



**ADDIS ABABA UNIVERSITY COLLEGE OF BUSSINESS AND ECONOMICS  
SCHOOL OF COMMERCE**

**EXAMINING FACTORS AFFECTING WOMEN'S PARTICIPATION IN  
LEADERSHIP  
POSITIONS IN THE CASE OF BUNNA BANK S.C.**

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A RESEARCH PROJECT SUBMITTED TO ADDIS ABABA UNIVERSITY, SCHOOL  
OF COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
DEGREE OF MASTERS OF ARTS IN BUSINESS LEADERSHIP

**ADDISABABA, ETHIOPIA**

**JUNE, 2022**

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## APPROVAL

The undersigned here by certify to the Addis Ababa University the acceptance of the thesis Submitted by Hanna Kassa Kemiso examining factors affecting women participation in leadership position in the case of Bunna Bank SC in partial fulfillment of the requirements for the Masters of Arts Degree in business leadership.

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## DECLARATION

I, the undersigned, announce that this proposition is my unique work, arranged beneath the direction of Belaynesh Tefera (PhD). All sources of materials utilized for the proposal have been appropriately recognized. I assist affirm that the proposition has not been submitted either in portion or in full to any other higher learning institution for the reason of winning any degree. \_\_\_\_\_

Name

Signature

Addis Ababa University, Addis Ababa

June, 2022

## ENDORSEMENT

This thesis has been submitted to Addis Ababa University, School of Commerce for examination with my approval as a university advisor.

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Advisor

Addis Ababa University, Addis Ababa

\_\_\_\_\_

Signature

June, 2022

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## **LIST OF ACRONYMS**

BDPA: - Beijing declaration Platform for action

Bunna Bank: -Bunna BankS.C

Bunna BankP: - Bunna BankS.C Profile

CSA: - Central Statistical Agency

FCSA: - Federal Civil Service Agency

HR: - Human Resource

MOE: - Ministry of Education

NBE: - National Bank of Ethiopia

OECD: -Organization for Economic Development

UN: - United Nation

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## ABSTRACT

*This proposition is based on the reality that there are less women leaders than male leaders, both within the nation and within the bank. Women confront multi-faceted challenges to take an interest in leadership position due to distinctive variables. This think about pointed to distinguish status of women in Bunna BankS.C., as well as to point out components ruining women from the taking part in leadership and forward a few conceivable proposals for fathoming the issues distinguished through consider. In arrange to meet these destinations, both qualitative and quantitative research methods were utilized and the quantitative information was analyzed utilizing descriptive statistics. The qualitative data were analyzed utilizing narration. The information was collected by surveys, the instruments' unwavering quality was surveyed through the result about Cronbach's alpha strategy and the unwavering quality co-efficient was 0.8. The information was analyzed with the assistance of a computer factual bundle for social sciences (SPSS) adaptation 23and disseminated to 216 workers of the chosen populace to investigate the current sexual orientation hones within the company and surveying the variables for underrepresentation of women in administrative position. The test was chosen by utilizing both probability and non-probability testing strategies. From the likelihood inspecting strategy to maintain a strategic distance from bias and error simple Random sampling technique were utilized. In addition, purposive testing was utilized as a procedure so as to incorporate women's directors as a respondent to induce pertinent information about the status and variables influencing the cooperation of women in leadership position within the Bank. The major factors that affect women participation in leadership position are socio social, organizational and person variables. The most discoveries of the research are the taking after: lion's share of the women are doled out in non-clerical and clerical positions and the status of women in the Bank is very minimal it shows that there is no equal distribution of positions between men and women in key decision making and leadership positions, the promotion criteria were not strictly followed and it has been very uncertain how some employees have been promoted in the Bank. The major identified factors were the Cultural beliefs and attitude, fear of failure by women them self and lack of delegation are the most listed factors. The study concludes that the Bank does not encourage women to promote equally with men. Furthermore, no clear Delegation.*

**Key words: Women, Leadership, Bunna BankS.C**

## **CHAPTER ONE**

### **INTRODUCTION**

This chapter presents an overview of the research. It covers the background of the study topic, statement of the problem, research question, and objective 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.

#### **1.1. Background of the Study**

Leadership has been predominantly a male prerogative in corporate, political, military, business and other sectors in the society (Nancy, 2012). In spite of the fact that, women have picked up expanded get to to supervisory and center leadership positions, they stay very uncommon as Tip top pioneers and beat officials. To explain this phenomenon, public and scientific discussion has centered on the idea of a “glass ceiling” a barrier of prejudice and discrimination that excludes women from higher level leadership positions (Morrison, White, & Van Velsor, 1987). The ubiquity of the glass ceiling concept may stem from the irregularity of women in major authority posts, in spite of the nearness of correspondence or close correspondence of gender. In a nation like Ethiopia where more than half of the populace are women, women’s rise to support in authority position and choice making plays a urgent part within the common organizational execution. Without the dynamic interest of women and the joining of women’s viewpoint at all levels of choice making the objective of balance, advancement and peace can’t be achieved.

It is broadly and wrongly expected in conventional social orders that women are not born to lead. Their major obligations were accepted as giving help to their bosses than driving and coordinating an organization in any case of their instructive achievements and encounters. Due to the over suspicions the number of women holding leadership position in any sort of teach is lower in creating nations than the created world (Adugna, 2013). Historically, in conventional authority the part models as effective pioneer were men. It has been contended that women have been constrained to adjust to constrained openings and to center on the quick inherent rewards of the assignment instead of longer-term benefits

(Marshall 1984; Henning and Jardim 1977). This moreover prove that women incline toward to move even than vertical career ways. They grant need to individual work fulfillment and taking after to this they don't center on career desires, control and remunerate (Mavin, 2001). In the 21st century women are more display within the workforce than at any time within the history. Emotional advance is appeared in number of women's who succeeded to connect administrative and proficient careers. All over, women, in their capacity as pioneers, are working through man open divisions, private segments and NGOs. In this cutting edge world of nowadays, the issue of sex balance has gotten to be an zone of concern in improvement arranging. The marginalization, from improvement programs, of women for a long period of time is challenged with changing arrangement viewpoints from Women in Advancement, which points to incorporate women in advancement ventures in arrange to create the last mentioned more successful, to Sexual orientation and Advancement which points to address imbalances in women's and men's social parts in connection to improvement (Zinash, 2013). The Federal Democratic Republic of Ethiopia has moreover created National Arrangement on Ethiopian Women with women's strengthening methodology (UN DES DAW, 1995:35). For occurrence, Article 35 of the Ethiopian Structure and other laws emphasizes "equality in things related to work, uniformity in securing and leadership of property, break even with support in arrangement and decision-making and right of women to arrange families is expressed to guaranteeing sexual orientation equality". The approach is anticipated to be executed all through the nation in all sorts of organizations; counting open divisions, private and non-profit making organizations. Hence, this study tries to examine what are the factors that affect women from participating in best leadership positions taking the case of Buna Bank

## **1.2 Back ground of the organization**

Bunna BankS.C . has joined the Banking industry of Ethiopia following the favorable economic developments witnessed in the country during the last decade and the incessantly growing needs for Financial Services. The Bank has obtained its license from the National Bank of Ethiopia (NBE) on June 25, 2009 in accordance with Licensing & Supervision of

Banking Business Proclamation No. 592/2008 and the 1960's Commercial Code of Ethiopia. The Bank officially commenced its operation on October 10, 2009 with subscribed & paid up capital of Birr 308 million and Birr 156 million, respectively. Moreover, the Bank has more than 12,500 shareholders, which makes it one of the strong and public based private Banks in Ethiopia. Bunna Bank S.C Share Company (Bunna Bank) runs its operations with modern information technologies for its value adding customer services. Furthermore, Bunna Bank is running different ICT projects to create more convenience for the customers to reach them anytime, anywhere, any device. Bunna Bank is also working to enhance the infrastructure for organizational, national and international business connectivity's. Bunna Bank's Core Banking Services, Customer Relationship Management and straight-through-processing capabilities are powered by Infosys Finacle. Bunna Bank has integrated its services with Ethiopian Automated Transfer System (EATS), National Switch (EthSwitch), Ethiopian Commodity Exchange (ECX) and the Ethiopian Credit Reference Bureau (ECRB). It has joined the international business connectivity using SWIFT, Western Union, MoneyGram, JXpress money, Flocash, Juba, Dahabshiil, Trans-Fast, Kaah, Exchange4free, Remitix, Ria, Al Ansari and other fund transfer technology networks. Moreover, Bunna Bank continues to use innovative ICT solutions in the industry with fast time-to-market capabilities that allow extend business services of the customers. ([www.bunna bank.com](http://www.bunna bank.com) )

### **1.3. Statement of the problem**

On a worldwide scale, women confront distinctive challenges. Women are not progressing sufficient to leadership parts and contributing to persuasive decision-making parts. Women are not accepting a rise to sum of instruction, and are not utilized at break even with rates as their male partners. Working environment balance between the genders has long been a challenge for organizations around the world. Women make up nearly half of the workforce, however the larger part of them are still not getting break even with income or break even with openings to create and development. Whereas advance has been made through mindfulness endeavors and instruction, a challenging environment still exists for

Women and particularly Corridor Gather, 2016 Studies reveal that the societal factors which are related to the deep rooted wrong attitude and perception of the society towards gender equality and towards positioning women in subordinate with men mainly suppress their participation in managerial positions (Assessment of Factors Affecting Women Participation in Managerial Positions in Selected Public Organizations in Jimma Zone, Oromia, Ethiopia).

Women also face societal challenges in terms of lacking social network, motivating and supportive environment to excel in their managerial positions. Little opportunity for education and employment has resulted women in low academic performance and low experience respectively. This is regarded as personal factor that deter women from participating in leadership positions. Additional personal factors, which affect women's participation in leadership positions, are lack of role model and poor confidence of women on their performance. Male dominated managerial positions of organizations are very prevalent and along with them there exist inclinations of categorizing women as poor managers. Moreover, the affirmative action that is recognized by the FDRE Constitution is not well observed by institutions and in consequence of this, the leadership positions space is very narrow for women (Assessment of Factors Affecting Women Participation in Managerial Positions in Selected Public Organizations in Jimma Zone, Oromia, Ethiopia).

In Ethiopia, women are effectively included in all angles of their society's life. They are both makers and procreators and they are moreover dynamic members within the social, political, financial and social exercises of their communities. In any case, the changed and imperative parts they play have not continuously been recognized. The oppressive political, financial and social rules and directions win in Ethiopia have banned women from getting a charge out of the natural products of their labor. Without break even with openings they have slacked behind men in all areas of self-advancement. (Ayferam G .2015).

Subsequently, this study tries to explore what the components of women beneath representation is in Managing an account industry in beat authority positions taking the

case of Buna Worldwide Bank, which encompasses a add up to of 340 branches within the nation of which 151 branches are in Addis Ababa additionally workers, more than 4000 workers within the nation out of whom around 1020 representatives are in Addis Ababa where women in common accounts more than 46%.But the leadership position of women is 10% at head quarter and around 13% at department chief and client benefit chief level (HR meet, 2022)Hence, due to the presence the over said issues and nonappearance of adequate investigate made in connection to the subject matter in Bunna BankS.C., the analyst is started to conduct the study on this point to contribute for viable hones in keeping up sexual orientation uniformity and to upgrade the association of women within the choice making prepare of the bank.

#### **1.4. Research Questions**

In tending to the issue said within the articulation of the issue, this study, subsequently, was guided by the taking after driving questions:

1. What are the individual factors that affect participation of women in leadership position in Bunna BankS.C.?
2. What are the organizational factors that affect the participation of women in leadership position in Bunna BankS.C.?
3. What are the societal factors that affect participation of women in leadership position in the bank?

#### **1.5. Objective of the study**

##### **1.5.1. General Objective**

The main objective of the study is to assess the factors affecting women participation in Leadership position.

### **1.5.2. Specific Objectives**

1. Examining individual factors which affect participation of women in leadership position in Bunna BankS.C.
2. Examining organizational factors those affects the participation of women in leadership position in bank
3. Examining societal factors those, affect women to participate in leadership position in Bunna BankS.C.

### **1.6. Significance of the study**

This study is set out to decide variables that affect women participation in leadership position and points to examine conceivable mediations (activities) which will move forward women's participations in leadership in bank industry as common and Bunna BankS.C. in specific. Thus this anticipated to: advantage: -

- 1 It will also contribute to the quantity of literature on women leadership participation in Bunna BankS.C.
- 2 New introduction in definition and execution of unused positive activity arrangements that might improve women's cooperation in authority position managing banking industry.
- 3 By establishing the most components that prevent women's from cooperation in tall leadership position, define approaches that energize women's participations in authority.
- 4 The study will advantage women working in Bunna BankS.C. by distinguishing deterrents they confront or might confront in course to leadership and by proposing how to overcome the issue.

## 1.7. Scope of the Study

In pursuance of the objective of the study, the research paper focuses on assessing the factors of affecting women's participation in leadership position in Bunna BankS.C.. Several factors can cause for low number of women within the higher positions such economic, political, demographic and global conditions. Be that as it may, the study did not go to analyzing these variables in spite of the fact that they influence women's interest in authority position. The analyst expected that in Ethiopia the major challenges for low cooperation of women are individual, organizational and societal. In expansion, in spite of the fact that Bunna BankS.C Has 6 districts all through the nation, this study included the head office and the four districts to be specific east west south office in Addis Ababa.

## 1.8 Definition of Terms

In this research the following terms are understood with the meaning defined herein;

**Leadership:** - The interpersonal influence, exercised in a situation and directed, through the communication process toward the attainment of a specified goal or goals (Rost, 2003).

**Management:** - The attainment of organizational goals in an effective and efficient manner through planning, organizing, staffing, directing and controlling organizational resources (Daft, 2009).

**Top leadership position:** - in this research top leadership position is understood as a position held by CSMs, Branch managers, Division Managers, Director, Vice President, President and Board members. i.e. it means only those leaders having legitimate power are considered.

**Performance:** - Commitment and Capability to perform certain action.

**Gender:** - both physical and psychological condition that an individual attribute in terms of reproductive, social role and self-concept (Afoz, 2010).

**Stereotype:** - Discrimination between different social groups based on their social role like men and women (Fierman, 2010).

**Sex:** - physical patterns that an individual fulfills as a male or female.

**Glass ceiling-** It is a metaphor referring to an artificial barrier that prevents women and minorities from being promoted to managerial- and executive-level positions within an organization. The phrase glass ceiling is used to describe the difficulties faced by women when trying to move to higher roles in a male-dominated hierarchy (Auster, 2003).

### **1.9. Organization of the paper**

Generally, the paper is organizing into five chapters. The first chapter presents background which Continue statement of the problem and continue with the research questions, objective of the Study, significance of the study, scope of the study and organization of the paper. The second Chapter deals with the literature review and conceptual framework of the study. The third chapter is research methods, sample size and sampling methods, method of data collection, etc. The fourth chapter handles data presentation, analysis and interpretation. The Fifth chapter wind ups the paper by outline of major discoveries, conclusion and recommendation

## **CHAPTER TWO:**

### **REVIEW OF RELATED LITERATURE**

This chapter gives us the writing foundation of Women underrepresentation in common and in best leadership positions. It moreover depicts the diverse variables that are implied to influence women to rise the beat stepping stool within the organizational formal control framework.

#### **2.1 Theoretical review**

##### **2.1.1 Leadership Concept**

Leadership has been a theme of intrigued to history specialists and logicians since old times but logical thinks about started as it were within the twentieth century. Leadership has been a complex and tricky issue generally since the nature of leadership itself is complex. Leadership is a process by which one person influences the thoughts, attitudes, and behaviors of others (Yalem, 2011). Pioneers set a heading for the rest of us; they offer assistance us see what lies ahead; they offer assistance us visualize what we might accomplish; they energize us and rouse us. Leadership is the capacity to urge other individuals to do something noteworthy that they might not something else do. It's energizing individuals toward a objective. Yukl (2006, p.8) characterizes leadership as “the prepare of affecting others to understand and concur almost what must be done and how to do it, as well as the method of encouraging person and collective endeavors to achieve shared objectives.”

### **2.1.2 Females and leadership**

In global context, the number of women in senior management has risen, but only slowly. From 2004 to 2012, the percentage of women in senior management has risen five per cent at most. Between 2009 and 2011 the number fell from 24 per cent to 20 per cent, and in 2012 it stood at 21 per cent. In 2013, the number of women in senior management rose again to 24 per cent globally (Catalyst, 2016).

The number of companies with a female CEO appeared a positive increment. In 2012, the worldwide normal of companies with a female CEO was 9 per cent and in 2013, it rose to 14 per cent. Universally, there have not been this numerous female CEO's ever some time recently. In 2012, most businesses driven by women were in Australia where 30 per cent of trade have a female CEO. Moment came Thailand with 29 per cent and third was Italy with 24 per cent of female CEOs. Botswana, Brazil and Japan share the final put. Within the last mentioned nations, as it were three per cent of businesses have a female CEO (Catalyst, 2016)

### **2.1.3 Females and feminist theory, role congruence theory and leadership theory**

To get it this study and deliver a stage of information for the particular objective of the proposition, the women's activist hypothesis, part coinciding hypothesis and leadership hypothesis are included. This segment surveys speculations that are important to this region of consider. The pertinent hypotheses that have been checked on are women's activist hypothesis, part consistency hypothesis and leadership hypothesis

#### **.2.1.3.1 Feminist Theory**

This hypothesis recognizes the unavoidable impact of sex divisions on social life and tries to get it women's persecution and the structures in society that uphold this abuse and subordination. The women's activist viewpoint, looking at the numerous likenesses between the sexes, concludes that women and men have break even with potential for person improvement Differences in the realization of that potential, therefore, must result

from externally imposed constraints and from the influence of social institutions and values (Anifowose, 2004).

Women's activists progress three wide points of view in attempting to clarify the nonappearance of women from senior leadership within the open and private segment. The primary viewpoint is individual variables in which the lack of women in leadership positions is ascribed to the psychosocial qualities, counting identity characteristics, demeanors and behavioral abilities of women themselves. Among individual variables are self-esteem and self-confidence, need of inspiration and desire to acknowledge challenges—to go up the stepping stool, women's low potential for leadership, less self-assuredness, less enthusiastic soundness and need of capacity to handle an emergency (Kamua, 2010). On the other hand, individual variables such as, emphaticness, certainty, ingenious imagination, dependability and reliability offer assistance women to rise to senior leadership positions (Hora, 2014).

This hypothesis joins to the current consider since it investigates the socio-cultural components which connect sexual orientation components and organizational, and person components. The investigation is concerned with the social development of sex and the task of particular parts, duties and desires to women and men. The social components lead to cliché sees approximately Women capacities inside the social setting. The see that best leadership positions are as it were appropriate for men consigns women to auxiliary parts. The accentuation is put on Women part as moms, caregivers and nurturers (Hora, 2014).

### **2.1.3.2 Role Congruity Theory**

At the center of the see pushed by part congruity hypothesis (Eagly & Karau, 2002), is the preface that partiality can emerge from the relations that individuals see between the characteristics of individuals of a social gather and the necessities of the social parts that bunch individuals possess or aim to possess. Within the case of women and leadership, the bias towards female pioneers takes after from the disjointedness that individuals see between the characteristics of women and the prerequisites of pioneer parts. A key

recommendation of social part hypothesis is that the lion's share of these convictions around the genders relate to the gathered communal properties of women and the argentic ones for men. Communal properties relate to being interpersonally touchy, sustaining, kind, accommodating and concerned approximately the welfare of others. Argentic traits need to do with being forceful, powerful, self-confident, and self-sufficient and in control. Eagly and Karau (2002) cite broad prove from other analysts to appear that sex is the most grounded individual characteristic for categorizing people, even compared with race, age and occupation. Sex is the primary, most self-evident focal point through which we see others and within the nonattendance of particular points of interest approximately people, we effortlessly and naturally return to cliché considering to fill within the spaces.

### **2.1.3.3 Leadership Theory**

Implicit leadership theory (Lord& Maher, 2011), recommends that people hold individual convictions and presumptions approximately what constitutes pioneer and non-leader characteristics, gets to be an vital center since people „behaviors are formed by their encounters, values, characteristics, and other social-cultural impacts (Hora, 2014). Individuals prepare data based on inputs and capacities that influence their sound application of data, casual cognitive heuristics, and master information structures in specific settings, also the persistent and complementary handling of energetic data (Lord& Maher, 2011).

Leadership theory reflects pioneer qualities and behaviors in combination with relevant angles of pioneer development and adequacy (Yukl, 2006) since authority is made up of connections settled in in social settings (Bryman, 2010). In this manner, it can be expected from this that individuals are influenced in an unexpected way by the settings in which they work and from which they come (Stelter, 2012), In other words, setting makes a difference shape what is anticipated from pioneers, as well what pioneers are influenced by counting the setting, standards, and other people (Hora, 2014).

## **2.1.4 Factors that Affect Women's Leadership Position**

Various studies have recognized noteworthy variables, which are required to apply to extend numbers of female in driving positions. Be that as it may, nearly all of investigate works relating to the female cooperation in driving positions have been carried or tried in western nations and diverse organizational, mechanical and social settings. Underrepresentation of women in senior authority is tricky for a few reasons. To begin with, a need of women in senior positions may dishearten the lower-level women to aim to an upper level position, since they feel that it is un-tenable at all. Exceedingly qualified and experienced women may hence not apply for upper level positions. As a result, organizations lose the opportunity to capitalize on the aptitudes and ability of a parcel of their workforce. Advance, when workers see a need of women in upper leadership, they may frame thoughts around the certain values and culture of the organization, such because it is an „old-boys club, “ or oppressive in its enlisting and maintenance hones (Rost, 2003). Hence, there are so numerous reasons that obstructions women from moving to upper administrative position and from those components a few of them are portrayed as takes after:

### **2.1.4.1 Social / Cultural Factors**

Societal variables are roundabout components, which impact both organizational and person behavior. Society sets guidelines, desires and traditions to organizations and people and hence influences female authority. Societal variables are the foremost troublesome and time-taking components to alter as they have an impact on different measurements of life and cannot be effectively controlled (Mbugua, 2007).

The projection of conventional sex parts can be moreover seen within the developing sexual orientation division in educational areas and within the clear qualification between businesses in which women and men need to work in. Conventional sex parts are still lively and solid and indeed those who attempt to dodge falling for stereotyping, frequently discover themselves acting agreeing to their "part", in a few level, whether it is at work or

at domestic. Individuals are influenced by the overwhelming sexual orientation parts all through their lives and sex parts frequently have the impact of a self-fulfilling prediction. In this case, the generalizations that women work less than men or in less requesting positions or gain less, are exceptionally much lively (Anifowose, 2014).

Fierman (2010), culture is that which encompasses us and plays a certain part in deciding the way we carry on at any given minute in time. By no implies a inactive, concept characterizes culture and is both characterized by occasions that are taking put both locally as well as territorially and universally, it is molded by person occasions as well as collective ones, and it could be a include of the time or age we live in. Because it is so endless, culture is additionally regularly utilized as a device to approve all conduct of activities not, all of which may be satisfactory to all concerned and are frequently personally, associated to issues of character. Social systems are not continuously forced, but are open to control and translation from numerous points and sources. Socially decided desire and demeanor towards the young lady child impacts less allotment of assets towards the young lady as compared to the boys. A boy will continuously be considered to begin with some time recently a young lady. This sexual orientation one-sided social presumption and the ensuing differential treatment of boys and young women in a estate not as it were decrease girls" get to and execution within the instruction but too tend to thrust young women to doing the so called „feminine careers“ (Hora, 2014).

Sexual orientation generalizations are generalized convictions around the characteristics and qualities ascribed to men and women in a society. In common, men are characterized as forceful, risk-taking, definitive, and independent (agentic traits), though women are characterized as kind, caring, social, and humble (communal qualities) (Collins & Singh, 2006; Sikdar & Mitra, 2008; Eagly and Carli, 2004). Sex generalizations can be depicted as the characteristics, states of mind, values and behaviors that society indicates as fitting for the specific sexual orientation. The contrasts may have emerged not fair from organic contrasts but too from sex part socialization amid childhood and the way in which men and women create mentally. Sex generalizations have reliably illustrated that men are for the

most part seen as more operator and more competent than women, whereas women are seen as more expressive and communal than men (Eagly and Carli, 2004).

Sexual orientation stereotyping moreover clarifies why women and men are over-represented in specific sorts of occupations. Women rule in “care” occupations such as nursing, educating, social care and particularly child-care. Men tend to be concentrated in development and leadership ranges related with physical quality, risk-taking or decision-making. Such sex predispositions are moreover reflected in organizational hones. Male-dominated divisions tend to be more unionized, and men are more regularly chosen for administrative positions since, a few contend, they are seen to be more willing to work longer hours and oversee others. Word related, sectorial or time-related isolation can too be clarified by women’s inclinations for work security or the way in which social orders constrain them to adjust work and family obligations. These components, among others counting auxiliary and lawful setting, seem offer assistance clarify the over-representation of women in open segment employments and/or part-time work (Mbugua, 2007).

As Hobbler (2011) states the „„glass ceiling““ clarifications center on segregation due to numerous, shifted causes, such as sex part stereotyping (where people tend to relate male characteristics and thus men with leadership positions moreover called the „„think pioneer, think male““ marvel). Researchers have collected significant observational prove that outline that we relate effective pioneers with characteristically male properties such as freedom, self-assuredness, and conclusiveness. So, since generalizations of what women „„are like““ within the working environment don’t coordinate with the male leadership original, women are not considered for or are judged to be sick suited for the best occupations.

#### **2.1.4.2 Organizational factors**

Organizations play an enormous part in advancing female leadership. After all, it is the organization which enlists or does not enlist a female pioneer. Organizations and their inner culture influence women's career conceivable outcomes and organizations have the

plausibility to act in an unexpected way in arrange to extend differing qualities and back female authority.

#### **2.1.4.2.1 Organizations Culture**

Organizational culture alludes to desires, convictions and values which the pioneer hones. These center values of the pioneer influence employees' demeanors, operations of the organization and the by and large nature and culture of the organization (Hora, 2014). Organizational culture is something commonly shared within the work community and holds it together. Consequently, the pioneers claim values, vision and way of working make nature of the organizations by practicing them either deliberately or unknowingly (Mbugua, 2007).

The societies of organizations change a parcel. Organizations can be little, expansive, nearby, and worldwide and they work in several industries. The societies can too be characterized completely different ways and have diverse characteristics. The culture can be for illustration, female or manly, individualistic or collectivistic or low or high-performing societies (Lussier & Achua, 2013). Organizational culture may alter, on the off chance that the organization faces unused patterns, changes within the trade world or a alter of pioneer for case. Organizational culture includes a solid impact on the execution of the organization as well as on the individuals within the organization (Mbugua, 2007).

#### **2.1.4.2.2 Organizations Policies**

Greenwald (2013) argues that corporate managers often introduce family-friendly policies for the sake of better working conditions and that those special measures will definitely yield larger profits for companies. Hora also postulates that family-friendly policies have a positive impact on organizations as a mechanism for competitive advantage. In addition, Anifowose (2006) have pointed out that companies with a flexible employment structure such as the flextime system can raise their productivity by 10% compared to those without such systems, which suggests that more flexible employment systems lead to productivity improvement.

In expansion to the child-care take off framework, much consideration has been as of late paid to the assorted and adaptable staff leadership of encouraging the adjust of work and life. One of those imaginative approaches is to look at the impact of different family-friendly approaches. The concept of family neighborliness risen in Western nations after the 1980s as a strategy to adjust work and private lives against the foundation of expanding working moms, declining birthrates and quickening social maturing patterns, more different family sorts and discernible changes in person ways of life. (Oakley, 2000).

Women are not the same as men; they have specific organic capacities that make them distinctive, which in turn make their work encounters diverse. To this conclusion, treating men and women the same has viably made a systemic frame of backhanded separation for women. Mbugua (2007) asserts that pregnancy is a workplace issue that starts well before conception and ends long after birth. It is impossible to separate pregnancy and family responsibilities.

Recounted prove recommends presumptions that women will leave when they have children are still broad and proceed to make the premise for not contracting women among a few bosses. Expansive number of women report noteworthy troubles when they return to work due to the need of strong arrangements and hones in working environment. Issues like childcare, breastfeeding, flexible working hours and part-time work are still very current issues for most working women (Oakley, 2000).

Separation happen when a worker endures unfavorable or unjustifiable treatment due to their sex, race, religion, national root, debilitated or experienced status, or other lawfully secured characteristics. Government law disallows separation in a number of work-related ranges, counting selecting, contracting, work assessments, advancement approaches, preparing, recompense and disciplinary activity. Separation can be depicted totally different ways. It can occur in getting to work, in advancement or within the treatment of a representative (Mbugua, 2007).

The contrasts between the sexual orientations have been an persevering source of differences and questionable talks about over the centuries, particularly within the 20th and 21st century where the parts of women significantly changed in comparison to their forerunners (Bowen, and McFarlane, 2010). Sexual orientation contrasts are normal and a given, and contentions emerging out of this normal wonder pivot on issues of treatment, balance, regard, decency, and rights and benefits of people with respect to their sexual orientation (Oakley, 2000).

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#### **2.1.4.3 Individual factors**

Person variables in women's careers are influenced by the societal level as well as the organizational level. As examined prior within the proposal around the conventional desires towards women and men, women themselves have certain desires and concepts around what they ought to be and do. The commerce culture might too influence how an person feels and acts in that organization, and whether the individual's career is backed by the organization or not.

##### **2.1.4.3.1 Educational Qualifications**

Eagly and Carli (2004) offer several explanations for women's lesser occupancy of high-level leadership positions in the United States. One clarification is that women make less of an venture in human capital, in spite of the fact that not essentially in terms of instruction or work involvement. Since of women's more noteworthy association in residential work,

their consideration is regularly redirected from preparing and endeavors made toward paid work, causing them to involvement intrusions in their work history, more than men.

Oakley (2000) suggests theories and explanations that deal specifically with the barriers faced by women in the attainment of senior leadership positions (Oakley, 2000). Barriers are created by corporate practices that tend to favor the recruitment, retention and promotion of males over females. The contentions that women need the essential line encounter required for senior occupations fits into this category as does the idea that the pipeline required to be filled some time recently the numbers at the beat would increment altogether. As financial improvement brings an increment within the specialization of labor, made strides and more open apparatus and framework, and way better instruction and preparing to the workforce, work is now not performed within the family and generation is progressively provided by specialized undertakings with wage labor and leadership occupations. As choice creators who are more taught and superior prepared, and less burdened with family and family obligations, men have been more likely to procure the benefits of financial development than women. Extending education and preparing to women for them to gotten to be more dynamic within the paid and profitable workforce has appeared to improve financial advancement endeavors advance (Boserup, 2006).

#### **2.1.4.3.2 Experience and Performance**

According to UN report, (2007) postulate that in countries with large youth population's women may face discrimination based on age and appearance. Liliana Cisneros from the United States noted that, in Latin America, pictures are required to be included in [a job] application package. Some employers include "good presentation" as a requisite The issue is that great introduction can be deciphered in numerous ways at the tact of the boss. A few women indeed go to costly surgery operations to extend their chances to be utilized. Indeed, in the scholarly community, women over 35 are less likely to discover a grant or to be conceded to an scholarly program since of the prerequisites of the teach.

Kamua, (2010) suggests that the average age of the workforce in most industrialized countries is increasing and so new workplace dynamics are in play. Past investigate has

appeared that there are a assortment of recognitions of more seasoned laborers within the work environment. These discernments can extend from —the older laborer could be a shrewd and experienced resource to the organization to the more seasoned specialist is moderate and safe to alter inside the organization. In spite of the inclinations that individuals hold, age differences is expanding for pioneers themselves and for the people whom they are driving.

#### **2.1.4.3.3 Promoting confidence**

Building confidence and changing attitudes that moreover women can be pioneers without relinquishing their womanliness or having a family ought to begin from an early age. Both girls' and boys' way of considering almost career openings ought to be broadened by advertising conceivable outcomes for them to visit and familiarize themselves with distinctive trade segments, which are either male-dominated or female ruled. By doing this, the sex division seen within the labor advertise might indeed in a long-term and it would open more entryways for women to advance to leadership conjointly differentiate authority in male-dominates segments (Roches, et.al, 2010; Kamua, 2010).

One-third of all business visionaries in Finland are female business people. Numerous women might see more openings to be pioneers by establishing their claim trade and organizational culture, in case other organizations don't offer progression openings, adaptability or recognize their aptitudes. This way, the organizational culture and adaptability would coordinate women's claim values and convictions and one's competences would be utilized within the right way. Anifowose (2006) comments that women have superior conceivable outcomes to fulfill themselves in less formal organizations, as women are more regularly inquisitive about having duty, challenges and making rules instead of having control and titles. Indeed, in spite of the fact that business may be a great way for many women to become managers in case they don't get the correct conceivable outcomes in another organization, women ought to be empowering to challenge existing organizational societies. Women ought to be energized to require more dangers and believe themselves and their aptitudes. It ought to be too emphasized that

women ought to not need to deliver up their possess identity and alter concurring to the organization, they ought to or maybe attempt to alter the organization (Kamua, 2010).

#### **2.1.4.3.4 Glass ceiling**

Women are said to be keeping themselves into a glass cage, instead of confronting a glass ceiling any longer. As examined prior, women themselves can stand within the way of their way to leadership, or at slightest make the advance slower by addressing their capacities. This wonder determines from the conventional desires that both society and culture set on sexes and peopl.

Concurring to the study by Anifowose (2004), women's claim demeanors were recognized as the moment most powerful impediment when getting ahead. The respondents famous that numerous women need certainty and will. This conviction is bolstered by numerous others as well. A few individuals see that women don't indeed need to be pioneers and are not willing to work for it as much as men and consider it being the reason for the low number of female pioneers. A few women, not all, don't have the same certainty and will as men when pointing to authority positions which makes them not indeed attempt. Moreover, beginning a family unavoidably influences women's career improvement and numerous make the choice to cut down hours and prioritize family over career for case. In differentiate to the negative impact of women's claim states of mind, they can too have a positive impact. According to the survey conducted by Talouelama (2013), most women answered that the most important factor that has advanced their careers is their own determination. In this way, women's possess states of mind can have a positive or a negative impact on their career goals. The respondents contended that the need of appropriate systems makes women ought to succeed on their possess and this increases their assurance. It is deceiving to say that women don't need to be pioneers, as there are those kind of men as well. It is more almost women's underestimation of their possess aptitudes and in a few cases, weight from conventional sees approximately what women ought to do or not do. Women appear to need certainty and frequently beneath assess their abilities and competences when it comes to driving. They might require more consolation that they are

reasonable and competent for a position, while men more commonly more forcefully interest or request a positions reasonable for their abilities. In a positive note, women's claim assurance and boldness are regularly what gets them ahead, particularly on the off chance that one does not have supports or legitimate systems (Kamua, 2010).

#### **2.1.4.3.5 Building networks**

Organizing implies building connections and knowing individuals. It has been demonstrated to be an productive career booster because it can offer assistance pick up all sorts of benefits, such as data benefits and work openings. It can also widen one's influence, power and recognizability (Lussier & Achua, 2013).

Networking is profoundly vital for any pioneer, but indeed more so for women. Organizing permits individuals to share encounters and information, and indeed back each other. There are both female and male based systems additionally "blended" systems. Frequently, having a blended arrange of both women and men is seen more useful because it brings more diverse viewpoints and makes the arrangement more invaluable (Anifowose, 2004). Why systems ought to incorporate both women and men, is based on the thought that it might increment differences and indeed the division of men's and women's fields. The impacts of sex division in several businesses can be seen within the structure of systems as well. In arrange to alter the male ruling trade culture and structure, women ought to make themselves known in men's systems as well. The refinement in systems leads to the circumstance that men get more conceivable outcomes to rise to leadership positions. In case men have their claim, more extensive systems than women, and on the off chance that they don't know any competent women to prescribe, the openings will clearly go to men. However, numerous women working in leadership as of now have great systems, particularly among each other. Social aptitudes play a huge portion in organizing and investigate bolsters that they both are numerous female leaders' qualities (Aaltio, 2010) The systems can be official or informal, but in any case they play an critical part as places to share, learn, create and bolster each other. The importance of knowing the correct individuals and having contacts has made a difference numerous female pioneers in their

careers. Good managers and other individuals standing behind you within the starting of your career makes a great base for the longer term. Afterward on, one's career, the systems too give a great put for female pioneers to direct and bolster those beginning mind experience (Kamua, 2010).

## **2.2 Empirical review**

### **2.2.1 Women Underrepresentation**

In nearly in each nation, to date, women and other minorities experienced a wave of career obstructions at numerous various leveled levels in organizations. From 1970 to 2012, the extent of women's add up to work expanded from 37% to 47%. Agreeing to the U.S. Bureau of Labor Statistics, the rate of women "working in leadership positions" extended from 17% in 1971 to 51.4% in 2012 (Powell, 2014). This enormous labor move shows a major societal development for women's status and parts within the work environment. In spite of the upward trend in women's nearness within the working environment, in any case, women stay underrepresented at official and board positions (Anifowose, 2004). Among Fortune 500 companies, for example, women occupy only 14.6% of executive officer positions (Catalyst, 2013) and only 23 companies among S&P 500 companies (4.6%) are led by female CEOs (Catalyst, 2013). Thus, women have made few strides in breaking through the glass ceiling i.e. invisible barriers that exist for women and other minorities that limit their upward mobility in organizations when it comes to senior leadership positions (Hoobler, Lemmon, and Wayne, 2011; Hoobler et al., 2011).

On the other hand, amassing observational prove demonstrates that an increment of women's inclusion at beat authority levels goes past advancing the study of sex balance within the working environment. Tall rates of sex differing qualities at best leadership positions create a positive effect on trade development prospects (Clarke, 2011). For case, a consider conducted by Welbourne et al. (2007) of 534 companies found that designating women to beat leadership expanded organizations' brief and long-term budgetary execution, counting 3-year stock cost development and profit per share increment.

Besides higher financial returns, companies with higher gender diversity at senior levels are more likely to provide role models for high-potential women, allowing them to fill impending shortfalls of talent, (organizations lose the opportunity to capitalize on the skills and talent of a portion of their workforce) and retaining or attracting the most qualified people to serve in leadership positions (Anifowose, 2004). Competitions for talent will intensify in the next two decades owing to the forecasted labor shortage in all developed countries (Burke & Major, 2014; Hoobler, Lemmon, & Wayne, 2011; Kamua, 2010). To attract and retain talent, organizations should not overlook the importance of career advancement and the development of women in management positions (Burke & Major, 2014; Hoobler, 2011; Clarke, 2011; Oakley, 2000). In this way, securing best administrative positions for more women ought to be considered as a vital human asset advancement approach that contributes to organizational competitive points of interest. Advance, when representatives see a need of women in upper leadership, they may frame thoughts almost the verifiable values and culture of the organization, such because it being an „old boys club,“ or oppressive in its enlisting and maintenance hones. In whole, the glass ceiling is tricky since it stymies the opportunity for a considerable proportion of the workforce, that’s, women, to contribute to organizations by means of capable administrative parts (Clarke, 2011).

Since this working environment social issue has been recognized as such, analysts and professionals have weighed in on the reasons for women’s need of ascendancy to the beat occupations. Common clarifications center around four fundamental zones. To begin with, glass ceiling clarifications center on separation due to numerous, changed causes, such as sex part stereotyping where people tend to relate male characteristics and subsequently men with authority positions too called the “Think pioneer, think male” wonder. Hoobler et al., (2011) contend that there’s considerable experimental prove which outlines that individuals tend to relate effective pioneers with characteristically male qualities such as freedom, confidence, and definitiveness. Therefore, because stereotypes of what women are like in the workplace do not match with the male leadership archetype, women are judged to be ill suited for the top jobs.

By the same token, agreeing to the inquire about bunch Catalyst (2017), women proceed to be derailed into assistant, staff capacities, such as human assets and regulatory leaderships, instead of line positions where they are capable for an organization's benefits and misfortunes. Agreeing to CEOs met by Catalyst, the last mentioned sort of involvement, line positions, is especially vital since it is significant to being considered for senior official occupations.

Second are the pipeline explanations for women's lack of career advancement. A pipeline argument is one that points to historically few women in preparatory programs such as law schools, M.B.A. programs (Hoobler et al., 2011). The assumption is that when enough qualified women are in the pipeline, they will eventually assume leadership positions in senior management in equal numbers to men.

Third are the clarifications that individuals will gather into the developmental brain research category the thought that women are not hereditarily inclined to bear leadership parts. These clarifications propose that men and women are basically diverse; men lean toward the tall stakes environment of best leadership, whereas women select security and lesser challenges (Hoobler et al., 2011; Kamua, 2010). These thoughts frame the establishment of what has been irregularly proclaimed for a decade or more as the opt-out transformation of women laborers with family obligations. The fourth clarification centers on the way work is organized nowadays that the time and vitality required from all laborers in today's competitive commerce environment and the "24/7 economy" is incongruent with what it takes to raise a family. Since women head the larger part of single parent family units, and stay capable for a more noteworthy rate of child rearing obligations in most two-parent house-holds, they drop brief of managers' desires for the perfect worker "one who is accessible to remain late, come in early, and drop everything for the company in case vital (Hoobler et al., 2011). The structure of conventional working courses of action is designed around a career demonstrate built up within the nineteenth century that in some cases powers women to select between work and family since of the coordinate strife between the assets required to perform both proficient and domestic obligations. Whereas

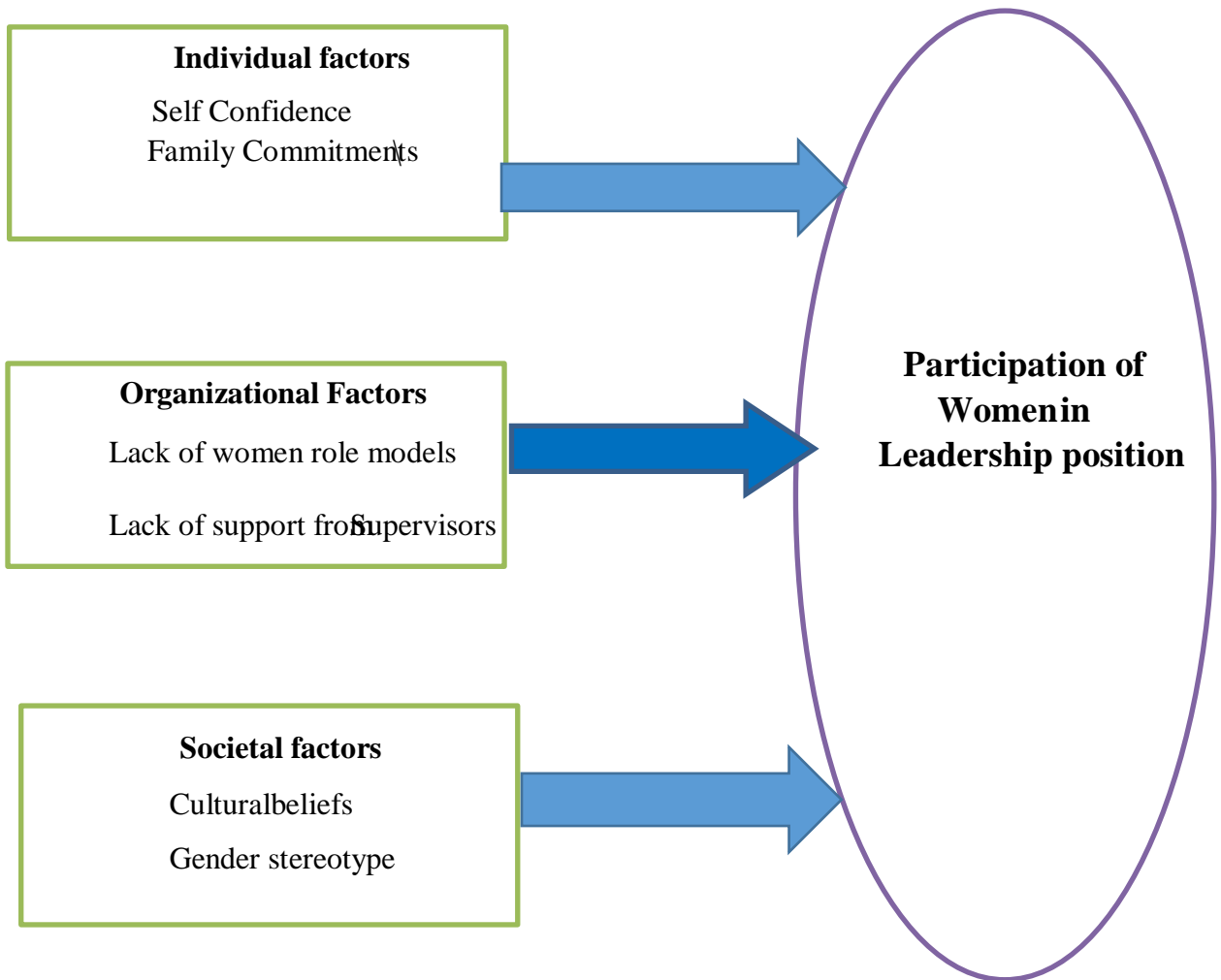
both women and men have less time to give to their careers when their residential obligations incorporate companions and children, numerous thinks about have recorded that women still are capable for the larger part of family labor, and consequently their careers are more influenced by household parts (Hoobler et al., 2011).

### **2.2.2 Women and Leadership in Ethiopia**

Clearly, women play an imperative part within the community by taking care of all societal activities. In any case, they don't appreciate the natural products of their labor and endure from political, financial, societal, and social marginalization. Agreeing to Meaza (2009), in spite of the fact that there are numerous women who have played critical political and leadership parts within the history of Ethiopia, as it were few are obvious within the existent literary works (Meaza, 2009). The same source has demonstrated that women have played imperative political parts for the most part by using intermediary control through birth or marriage. Literary works depict that indeed on the off chance that women's formal support within the most elevated authority position was formally closed, it is archived that all through the world, women had played basic parts in times of wars and peace as community organizers and activists. Over all, for occasion, un Ethiopian Women history, commitments and brilliant authority part which have Sovereign Menelik's (1877-1913) to begin with formal spouse, Bafena and moment legitimate spouse Ruler Taitu had played is exceptional history and comes to begin with when one conversation approximately Ethiopian women commitments. For instance, Taitu was acted as the chief advisor of Emperor with particular influence in the area of foreign relations. She holds high profile in the history for patriotism and uncompromisingly pursuing Ethiopia's independence (Meaza, 2009). These verifiable realities make it clear that in spite of their qualities, commitments and illustrated leadership capacities, it has never been simple for Ethiopian women to rise to formal political control (ibid.). Presently a day the FDRE government has received different upgrading rebellious to advance break even with interest of women in each subject of the nation's decision-making position among which the FDRE structure is the foremost promising and official one which had ever been existed within the history of the nation. Be that as it may, a few

endeavors have been made still the support of women in leadership and decision-making position is negligible as per to their partners. This could be prove with numerous angles however, looking at extent of women within the parliament which is entitled to be the highest approach making body of the country, in spite of the fact that it could appear expanding from time to time (Yalem, 2011). These clarifications for why few women are beneath- spoken to in upper leadership positions are the foremost common, and all have a few bolster based on scholarly inquire about. However, this inquire about centers on the components and their affect in anticipating women to rise to the top-level positions, taking the case of Bunna BankS.C.

## Conceptual Framework



## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

In this chapter the methodology used in undertaking the research is outlined. The chapter details the research design, data collection methods, instruments and analysis being employed in the research.

#### **3.1 Research Design**

A descriptive research design is applied to describe the data and characteristics of the samples in order to understand and systematically describe the incentive schemes of the case organization and also to identify the most influential variables that affect employee's motivation.

The reason of the study is to examine factors that influence women's participation in leadership positions. The study is a survey in which data are collected from the targeted population.. Concurring to Singh (2006), investigate plan is basically an explanation of the protest of the request and the methodologies for collecting the prove, analyzing the confirmations and announcing the discoveries, with the sec to address its objectives, the study used quantitative and qualitative methods.

#### **3.2. Research approach**

In this research, both qualitative and quantitative research utilized to attempt the study. Both primary and secondary data has been utilized to gather the specified data Qualitative research helps to undertake in-depth study through exploring attitude, behaviors, and experience by using such data collection instruments as the key informant and focus group discussion. quantitative research, information will intervene through the analyst or the human instrument.

### **3.3 Target population of the study**

The target population is characterized as a collection of components or objects that have the data looked for by the analyst (Malhotra & Birks, 2006). The study population is comprised of 288 representatives of is chosen as a unit of analysis for this study. Target populations are employees of the company located in Addis Ababa. All complete lists of employees ‘relevant data obtained from head office, Human Resource Department of the company. As at April, 2022, a total of 1020 employees are engaged within the bank in different job position.

### **3.4 Sample technique and sample size**

To carry out this study, out of the total population, a sample of 288 respondents were selected. To select sample respondents from total study population, both probability and Non-probability sampling methods were employed. The probability sampling method selected because it avoids biasness and helped to generalize data gained from sample respondents avoiding an error which could arise from sampling. Therefore, simple random sampling was used. Moreover, purposive sampling was used as a technique so as to include women managers as a respondent. It is chosen to utilize this strategy in arrange to incorporate those leadership bodies and pick up pertinent information around the status and components influencing the support of women in leadership position in Bunna Bank S.C.

In this paper the researcher used a simple formula from Yamane (1967) to determine the sample size. This formula can be used to determine the minimal sample size for a given population size Where

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

Where

n = sample size

$N$  = total population size

$e$  = margin of error the total population of the study is 288 and assume that the margin of error is 5%

$$n = 1020 / (1 + 1020(0.05)^2)$$

$$n = 1020 / 1 + 2.55$$

$$n = 287.48 = 288$$

### **3.5 Data collection methods**

Primary data is utilized for superior understanding of the issue beneath the study and collected from respondents at who are expect to deliver firsthand data on the subject beneath The questionnaire is used to collect the data from the respondent's and Secondary data is gathered from sources like; annual reports, journal articles, internet, magazines, newspapers and books related to the subject of the study and these are consulted at length to extract the information required to support the findings from the study respondents.

### **3.6. Types and Sources of Data**

#### **3.6.1. Primary data**

Primary data is utilized for superior understanding of the issue beneath the think about and collected from respondents at head office who are accept to allow firsthand data on the subject beneath think about. . The self-administered survey questionnaire is utilized to gather the information from the respondents. Sometime recently starting genuine information collection, the analyst has briefed the leadership group and other concerned staff with respect to the reason of the investigate

#### **3.6.2. Secondary data**

Secondary data is gathered from sources like; annual reports, journal articles, internet, magazines, newspapers and books related to the subject of the study and these are consulted at length to extract the information required to support the findings from the study respondents

### 3.7. Validity and Reliability

#### 3.7.1 Reliability

A reliability test answers to the thought whether the methods of information collection and examination will create the same comes about on other events or will other spectators make comparative perceptions and arrive at the same conclusions from the crude information. It implies that rehash perceptions allow comparative comes about. Reliability is inversely related to a random error (Creswell, 2008). There are several different reliability coefficients. One of the most commonly used is called Cronbach's Alpha. Cronbach's Alpha is based on the average correlation of items within a test if the items are standardized. As shown in the table below, the Cronbach alpha values were 0.8. According to researches, the instrument of the research was suitable for further statistical analysis since their value are greater than 0.70.

The reliability of the questionnaire tried by utilize of SPSS form 23 and the result about of the unwavering quality test are displayed on Table 3.1

Table 3. 1 Reliability Statistics Cronbach's

Factor	Alpha	No. of Items
Social cultural	0.72	4
Organizational	0.918	4
Individual	0.75	8

#### 3.7.2. Validity

To the degree to which information precisely reflects what they are implied to reflect. It implies that the instrument measures what it is gathered to degree. In this way impact of motivating force plans estimations are embraced from different researcher works. Things within the questionnaire are arranged employing a five Point-Likert scale but the statistic things and an extra comment in related to the study. Most extreme exertion is exerted to

form coherent connect between the things within the questionnaire and the objective of the study. The researcher directly contacted with the staff of the company to collect primary data and he also had a chance to assess all appropriate sources of information makes the data obtained valid

### **3.8 Data Collection**

Primary sources of evidence were utilized in arrange to get adequate data and give sensible unwavering quality of the result about. Data and evidence collection were based on the analysis of primary data collected via questionnaires. Utilizing these sources together it was conceivable to gather total and solid data and to get a clear picture of the study issue. The questionnaire was utilized as a major information collecting instrument due to its comfort to gather satisfactory information from a huge number of respondents. The questionnaire contains three sections; the first section is about general information of the study; the second section is regarding the respondents' profile and the third main section includes specific questions which are relevant for the study.

### **3.9 Research Ethics**

This study not one or the other includes any explore on human subjects nor conducted without the assent of the think about members. Over all, the analyst did not inquire the study members to lock in into dangers as a result of taking part in this think about and all the information from the respondents is private and utilized for the think about reason as it were. Other than, educated verbal assent was gotten from the key respondents amid information collection. Thus, the respondents had given the proper to refuse or take portion within the study. Moreover, all the essential and auxiliary information collection within the organization were attempted as it were after getting endorsement by the respective authority of the bank and without any offense in moral rules amid the entire investigate prepare. In this manner, no moral, unwavering quality and legitimacy issue will be confronted.

### **3.10 Data Analysis**

After the primary and secondary data gathering completed, the collected data were checked throughout the different phases of editing, coding, data entry and data analysis. Data on the background of the respondents, secondary data from document were analyzed qualitatively. This study is descriptive in nature. Descriptive Statistics permits the analyst to deliver clarification of diverse pieces of information with a couple of lists. Accordingly, the summarized data were interpreted vis-à-vis the theoretical frame work of the study to arrive at meaningful conclusions. Thus, descriptive qualitative data analysis techniques were employed to come up with the final research report. Data was analyzed using statistical package for social sciences (SPSS) version 23 to generate descriptive statistics and tables.

## CHAPTER FOUR:

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The data gathered through questionnaire from permanent employees of Bunna BankS.C. had been analyzed using description of findings in this chapter. Questionnaires had contained questions that utilized to accumulate information from target bunch which are selected from the total population of employees that are higher supervisor, middle level managerial and branch employees using Stratified Sampling Technique. To achieve all these, a total of 288 questionnaires were distributed and 216 of them had filled by respected respondents and returned as well used for the purpose of the paper.

#### 4.1. Response Rate

The questionnaires were distributed to the Department directors, managers, and senior officers, clerical and non-clerical employees of Bunna BankS.C.. From distribution of 288 questionnaires, 216 questionnaires were giving the response rate of 75%. This shows good response rate for the respondents

#### 4.2. Background of sample respondent

##### 4.2.1. Sex Composition of respondents

Table 4. 1 Summary of Sex Composition of respondents

	Sex	Frequency	Percent
1	Female	104	48.10
2	Male	112	51.90
Total		216	100

Own Survey, 2022

With respect to sex composition of test respondents as to the finding of the study demonstrated within the over table 4.1, 104 (48.10%) of respondents are female, whereas

the rest 112 (51.90%) of them are male, in which guys and female are nearly the same. Usually a sign that Bunna Bank is doing well towards sex balance at operational level.

#### 4.2.2. Age Status of Respondents

Table 4. 2 Summary of Age Status of respondents

S/N	Age	Frequency	Percent
1	Below 25	26	12.00
2	25-30	92	42.60
3	31-40	84	38.90
4	Above 40	14	6.50
Total		216	100

Own Survey, 2022

With respect to respondents age comes about of table 4.2 over appears that lion's share of respondents 92 (42.6%) were in between 25-30 a long time of age and the another which is 84 (38.9%) were between 31-40 a long time of age. The rest of the respondents 26(12%) and 14 (6.5%) were underneath 25 and over 40 a long time respectively

#### 4.2.3. Educational Status of Respondent

Table 4. 3 summary of educational status of Respondent

S/N	Educational level	Frequency	Percent
1	Diploma	12	5.60
2	Degree	154	71.30
3	Masters and above	50	23.10
Total		216	100

Own Survey, 2022

As appeared in table 4.3 over, 154 respondents (71.30 %) are degree holders, the following 50 (23.10%) are ace holders and the rest of the respondents 12(5.60%) are confirmation holders on the level of Instruction. The investigation demonstrates that all of staff are taught so the reaction from them is reliable.

#### 4.2.4. Work Experience of Respondents

Table 4. 4 Summary of work experience of respondents

S/N	Service Year	Frequency(In number)	Percent
1	Below 5	82	38
2	6-10	96	44.40
3	11-15	32	14.80
4	More than 16	6	2.80
Total		216	100

Own Survey, 2022

With respect to their work encounter as portrayed in table 4.3 over, 96(44.40%) and 82(38.00%) respondents have 5-10 a long time and underneath 5 a long time separately. The rest 32(14.80%) and 6(2.80%) of the respondents have 11-15 a long time and over 15 a long time individually. The higher number of respondents whose encounter is over 5 a long time infers that tall involvement of the female authority. So, they know more from their involvement approximately authority and their reaction is reliable.

#### 4.2.5. Current Position of Respondents in the Bank

Table 4. 5 Summary of respondent's position

S/N	Position	Frequency In number	In percent
1	Clerk customer	10	4.62
2	Customer service officer	110	50.92
3	Accountant	25	11.57
4	Assistant manager	26	12.03
5	Branch Manager	35	16.24
6	Division Manager	10	4.62
Total		216	100

Because it has been demonstrated on table 4.4 over, from add up to 216 respondents who had reacted to the surveys, 110(50.92%) are Client benefit officer, 35(16.24%) are

supervisors, 26(12.03%) are Collaborator supervisors and the remaining,7(6.3%) are drop beneath the other tall positions within the bank. From the overall as focused on, tall numbers of respondents are administrators and directors they tallied 88.4% and they have accepted to have broad sum of involvement and information with respect to variables that prevents women’s from tall positions.

### 4.3 Presentation, Analysis and Interpretation of Data Pertaining to the Study

#### 4.3.1. Analysis of data related to the status of Women’s in the Bank

Questionnaires prepared and distributed for respondents focused on the status of women’s at Bunna BankS.C.. Hence the interpretation made based on the findings from the respondents.

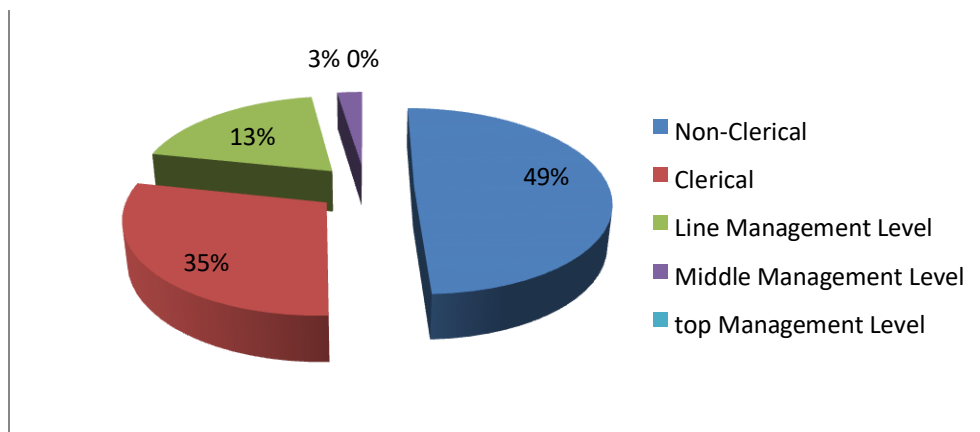


Figure 1 Positions Occupied by Women’ in the Bank

As it has been indicated in Figure 1 above, respondents have pointed out the positions occupied by women in the Bank. Accordingly, 3% are in Middle Management Level, 13% are in Line Management Level, 35% are in Clerical and 49% are in Non-Clerical or non-operational positions respectively. As sample respondents indicated no woman in the position of Top Management Level (i.e. President and Vice Presidents).

Based on the document analysis, there are a total of 1020 employees in Head office and East district, from this 551 are males and 469 are females. Furthermore, 612 employees

have 1<sup>st</sup> degree from this 337 are males and 275 are females. Also, 50 employees have 2<sup>nd</sup> degree from this 36 are males and 14 are females.

The data clearly shows that, larger part of the women’s have instructive capability but they are doled out in non-clerical and clerical positions. Indeed, in spite of the fact that, there are laws and directions in connection to the significance of empowering and enabling as well as interest of women in leadership and choice making positions, the reality has appeared the inverse.

#### 4.3.2. Analysis of data related to Promotion criteria of the Bank to Leadership Position in the Bank

Table 4. 6 Promotion Criteria of the Bank

S.No.	Criteria for Promotion	Frequency		Multiple answers were possible ( a respondent was free to choose more than one option)
		In No.	In %	
1.	Gender (being a Male or woman)	42	19	
2.	Merit (performance)	32	11	
3.	Acquaintance (R/N-ship with Management)	64	33	
4.	Commitment to the goals of the Bank	48	13	
5.	Other Specify	30	15	
<b>Total</b>		<b>216</b>	<b>100</b>	

Source: Field Survey, June 2022

Despite the fact that, the Bank’s promotional policies revealed that educational qualification, work experience, performance evaluations are keys to the appointment and promotion into senior management positions in reality the situation is rather different. According to the response obtained from respondents, 33% said that relationship with management is a key criteria for promotion to higher position, 19% said that Gender (being a Male) is the promotion criteria by attracting more men than women and most

management positions in the Bank are occupied by men, 15% ethnicity and favoritism played a significant role in appointment to leadership position, 13% responded that promotion is based on commitment to the goals of the Bank, 11% of the respondent said that performance is key criteria and finally 9% of the respondents said that Gender (being a Woman) is a key criteria for promotion.

**4.3.4. Comparative analysis of data related to promotion opportunities of Male and Women in the Bank**

Table 4. 7 Promotion Opportunities of Male and Women

S/N	Statement	Number	Percent
1	More	12	6
2	The Same	39	18
3	Less	59	27
4	Do not compare at all	106	49
Total		216	100

Concurring to the respondents, 49% of the Women respondents answered that the openings for advancement isn't compared at all, 27% of the women respondents said that it is less openings given for women, 18% of the women respondents feel that it is given rise to openings for advancement and at long last 6% of the women respondents said that women have more openings than men. This appears that concurring to the lion's share respondents, the openings given for women are distant absent than men.

**4.3.5. Analysis of data related to do you think it is easier for women to become a leader/manager at the moment and even more so in the future in the Bank?**

Table 4. 8 Women to Become a Leader

S/N	Women to became a Leader	Number	Percent
1	Yes	52	24
2	No	93	43
3	Neutral	71	33
Total		216	100

With respect to the over wonder, 93(43%) of respondents said that it isn't simple for women to ended up a pioneer and they have question, 71(33%) of the respondents answered that as they have no thought whether women ended up a pioneer or not and the rest 52(24%) said, yes it is less demanding for women to ended up a leader even more within the future.

#### **4.3.6. Analysis of data related to Women's Successfulness in achieving the objective of the bank**

35 (16%) of respondents reacted as women would not be effective in leadership and choice making positions as to their partners. As to these respondents (whom said 'No'), contended women fall flat in leadership positions due to the reality that the position needs tall lively and tall affecting control (capacity) up on their devotees. Be that as it may, women need encounters and are bounded overwhelming residential work and can't control all over leadership and decision-making parts.

On the other hand, 69(32%) test respondents had kept their see impartial since of trouble to conclude all woman can be effective or not with respect to authority and choice making since a few may be effective and others may fall flat.

Subsequently, the over information appears most of respondents said women are fruitful. In expansion, inquire about from different nations underpins that companies with the next representation of women at the foremost senior levels convey more grounded organizational and money related execution as well as superior corporate leadership since women are great laborers, they perform their obligations with constancy, are persistent and willing to offer leaderships to individuals. Women, especially well-educated and prepared women are by and large more steadfast, devoted and indeed more organized than men. The issue is they are not given the support and bolster to be where they can do best and need to be.

**4.3.7. Analysis of data related to Performance of Current Women Manager versus impact on Women’s who are at low level**

Table 4. 9 Responses of employees on whether performance of current women has impact on women’s who are at low level

Description	Frequency of Response	
	No.	%age
Do you feel that the performance of the current women managers has an impact on women’s who are at the low level to get promotion to higher position in the Bank?		
Yes	34	16
No	119	55
Neutral	63	29
<b>Total</b>	<b>216</b>	<b>100</b>

Source: Field Survey, June, 2022

Because it is shown in table 4.10 over, the execution of the current women supervisor has nothing to do with the women who are at low level as adjusted by 55% of the respondents, the rest 29% and 16% of respondents gotten to be impartial and said the execution of women has an effect on low level women’s. As affirmed by lion's share of the respondents, execution of the current women supervisors doesn’t have connection with low level women to urge advancement.

**4.3.8. Analysis of data related to successfulness of the Bank in helping women to overcome barriers to their career advancements**

Table 4. 10 Successfulness of the Bank in helping women

Description	Frequency of Response	
	No.	%age
How Successful your employer has been in helping women to overcome the barriers to their career advancement?		
Very successful	13	6
Successful	22	10
Neutral	34	16
Not successful	43	20
No Attention given At all	<b>104</b>	<b>48</b>
Total	<b>216</b>	<b>100</b>

Source: Field Survey, June, 2022

Table 4.11 appears that, 104(48%) of the respondents are within the supposition that the Bank doesn't donate consideration to women's obstruction to their career progression, 43(20%) of the respondents said that not effective, 22(10%) of the respondents said effective, 13(6%) of the respondents said the Bank is exceptionally effective in overcoming the obstructions of women in their progression and the rest 34(16%) ended up unbiased to the address. From the over respondent's see, it demonstrated that the Bank doesn't grant consideration to their boundaries.

This shows, women are still looking for additional efforts from their employers to overcome their barriers.

#### 4.4. Factors that affect the participation of women in leadership positions

Table 4. 11 Individual Factors

No	Points Individual Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Total
1	Women have interest in positions of higher responsibilities	20%(43)	35%(76)	7%(15)	22%(47)	16%(35)	100%
2	Women have Confidence in being successful in leadership.	12%(26)	20%(43)	16%(35)	35%(75)	17%(37)	100%
3	Women have adequate job knowledge	20%(43)	11%(24)	-	26%(56)	43%(93)	100%
4	Women have adequate academic qualification	40%(86)	31%(67)	10%(22)	11%(24)	8%(17)	100%
5	Females fear failure in leadership responsibility.	23%(50)	48%(93)	3%(10)	13%(28)	11%(26)	100%
6	Women committed on carrying out family responsibility	21%(46)	62%(134)	3%(6)	5%(11)	9%(19)	100%
7	Women leaders have the right communication skills	24%(52)	22%(47)	7%(15)	30%(65)	17%(37)	100%
8	Women employees have the right ambition to be a leader	35%(76)	50%(108)	10%(21)	5%(11)		100

- **Women have interest in higher position**

Lion's share of respondent concur that women have intrigued in higher position duties. The finding infers that women in Bunna BankS.C. tend to coordinate their career objectives for challenging employments.

- **Women have confidence**

Over 51% of the respondents that low self-esteem and the picture women have approximately themselves holds them back in their career movement. This infers that women appear to need self-esteem and regularly beneath esteem their aptitudes and competencies when it comes to driving. Women in Bunna might require more support that they are appropriate and competent for position

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

The discoveries in table 4.12 appears that the respondents, with 71% concurred that women have satisfactory scholarly capability and 69% oppose this idea that women have satisfactory information for the work. Besides, it was expressed by respondents that one of the reasons why it can be more troublesome for women to be chosen for beat leadership employments within the bank is that their leadership involvement isn't adequately different. They have not been uncovered to all sorts of company operations amid their careers and hence have not picked up adequate encounter in common leadership over a few utilitarian areas.

- **Females fear failure in leadership responsibility**

Concurring to the respondents 51% where fear of disappointment is the major challenge of women in Bunna BankS.C.. This suggests that since a few of the workers are perplexed of disappointment particularly those who begin their leadership way, they tend to slack behind the stepping stool of leadership position.

- **Women leaders have the right communication skills**

As for communication fashion sexes have distinctive ways of communicating with other representatives and female supervisors have appeared to precise more feeling whereas communicating compared to male. Concurring to table 4.12 respondents who concurred on the subject matter that women are less likely to arrange for what they need which in return holds them back from reaching to their tried position within the bank its specified by distinctive researchers that women are frequently held back by the reality they don't request what they merit and this appears to be genuine as shown in table.

- **Women committed on carrying out family responsibility**

More than half of (68%) of female respondents and three quart of male respondents (83%) said family commitment as having huge impact on the support of women in to the leadership position of Bunna BankS.C. The supervisors and non-managers moreover reacted to organizational components that they think are dependable for representation of women within the authority position of Bunna BankS.C. The results are summarized within the taking after table.

*Table 4. 12 Organizational factors*

No	Organizational factors	Strongly Agree	Agree	Neutral	Disagree	Strongly dis agree	Total
1	Lack of training and adequate education	23%(50)	45%(97)	-	18%(39)	14%(30)	100
2	Lack of delegation	36%(78)	36%(77)	3%(6)	10%(22)	15%(32)	100

Source: Field survey, 2022

As the over table 4.13 shown, out of 216respondents 72% answered the designation plays a imperative part in Kiddie apron to ended up a pioneer. When an worker who has taught

most of the time, he /she contains a chance of getting the administrative position since it is considered as he/she has an encounter or introduction for the position. This issue is compounded by employers’ presumption that women, not at all like men, are not able to give their full time and vitality to work since of their family obligations. Due to this reason woman are losing a chance of being pioneers within the company (Hora, 2014; Yalem, 2011) As the over table 4.4 shows Need of preparing and satisfactory instruction were seen by 68% of the respondents as profoundly contributing for women underrepresentation.

Table 4. 13 socio cultural factors

No	Points	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Cultural beliefs and attitudes of people towards women role have an impact on women participation in leadership position.	33%(71)	38%(82)	5%(11)	14%(30)	10%(22)
2	Gender stereotype is the barrier for women participation in leadership position	27%(58)	33%(71)	4%(9)	21%(45)	15%(33)
3	Support by family so as to enhance participation of women in leadership position	23%(50)	40%(86)	9%(19)	10%(22)	18%(39)
4	Being a motherhood is the major barrier to participate in leadership position	<b>5%(11)</b>	<b>12%(26)</b>	<b>8%(17)</b>	<b>52%(112)</b>	<b>23%(50)</b>

- **Cultural beliefs and attitudes**

As shown in table 4.5 .71% of the respondents concurred that social convictions and demeanor of individuals towards women part have an effect on women interest in authority position. The finding is more helpful with the examination made by Helgeson (2005) and Charles and Davies.

- **Gender stereotype**

As indicated in table 4.3.3, 60% Of the respondents agreed that gender stereotype moderates down of the method of career headway of women in our society, which shows that female representatives of the bank are seen as more of as a secondary gender which may be a boundary for women to reach to leadership position within the bank. gender stereotype in Ethiopia has reliably illustrated that men are by and large seen as more competent than women, whereas women are seen as more expressive and communal than men. So that produces women less sure on their work and accomplishment, as well as incapable to precise themselves openly as men in this way making women a moment choice within the eyes of directors.

- **Lack of support by family**

Another obstacle face by women is lack of support from family and the society 63% infers that the respondents concurred that need of back is a deterrent. In Ethiopia women cooperation is interceded through men, either their father or spouse and their commitment to the society regularly goes generally unrecognized. Moreover, women choice making control is exceptionally negligible indeed within the society which is exceptionally disheartening. From the over it is inferred that there's a need of back from families and the society as a entire for female representatives of the bank thus discouraging them to reach their potential within the bank and accomplish leadership position.

### **Being a motherhood**

Regarding motherhood 75% of respondents disagreed that Being a motherhood is major barrier to participate in leadership position. This demonstrates that being a motherhood isn't a major figure that prevent a lady in arrange to take part in leadership position.

## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATIONS

#### 5.1 Summary of the major findings

The outline of this think about is drawn from the key discoveries by evaluating the information gotten from primary and secondary source in arrange to discover out the components influencing the interest of women in administrative position at Chin-wiper. Based on the major discoveries, displayed over the taking after rundown of discoveries were drawn. Despite the government's encouraging policy for participation of women in leadership and decision-making positions, and affirmative action for promotion, the number of females in leadership is not considerably the same as those of men in the Bunna Bank. Thus, females are underrepresented in top decision making and leadership positions in the bank.

The study result recognized that there are variables for low cooperation of women in leadership position within the bank; socio-cultural attitude, Fear of Failure and lack of delegation are the major ones that prevent women workers from moving up to top decision-making position within the bank. The finding shows women are prohibited from choice making put, it makes an effect of gender gap in leadership which debilitates of women workers to attain at top management positions since for the most part choice producers are male. It is additionally incapable to attain the goal and objective of the bank as well as the development and improvement program of a nation since half of the populace isn't being utilized and utilized viably. The other impact is almost all decisions are made only in one angle (male part) since women are out of the decision making places, which makes incapable to specific their thought or issue from the diverse women point. Additionally, it makes inadequacy for women who are as of now in leadership position and the generally women staffs of the bank; alongside this they need certainty and incapable to precise thought unreservedly. Therefore, low participation of women in leadership in Bunna Bank

can adversely affect the participation of women as well as the bank unless effectively managed and seriously considered.

From the finding women's break even with interest in authority and choice making plays a crucial part within the common handle of the headway of women, in accomplishing advancement, and equality. Thus gender mainstreaming has got to be commonsense and the company needs to arrange to contract the existing sexual orientation crevice in leadership position by planning diverse methodology since women are more capable, commitment to their work and solid whereas they are taking activity as well as making choices. Moreover, women viability depends on the person individual instead of sex hence women are similarly competent as men for the administrative position.

Generally, the finding showed that the major factors that hinder women's participation in leadership and decision-making positions are various and observed interrelated. These include: backward sociocultural attitudes, fear of failure, lack (absence of adequate) delegation, absence of commitment by the concerned (top decision making) body and lack of confidence from women themselves.

## **5.2 Conclusion**

Depending on the finding of the study, it is conceivable to draw the taking after conclusion. The result of the studies shows that, most women occupied position in the company is operational than leadership. The reason for low number in representation of women is since of a number of components contributing for low interest of women within the managerial position within the company such as socio-cultural attitude, fear of failure and lack of delegation are the basic one.

Lack of women's representation and participation has been attributed to several factors and constraints. Some of the constraints observed include organizational structures that inhibit women's participation, negative attitudes towards women's participation and the existing expectations of traditional and cultural roles for women. Furthermore, women's capacity to participate at leadership levels is limited due to over burden of family obligation, cultural

expectations and stereotyping that a „woman’s place is in the home“. As a result, it can be concluded that, in case men alone are seen to be making choices, at that point young women and boys, women and men can be driven into accepting that women have no authentic put in such decision-making. This then has a self-fulfilling effect, meaning that girls and women do not see themselves as important decision-makers and neither do men and boys; and men and boys are legitimated in keeping women and girls out of decision-making positions.

Since of the expressed components said over women are confronting issues that ruin them to moving up to the administrative and best decision-making positions. Since the bank has included the administrative position is relegated through appointment and suggestion without any take note to workers, women are losing a chance of being put within the decision-making position.

Since they are few in managerial position, it has an impact of gender gap in leadership and one of the impacts is need of part show within the decision-making position of the bank, this in turn make for female workers that the administrative posts are unattainable for females since most of leaders are male within the bank. The other impact is almost all decisions are made only in one angle (male part) since women are out of the decision-making places, which makes incapable to precise their thought or issue from the diverse women point. Moreover, it creates inferiority for both women who are already in leadership position and the overall women staffs of the bank; along with this they lack confidence and unable to express idea freely.

### **5.3 Recommendations**

Based on the major findings of the study, the followings recommendations are submitted for execution by the particular partners. Execution of all proposal is essential to decrease the existing hole and progress the lopsidedness of women in leadership and decision-making positions within the Bunna Bank. Be that as it may, a few of the proposals require serious commitment to execute within the bank.

➤ **The Bank should learn from the Government**

Since, mostly women in Ethiopia have more burdened in their home, social relation and working area less than men. This bring that they can't work out their potential as anticipated. So, in arrange to create female worker" to be competent sufficient within the bank, and bring them to leadership position; quantity framework (like current made in government) ought to be substantial indeed on the off chance that it shows up questionable in each case but no question it is significant as a technique to guarantee women support within the frame of representation.

Apparently, where shares have been executed, the organizational culture as steadily demonstrated the significance of women taking portion in decision-making. The company is required to putting target number women within the staffing arrange. It ought to moreover comply with its strategic plan (i.e. affirmative action which is giving the chance to women candidate leaders) to be practical and should follow up its accomplishment based on the plan.

➤ **Revise Policies, Strategies and Manuals at Government and Company level**

According to the company HR policy up to the supervisory level the promotion policy does support women by implementing affirmative action but at managerial and high officers" levels, promotion is based on the recommendation. So, the bank needs to build up straightforward and reasonable position task arrangement to extend women in leadership since proposal is additionally a drawback to women representatives of the company due to its subjective nature of the criteria. There must be cognizant, authoritative backed measures to urge women at administrative posts. Companies, particularly, private organizations ought to too be encouraged to consolidate in their vital plans to incorporate women pioneers. Flexibility may be a prerequisite for individual improvement. The government ought to utilize women affiliations and organizations, counting the Service of Women Undertakings, as a device for woman empowerment.

➤ **Attitude Change from society**

Women confront diverse challenges in numerous life settings. In any case, challenges of women in administrative positions are comprehensive. Families, the community and women themselves ought to begin to allow consideration to women. As they play a key part in organizations' as well as country's advancement. Women might qualify themselves and they ought to engage themselves through information and aptitude in arrange to be successful in their assigned positions and they have to be appear their genuine capacities. Moreover, all men ought to modify their demeanor towards women amazingness being on administrative position or at staff level, state of mind alter is anticipated. Besides, whereas women have twofold obligation in their domestic and at their office as chief, their family ought to be steady sufficient so as to create women more fruitful. Stakeholder office should play its vital role as its establishment objective that gender should not be a barrier to be in higher positions and exert its effort to enhance women participation at managerial posts. In addition to that women should be confident enough to claim the top position if they are competent and should participate in women networking to develop their confidence.

Finally, organizations should take in to account women leadership issues as a major element for the effectiveness of their organization's performance.

**5.4. Limitations of the study and its implication to further researches**

At last, this think about was restricted to explore in one organization as it were. It would be more fitting in the event that more organizations had been included within the study. Subsequently assist investigate is required in this field to get coherent discoveries. Additionally, figure examination ought to have been conducted to clearly portray key variables connected to women leadership representations. Subsequently, other analysts might amplify this think about by taking accounts of progressed factual applications such as figure investigation.

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## **Appendix I**

**ADDIS ABABA**

**UNIVERSITY SCHOOL OF COMMERCE**

**DEPARTMENT OF BUSINESS LEADERSHIP**

**Questionnaire:** Factors Affecting Women Participation in Leadership Positions in the Case Study of Bunna BankS.C.

Dear my 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 “Factors Affecting Women Participation in Leadership Positions in the Case Study of Bunna BankS.C.”. 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 the academic purpose.

Thank you in advance



Division Manager                      Branch Manager                      customer service officer

Clerk Customer                       Assistant Manager                       Accountant

**PART II: A. Questions related to women's status in the Bank**

1. What positions do women occupy more in Bunna BankS.C. as compared to Men?

Non-Clerical                       Clerical Line                       Management Level

Middle Management Level                       Top Management Level

2. What do you think that the key criteria for promoting to leadership position in Bunna BankS.C.? (Multiple answers are possible)

Gender                       Performance  
 Acquaintance (R/ship with Management)                       Commitment to the goals of the Bank

Others (please specify) \_\_\_\_\_

3. Do you feel that you have better, the same or fewer opportunities for promotion than a male counterpart with similar qualifications and experience to get leadership position in Bunna BankS.C.?

More                       The Same                       Less                       Do not compared at all

4. Do you think it is easier for women to become a leader/manager at the moment and even more so in the future in Bunna Bank S.C.?

Yes                       No                       Neutral

5. Do you think that women are equally represented in leadership and decision making positions in Bunna BankS.C.?

Yes  No  Neutral

6. Do you think that women are successful (achieve the objective of the organization) if they are provided a leadership position as to their counterparts' men?

Yes  No  Neutral

7. Do you feel that the performance of the current women managers has an impact on women's who are at the low level to get promotion to higher position in the Bank?

Yes  No  Neutral

8. How successful your employer has been in helping women to overcome the barriers to their career advancements?

Very Successful  Successful  Neutral

Not Successful  No attention given at all

**Part III. How do women leaders at Bunna BankS.C. actually performs compared to their male counterparts?**

Please use the following statements for: SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree & SD=Strongly Disagree and you will be required to use ticks (√)

	Strongly agree	agree	neutral	strongly disagree	disagree
Women managers are highly committed than men towards their duties and responsibilities					
Women managers are cost conscious than men counterparts					
Women managers are aggressive enough than men counterparts in their day to day operation					
Women managers are governed by rules and regulations than men managers					
Women managers are slow decision makers and slow risk taker than men managers					

Women managers are less capable of contributing to an organization's overall goals than are men					
Women managers have good communication and customer handling skill than men managers					
Women managers lack ability to position themselves in a place where clarity, confidence and influence can make a difference					
Women managers are not competitive enough to be successful in the banking sector					
Women managers are unable to coordinate and integrate organizational activities					
Women managers do not possess self-confidence required of a good leader					
Women managers demonstrate an inclusive, team building leadership					

style of problem solving and decision making					
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**Part IV Factors affecting women’s participation in leadership (senior) position in Bunna BankS.C.**

**A. organizational factors affecting women’s participation in leadership position**

	Strongly agree	agree	neutral	strongly disagree	disagree
Lack of training and adequate education					
Lack of Compensation					

**B. Individual Factors affecting women’s participation in leadership position**

	Strongly agree	agree	neutral	strongly disagree	disagree
Women have interest in positions of higher responsibilities					
Women have confidence in being successful in leadership					

In Bunna Bank S.C. women have adequate academic qualification					
Women perceive leadership is given to males.					
Women fear in succeeding balancing professional work and with family Responsibility					
Women employees have the right ambition to be a leader					
Women leaders the right communication skills a leader should have					
Women committed on carrying out family responsibility					

**c. Socio-Cultural factors**

	Strongly agree	agree	neutral	strongly disagree	disagree
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Cultural beliefs and attitudes of people towards women role have an impact on women participation in leadership position					
Gender stereotype (notion that women are not good leaders ) is the barrier for women participation					
There is support by family so as to enhance participation of women in leadership position					
Being a motherhood is the major barrier to participate in leadership position					

**If you have any comment or suggestion**

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**\*\*Thank you\*\***