, but also more widespread: out of the 149 countries and economies covered both this year and last year, 101 have improved their score and 48 have seen their performance unchanged or reduced. In fact, the top 10th percentile consists of 16 countries that have improved their score by more than 3.3% year-on-year.

Based on the report Ethiopia stands 82nd and has closed 70.5% of its gender gap to date. It has achieved full parity on its Health and Survival sub index and has attained the 16th position globally in terms of Political Empowerment. Almost half (47.6%) of ministers are women, and a woman was elected president in 2018. In addition, 38.8% of parliament seats are occupied by women. Despite these remarkable results, women still suffer from underdevelopment in health services. For instance, every year 400 mothers out of every 100,000 die giving birth, and only 27% of births are attended by skilled health personnel. Further, Ethiopia is struggling to progress on gender parity in education (85.0%, 140th) and economic opportunities (56.8%, 125th). Investments in human capital are insufficient in general, but women are even more penalized than men. Only 44% of women and 59% of men are literate, and almost 20% of girls and 12% of boys are not receiving formal primary education. At higher levels of education, participation is even lower: only 5.2% of women and 10.9% of men graduating from high school attend university. Delays in preparing the talent pool also

translate into low employment performances. Labour force participation is skewed towards men: 87.8% of men are in active employment versus 77% of women. Wages and income are low in general, and gender gaps are still significant (51% and 42% of the wage and income gender gaps are yet to be closed). Women are also a minority among skilled workers (32.6%) and managers and senior officials (26.5%). Despite the fact that legislation does not restrain women from accessing assets, there are still some limitations for women who belong to some ethnic or social groups, which leads to a relatively low number of female entrepreneurs (16.5%) in general (World Economic Forum, 2020).

Women's equal participation and leadership in political and public life are essential to achieving the Sustainable Development Goals by 2030. However, data shows that women are underrepresented at all levels of decision-making worldwide and achieving gender parity in political life is far off (UN women, 2021). The following facts are given by UN and 193 countries have been ranked with different criteria and the figures are shown as follows:

Women in executive government positions

Women serve as Heads of State or Government in only 22 countries, and 119 countries have never had a woman leader (UN Women, 2021). At the current rate, gender equality in the highest positions of power will not be reached for another 130 years and just 10 countries have a woman Head of State, and 13 countries have a woman Head of Government out of 193 countries (Vogelstein & Bro, 2021). Out of 193 countries ranked, only 21% of government ministers were female, and only 14 countries had 50% or more female cabinet members (UN, 2020). Gender parity in ministerial positions will not be realized before 2077, based on a 0.52 percentage point annual rise. Family/children/youth/elderly/disabled are the five most popular portfolios held by women ministers, followed by Social affairs, Environment/natural resources/energy, Employment/labor/vocational training, and Women affairs/gender equality (UN, 2020).

Women in national parliaments

Women now make up 25% of all national lawmakers, compared to 11% in 1995 (Union, 2020). Out of 193 countries, Only four countries have 50% or more women in single or lower houses of parliament: Rwanda (61%), Cuba (53%), Bolivia (53%), and the United Arab Emirates (50%). A total of 19 countries, including nine in Europe, five in Latin America and the Caribbean, four in Africa, and one in the Pacific, have attained or exceeded 40%. (UN, 2020). Gender quotas—either statutory candidate quotas or reserved seats—have been implemented in more than two-thirds of these countries, allowing women to participate in national parliaments. Women make up less than 10% of

legislators in single or lower houses in 27 countries around the world, with four single/lower chambers having no women at all (UN, 2020). Gender parity in national legislative bodies will not be realized before 2063 at the current rate of progress. Women hold more than 30% of legislative seats in Latin America and the Caribbean, Europe, and Northern America. Women make up less than 17% of national parliaments in Northern Africa, Western Asia, and Oceania. Women's representation is the lowest in the Pacific Island States, where they hold only 6% of seats and are not represented in any of the three legislatures. (UN, 2020).

Women in local government

Women make up 2.18 million (36%) of elected members in local deliberative bodies, according to data collected from 133 countries. Only two nations have achieved 50% female representation in local government, with another 18 countries having more than 40% (United Nations Global SDG Database, 2020). Regional variations are also noted for women's representation in local deliberative bodies, as of January 2020: Central and Southern Asia, 41 %; Europe and Northern America, 35 %; Oceania, 32 %; Sub-Saharan Africa, 29 %; Eastern and South-Eastern Asia, 25 %; Latin America and the Caribbean, 25 %; Western Asia and Northern Africa, 18 %.

2.1.11. Women leadership in airlines industry

CAPA report

CAPA performed a research in 2010 on the situation of airline gender diversity around the world, posing the question, "Why don't women manage airlines?" Every year around this time, we go back to take another look. A decade ago, a research found that 18 airlines throughout the world were run by women, with the conclusion that "velocity of change" was required. CAPA has had a number of panel discussions on the subject at its Summits across the world since then.

Fast forward to present, and the bad news is that the number of female airline CEOs hasn't improved in a decade and has decreased. Only 12 airlines have a female CEO, president, or managing director today. That is hardly a statistic with which the industry can be pleased. Senior airline executives have often stated the obvious necessity to embrace the capabilities that half of the population has to give. There is, without a doubt, more to the issue of women in the airline industry than just the top job. There is no more evident evidence of success than the aviation industry as a lightning rod for broader gender representation. Regrettably, there is scant evidence that we have made any (CAPA, 2020).

IATA report

Women hold only 3% of senior management positions in the airline sector, according to the International Air Transport Association (IATA), as compared to 12% in other industries. For some companies, it's about regulatory compliance or corporate social responsibility; for others, it's about gaining a competitive advantage. However, the aviation industry has one of the worst gender balances of any industry. At the executive level, the paucity of females is very noticeable.

The current status of women in one of the most critical segments of the travel industry—airlines. The airline industry, it seems, continues to have one of the most prominent disparities among gender. Female pilots, for instance, are overwhelmingly underrepresented at just 10 % of the pilot population.

To say there is a scarcity of women in aviation would be an understatement. Yet, women have made some noteworthy and important strides in this arena as well, that are worth recognizing today. The first female CEO of a major airline company was appointed in December. [Air France tapped Anne Rigail](#) to be their new leader, marking a huge historical moment. Rigail is the first woman to lead a major airline.

[North America](#) meanwhile, has the largest proportion of women in senior aviation roles at 16 %, while female representation is lowest in the Middle East. According to a Bloomberg article, several airlines are working aggressively to enhance worker diversity. Senior management of Qantas Airways Ltd. is now 40% female, including the leaders of the international and frequent-flier loyalty divisions. Joanna Geraghty was named president and chief operating officer of JetBlue Airways in May. As a result of the promotion, she is now the highest-ranking female executive of a major US airline. Tammy Romo is the chief financial officer of Southwest Airlines, and several other women are executive vice presidents of U.S. airlines. Jane Garvey was just appointed chairman of United Continental Holdings Inc. Kristin Colvile, a former Delta executive, was named CEO of carrier alliance SkyTeam in June. While all of these high-profile actions are encouraging, when the narrative is broken down into statistics and percentages, it is evident that the industry's lack of diversity remains a major issue that will require significantly more attention in the future years. “At AirHelp, we are looking forward to the day when female and male pilots are equally represented,” said Natalia Laskowska, vice president of operations at AirHelp, the world's leading air passenger rights company. “Today, only 8% of pilots are female, and with Boeing projecting the airline industry will demand

637,000 more pilots over the next 20 years, we are looking forward to the day when female and male pilots will be equally represented,” she said(Taylor, 2019).

2.2. Empirical Literature Review

The following is empirical literature reviewed by the researcher about different researches that has been done related to women leadership, participation and underrepresentation. It represents several factors that has been an influence for women to be leaders in different companies and are discussed as follows:

2.2.1. Factors Affecting Women Leadership

According to some recent studies, men and women have different leadership styles as a result of biological differences. Women are portrayed as a weak sex who struggle with inferiority complexes due to social and cultural projections. As a result, women in organizational or political leadership have been viewed as lesser people than males. Attitude drivers, gender roles, decision-making, and time management are all elements that can be studied to better understand the issue. Various theories are also employed to support the contributing components of gender influences on leadership (Yaqoub, 2018).

Socio-Cultural Factors for Underrepresentation of Women in Leadership

Traditionally, society sets the standards and expectations in all facets of one's life, preventing people from pursuing their goals (Mirza & Jabeen, 2011). Women are often seen as family care givers in many parts of the world, and their professional job takes a back seat, which is a constraint. Men, on the other hand, are typically given the label of "breadwinner" as the family's primary breadwinner. Because socio cultural issues are hidden in a country's culture and tradition, changing how people think, interpret, and accept the gender issue is a tough and time-consuming task (Elsi, 2013). There is still a sense that gender concerns might be significant roadblocks to women's career development. Socially accepted standards dictate that women's suitable behaviors should be nurturing, loving, and cooperative, especially in developing countries, and that it is less appropriate for women to be aggressive or pushy in obtaining merited developmental or promotional opportunities (Eagly and Carli cited by Hanna 2015).

Tigist (2015) identified time spent socializing in society, household responsibilities, lack of support for child care, low access to education and enrolment of women, and the absence of gender

policy at the country level as some of the challenges and factors preventing women from occupying leadership and management positions in Ethiopian financial sectors. The study also suggested that policymakers work on ensuring that women have equal access to education and training from an early age.

In her study to identify the elements that contribute to the underrepresentation of women in leadership positions, Hanna (2015) listed family commitment as one of the reasons. The same study recommends continual effort and awareness creation, campaigning for gender equality, devising and executing supportive policies and national objectives, strengthening government involvement in society awareness, and sensitizing gender awareness workshops in the country's educational curriculum.

Worku (2017) found that long-standing societal traditions prevented women from competing with men for equal opportunities in terms of professional and academic development, regardless of organizational practices, in his study to identify the challenges and gaps facing executive women in Ethiopian public institutions. As a result, men and women have unequal prospects to hold executive management roles. The survey also found that family responsibilities and socio-cultural influences prevent women from progressing up the corporate ladder.

Dina (2019) examined several aspects in her study to analyze the practice of gender equality and women's participation in leadership, including attitudinal bias in terms of defining gender issues as a concern for women solely and specialized jobs that were originally designated for men. Gender analysis and focusing on gender awareness are offered as solutions to such a gap. Furthermore, job equity, human rights, access to affordable day care, and reproductive rights legislation and policies have a significant impact on women's capacity to develop in the workplace. (Diversity Institute, 2012). Despite government efforts, the number of women in decision-making positions in Ethiopia remains low. Many traditional views and cultural attitudes about women's role and status in Ethiopian culture prevent women from progressing in their careers, particularly in the country's rural areas. Regardless of their profession or degree, a working woman's household responsibilities and childcare are still considered her responsibility. According to Haregewoin (2003), societal inequality is one of the impediments that prevents women from growing. On the other side, a female leader's ability to balance and efficiently execute their obligations necessitates dedication and devotion (Worku, 2015).

Women spend their time outside of the home, despite their social commitments, new employment opportunities, and increasing financial burdens to meet the required demand in covering

the cost of living, while the number of men willing to share unpaid work - the household responsibility has rarely increased (Bahiru et al. 2018). Women's successes are hampered by societal discrimination in stereotyping based on gender, which creates a psychological barrier that limits the number of women in leadership positions, which has an impact on their performance (Oswald cited by Bahiru et al., (2018).

Organizational Factors for Underrepresentation of Women in Leadership

Women's professional advancement is influenced by organizations and their corporate culture, which includes expectations, attitudes, and values that are widely shared in the workplace. According to Elsi (2013), organizational culture, which has a significant impact on the organization's performance and the individuals who work there, can be characterized in a variety of ways and have a variety of features. In addition, if the organization is confronted with new trends, changes in the business world, or a change in leadership, the culture may shift. Women's access to and advancement in the workplace is hampered by organizational structures (Fagenson, 1990; Jabeen and Jadoon, 2009). The socio cultural or systemic issues are reflected in organizational and institutional behaviors. Gender stereotyping, unfair recruitment and assignment, limited training opportunities, a lack of women-friendly policies, a lack of flexible work arrangements, the absence of women from decision-making bodies, and a lack of networking and mentoring opportunities are some of the organizational factors that obstruct women's aspirations to leadership positions (Jabeen & Jadoon, 2009). These hurdles may differ dramatically from one company to the next.

Gender bias in recruitment, succession planning, promotion, and appraisal, according to studies, prevents women from ascending to leadership roles. In her research, Oakley (2000) identified corporate policies as a primary barrier to women's career advancement. She highlighted that male favoring during recruiting, retention, and advancement contributes to gender imbalance. Similarly, the International Labour Organization (ILO) (2004) identified corporate culture as a major factor in women's lack of representation in management and leadership positions, stating that it restricts women's career advancement and, in particular, the lack of family-friendly policies in the workplace, forces them to prioritize their family life over paid work. According to studies, women must do much better than their male counterparts in order to be perceived as equally competent (Heilman & Eagly, 2008).

Furthermore, leadership jobs sometimes entail long hours, late meetings, and last-minute requests, which can conflict with the duties that women have at home (Diversity Institute, 2012). One

of the problems limiting women's job advancement is a lack of family-friendly policies in the workplace, as they are more responsible for childcare and family commitments.

Personal Factors for Underrepresentation of Women in Leadership

Individual factors are one of the factors that influence women leadership engagement. The accomplishments of female leaders in recent years demonstrate that they have the ability to make significant developmental decisions that affect national and worldwide advancement (Pew research center, 2015). Despite their exceptional leadership qualities, women are underrepresented in government and industry. Attitude, self-confidence, and the professional environment have all played a role in the low proportion of women in leadership positions.

Building Network. The technique by which an individual can create relationships and gain knowledge about others is referred to as networking. It's also a means for women to seek leadership positions through networking more effectively. Access to powerful networks is critical for progressing up the leadership hierarchy, according to AAUW (2016). Some studies have revealed that the social capital generated by networking with powerful leaders is even more crucial for promotion than job performance, according to AAUW (Eagly & Carli, 2007; Hewlett et al., 2010). According to Arimi Angela (2013), networking can help a person acquire visibility for his or her identity and services to a company or organization. Furthermore, he noted that these exposures will allow a person to be identified by leaders such as school sponsors, education officers, and political figures who are involved in the appointment of secondary school principals and board of governors. Women are natural networkers, according to the author, but they are hesitant to use them for fear of being stigmatized as fakes or "schmoozers." As a result, they are unable to take advantage of the benefits that networking provides. In every aspect of life, a person's ability to connect with people defines his or her success.

Self-confidence/Esteem. According to psychologists Coopersmith (1967), self-esteem is "the judgment that someone forms and keeps about himself: it displays an attitude of approval and reveals the amount to which an individual considers himself to be capable, relevant, successful, and deserving." According to Patel (2013), a big issue is women's confidence, which includes both their conviction in their own skills and their ability to communicate confidence. The majority of women believe they are equally capable as their coworkers, while the majority of males believe they are more capable than their coworkers (Eagly2003).

Fear of Balancing Work and Family Responsibility. One of the individual issues that prevents women from taking on leadership roles is the fear of juggling work and family responsibilities. Work-life balance, according to Smith and Roebuck (2013), is a word used to describe workplace policies that acknowledge and attempt to meet employees' requirements in balancing their home duties and work lives. The authors went on to say that, in most cases, managerial positions are marked by work overload, lengthy working hours, and frequent travel. Sundareson (2014) claims that when a woman applies for a job in any business, she must consider other aspects of her life first, such as her interests, personal relationships with others 16, and her family. The authors went on to say that most women are unable to manage or maintain a balance between their responsibilities and expectations at home. According to Mahasha (2016), initiatives targeted at providing individuals and companies with work-life balance services have been popular in the present day to overcome the fear of balancing work and family responsibilities.

According to Downes and Koekemoer (2011), the work-life balance policies are categorized into five:

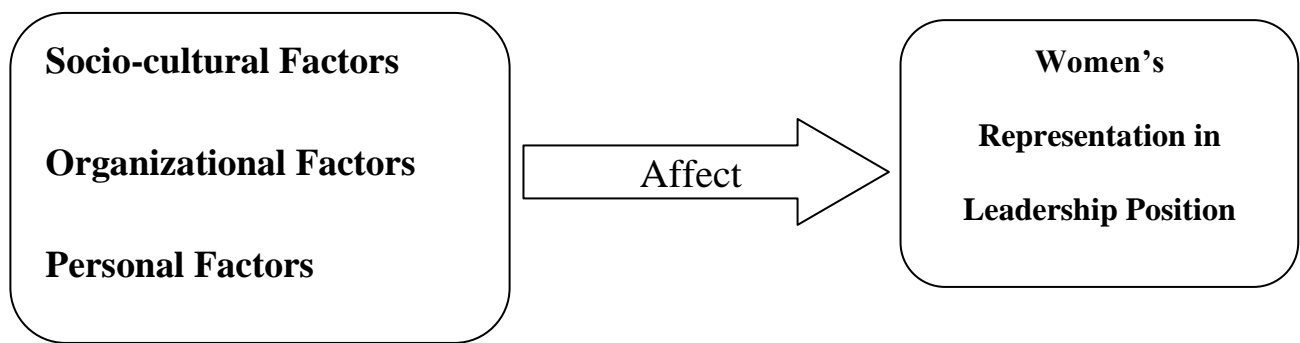
- Flextime schedule: It is indicating that an employee has the right to choose a working schedule to suit her, including tea breaks, lunch time, and time for knocking off. But these arrangements are subjected to management's approval.
- Flexi place or telecommuting means that employee may opt to work some days from home or any place other than the organization's premises.
- Job sharing means that two or more people can share duties in one position in order to allow individuals to have flexi-times to attend to non-work roles.
- Sabbatical leave or career breaks is when employees are allowed to take some time off work to advance their careers.
- Part-time flexi place implies that employees can work one to three days per week, at their location of choice subject to management approval

Attitude. Women's submissive attitude toward leadership reveals some levels of incompetence that affect leadership capacity. An individual's attitude influences their perspective of leading others and providing solutions to complex problems. Women learn feminine chores at a young age, according to the gender role theory, and this effects their mental attitude and future employment. According to Appelbaum, et al., (2003), attitude leads to the belief that certain individuals are better leaders than others in society. In some positions, women's negative perceptions of leadership

contribute to inefficiencies and incompetence. Furthermore, because attitude is intimately linked to motivation, low morale displayed by female leaders promotes a drab atmosphere and a slow pace of work for juniors in an institution (Yaqoub, 2018).

2.3. Conceptual Framework

A conceptual framework is a written or visual representation of an expected relationship between variables. Variables are simply the characteristics or properties that you want to study. The conceptual framework is generally developed based on a literature review of existing studies and theories about the topic.



Source: own construct based on reviewed literature (Berhanu, 2020)

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter outlines the methodological approach of the study adopted to achieve the objectives stated in chapter one. It focused on the study design, data collection instruments, sampling and sampling techniques as well as the data analysis methods.

3.1 Research Setting

This research was conducted on Ethiopian Airlines head quarter, Bole International Airport in Addis Ababa. Primary data was collected from employees of the company's head quarter and secondary data was collected from HR of ETG regarding the policies and written documents available and relevant for the research.

3.2 Research Approach

The research used quantitative and qualitative or mixed approaches to assess the factors affecting women participation in leadership position in Ethiopian Airlines. Quantitative research was used to gain a deeper understanding and generalized fact of the research problem by gathering standardized, factual and less personal information while qualitative research approach was used to do in-depth insight on the factors that affect women participation in leadership in ETG and elaborate information from a small purposefully selected sample.

3.3 Research Design

The study used descriptive research design in need of assessing the factors preventing women employees of the Airlines from advancing to leadership. A descriptive study, according to Sekaran (2003), is conducted to determine and describe the features of the variables of interest in a circumstance. This is a fact-finding study with acceptable and accurate findings interpretation. The researcher thought that descriptive research was the most appropriate method to use because this study was focused with finding the variables inhibiting fit women employees of ETG from ascending to leadership.

3.4 Population and Sample

3.4.1 Population of the Study

The sampling frame for the study is all female employees of Ethiopian Airlines that have a work experience of at least 5 years as it is one of the requirements to be in the pool of succession and to be assigned to a leadership position in any department. The total number of this group is 1441 female employees having work experience more than 5 years from total of 4726 women employees and 14155 total employees.

3.4.2 Sample Size Determination

For populations that are large, Cochran developed the Equation given below to yield a representative sample for proportions.

$$n_0 = \frac{Z^2 * p(1-p)}{e^2}$$

Which is valid where n_0 is the sample size, Z^2 is the abscissa of the normal curve that cuts off an area α at the tails ($1 - \alpha$ equals the desired confidence level, e.g., 95%), e is the desired level of precision, p is the estimated proportion of an attribute that is present in the population. The value for Z is found in statistical tables which contain the area under the normal curve (Cochran, 1963). In order to estimate the sample size, we need approximate values of p_1 and p_2 . The values of p_1 and p_2 that maximize the sample size are $p_1=p_2=0.5$. Thus, if there is no information available to approximate p_1 and p_2 , then 0.5 can be used to generate the most conservative, or largest, sample sizes.

Because the number of populations of Ethiopian is large, but the variability in the proportion is not known the research adopted equation 2 to find out sample size; therefore, assuming $p=0.5$ (maximum variability). Furthermore, suppose we desire a 95% confidence level and $\pm 5\%$ precision. The resulting sample size is demonstrated in Equation 2.

$$\text{Sample size} = \frac{\frac{Z^2 * p(1-p)}{e^2}}{1 + \left(\frac{Z^2 * p(1-p)}{e^2 N} \right)}$$

N = population size •

e = Margin of error (percentage in decimal form)

z = z-score associated with a level of confidence,

p = Sample proportion expressed as a decimal

The z-score is the number of standard deviations a given proportion is away from the mean. To find the right z-score to use, refer to the table below:

Table 3.1: Z-Scores for Commonly Used Confidence Intervals

<i>Desired confidence level</i>	<i>z-score</i>
95%	1.96
99%	2.58

Source:(Sullivan, 2017)

Then the sample size for this research is calculated as follows:

Substituting the numbers, we will have

$$\text{Sample size} = \frac{\frac{1.96^2 * 0.5(1-0.5)}{0.08^2}}{1 + \left(\frac{1.96^2 * 0.5(1-0.5)}{0.08^2 * 1441}\right)} = 136$$

Having 95% confidence, Z-score of 1.96, sample proportion 50%, population size of 1441 female employees having work experience more than 5 years and Ethiopian citizens from total of 4726 women employees and 14155 total employees and a margin of error of 8%, the total number of respondents that participated for the research were 136 employees.

3.4.3 Sample Design

Probability sample selection was used to conduct the study. And under this type simple random sampling technique was used to select the samples from the member of the population which are 1441 female employees in numbers.

3.4.4 Sampling Technique

The study involved Addis Ababa international airport within the city of Addis Ababa. For purposes of the current study, the sampling frame list was obtained from HR. The participants were selected from different department using simple random sampling with the help of excel to filter one respondent randomly from each department from the total of 1441 female employees that were

eligible for management position. As the study's main target is to assess the factors affecting women from reaching the top of the ladder in organizational structure, the population was narrowed down to the number of women who have stayed in ETG for at least 5 years, who have enough exposure and the minimum requirement to assume supervisory or managerial positions.

3.5 Instrumentation (Data Collection Instrument)

To achieve the objective of the study, primary data was collected from the respondents using a structured questionnaire. The questionnaire has three parts. In part I – demographic data for the study variables was collected using nominal scale/instrument, part II – is a 5-point Likert scale on factors affecting women's participation data through three different variables was collected using interval scale and part III - consists general questions which is close-ended questions which also used nominal scale of measurement.

Interview was also used to gather data from HR and HCM department to understand further about the company's policy, efforts done by the airlines and to hear about the factors from the company's side and few female managers were interviewed to investigate the challenges they have faced while climbing the ladder to management position in ETG.

3.6 Data Distribution and Collection Procedures

To accomplish the objective of this study, data was collected from both primary and secondary sources in two phases. Primary data is collected through structured questionnaires, which was distributed for employees of ETG using google form and distributed the link to fill the form through their email. And after the respondents fill the questionnaire the responses will be directly delivered to the researcher. As a secondary source of data different published as well as unpublished organization documents, such as HR data and other documented sources from web site of the airline were considered in addition to books, articles, published reports, journals related to the research topic.

3.7 Validity and Reliability

Validity. Validity is another property or characteristics of the dependent variable that describes the measuring tool or questionnaire is described as valid when it measures what it is supposed to measure. This study considered, reliability, as an indicative measure where a measure has good reliability, it is said to be that the data is exactly as it should be. Furthermore, the data respondents provide on their perceptions of the factors restricting the number of women in leadership

positions is measured by face validity for the construct of interest. The questionnaire also checks the content validity by covering the most evident issues affecting the participation of women in leadership positions, as indicated by the literature studied.

Reliability. Cronbach's Alpha, developed in 1951, is one of the most widely used reliability (internal consistency) estimators in both pure and practical research. The correlation between distinct items of the same test determines an instrument's internal consistency. This correlation shows if a group of items that are designed to measure the same construct have similar results. Internal consistency can range from zero to one when Cronbach's Alpha is calculated using correlations between all pairs of items. A common rule is that an alpha of 0.6-0.7 suggests an acceptable level of dependability, and an alpha of 0.8 or above indicates a very good level of reliability. Values greater than 0.95, on the other hand, aren't always excellent because they could indicate redundancy (Hulin, 2001). As a result, a reliability analysis was undertaken using Cronbach's Alpha to analyze the dependability of each variable. The overall values were in between the permitted threshold of 0.6 - 0.7, according to the results. As a result, = 0.660 represents acceptable construct dependability, indicating internal consistency.

The source of the items used to measure the variables of the study and their reliability analysis results is presented in the following table:

Table 3.2: Summary of Measures

No.	Study Variables	Source of Items (scale or Instrument source)	No. of Items in the Scale	Cronbach's Alpha Results
1	Socio-cultural factors	(Berhanu, 2020)	18	.611
2	Organizational factors	(Berhanu, 2020)	22	.649
3	Personal factors	(Berhanu, 2020)	24	.720

3.8 Methods of Analyses

This study specifically used quantitative method in order to provide an extensive explanation on the subject matter. Based on the number of responses obtained from female employee's data captured from the questionnaires was analyzed using the Statistical Package for Social Sciences (SPSS), and descriptive analysis was used as a method of analysis as descriptive analysis is a reliable method of identifying which variables have impact on a topic of interest to help the researcher to assess which factors affect women participation in leadership in ETG. In addition, descriptive

statistics; such as tables, figures, percentages, graphs and charts are used to analyze and present results. The significance level of results obtained from the analysis were tested to check whether the results obtained from the sample are statistically significant to make inference and generalize about the total population.

3.9 Ethical Consideration

Throughout the research process, the researcher promises to follow ethical and morally acceptable procedures. The data was obtained based on the respondents' free will and consent, as well as a clear statement of the study's goal and objective. The same was clearly communicated on the introductory part of the data gathering instrument to enable respondents to understand the purpose of the study, respond with full consent, and respond without mentioning their name or unique identification in order to assure respondents that their response is solely for academic purposes and has no connection with their profession.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

The objective of the study is to assess factors that affect women presentation in leadership in Ethiopian Airlines. This chapter gives a quick overview of the study's overall procedure and results. The findings of this investigation have led to the following conclusions. In the subsequent sections of this chapter, recommendations based on the study's findings, as well as other research areas, are detailed.

4.1 Response Rate of Respondents

In order to undertake this survey, a sample of 136 sample female employees of ETG were selected to participate and questionnaire were distributed to them. Particularly, the women that are currently working at non-managerial positions in different departments of the airline having an experience above five years and a KPI more than 3 participated in filling the questionnaires. As a result of the distributed questionnaires, 117 (86.02%) were returned as valid and hence utilized for further analysis.

4.2 Demographic Background of the Respondents

Descriptive statistics using frequencies was used to analyze the demographic characteristics of the respondents and hence the result of the analysis is described in detail in the below table hereunder:

Table 4.1: Demographic Characteristics of Respondents

No.	Items	Response	
		Frequency	Percent
1.	Gender		
	a. Female	117	100
	b. Male	0	0
	Total	117	100%
2.	Age		
	a. Below 25	1	.9
	b. 25-30	40	34.2
	c. 31-40	50	42.7
	d. 41-50	23	19.7
	e. Above 50	3	2.6
	Total	117	100%
3.	Service years in Current Position		
	a. 5-10	80	68.4
	b. 11-15	17	14.5

	c. 16-20	13	11.1
	d. 21-25	6	5.1
	e. Above 25	1	.9
	Total	117	100%
4.	Marital status		
	a. Single	48	41.0
	b. Married	69	59.0
	c. Divorced	0	0
	d. Widowed	0	0
	Total	117	100%
5.	Educational level		
	a. Diploma	5	4.3
	b. Degree	80	68.4
	c. Masters	32	27.4
	Total	117	100%

Table 4.1 presents the demographic characteristics of the respondents. Looking at the respondent age class, participants in the age group of 31-40 years are the majority with 42.7 % of representation followed by those in 25-30 years which accounted for 34.2%, those between 41-50 years are just 19.7%, those above 50 are 2.6% and below 25 is 0.9% of the total population. This indicates that most of the participants are emerging adults.

When we look to their educational background, the highest attained educational level of sample respondents includes Diploma, Degree and Masters in which the composition of the participants in percent is 4.3%, 68.4% and 27.4% respectively. As presented in the table above, it was found that 68.4% of the respondents have been working in ETG between 5-10 years. Followed by those of service of 11-15 years is (14.5%) and those in between 16-20 years were 11.1% and those between 21-25 is 5% and above 25 years of experience constitute .9% of the total population. Checking the marital status, of the total respondents, the majority, 59% were identified as married, and 41% were identified as single.

Based on the descriptive statistics explained above the demographic characteristics of the respondents shows that only women are selected to fill the questionnaire in order to get the challenges faced by them and as it is shown the respondents have above five years of experience in which the majority is 5-10 years that shows this women have sufficient experience to know the process of selection, succession planning, meet the requirement to be a manager and it is believed that they have a good awareness about the company and its system. Followed to that the marital status of the respondents shows that married women take the upper hand in which that helps the research on how

the society, organization and personal factors affect women who are married and have responsibilities than the single one. Regarding the educational status participants, the minimum educational status found in the respondents is diploma which shows that respondents are qualified and educated to express about factors that hinder women from participation in high leadership positions.

4.3 Factors Affecting the Participation of Women in Leadership

As discussed in the methodology chapter, respondents were asked to rate each questionnaire item by using a Five-point Likert that ranges whereby 1 stands for ‘strongly disagree’, 2 for ‘disagree’, 3 for ‘Neutral’, 4 for ‘Agree’, and 5 for ‘Strongly Agree’. Thus, relevant statistical tools (i.e. SPSS), and techniques were utilized to analyze the data quantitatively (i.e. descriptive statistics like frequency, percentages, mean, standard deviation were employed).

As shown in table 4 below, the mean value indicates to what extent the sample group averagely agrees or disagrees with the statements. The higher the mean, the more the respondents agree with the statements. The lower the mean, the more the respondents disagree with the statement. On the other hand, the standard deviation shows the variability of an observed response from a single sample.

Table 4.2: Mean score measurement.

Mean Score	Description
<3.39	Low agreement
3.4-3.79	Moderate agreement
3.80	High agreement

Source: (pihie, 2014)

As stated in the methodology part, the survey results and discussion are developed based on the score that was given by the participants on the intended attributed items. Accordingly, detailed descriptive analysis of factors that affect the participation of women in the leadership and decision-making positions in ETG are presented in the next section. The analysis was based on the mean measurement scale as shown above and the contribution of each factor to the participation of leadership will be discussed.

4.3.1. Socio-Cultural factors affecting women participation in a leadership position

The result of socio-cultural factor by items are shown in the table as follows:

Table 4.3: Descriptive Statistics (Frequency, Percentage, Mean and SD) of Socio-cultural Factors

No.	Items	Strongly agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly disagree (5)	Mean	Std. Dev.
Socio-cultural Factors								
a. Women involvement in the education and professional work								
1.	I have the required educational preparation	44 37.6%	29 24.8%	20 17.1%	24 20.5%	0 0%	3.79	1.156
2.	I have been encouraged to develop myself by the society	65 55.6%	48 41.0%	0 0%	4 3.4%	0 0%	4.49	.677
3.	I am meant to focus on family responsibilities regardless of my professional career.	10 8.5%	47 40.2%	30 25.6%	21 17.9%	9 7.7%	3.24	1.088
4.	Ethiopia's educational system support enabling me to assume leadership	9 7.7%	40 34.2%	22 18.8%	28 23.9%	18 15.4%	2.95	1.231
5.	I got adequate educational opportunity from the society	31 26.5%	62 53%	12 10.3%	12 10.3%	0 0%	3.96	.885
6.	I had enough support from my family in education.	80 68.4%	37 31.6%	0 0%	0 0%	0 0%	4.68	.467
7.	There are about the same cultural and societal challenges for men as for women in attaining top professional positions.	4 3.4%	4 3.4%	31 26.5%	49 41.9%	29 24.8%	2.19	.964
8.	I think Ethiopian culture is a barrier for women to be empowered.	16 13.7%	35 29.9%	21 17.9%	37 31.6%	8 6.8%	3.12	1.197
Total							3.5524	.41172
b. Gender Stereotyping								
1.	The position of men and women in the society is naturally determined.	9 7.7%	47 40.2%	15 12.8%	21 17.9%	25 21.4%	2.95	1.325
2.	Women are capable of performing their responsibilities at the workplace for any leadership position they are in.	98 83.8%	19 16.2%	0 0%	0 0%	0 0%	4.84	.370
3.	Women have equal opportunities for promotion	13 11.1%	49 41.9%	32 27.4%	7 6%	16 13.7%	3.31	1.178
4.	I prefer my superior to be a man.	0 0%	4 3.4%	67 57.3%	32 27.4%	14 12%	2.52	.750
5.	I prefer my superior to be a woman.	11 9.4%	12 10.3%	65 55.6%	19 16.2%	10 8.5%	2.96	.995
6.	I believe leader's gender is important in determining how much I enjoy my work and contribute my best.	0 0%	4 3.4%	34 29.1%	36 30.8%	43 36.8%	1.99	.895
7.	Women face difficulties when they occupy leadership	5 4.3%	28 23.9%	25 21.4%	57 48.7%	2 1.7%	2.80	.967

No.	Items	Strongly agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly disagree (5)	Mean	Std. Dev.
	positions.							
8.	There is an attitude that men are more responsible for leadership	34	25	24	23	11	3.41	1.340
		29.1%	21.4%	20.5%	19.7%	9.4%		
	Total						3.0972	.40342
	Overall Mean and SD of Socio-cultural Factors						3.3248	.28502

Table 4.3 presents the descriptive statistics (Frequency, Percentage, Mean and SD) of Socio-cultural Factors that contribute to women underrepresentation to leadership positions. Accordingly, as rated by the survey participants and shown in the above table the participants related to socio-cultural attitude have a moderate to low agreement with the statements provided with a mean score of 3.3248 and SD equals to 0.28502.

Similarly, the result of social attitude towards women's involvement in education and professional work is moderate, recording a mean score of 3.5524 and SD of 0.41172 and gender stereotyping have a low score having a mean score of 3.0972 SD of 0.40342.

The finding indicates that, on average, traditional and long-held cultural views that assign women to the role of housewife have not been altered and are still a reflection of societal realities. Women's careers are influenced by the conventional status of a woman as a homemaker anchor. While the score of gender stereotypes indicates that males are more competent than women in adopting and performing the leadership role in the airline, the latter score indicates that women are more competent in assuming and practicing the leadership role. As a result, women's confidence in their work and accomplishments will be harmed, as will their commitment, engagement, and effectiveness, resulting in their underrepresentation in managerial positions. In the table above, the respondents' mean score (disagreement) is shown as a relatively low figure.

Conversely, as presented in the above table, looking at the frequency of the responses, most of the survey participants 66.7% disagreed that there are the same cultural and societal challenges for men as for women in attaining top professional positions while the remaining 26.25% hold neutral position. In the same way, respondents disagreed that Ethiopia's educational system support enabling women to assume leadership position.

Regarding gender stereotyping, as illustrated in the above table, among the socio-cultural items, the respondents scored a relatively high score on the capability items. Of the total respondents'

83.8% of participants strongly agreed and 16.2% agreed with the women are capable of performing with the required skills and talents at their respective departments or work units. This shows that most of the respondents felt that women employees of the Airline are capable and talented of performing their responsibilities regardless of their position which is expected to favor their upward movement to the leadership roles in the company.

Moreover, on average, the women disagreed that gender is important in determining how much one enjoys the work and contribute his or her best.

Women's status in Ethiopian communities is improving, yet they still adhere to the traditional view that allocates women's position to home and family work, limiting their professional opportunities.

4.3.2 Organizational factors affecting women participation in a leadership

The questions about management commitment and support, HRM policies, and work-life balance were asked to see if organizational factors had an impact on women's participation in ETG leadership positions.

Table 4.4: Descriptive Statistics (Frequency, Percentage, Mean and SD) of Organizational Factors

No.	Items	Strongly agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly disagree (5)	Mean	Std. Dev.
Organizational Factors								
a. Top Management Commitment and support								
1.	The management of ETG is committed in selecting more women for leadership positions.	0 0%	16 13.7%	48 40.0%	46 39.3%	7 6.0%	2.62	0.796
2.	The management is concerned about gender mix.	0 0%	25 21.4%	53 45.3%	39 33.3%	0 0%	2.88	0.733
3.	There is top management encouragement of women to come forward and express themselves.	4 3.4%	23 19.7%	48 41.0%	42 35.9%	0 0%	2.91	0.830
4.	The management is concerned about the family responsibility of women and its effect on their work	3 2.6%	4 3.4%	38 32.5%	62 53.0%	10 8.5%	2.38	0.797
Total							2.6987	.57661
b. Policies of ETG in recruitment, selection, promotion and training issues								
1.	The recruitment process encourages qualified women to apply and participate in all positions	0 0%	47 40.2%	38 32.5%	28 23.9%	4 3.4%	3.09	.881
2.	There is special consideration	0	6	24	81	6	2.26	.632

No.	Items	Strongly agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly disagree (5)	Mean	Std. Dev.
	during hiring and promotion to benefit qualified women.	0%	5.1%	20.5%	69.2%	5.1%		
3.	ETG gives priority for women during qualified competition and promotion.	0	15	42	54	6	2.56	.781
		0%	12.8%	35.9%	46.2%	5.1%		
4.	Efforts are made to keep the gender equality in ETG.	13	26	36	38	4	3.05	1.065
		11.1%	22.2%	30.8%	32.5%	3.4%		
5.	Female employees get the required mentoring, guidance and support in their career development in ETG	4	39	45	22	7	3.09	.947
		3.4%	33.3%	38.5%	18.8%	6.0%		
6.	There is gender discrimination during promotion in ETG	5	31	23	38	20	2.68	1.164
		4.3%	26.5%	19.7%	32.5%	17.1%		
7.	There is an adequate enabling environment in ETG for women empowerment.	0	19	56	42	0	2.80	.698
		0%	16.2%	47.9%	35.9%	0%		
8.	I am satisfied with promotional opportunities in the organization	0	41	41	18	17	2.91	1.042
		0%	35%	35%	15.4%	14.5%		
9.	The company supports its' female employees in educational assistance	0	16	60	27	14	2.67	.861
		0%	13.7%	51.3%	23.1%	12%		
10.	I am aware of the educational and other qualifications of the company to assume a higher position.	13	62	21	15	6	3.52	1.022
		11.1%	53%	17.9%	12.8%	5.1%		
	Total						2.8641	.39424
c. Work life family balance								
1.	I can work flexible working hours due to my family responsibility	4	10	27	45	31	2.24	1.048
		3.4%	8.5%	23.1%	38.5%	26.5%		
2.	My family responsibility is holding me back from developing my self	0	20	23	35	39	2.21	1.087
		0%	17.1%	19.7%	29.9%	33.3%		
3.	The management of ETG doesn't consider family responsibility as a part of the responsibility of female employees have	41	42	23	11	0	3.97	.964
		35%	35.9%	19.7%	9.4%	0%		
4.	I have enough time to educate myself in addition to my career and family responsibility	18	26	27	46	0	3.14	1.106
		15.4%	22.2%	23.1%	39.3%	0%		
	Total						2.8868	.46481
d. Recommendation from manager to be the successor								
1.	Responsibilities as a woman are holding me from staying longer in the office	0	7	25	66	19	2.17	.769
		0%	6.0%	21.4%	56.4%	16.2%		
2.	Responsibilities as a woman are holding me from getting my supervisor's recommendation	0	9	25	64	19	2.21	.804
		0%	7.7%	21.4%	54.7%	16.2%		

No.	Items	Strongly agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly disagree (5)	Mean	Std. Dev.
	for promotion.							
3.	I lack supervisor's recommendation to apply for promotion	7 6%	20 17.1%	30 25.6%	41 35.0%	19 16.2%	2.62	1.128
4.	There is a tendency of recommending men than women regardless of performance in ETG	14 12%	25 21.4%	27 23.1%	34 29.1%	17 14.5%	2.87	1.249
5.	ETG provides a positive environment to women towards leadership.	0 0%	34 29.1%	51 43.6%	32 27.4%	0 0%	3.02	.754
	Total						2.5761	.57064
	Overall Mean and SD of Organizational Factors						3.2436	.28328

Table 4.3 presents the descriptive statistics (Frequency, Percentage, Mean and SD) of organizational factors that contribute to women underrepresentation to leadership positions.

Among the management commitment and support items, the respondents scored the lowest mean which shows that participants have low agreement with the statement about management concern about family responsibility of women and its effect on their work with an (M=2.38, SD=0.797) relatively, followed by the commitment of the management of ETG in selecting more women for leadership positions having a mean score of 2.62 and SD of 1.128, and then top management commitment about gender mix regarding leadership, comparatively.

The result indicates that, the airline's understanding and consideration regarding the dual roles of women which include home obligations and work responsibilities as well as other roles is very weak which would have a significant impact on women representation in the senior and top decision-making positions. In addition to that as shown in the chart all the answers of the respondents score very low which shows that participants have disagreed with most statements provided in the questionnaire.

Regarding HRM policies of ETG, as indicated in the table, on average, the airline has scored the lowest agreement in special consideration for hiring women in leadership positions. Accordingly, 74.3% of the respondents answered strongly disagree or disagree with statement, while 5.1% have agreed with the statement.

The second lowest mean from all the factors listed is ETG gives priority for women during qualified competition and promotion. This resulted from respondent's answer having 51.3% disagreement and 35.9 % neutral answer for the statement. Then, the third least score is support of the

company for female employees on educational assistance. This resulted from respondent's answer having 41% disagreement and 51.3% neutral answer for the statement. This reveals that ETG is weak at practicing women empowerment and develop women for future responsibilities through educational assistance and trainings.

Regarding the Work-life-family balance items, most of the respondents have disagreed with the statement that family responsibility is holding them back from achieving leadership position in which 63.2% of respondents disagreed and 19.7% were neutral to the statement. In addition to that around 39.3% of respondents disagreed and 23.1% were neutral about not having enough time to educate themselves and to be competitive for leadership position.

In the contrary working hour flexibility was stated as having an impact on their participation on leadership as 65% of respondents have disagreed on the presence of working hour flexibility in ETG, not considering family responsibility of women as a part of female employee responsibility.

As table 4.4 shows factors contributing to lack of recommendation from the managers to be the successor are not considered as a factor for under representation of women in leadership. The results have showed that responsibility as a woman is not holding the employees from staying at work for longer time and getting promoted as 72.6% and 70.9% of respondents disagreed to the above statement respectively. In addition, 29.1% agreed and 43.6% were neutral about ETG providing a positive environment for women towards leadership and 43.6% of respondents disagreed and 23.1% were neutral about the managers tendency towards recommending men than women regardless of the performance.

The findings show that employees are treated unfairly because of their gender status, which has an impact on women's participation and advancement into leadership positions. Furthermore, the findings show that certain women in ETG are subjected to plausible gender prejudice during promotion, as a result of subjective managerial recommendations and other reasons.

4.3.3. Personal factors affecting women participation in a leadership

Table 4.5: Descriptive Statistics (Frequency, Percentage, Mean and SD) of Personal Factors

No.	Items	Strongly agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly disagree (5)	Mean	Std. Dev.
	Personal Factors							
	a. Self-image, self-confidence and personal belief							
1.	I believe that women are inferior than men.	0 0%	4 3.4%	12 10.3%	27 23.1%	74 63.2%	1.54	.815

No.	Items	Strongly agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly disagree (5)	Mean	Std. Dev.
2.	I worry about what other people think of me.	8	13	4	15	77	1.80	1.135
		6.8%	11.1%	3.4%	12.8%	65.8%		
3.	I am sensitive for criticism.	0	24	6	42	45	2.08	1.123
		0%	20.5%	5.1%	35.9%	38.5%		
4.	I am nervous around important people	0	22	18	9	68	1.95	1.224
		0%	18.8%	15.4%	7.7%	58.1%		
5.	I feel comfortable looking at a person in the eyes	34	30	25	0	28	3.36	1.506
		29.1%	25.6%	21.4%	0%	23.9%		
6.	I feel discomfort to speak to group of people I don't know.	0	25	15	21	56	2.08	1.212
		0%	21.4%	12.8%	17.9%	47.9%		
7.	I think positive about myself.	58	41	10	4	4	4.42	.988
		49.6%	35.0%	8.5%	3.4%	3.4%		
8.	Women are better in crisis handling and challenge management than men.	53	27	28	3	6	4.01	1.126
		45.3%	23.1%	23.9%	2.6%	5.1%		
9.	I have the required emotional stability to handle crisis and challenges.	43	58	11	5	0	4.19	.776
		36.8%	49.6%	9.4%	4.3%	0%		
Total							2.8044	.62576
b. Attitude towards leadership								
1.	I am fit for leadership position.	25	62	18	12	0	3.85	.874
		21.4%	53.0%	15.4%	10.3%	0%		
2.	I am aspired to assume leadership position right now.	25	44	23	25	0	3.59	1.052
		21.4%	37.6%	19.7%	21.4%	0%		
3.	I am ready to assume leadership now.	25	41	26	25	0	3.56	1.054
		21.4%	35.0%	22.2%	21.4%	0%		
4.	I am interested in leadership position.	24	33	31	26	3	3.42	1.124
		20.5%	28.2%	28.5%	22.2%	2.6%		
Total							3.6068	.97286
c. Women's readiness in terms of education and work experience								
1.	I have the required educational preparation	33	51	12	21	0	3.82	1.039
		28.2%	43.6%	10.3%	17.9%	0%		
2.	I regularly update myself on recent developments and changes	21	76	20	0	0	4.01	.594
		17.9%	65.0%	17.1%	0%	0%		
3.	I believe I have the capacity to assume leadership position	40	41	20	16	0	3.90	1.029
		34.2%	35.0%	17.1%	13.7%	0%		
4.	I believe I can	61	33	23	0	0	4.32	.786

No.	Items	Strongly agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly disagree (5)	Mean	Std. Dev.
	demonstrate the same professional expertise and job know how as men do	52.1%	28.2%	19.7%	0%	0%		
5.	I believe I have the same aggressiveness and drive	53 45.3%	42 35.9%	22 18.8%	0 0%	0 0%	4.26	.759
	Total						4.0632	.59692
	Overall Mean and SD of Personal Factors						3.4915	.48660

Table 4.5 presents the descriptive statistics (Frequency, Percentage, Mean and SD) of personal factors that contribute to women underrepresentation to leadership positions. Based on the overall result presented in table 4.5 personal factor scored the highest level which shows that the respondents have agreed to the statements provided for them under three subtopics which are self-image, self-confidence and personal believe, attitude towards leadership and women readiness in terms of education and work experience.

Even if the score of personal factors have the highest agreement and mean score from the other two factors and the least factor that contribute to the underrepresentation of women in ETG the factor has scored (M=3.4915 and SD=0.48660). As the table above shows the factor that contributes the highest as a personal factor is self-image, self-confidence and personal believe of women that hinders women form participating in leadership position having a mean score of 2.8044 and SD of 0.62576 which shows that the respondents have low agreement with the statements.

When it comes to attitude towards leadership respondents have agreed with the statements moderately and the mean score is 3.6068 with SD of 0.97286. On the other hand, women readiness in terms of education and work experience mean score is 4.0632 and SD of 0.59692 which indicates that the respondents have highly agreed to the statements. The factor has showed the minimum impact on women's participation in leadership as most women believe that they are fit to leadership regarding educational and work experience.

Table 4.6: Summary of Descriptive statistics of socio-cultural, organizational and personal factors

Summary of descriptive statistics of socio-cultural organizational and personal factors		
	Mean	Std. Deviation
Women involvement in the education and professional work	3.5524	.41172
Gender Stereotyping	3.0972	.40342
<i>Socio cultural factor (overall mean)</i>	3.3248	.285025

Top management commitment and support	2.6987	.57661
Policies of ETG	2.8641	.39424
Work life family balance	2.8868	.46481
Recommendation from the manager to be successor	2.5761	.57064
Organizational factor (overall mean)	2.7564	.28328
Self-image, self-confidence and personal image	2.8044	.62576
Attitude towards leadership	3.6068	.97286
Women's readiness in terms of education and work experience	4.0632	.59692
Personal factor (overall mean)	3.4915	.48660

4.3.4 Analysis of general questions

A few broad questions were posed to the respondents in order to have a better knowledge of women's attitudes toward leadership and the issues that prevent them from participating.

Table 4.7 Response if gender discrimination exists in ETG

		Frequency	Percent	Cumulative Percent
Valid	No	79	67.5	67.5
	Yes	38	32.5	100.0
	Total	117	100.0	

Only 32.5 percent of participants claimed there is gender discrimination in ETG promotion, while the remaining 67.5% said there is no gender discrimination. And for those who said yes, there is gender discrimination, they were asked to explain why they said yes, and the majority of respondents stated that promotion is in the hands of the manager or immediate supervisor, and if they decide women are not fit for the position, they simply assume that and promote only men. It has been stated that men with less experience and education than women will be chosen for promotion over women who are available and qualified for the post. Furthermore, it has been suggested that women are discriminated against even if they have the necessary expertise and experience since they have additional commitments in their lives that will make them unavailable at times, such as maternity leave. A few respondents also indicated that there are roles that are assumed for men leadership and that those positions are currently inhabited by men and that their successors are also men due to gender prejudice.

On the other hand, when asked if discrimination leads to a gender disparity in leadership, half of the participants agreed, while the other half disagreed.

Finally, when asked what managerial actions they believe are responsible for preventing women from rising through the ranks of management, the majority of respondents stated that a lack of flexibility and consideration for the responsibilities that women have outside of their careers, as well as maternity leave, is the most important factor that causes managers to overlook women for promotion. Many respondents also mentioned the mentality, attitude, and beliefs of male supervisors as a serious concern. They claim that the issue is with the managers, not with the corporation. As they go on to say, male managers have a negative opinion toward women's decision-making, assertiveness, and crisis management abilities, and most managers believe that women will choose their families over the firm and their work. As a result of these preconceptions, managers are less likely to hire women for management positions, which has a significant impact on women's participation in leadership.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The objective of the study was to assess the socio-cultural, organizational and personal factors that affects women's participation in leadership position in ETG. This chapter presents summary of the findings, conclusions drawn based on these findings and recommendation on women under representation in leadership position at ETG.

5.1 Summary of findings

The aim of the study was to assess the factors affecting women's participation in leadership position in Ethiopian Airlines to do so data collection was done after designing a structured questionnaires and distributing the questionnaires to women employees who have worked for minimum of 5 years in ETG and respondents were asked to rate each questionnaire item by using a Likert five-point rating scale. Out of the total distributed,117 responses were valid and among the respondents the majority of them are at the age of 31-40 years, married, have bachelor's degree and have working experience of 5-10 years, and then the data gathered was analyzed using Statistical Package for the Social Sciences (SPSS, version 26) descriptively.

The aggregate mean value of the three criteria, as shown in table 4.6, has a moderate impact on women's leadership engagement. This shows that women's underrepresentation in leadership roles is a result of all three factors, even though some individual variables have a greater impact. Among these factors, the manager's recommendation to be successor, management commitment and support, and airline HRM policies are the variables under organizational factors that have a relatively high effect on women's participation in leadership positions, followed by gender stereotyping which is among the socio cultural factors affecting women participation in leadership in addition society's attitude on women's involvement in education and professional work moderately affect their participation.

Coming to organizational factor which contribute a major role in hindering women in leadership position are management commitment and support, HRM policies and work-life-family balance. Specifically, managers recommendation to be the successor has the least agreement which

shows that it has the highest impact on women's participation in leadership. Most respondents believe that organizational factors such that, lack of support from higher officials, inappropriate implementation of rules and regulations, absence of cooperation and mentoring and training are the contributing factors for the underrepresentation of women in leadership. Regarding this factor based on general questions as well interview made with few female managers of Ethiopian airlines it has been agreed that managers are more likely to choose men as women have several responsibilities set by the community that will make her the least choice for management. Also, top management commitment and support for women to be leaders got low agreement which shows that there is a lack of support from the management to help and support women to be leaders as well there is a minimum concern regarding gender mix in leadership from top management.

Finally, the study indicated that personal factors are the least factor contributing to underrepresentation of women in leadership, since most of the respondents showed a good self-image, self-confidence and personal believe as well as attitude and readiness towards leadership.

Overall, the finding shows that socio-cultural factors, organizational factors and personal factors impose barriers to women participation in leadership position in ETG. Among these factors, Organizational factors highly contributes to under representation of women in leadership position marking the low agreement, while socio-cultural factors have moderate agreement followed personal factors by that have a moderate agreement.

5.2. Conclusions

From the study it is concluded that women's career advancements in the organization is not affected by one factor alone but a combination of organizational, socio-cultural, and personal factors. However, organizational factors and societal factors seem to have major contribution as compared to personal factors. Specifically, the management's inadequate commitment in gender-mix and empowering and encouraging women towards leadership position as well as subjective managerial recommendation and gender bias and the absence of HRM policies of ETG in empowering women through special considerations, educational assistance and trainings and addressing problems of women influence women's participation in leadership. Furthermore, not understanding and considering dual role of women at home and workplace and the absence of working hour flexibility also hinder women's participation in leadership. In addition to these sociocultural factors such as

gender stereotyping and limited involvement of women in education and professional work also contributes to underrepresentation of women in leadership. Even if personal factors are

5.3. Recommendations

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

- The study found that organizational issues impose the biggest barrier of all the components studied, hence different steps should be done by the airline to remove these barriers. Some of the measures include revising Human Resource Policies, such as recruitment, selection, promotion, and transfer policies and guidelines; ensuring that the formulated and ratified specific policies, objectives, strategies, and programs are properly implemented; and providing educational support and training to female employees to develop their readiness to assume leadership roles. Furthermore, those in managerial positions should assist women in balancing their professional and personal lives by reducing home responsibilities such as child care by providing benefit packages such as arranging a day care on the premises, allowing women to breastfeed, and allowing them to work flexibly without jeopardizing their responsibilities.
- Because one of the key causes contributing to women's underrepresentation is a socio-cultural component, we must endeavor to improve societal attitudes toward women's participation in school and labor, as well as combat gender stereotypes. As a member of society, the government must raise awareness of the need to change deeply ingrained cultural beliefs about women's roles by incorporating gender sensitizing courses into the educational curriculum of the country's educational institutions and providing short-term community training, as well as formulate policies, strategies, and plans to promote gender equality and ensure that they are implemented.
- Despite the fact that the majority of respondents agreed that they are ready to take on leadership roles, there are some issues that need to be addressed. Women must stand up for themselves, fight for their rights, and become aware of and prepared to face the difficulties and challenges of socio-cultural beliefs, as well as educate and broaden their capabilities so that they can benefit from the opportunities.

5.4. Recommendation for Further Research

Information about the elements that contribute to women's underrepresentation in leadership roles is identified in this study. However, the organizational, cultural, and individual factors that influence women's career success are numerous, and this study only looked at the most important elements within each category. As a result, more research is needed to uncover additional aspects.

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APPENDIX
ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
MASTER OF BUSINESS LEADERSHIP
Questionnaire to be filled by female employees of Ethiopian Airlines

Dear Respondent,

I am a graduate student in Master of Business Leadership program at Addis Ababa University School of Commerce. Currently, I am undertaking a Project under the title “*Assessment of Factors Affecting Women Participation in Leadership Positions in the Case Study of Ethiopian Airlines*”. You are one of the respondents selected to participate in this study. Thus, I would kindly request you to answer these questions. Your honesty and kindness would be of great help in many aspects. The information that you will share will be kept confidential and will only be used for academic purpose.

Thank you for your participation.

Betelhem Shimelis (0913766964 or 4055(extension))

Section I: Demographic profile of respondents

Instruction: Please answer the following questions by ticking (√) on the boxes in front of the response options:

1. Gender: Male Female

2. Age: below 25 25-30 31-40 41-50
 above 50

3. Current educational level:

Primary High school TVET Diploma Degree
 Masters Above masters

4. Marital status:

Single Married Divorced Widowed

5. Please indicate your current position

6. How long have you been working in ETG?

A. 5-10 B. 11-15 D. 16-20
D. 21-25 E. above 25

Section II: Factors affecting women participation in leadership

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

1. Socio cultural factors – the below questions are designed to assess the socio-cultural factors that might hinder women from reaching to the leadership position.

No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Agree Strongly
	A. Women involvement in the education and professional work					
1.	I have the required educational preparation which would enable me to get into leadership position.					
2.	I have been encouraged to develop myself by the society, Parents, Significant others (parents, siblings, friends, relatives, etc.?)					
3.	I am meant to focus on family responsibilities regardless of my professional career.					
4.	Ethiopia’s educational system support enabling me to assume leadership position.					
5.	I got adequate educational opportunity from the society.					
6.	I had enough support from my family in education.					
7.	There are about the same cultural and societal challenges for men as for women in attaining top professional positions.					
8.	I think Ethiopian culture is a barrier for women to be empowered.					
	B. Gender Stereotyping					
1.	The position of men and women in the society is naturally determined.					
2.	Women are capable of performing their responsibilities at the workplace for any leadership position they are in.					
3.	Women have equal opportunities for promotion in the leadership position of the airlines.					
4.	I prefer my superior to be a man.					
5.	I prefer my superior to be a woman.					
6.	I believe leader’s gender is important in determining how much I enjoy my work and contribute my best.					
7.	Women face difficulties when they occupy leadership positions.					
8.	There is an attitude that men are more responsible for leadership					

2. Organizational factors that affect women participation in leadership

A. Top Management Commitment and support						
1	The management of ETG is committed in selecting more women for leadership positions.					
2	The management is concerned about gender mix.					
3	There is top management encouragement of women to come forward and express themselves.					
4	The management is concerned about the family responsibility of women and its effect on their work					
B. Policies of ETG in recruitment, selection, promotion and training issues						
1	The recruitment process encourages qualified women to apply and participate in all positions					
2	There is special consideration during hiring and promotion to benefit qualified women.					
3	ETG gives priority for women during qualified competition and promotion.					
4	Efforts are made to keep the gender equality in ETG.					
5	Female employees get the required mentoring, guidance and support in their career development in ETG					
6	There is gender discrimination during promotion in ETG					
7	There is an adequate enabling environment in ETG for women empowerment.					
8	I am satisfied with promotional opportunities in the organization					
9	The company supports its' female employees in educational assistance in order to be enable them to get into leadership position.					
10	I am well aware of the educational and other qualifications of the company to assume a higher position.					
C. Work life family balance						
1.	I am allowed to work flexible working hours due to my family responsibility					
2.	My family responsibility is holding me back from developing my self					
3.	The management of ETG doesn't consider family responsibility as a part of the responsibility of female employees have					
4.	I have enough time to educate myself in addition to my career and family responsibility					
D. Recommendation from manager to be the successor						
1.	Responsibilities as a woman are holding me from staying longer in the office					
2.	Responsibilities as a woman are holding me from getting my supervisor's recommendation for promotion.					
3.	I lack supervisor's recommendation to apply for promotion					
4.	There is a tendency of recommending men than women regardless of performance in ETG					
5.	ETG provides a positive environment to women towards leadership.					

3. Personal factors affection women participation in leadership

A. Self-image, self-confidence and personal belief						
1.	I believe that women are inferior than men.					
2.	I worry about what other people think of me.					
3.	I am sensitive for criticism.					
4.	I am nervous around important people that I want them to like me and accept me.					
5.	I feel comfortable looking at a person in the eyes when talking with him/her.					
6.	I feel discomfort to speak to group of people I don't know.					
7.	I think positive about myself.					
8.	Women are better in crisis handling and challenge management than men.					
9.	I have the required emotional stability to handle crisis and challenges.					
B. Attitude towards leadership						
1.	I am fit for leadership position.					
2.	I am aspired to assume leadership position right now.					
3.	I am ready to assume leadership now.					
4.	I am interested in leadership position.					
C. Women's readiness in terms of education and work experience						
1.	I have the required educational preparation which would enable me to get into leadership position					
2.	I regularly update myself on recent developments and changes					
3.	I believe I have the capacity to assume leadership position if I got the chance					
4.	I believe I can demonstrate the same professional expertise and job know how as men do					
5.	I believe I have the same aggressiveness and drive to get ahead in my carrier as successful men do					

Section III – General questions

1. Do you think there is gender discrimination regarding promotion in ETG?

a) Yes

b) No

2. If yes, please give few practical examples: _____

3. If yes, does it create an impact of gender gap in leadership?

a) Yes

b) No

4. What describes managerial actions that you think are responsible for preventing women from moving up in leadership positions?

****Thank you****