



**An Assessment of Factors Affecting Participation of Women in Management
Position: The Case of ethio telecom Company**

This Thesis Submitted to Partial Fulfillment of the Requirements for the Degree of
Master to Department of Public Administration and
Development Management (PADM)

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Declaration

This work or any part thereof has not previously been presented in any form, whether for the purposes of assessment, publication or for any other purpose. Information taken from published and unpublished work of others is cited and list of references are presented in the study. I confirm that the intellectual contents of the work are the result of my own efforts and no other person.

This is to certify that the thesis entitled “**An Assessment of Factors Affecting Participation of Women in Management Position: Case of ethio telecom Company**” submitted in partial fulfillment of the requirements for the award of the Degree of MPA. The work was done under the guidance of My Advisor Assistance Professor Mulugeta Debebe (PhD), in Addis Ababa University, College of Business and Economics, Department of Public Administration and Development Management.

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Abstract

Women face multi-faceted challenges to participate in management position due to different factors. The purpose of this research is to examine women's possibilities to advance to leadership positions. This thesis is based on the fact that there are less female leaders than male leaders, both in the country and in the company. The objective of this study is assessing the factors affecting women's participation in management position in selected ethio telecom Company. It also aimed to examine the major barriers that hinder women's participation from leadership and to evaluate the impact of gender gap in managerial position. In order to meet these objectives, qualitative research methods were used. The data was collected by interviewing and conducting questionnaires for top management position of the company to explore the current gender practices in the company and assessing the factors for low representation of women in managerial position. Consequently, non-probability purposive sampling was used to select the respondents and discussants of the study. The findings showed that women are highly underrepresented in higher level positions due to some factors such as educational gap, socio-cultural attitude; organizational culture and company recruitment and promotion practice are the major ones. Due to this women's are unable to get role model and less confidence for the position. Thus, in order to minimize the existing gender gaps in decision making place, the company needs to implement affirmative action at managerial level, giving quota number for women at entrance stage as well as clearly needs to set the criteria while assigning employees at managerial positions.

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Acronyms

EFDRE	_____	Federal Democratic Republic of Ethiopia
HREOC	_____	Human Rights and Equal Opportunity Commission
ILO	_____	International Labor Organization
GDP	_____	Gross Domestic Product
ICPD	_____	International Conference on population and Development
HDI	_____	Human development Index
EPRDF	_____	Ethiopia People’s Revolutionary Democratic Front
HIV	_____	Human Immunodeficiency Virus
UNFPA	_____	United Nations Population Fund
AIDS	_____	Acquired Immune-Deficiency Syndrome
EOC	_____	Equal Opportunity Commission
UNDP	_____	United Nation Development Program
KII	_____	Key Informant Interview
ETA	_____	Ethiopia Telecommunication Authority
ETC	_____	Ethiopia Telecommunication Corporation
ET	_____	Ethio Telecom
PTO	_____	Public Telecommunication Operator
IBTE	_____	Imperial Board of Telecommunication
ICT	_____	Information and Communications Technology
CEO	_____	Chief Executive Officer
WCYA	_____	Women, children & youth Affairs
HR	_____	Human Resource
GTP	_____	Growth and Transformation Plan
IS	_____	Information System

CHAPTER ONE: INTRODUCTION

1.1 Introduction

The issue of gender inequality can be considered as a universal feature of developing countries. Unlike women in developed countries who are, in relative terms, economically empowered and have a powerful voice that demands an audience and positive action, women in developing countries are generally silent and their voice has been stifled by economic and cultural factors. Economic and cultural factors, coupled with institutional factors dictate the gender-based division of labor, rights, responsibilities, opportunities, and access to and control over resources. Education, literacy, access to media, employment, decision making, among other things, are some of the areas of gender disparity (Gender inequality and women's empowerment, 2008).

However, women account for larger share of the total population in many countries, including Ethiopia and they provide major labor input to many economic activities, varying from informal employment to self-employment but the opportunities for women in the formal sector are very limited due to many reasons and factors. Thus, they are visibly absent or marginalized group in management positions in the government organizations and private companies. Women remain concentrated in the so-called "female professions" and at the very best in the middle management positions, and hence miss the decision-making processes at higher levels. Thus, women are particularly underrepresented wherever decisions are made, regardless of the level or the institutions they involved in.

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Thus this chapter consists of different parts that relate to the study. The first is the back ground of the study it highlights different ideas about women's participation in management position and its role for the sustainable development. The next part is statement of the problem which states about the importance of equal participation of women in decision making places and the existence of gender disparity in the company at management position, its current situation in relation to international guiding principle and identifying the gaps in company context. The objective of the study part indicates the objectives going to be achieved at the end of the study. It includes general and specific objectives. Significant of the study reveal the different parties which benefits from the study. The scope of the study section shows the research coverage areas; and limitation of the study section includes area which is related with the research but not covered by this study. The last section of this chapter is organization of the paper, it states about the overall appearance of chapters which are included in this study.

1.2 Back Ground of the Study

In recent years it has been widely recognized that women's active participation in decision making is central to development and poverty alleviation. The Universal Declaration of Human Rights states that achieving the goal of equal participation of women and men in decision-making will provide a balance for the achievement of both transparent and accountable government to strengthen democracy and promote its proper functioning (Afroz, 2010).

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However, in most organizations in Ethiopia (both public and private) women have rarely assumed managerial roles. The basis for differences between the lives of men and women lies in the traditional patriarchy of Ethiopia which remains supported by religion and culture as well as gender differentials in access, participation and service provision across the educational, legal, health and economic sectors. While recent changes to the constitution and the legal code were meant to resolve and do away with patriarchal attitudes plus practices and engendered some changes, there is still need for further transforming discriminatory attitudes toward the female gender at the work place, in the public sphere and at homes (Haregewoin & Emebet, 2003).

Therefore, recently in Ethiopia various policies and strategies adopted by the government to promote gender equality and protect women's rights, including the National Plan for Gender Equality (2005-2010), the Plan for Accelerated and Sustainable Development to Eradicate Poverty (2005-2010), which included "unleashing the potential of Ethiopian women" among its eight strategic elements, the Development and Change Package for Ethiopian women, seeking to promote the economic and political participation of women and to eradicate harmful traditional practices, and the joint United Nations/Government of Ethiopia flagship programs on gender equality and maternal health.

Moreover, Ethiopia is one of the countries which signed the international declarations affirming the legal rights and equality of men and women. In addition to this it has incorporated such a point in the Constitution in Article (9)4 which states that "All international agreements ratified by Ethiopia are an integral part of the law of the land" (Constitution of the FDRE, 1995, p.79). However, available literature shows that women still constitute an extremely small percentage of those participating in public decision making (Yalem, 2011).

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As Amrot (1998) demonstrated that being a country of diversified culture and language, Ethiopia experiences a diversity of attitudes towards the role of women as a whole. The common ground for all of them is the general tendency to keep women at a lower position than men in most aspects. The reality of this is confirmed by the fact that women lag behind men in education, employment, social status, etc. There are so many sayings attributed to these socio-cultural influences *“The universe of the man extends to the court of law whereas the woman is destined to the kitchen” (p.1).*

Thus, women’s participation in the economic sphere is narrow and largely limited to domestic work and low paying menial jobs in the formal economic sphere, making them largely dependent on men for economic support for themselves and their families. Despite all the hardship women face, their valuable contribution has never been calculated in the national GDPs globally. However, women can prove to be a valuable resource and an asset for the country with the abilities like handling multiple tasks simultaneously, which might not be that easy for male employee Standing (as cited in Afroz, 2010 & Chalchissa and Emnet, 2013).

According to ILO (2004) report, men are in the majority among managers, top executives, and higher levels of professional workers whilst women are still concentrated in the lower categories of managerial positions. Both visible and invisible rules have been constructed around the “male” norm, which women sometimes find it difficult to accommodate: male and female colleagues and customers do not automatically see women as equal with men, women tend to have to work much harder than men to prove themselves, and sometimes they have to adapt to “male” working styles and attitudes more than necessary.

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Furthermore, women tend to be excluded from the informal networks dominated by men at the workplace, which are vital for career development. The problem is compounded by employers' assumption that women, unlike men, are not able to devote their full time and energy to paid work because of their family responsibilities. Consequently, women are not given as many opportunities as men to do the more demanding responsible jobs, which would advance their careers. Women are underrepresented in the formal sector of employment. The survey conducted by the Central Statistical Authority (CSA, 2004) showed that women account for less than half (43%) of the total employees in the country. Considering the percentage of female employees from the total number of employees by employment type, the highest was in domestic activities (78%) and followed by unpaid activities (59.3%). In other types of formal employment (e.g. government, NGOs, private organizations), the percentage of female workers is less than 35. On the other hand, the survey showed overrepresentation of female workers in the informal sector. About 58% of working women work in the informal sector whereas the percentage of working men in the informal sector was 37.7 % (Gender inequality and women's empowerment, 2008).

According to Muluneh (as cited in Chalchissa & Emnet, 2013), even though the local government's effort in incorporating gender perspective into economic empowerment programs show a relative improvement, it is still quite low. Moreover, women's employment has increased, in Ethiopia public organization over the last decades, compared to men, still there is low women's participation in decision making (Chalchissa, 2011; Federal Civil Service Agency, 2006/7).

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As a general fact, women account for larger share of the total population in many countries, including Ethiopia, as HDI report (2013) the total population of the country is 86,538.5 and from this women account 43,466.62 or 51% of the total population. However, as discussed above, they are visibly absent or marginalized group in management positions in the government organizations as well as private companies.

1.3 Statement of the Problem

Women constitute half of the Ethiopia population. Thus, any political, economic and social activity that doesn't involve and benefit women cannot be fruitful because such an activity is based on half the manpower, half the knowledge, half the effort, etc...of that which is available in the country (WCYA, 2013). Though women's rights to equal participation and benefits, with men, can't be seen separately from the overall economic and political progress in society, it is an established fact that women's rights need special attention in the change process.

According to Afoz, (2010), the sustainability of the economy of a country depends on the extent of the integration of women in public decision-making, and the inclusion of their needs and interests in policy which ultimately helps to ensure good governance. In Ethiopia, as women are more than fifty percent of the population, it is very important to utilize this part of population so that the talent of whole population is optimally utilized. Internationally, women's right to participate in decision-making processes at local, national and international levels were recognized by the Convention on the Elimination of all Forms of Discrimination against Women and the Beijing Fourth World Conference on Women and the issue of gender equality was also focused by the Millennium Development Goals.

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According to (Haregewoin and Emebet, 2003 & Genet, 2007) Ethiopia is a patriarchal society that keeps women at a subordinate position, using religion and culture as an excuse. These excuses have for many years been supported by laws and legislation, that uphold patriarchy and women's subordination. This has brought about and maintained disparities between men and women, in division of labor, share of benefits, in law and state, in how households are organized, and how these are interrelated.

Commencing this, ethio telecom is one of the biggest companies in the country which encompasses a great amount of employees in the country. While looking the gender involvement in the company, it is not proportional i.e. from a total of 9,766 employees women constitute only 2,299. Besides that the representation of women at the managerial position is very low (Company profile, 2013). Thus the majority of leadership positions in ET were occupied by men leaders and the representations of women in senior leadership and decision making positions in the company are almost insignificant. Since the company has implemented transformation program in recent time, 2010; and as a newly restructured company, it is highly expected to have a balanced work assignment from gender perspective to meet the company's core principles and to contribute to MDG's achievement as a nation.

The study was aimed at bringing out their views on some of the reason that have hindered them from ascending to higher management position in their respective posts. However this study is an attempt to create space for the policymaker for discussion in order to ensure active participation on women in decision-making.

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Therefore, the study attempts to assess the existing gap and the factors affecting participation of women in management position the case of ethio telecom Company. Based on these main points the researcher raises the following **research questions**:

- What kind of management positions do women occupy in the company as compared to men?
- What factors contributes the low participation of women in management position of the company?
- What are major problems that are affecting women in the participation of management position in the company?
- What is the impact of gender gap on leadership in the company?
- What strategies the company employ to enhance the participation of women in management position?

1.4 Objectives of the Study

1.4.1 General Objectives of the Study

The broad objectives of this research are to assess and examine the factors that affect women's to hold managerial positions and also identify possible strategies that can be used to enhance women's participation in senior management places in the context of ethio telecom Company.

1.4.2 Specific Objectives of the Study

- To identify the major barriers that hinder women's participation in management position of ethio telecom.
- To evaluate the impact of gender gap in leadership.
- To evaluate strategies the company employs to enhance the contribution of women for better achievement of the company's goal.

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1.5 Significance of the Study

The significance of this study lies in its ability to show the actual representation of women in management position and the factors that affect women's participation from managerial position in ethio telecom Company.

The suggestions from the study will also lead to policy makers' new orientation in formulation and implementation of affirmative action policies that could enhance women's participation in company management.

Moreover, the study will benefit women that it helps to realize factors that affect their representation in leadership position and by suggesting how to overcome it.

Finally, the study will help other researchers as literature in the study area, for Universities in general and it is used for the company as a base for improving the human resource strategic planning in particular.

1.6 Scope of the Study

This thesis mainly concentrates on the discussion relating to the factors affecting women's participation in management position the case of ethio telecom Company. Knowing that several factors cause for low number of women in the management positions, but on this research it has chosen to focus only on how contribute organizational factor for low representation of women in managerial posts. It does not include other variables beyond the organizational factor such as structural and behavioral factors which are not be explored.

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The study area is conducted only in Addis Ababa ethio telecom Company focusing on head office and two zones. The company has a head quarter, six zonal offices and eight regional offices across the country. So the researcher has chosen to conduct the study on above specified area where 71% of employees are situated and where most of those respondent categories mentioned above are all placed.

1.7 Limitation of the Study

The major limitation of this research was the respondents' reaction towards the questionnaires. The main source of primary data were the company employees who are placed at top management position and most of them were not timely responding which had an impact on the research schedule. In addition to that some were even not responding an open ended question in a proper manner.

Besides the questionnaires, interview is one of the other primary data for this study and it had also difficulty to arrange it on time with HR officers since the company has currently launching big project that solve the existing network problem. Because of that most company employees are devoted their full time on their assigned work. More over while the company has made transformation recently from former Ethiopia Telecommunication Corporation (ETC) to ethio telecom Company (ET) there was lack of literatures in the study area.

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1.8 Organization of the Paper

This study is organized in five parts. Chapter one is about introduction of the study which contains background of the study, statement of the problem, objective of the study, significance of the study, scope and limitation of the study; chapter two is about review of related literature; chapter three is about research design of the study comprising all methods and tools which are employed to achieve the stated objectives; chapter four states data presentation and analysis; and the final part of this research presents conclusions and recommendations which are drawn based on the findings.

1.9 Definition of Key Terms

Gender: Gender refers to the personal sexual identity of an individual, regardless of the person's biological and outward sex. How people define masculinity and femininity can vary based on the individual's background and surrounding culture. Differing societal expectations in different cultures establish the behavioral, psychological and physical attributes that are associated one gender or another.

Management: The term in the study means any person charged with the responsibility of planning, coordinating and directing people, a department or an organization, in this case ethio telecom Company.

Middle Management Position: The Middle Level Management consists of the Departmental Heads (HOD), Branch Managers, and the Junior Executives. It executes (implements) the policies and plans which are made by the top level management. Thus based on this thesis middle management position in ET are managers and supervisors.

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Top management position: The top management of an organization determines the objectives, policies and plans of the organization. Thus based on this study top managerial position are CEO chief executive position and officers.

Participation: The term is used in this study to refer to the provision of equal opportunity to women to take part in the leadership and decision making and management position in the company.

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

Participation in Decision Making: is defined as the employees' involvement and influence in the decision making process in an organization

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Meaning and Concept of Leadership

Leadership is a process by which one person influences the thoughts, attitudes, and behaviors of others (Yalem, 2011). Leaders set a direction for the rest of us; they help us see what lies ahead; they help us visualize what we might achieve; they encourage us and inspire us. Leadership is the ability to get other people to do something significant that they might not otherwise do. It's energizing people toward a goal. Yukl (2006, p.8) defines leadership as *“the process of influencing others to understand and agree about what needs to be done and how to do it, as well as the process of facilitating individual and collective efforts to accomplish shared objectives.”*

Davis and Newstrom (1989) defined; leadership as the process of encouraging and helping others to work enthusiastically toward objectives. It is the human factor that helps a group identify where it is going and then motivates it towards its goals. Without leadership, an organization would be only a gathering of people and machines, just as an orchestra without a conductor would be only musicians and instrument. The orchestra and all other organizations require leadership to develop their precious assets to their fullest capacity.

Hence, for this study the definition of leadership as a process of encouraging and helping others to work actively toward objectives is considered since the meaning of leadership is taking into consideration as facilitator (transformational leadership style) not as a power (transactional leadership style).

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Early research tried to identify the traits that differed between leaders and non-leaders, or between successful and unsuccessful leaders: Some studies focused on personality factors, like intelligence, ambition, and aggressiveness; others examined physical characteristics like height, build and attractiveness. However, no consistent agreements that are stable across groups and tasks have emerged despite continued attempts (Ibid).

Leadership behavior i.e. the way leaders engage in their activities or perform their role as a leader, and antecedents of behavior has been widely studied. It has been found that personal direction of leaders is associated with pattern of leadership displayed by individuals (Bass and Duntmen as cited in Sikdar & Mitra, 2008).

According to Sikdar & Mitra, (2008) leadership literature has identified different styles of leadership based on leader's orientation towards task and people. Transactional leadership behavior is associated with the leader being more tasks oriented and with low consideration towards people. Transactional leadership is characterized by behavior associated more with the "agentic attributes" (i.e. agentic behaviors at work includes speaking assertively, influencing others, and initiating tasks of masculine gender). While transformational leadership behavior is associated with the leader having high consideration of people. It is characterized by behavior focusing on relationship and consideration of people and is associated with the "communal attributes" of feminine gender. Communal behaviors' at work include being concerned with the welfare of others (i.e., descriptions of kindness, sympathy, sensitivity, and nurturance), helping others, accepting others' direction, and maintaining relationships.

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This indicating that gender characteristics impact on leadership behavior. Thus it could be influenced by the gender identification i.e. how individuals identify with characteristics attributed to males or females based on gender. People who see themselves as having more feminine characteristics are likely to exhibit the transformational leadership behavior.

2.2 Male's verse Female's Leadership Style

Since men and women have different leadership styles, the variances do not mean that one has dominance over the other. The difference may be due in part to men seeing leadership as leading and women seeing leadership as facilitating (Schaefer, as cited in Growe & Montgomery, n.d). Although male and female administrators perform many of the same tasks in carrying out their work, different aspects of the job are emphasized (Chliwniak, as cited in Growe & Montgomery). According to Getskow (as cited in Growe & Montgomery) women embrace relationships, sharing, and process, but men focus on completing tasks, achieving goals, hoarding of information, and winning.

Various literature provide evidences that men utilize the traditional top-down administrative style; while women are more interested in transforming people's self-interest into organizational goals by encouraging feelings of self-worth, active participation, and sharing of power and information. This type of leadership that is considered to be effective in the current environment of continual change, and rapid globalization, increased labor market participation of women & other excluded groups.

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2.2.1 The Nature of Males and Females

A common interpretation of the behavior and relation between, men and women emphasized the importance of the biological maternal function of the female in determining the nature and content of her being. A women's early life is a preparation for becoming, and her later life is devoted to being, a successful wife and mother. Her activities, though not necessarily confined to the home, at least center around it, for her primary mission is to be a helpmate to her husband and to provide a warm and safe haven for her family. If she does work for pay, she will do best in jobs compatible with her household responsibilities and her feminine personality (Blau& Ferber, 1992).

Men, on the other hand, are not constrained by their paternal function from fully entering the world outside the home. On the contrary, their natural role as provider and protector spurs them on to greater efforts (Ibid). Thus, nature by itself has an impact for women for not to be influential to outside work and not make women more competitive in their assigned position.

2.2.2 Gender Difference: Do Male and Female Leaders Adopt Different Style?

The 'Yes to Differences' Position

Some authors like Rosener, Butterfield and Grinnell, Eagly et.al. (as cited in Collins & Singh, 2006) suggest that societal norms promote a general stereotype of gender roles which have been cultured through a process of social learning. These socialization practices encourage the development of skill, traits and behaviors that are different between men and women, which in the eyes of many men and women are perceived as contrary to those required in the higher levels of management.

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According to Helgesen, (as cited in Collins & Singh, 2006) women have a different management style which can bring benefits to the organization. In her view, women are more inclined to take a fresh perspective, identify, what is not working and develop new solution. Compared with their male peers, women leaders are more willing to share power, make decisions and solve problems based on shared ideas and information, and encourages participation and expression. Women prefer organizational structures that enable consensual working rather than the traditional hierarchical structures favored by men. So she describes this as '*the female advantage*' (Ibid, p. 12).

On the same way Rosener (as cited in Collins & Singh, 2006) describes the style adapted by women as an interactive leadership style consisting of behaviors that represent power-sharing, energizing, encouraging participation, mutual trust and respect, and enhancing self-worth. She states that the women described themselves in ways that characterize transformational leadership-getting subordinates to transform their own self-interest into the interest of the group through concern for a broader goal. Conversely male managers were more likely to use their position as a source of power and employ methods based on formal authority. In short, men are more likely to adopt transactional leadership method. She suggests that women's traditional role in society is to offer a supportive and cooperative environment and that this influences their leadership style.

The 'No Differences' Position

Although evidence of behavioral and personality differences between male and female managers is a consistent finding across a number of studies as indicated above, other authors have reported that there is no significant gender differences. Examining gender and transformational leadership, Komives (as cited in Collins & Singh, 2006) reported male and female manager's to be generally equally transformational, with both groups stating that a collaborative style built on consensual relationship was important to effective leadership.

Similarly, Ferrario (as cited in Collins & Singh, 2006) states that although research examining explanations of women's failure to attain leadership positions has frequently focused on gender differences, she could find no evidence that men and women lead in different ways. When leaders rating provided by subordinates are examined, there is again no evidence of significant gender difference in the perceptions of whether male or female leaders utilize greater levels of transformational behavior.

In general, although the evidence may be mixed, many authors do describe a gendered leadership style in which male managers are more likely to be autocratic and employ a command and control style of leadership, whereas women prefer to lead in ways that are consensual, empowering, encourage participation and teamwork. In short, women are more likely to employ a transformational leadership style. This type of leadership that is considered to be effective in the current environment of continual change, and rapid globalization, increased labor market participation of women & other excluded groups. The proponents of both perspectives agree that women continue to fail to attain top leadership positions.

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2.3 The Women and Leadership in Ethiopia

2.3.1 During Haile Selassie Regime

Before the 1974 revolution, Ethiopian society has a strong religious base and the political culture has derived its strength from those religious beliefs. Orthodox Christianity was the dominant religion at the time forming the ideological base of the ruling monarchs. Within the stratification system, women were not only placed at the lowest hierarchical level, but were also expected to show utmost respect and submission to men and never question the motives of their husbands, fathers or male relatives. This hierarchy was also explicitly stated in the Fetha-Negest (as cited in Biseswar, 2011):

“First, he [the judge] must be a man... the requirement of being a male is based on the consideration that man is the master of a woman, as said by the Apostle[Ephesians 5:23]. The office of a judge belongs to the superior rather than the subordinate; because a man is more intelligent, he must judge”.

Over centuries, such indoctrination became further integrated as part of culture. In this manner, women’s inferior status became established unchallenged as universal within the traditional patriarchal ideology.

So according to Fetha-Negest women at that time were subjected to powerful autocratic ideological control that none of them could challenge the emperor. Due to that, the Emperor had no agenda and did not consider women’s advancement as an issue. There were women’s organized activities run mainly by non-governmental (NGOs) bodies such as the Ethiopian Women's Welfare Association, the Ethiopian Officer's Wives Association, and the Ethiopian Female Students' Association.

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These Associations were, however, limited in scope, and only existed in the cities. Besides as it was the order that time, the monarchy did not design special measures for women's liberation and also did nothing to alter traditional gender perceptions in the society. Therefore, they had little or no impact on government policies, laws, regulations or development programs. Most of the educated women (at the time there were very few) were also not sensitive to their own problems and could not walk further than functioning as part of the society, abiding by their feminine roles (Ibid).

Even though the first parliament was established in Ethiopia during Haile Selassie's regime, no woman had been given a chance of nomination. Latter, only 2 women in 1965 and 5 women in 1969 have occupied the imperial's parliament and the senate which had 250 and 125 seats respectively (Yalem, 2011).

2.3.2 During the Dergue Regime

When the Dergue (The Military Government) took political power in the country in 1974, it dramatically changed the political course from monarchy to a communist orientation. The Revolutionary Ethiopian Women's Association (REWA) was established by proclamation, but this organization was too monolithic and too close to the Dergue to be of any real use to women. The purpose of its establishment was, in fact, the consolidation of the Dergue's power. Promoting the interests of women was not high on its agenda nor was it designed to influence government policies or help women benefit from development programs. As a result there was little improvement in the lives of Ethiopian women, whether in the social, economic or political sphere, especially of those who lived in the rural areas (Yalem, 2011).

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Even though a few development agencies, particularly NGOs engaged in relief and rehabilitation work, had attempted to incorporate women's issues into their work programs, they did not show the expected results. This was because the previous government had not given women's development the priority it deserved and therefore had not created conducive atmosphere for development initiatives for women.

The Dergue made it clear that it would not tolerate any resistance from anyone to achieving its own goals. In the first year of its power, women activists engaged on state structures (peasant associations and women's commission) to advance their agenda in mobilizing rural women in some regions. They exploited the available opportunities at the time. But that did not last long. The Dergue assumed complete monopoly on the emancipation of women, dictating its course and actions from a distorted woman question paradigm. Within this woman question, there was no indication of altering the traditional female and male domains. In fact, these were found to be enforced and exploited to the maximum by the institutional arm of the Dergue representing all women in the country, namely the Revolutionary Ethiopian Women's Association (Biseswar, 2011).

2.3.3 During the EFDRE Regime

Things looked more promising when the EPRDF took political power in the country in 1991. Many new laws replaced the abundance of state proclamations of the Dergue, creating opportunities for society. Initially, these laws promised much freedom and space to the people (Biseswar, 2011).

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The ruling party set up its own national women's machinery in the form of Women's Affairs Offices (WAO) and bureaus to enhance women's actions. Beside the women's machinery, the EPRDF government also initiated numerous other well-intended efforts to enhance the rights of women within. These include the promulgation of a very liberal constitution containing women's explicit rights, the signing of international treaties regarding women's rights and the introduction of affirmative measures to promote women's advancement (Yalem, 2011).

The Federal Constitution of Ethiopia was promulgated in 1995 which has renewed the commitment to the gender policy and clearly expressed legislative support for women through its various articles. For example, Article 25 prohibits discrimination on grounds of gender. Article 35 is the most comprehensive law regarding women's rights and consists of nine sub-provisions. These are stipulations on the equal enjoyment of rights; equality of rights in marriage; entitlement to affirmative measures; freedom from harmful traditional practices; maternity leave; equal participation in program planning and implementation; equal rights on property ownership; equality in employment; and full access to reproductive health care.

A number of other constitutional provisions, namely those embodied in Articles 7, 33, 38, 42, and 89, also have a direct bearing on the protection of the rights of Ethiopian women. Beside local efforts, the government in Ethiopia has always been among the first to become a signatory to the many international conventions.

It did not stop there. It was quite promising to see that the ruling party included an article in the constitution meant to domesticate these international treaties. Article 9 (4) in the 1995 constitution stipulates that "all international agreements ratified by Ethiopia are an integral part of the law of the land". Many other steps undertaken by the EFDRE government on women's

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rights include revision of the family law in 2000; revision of the penal code in 2004; revision of the labor law; launching of a social welfare policy in 1997; an educational policy; the formulation of a national health policy in 1993; the promulgation of a national population policy, an HIV/AIDS policy, and many more.

Besides these, Article 3 of the constitution provides equal opportunity for women to participate in the decision making process by giving them the right to vote and be elected. In this regard, a number of measures have been taken in terms of advocacy, lobbying and awareness creation in order to increase the participation of women in the decision making structures of the country. Though much still remains to be done, there are noticeable achievements in the participation of women particularly in the parliament as well as in regional councils.

The Civil Service Reform Programs also contributed a lot to women's participation in decision-making. Article 13 (1) of the Civil Service Proclamation No.262/2002 prohibits discrimination among job seeker on the basis of sex. The proclamation also incorporates an affirmative action by stating that preference shall be given to female candidates who have equal or close scores to that of male candidates. As a result, the number of women indifferent decision making position has increased significantly.

Thus, representation of women in the different decision making positions during the current regime (i.e.at Legislative, Executive and Judiciary) levels are shown below:

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Table 2.1: The House of people's Representative.

Election year	Female		Male		Total no. of seat
	No.	in %	No.	in %	
1995	15	2.74	532	97.26	547
2000	42	7.7	505	92.3	547
2005	117	21.4	430	78.6	547
2010	152	27.8	395	72.2	547

Source: Ethiopia National Election Board 2013

Table 2.2 Federal Executive Level at Top management position.

Year	Ministers				State Ministers			
	Female		Male		Female		Male	
	No.	in %	No.	in %	No.	in %	No.	in %
2010	3	12.5	21	87.5	4	8.2	45	91.8
2013	3	12.5	21	87.5	5	11.1	45	88.9

Source: Ministry of women's, Children and Youth Office 2013 report.

Table 2.3 Federal Judiciary Level in decision making position.

No.	Court type	Sex	Top Position				Lawyers	
			President		Deputy President			
			No.	in %	No.	in %	No.	in %
1	Federal Supreme Court	Female					1	4.1
		Male	1	100	1	100	23	95.9
		Total	1	100	1	100	24	100
2	Federal High Court	Female					7	13.7
		Male	1	100	1	100	44	86.3
		Total	1	100	1	100	51	100
3	Federal First Instance Court	Female					24	28.6
		Male	1	100	1	100	60	71.4
		Total	1	100	1	100	84	100
Total		Female					32	20
		Male	3	100	3	100	128	80
		Total	3	100	3	100	160	100

Source: Ministry of Women's, Children and Youth Office 2013 report.

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2.4 Factors that Affect Women's Leadership Position

Underrepresentation of women in senior leadership is problematic for several reasons. First, a lack of women in senior positions may discourage the lower-level women to aspire to an upper-level position, because they feel that it is un-tenable at all. Highly qualified and experienced women may thus not apply for upper level positions. As a result, organizations lose the opportunity to capitalize on the skills and talent of a portion of their workforce. Further, when employees perceive a lack of women in upper management, they may form ideas about the implicit values and culture of the organization, such as it is an “old-boys club,” or discriminatory in its hiring and retention practices. Therefore there are so many reasons that barriers women from moving to upper managerial position and from those factors some of them are described as follows:

2.4.1 Social / Cultural Factors

Willis (1991) culture is that which surrounds us and plays a certain role in determining the way we behave at any given moment in time. By no means a static, concept defines culture and is both defined by events that are taking place both locally as well as regionally and internationally, it is shaped by individual events as well as collective ones, and it is a feature of the time or epoch we live in. Because it is so vast, culture is also often used as a tool to validate all manners of actions not, all of which may be acceptable to all concerned and are often intimately, connected to issues of identity. Cultural frameworks are not always imposed, but are open to manipulation and interpretation from many angles and sources.

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According to Bernaars, (as cited in Mbugua, 2007) in any ethnic group in Africa a typical woman has low status particularly lack of power to make decisions on matters affecting her life and those of her family. This culturally determined expectation and attitude towards the girl child influences less allocation of resources towards the girl as compared to the boys. A boy will always be considered first before a girl. This gender biased cultural assumption and the subsequent differential treatment of boys and girls in a homestead not only diminish girls' access and performance in the education but also tend to push girls to doing the so called 'feminine careers'.

One of the earliest biological justifications for male superiority comes from Aristotle 5th century B.C (as cited in Amrot, 1998, p.7). He stated that the world is a hierarchy composed of ruling elements and women are "naturally" fit to the second. In his own words he described it as "*The male is naturally fitter to command than the female and female and women benefit most by being subject to male royal authority*". It is mainly because during that time the inequality of men and women was a legally and socially accepted fact. Therefore, this simply shows his ideological difference from contemporary thinkers. While society believes in the superiority of men, we are in the decade of woman in which the involvement of women in many aspects is a hot issue. As Sitterly cited in Amrot, (1998, p. 7) the women manager confirmed it as follows:

"... The 1990's have been named the decade of Women ...changes in values technology, labor availability the work force, life styles, public attitudes, family roles, globalization, legal requirements, company recognition, emphasis on team work and employee involvement are all factors that will enhance women's opportunity to compete and survive in tough economic time."

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A significant social feature resides in the double if not triple responsibilities of women: In most countries, women are perceived to have primary responsibilities as wives and mothers. But in many cases, either as a result of a preference for personal development, or out of sheer economic necessity, women also go out to work in the employment market. Managing these different occupations and their consequent responsibilities is no easy task for anyone man or woman (Willis, 1991).

2.4.2 Organizational Culture Barriers

According to Phillips (as cited in Mbugua, 2007) organizational culture is defined as the realities, values, symbols and rituals held in common by members of an organization and which contribute to the creation of norms and expectations of behavior. It defines conduct within an organization, determines what is and is not valued, and how authority is asserted.

The values, which support the great majority of organizations, and thus define success, often include money, power and status. As McKenna (cited in Mbugua, 2007) the corresponding behaviors include working long hours and putting in face time (as proxies for productivity), competitiveness and a willingness to put work above all else. These values and behaviors, which some authors define as being masculine, have come to dominate organizations for historical and socio-economic reasons but are increasingly being challenged by women, and many men, who want to 'work to live' rather than 'live to work'.

The organizational and managerial values in some organizations tend to be characterized by stereotypical views of women's roles, attributes, preferences and commitments. These in turn influence decisions about who is suitable for particular positions, which is seen to have potential and so forth. When women find themselves selected or assessed on the basis of group membership rather than on their experience and abilities, they experience gender discrimination.

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According to Eagly & Johannesen (as cited in Miller, 2006) leadership and management continue to be the domain of men that is ‘thinks manager, think male’. This has implications for women and men, rightly or wrongly, are perceived in a particular way in society, which permeates organizations. They are assigned gender roles, which are shared beliefs that apply to individuals on the basis of their socially identified sex.

2.4.3 Gender Stereotype Factors

Gender stereotypes are generalized beliefs about the characteristics and qualities attributed to men and women in a society. In general, men are characterized as aggressive, risk-taking, decisive, and autonomous (agentic attributes), whereas women are characterized as kind, caring, relational, and humble (communal attributes) (Collins & Singh, 2006; Sikdar & Mitra, 2008). Gender stereotypes can be described as the characteristics, attitudes, values and behaviors that society specifies as appropriate for the particular gender. The differences may have arisen not just from biological differences but also from sex role socialization during childhood and the way in which men and women develop psychologically. Gender stereotypes have consistently demonstrated that men are generally seen as more agent and more competent than women, while women are seen as more expressive and communal than men (Duher and Bono; Sczesny and Stahlberg, as cited in Ginige, 2007).

Gender stereotyping also explains why women and men are over-represented in particular types of jobs. Women dominate in “care” occupations such as nursing, teaching, social care and especially child-care. Men tend to be concentrated in construction and management areas associated with physical strength, risk-taking or decision-making. Such gender biases are also reflected in organizational practices. Male-dominated sectors tend to be more unionized, and men are more frequently selected for managerial positions because, some argue, they are

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perceived to be more willing to work longer hours and supervise others. Occupational, sectorial or time-related segregation can also be explained by women's preferences for job security or the manner in which societies force them to balance work and family responsibilities. These factors, among others including structural and legal context, could help explain the over-representation of women in public sector jobs and/or part-time work.

As Hoobler (2011) states the "glass ceiling" explanations focus on discrimination due to many, varied causes, such as sex role stereotyping (where individuals tend to associate male characteristics and consequently men with leadership positions also called the "think leader, think male" phenomenon). Scholars have collected substantial empirical evidence that illustrate that we associate successful leaders with stereotypically male attributes such as independence, assertiveness, and decisiveness. So because stereotypes of what women "are like" in the workplace do not match with the male leadership archetype, women are not considered for or are judged to be ill suited for the top jobs.

Thus as Cornelius (cited in Mbugua, 2007) asserts that stereotyping can have an influence on the way in which men and women are perceived in the workplace. The use of stereotypes as the basis for assessment of individuals can result in advantage or disadvantage, not because of individual ability or lack of it but because of group membership. Gender stereotypes are still pervasive and widely shared, according to this author.

2.4.4 Work Place Policies

Women are not the same as men; they have particular biological functions that make them different, which in turn make their work experiences different. To this end, treating men and women the same has effectively created a systemic form of indirect discrimination for women. Mbugua (2007) asserts that pregnancy is a workplace issue that starts well before conception and

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ends long after birth. It is impossible to separate pregnancy and family responsibilities. Anecdotal evidence suggests assumptions that women will resign when they have children are still widespread and continue to form the basis for not hiring women among some employers. Large number of women report significant difficulties when they return to work due to the lack of supportive policies and practices in workplace. Issues like childcare, breastfeeding, flexible working hours and part-time work are still very current issues for most working women.

The “Maternal wall”

It has been argued women managers and professionals are disadvantaged in the labor market due to their status as potential or actual mothers, sticking to the old saying that reads, “The hands that rock the cradle cannot rock the boardroom”. Despite anti-discrimination legislation, a negative link continues to be made, by employers, between a women’s reproductive status and her employment orientation (Gatrell, 2006).

The Equal Opportunity Commission (EOC) has stated that this is partly because employers fear that expense and inconvenience may be involved in managing both maternity leave and mothers’ subsequent return to work, when women might request flexibility due to their maternal responsibilities. The EOC also argue, however, that such discrimination occurs due to a belief on the part of organizations that mothers likely to lose their career focus from the moment they become pregnant. It has been suggested that discrimination in relation to women’s maternity occurs because the ‘normative’ image of womanhood is gendered. While men are seen as employment-oriented economic providers and bread makers, it is assumed that mothers’ chief responsibility and interest is (or ought to be!) embedded within the home. Mothers are therefore constructed as having a lower employment-orientation (and a higher home-orientation) than fathers (Gatrell, 2006).

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2.4.5 Discrimination in Appointments

Discrimination occur when an employee suffers unfavorable or unfair treatment due to their sex, race, religion, national origin, disabled or veteran status, or other legally protected characteristics. Federal law prohibits discrimination in a number of work-related areas, including recruiting, hiring, job evaluations, promotion policies, training, compensation and disciplinary action. Discrimination can be portrayed in different ways. It can occur in accessing employment, in promotion or in the treatment of an employee.

According to UNDP report of 1999, despite the fact that many governments have adopted and adapted affirmative action measures and the rhetoric of gender balance, the figures still indicate that globally, despite the fact that women are half of the population, they are nowhere near half of the decision-making structures. The threshold of 30% advocated by the UNDP report, as a prelude to the 50% is still a dream for most women. As a matter of fact, intelligence, ability and motivation are the attributes of a good leader. These attributes are inherent in both men and women, and gender has no role to play in determining these attributes. However in pursuit to investigating the factors influencing women progression to leadership, social/cultural factors, organization culture, workplace policies and discrimination of women in appointments have come out clearly as the factors inhibiting women from moving up the ladder of upper managerial positions.

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2.4.6 The Subtle Barriers: The Role of Male Clubs

According to Lewin (as cited in Blau & Ferber, 1992) there are factors influencing women's careers that may at first appear to be only tangentially related to the labor market. For instance, being denied admittance to prestigious all-male private clubs can impede the progress of career women. These "social" clubs are, in fact, places where influential people meet, relationships are developed, and deals are made; they are not simply places where weary businessmen go to relax and socialize.

Studies have shown that most people find their jobs through personal contacts or by word of mouth-club affiliations give those in executive positions information and contacts that allow them to reap benefits not accessible to those who are excluded. Thus, women's under-representation in high-level jobs, and their flatter experience earnings profiles, may in part be traced to their exclusion from networks that insiders enjoy (Ibid).

In the same way, male executives also belong to other associations and participate in other activities in which women are substantially under-represented. For instance, as students, women generally missed out on the bonding provided by participation in team sports, and female executives are considerably less likely to serve on Corporate Board of Directors. But exclusion from important all male clubs is an especially serious barrier, because important business and professional meetings often take place there. It is, to say the least, very awkward for a young professional when a prospective employer schedules a luncheon interview at a club where women are only permitted to enter the lobby, or for a female executive to arrive at a club to meet a group of peers, only to be denied entry (Ibid).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The research method chosen for this work is a case study. A case study method is relevant as the questions require an extensive and in-depth description of some social phenomenon. According to Yin, (2009) the investigator in such kind of research method has little control over events and the focus is a contemporary phenomenon within a real-life context, ethio telecom in this case. This method requires intensive data source with multiple evidence where the researcher employed different sources of data ranging from primary to secondary across a certain time period. Thus the data is covered in a triangulation manner so as to empirically support one by the other.

3.2 Research Approaches

The researcher in relation to the aim of the study used a qualitative approach so as to get the necessary information related to the study assessed women's participation in different management positions in the company. A qualitative approach are employed, whereby Key Informant Interviews (KII) were carried out in the development and implementation of a questionnaire, focusing on issues related to existing practice on assigning individuals for managerial positions. Review of documents and discussions were also used to clarify the gathered data.

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3.3 Sources of Data

Data is collected both from primary and secondary sources in two phases. Primary data was collected through KII involving human resource employees in ethio telecom Company and a questionnaire is prepared for the company employees in general which was the main primary source.

In addition to this, secondary and tertiary source of data are collected; secondary data is applied in the form of desk review of different published as well as unpublished company documents, tertiary sources such as books, review articles, published reports, web site related to women and analysis essays are used for the study. A review of various publications were also conducted to find the facts about the factors that affect women's participation in management position in the company.

3.3.1 Primary Data Management

A) Interview

The Key Informant Interview (KII) is prepared for human resource officers and gender office specialist in ethio telecom Company which is supported by review of documents and policy papers. It also used as a source of study of themes to identify issues that are important for the development questionnaires, focusing on issues related to existing practice on assigning individuals for managerial positions. It contains structured and unstructured questions. The interview is used based on the assumption that the participants' perspectives are meaningful, and they have the knowledge in the area, and able to make explicit points, and that their perspective affect the success of the research. The interview generally is supposed to generate valuable data which enable for development of questioner.

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B) Questionnaire

The questionnaire is prepared for employees of ethio telecom Company who are chief officers, officers, managers and supervisor. 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. In addition to this, based on the type of respondents the questionnaires are prepared in two different types. This includes questionnaires prepared for women and men who are in managerial positions.

It has both open ended and close ended questions which are presented simultaneously on the questionnaire to obtain objective answers using close ended questions and acquiring the respondent's view through open ended questions. Totally 80 questionnaires are distributed to the employees from which 60 questionnaires are distributed for head quarter employees whereas 20 for the two zonal office employees.

3.3.2 Secondary Data Management

The study used different written data which are collected from various sources. Both qualitative and quantitative data are gathered in the form of secondary data source. Secondary data gathered for the purposes of this study includes ET company policy or procedure related to promotion, and reports of the company as well as Ministry of Women, Children and Youth Affairs are used. In addition to the secondary data source, tertiary sources such as books, review articles, published reports, web site related to women and analysis essays are used for the study. A review of varies publication were also conducted to find the facts about the factors that affect women's participation in management position in the company.

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3.4 Sample Design

The researcher selected non probability purposive sampling design which was reliable and appropriate for this study. Since the research is qualitative and its goal is seeking to describe or explain what is, rather than generalization purposive sampling was used. On the other hand, in this type of designs it is difficult to specify at the beginning of the research how many people will be contacted. So while selecting the sample, the researcher used different techniques among them gathering and using information, for the selection of employees as respondents their attachment to the management position, their practical knowledge and experience was used.

3.4.1 Sample Frame

Sample is the small group of people from whom a researcher draws out information about the total population, so it is the element or set of elements considered for selection in some stage of sampling. Thus for the purpose of this study the sampling contains two zonal offices, Central Addis Ababa Zone which has 250 staff members, South Addis Ababa Zone which has 307 staffs and the Head Quarter which has 4,533 staff members.

3.4.2 Sampling Technique

This research is conducted by taking samples from the above mentioned population. Due to the nature of the qualitative approach used here i.e. a descriptive one so as to get an in-depth opinion of the participants' attitudes and experiences. So as to select respondents the study uses non probability (purposive sampling) method which is suitable for this research since valuable data can be gathered by selecting respondents who have practicable knowledge and important experience related with the study area.

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The head quarter and two zonal offices had been selected as a sample because of 71% of employees and the majority of top management positions of employees are placed. The respondents from the staff of the company are selected based on their experience and their relation with the study area.

3.4.3 Sample

So using a purposive sampling the respondents were selected from Head Quarter where most of managers and officers were placed and two zonal offices from Addis Ababa ethio telecom company employees. Therefore, the questionnaire was provided to a total of 80 employees which comprised 60 employees from Head Quarter (15 for female managers and officers, 45 for men managers and officers) the rest 20 were distributed to the two Zonal Offices. Regarding an interview, the researcher selected human resource officer, capacity building manager and gender office specialists because they are in-depth knowledge about the subject matter and to get more valid information.

3.5 Data Analysis Techniques

Data analysis was conducted in a descriptive form having identified thematic areas in reference to the research objective. So it involved a qualitative technique and supported by using software SPSS (Statistical Package for Social Science) program in order to organize and analyze data which is collected through questionnaire method. Hence descriptive statistics, such as frequency counts of managers, and percentages of women managers are used to show the status of women in management position in the company. Besides a questionnaire, the whole categorizations are substantiated and analyzed in reference to guidelines and working documents while analyzing an

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interview. Thus descriptive qualitative data analysis techniques are employed to come up with the final research report.

3.6 Ethical Considerations

This study carried in line with the approval obtained from Addis Ababa University and ethio telecom also gave a written permission to conduct this research in response to a written inquiry. The interview is conducted by letting the participants to have information about the purpose of the study and the type of information needed from them. The interview was carried out after consent from the interviewees and at a place of their choice. In the case of primary data collection, different management positioned employees of the company were participated. Through this process the researcher let the participants to know the purpose of the research and those who participated were according to their willingness. The questionnaire provided to the respondents has general information about the purpose of the study. In addition to that it indicates that the respondents need not mention their name in the questionnaire and it insures confidentiality. The distribution and collection of questionnaire were made using sealed envelope. This led the respondent to provide their view without any fear and discomfort.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

Introduction

This chapter consists of results obtained from questionnaires, interviews, secondary data and detail analysis of the findings. The data collected are organized, summarized and interpreted by using SPSS software program. Descriptive statistics, such as frequency counts of managers, and percentages of women managers are used to show the status of women in management position in the company. A qualitative analysis also applied to elaborate the data that is collected through interview, observation method and report of the company. The discussion contains the major barriers that hinder women from managerial positions and the current status of women in management position in the company.

The analysis also includes the kind of managerial position that most company women's occupy, the impact of gender gap in leadership due to unequal treatment in managerial position, the actions taken by the company to bring women to leadership position and the strategy to enhance the contribution of women for better achievement of the company's goal as well as for the sustainable development. This is done through evaluating the applications women national policy and with practice of the actual situation of ET Company.

4.1 Background of the Study Area

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Established over a century ago, Ethiopia Telecommunication Corporation (ETC) is the oldest public telecommunication operator (PTO) in Africa. The establishment of the organization dates back to 1894 during Emperor Menelik II in 1894 with beginning of the construction of telephone line from Harar to the Addis Ababa.

The first autonomous entity considered to be the Imperial Board of Telecommunication (IBTE), is established by proclamation No. 131 on October 15, 1952. It is renamed in 1975 as Ethiopia Telecommunications Service during provision Military Government of Socialist, and renamed again as Ethiopia Telecommunications Authority (ETA) in January, 1981.

Proclamation No.49/1996 established the current legal structure of ETC in November 1996, along with a separate entity, the Ethiopia telecommunication Authority (ETA). The current Ethiopian government has made the development of information and communications technology (ICT) one of its strategic priorities. The policy stems from the recognition by the government of ICT as the key driver and facilitator for transforming Ethiopians predominantly subsistence-agriculture economy and society into information and knowledge-based economy and society, effectively integrated into the global economy.

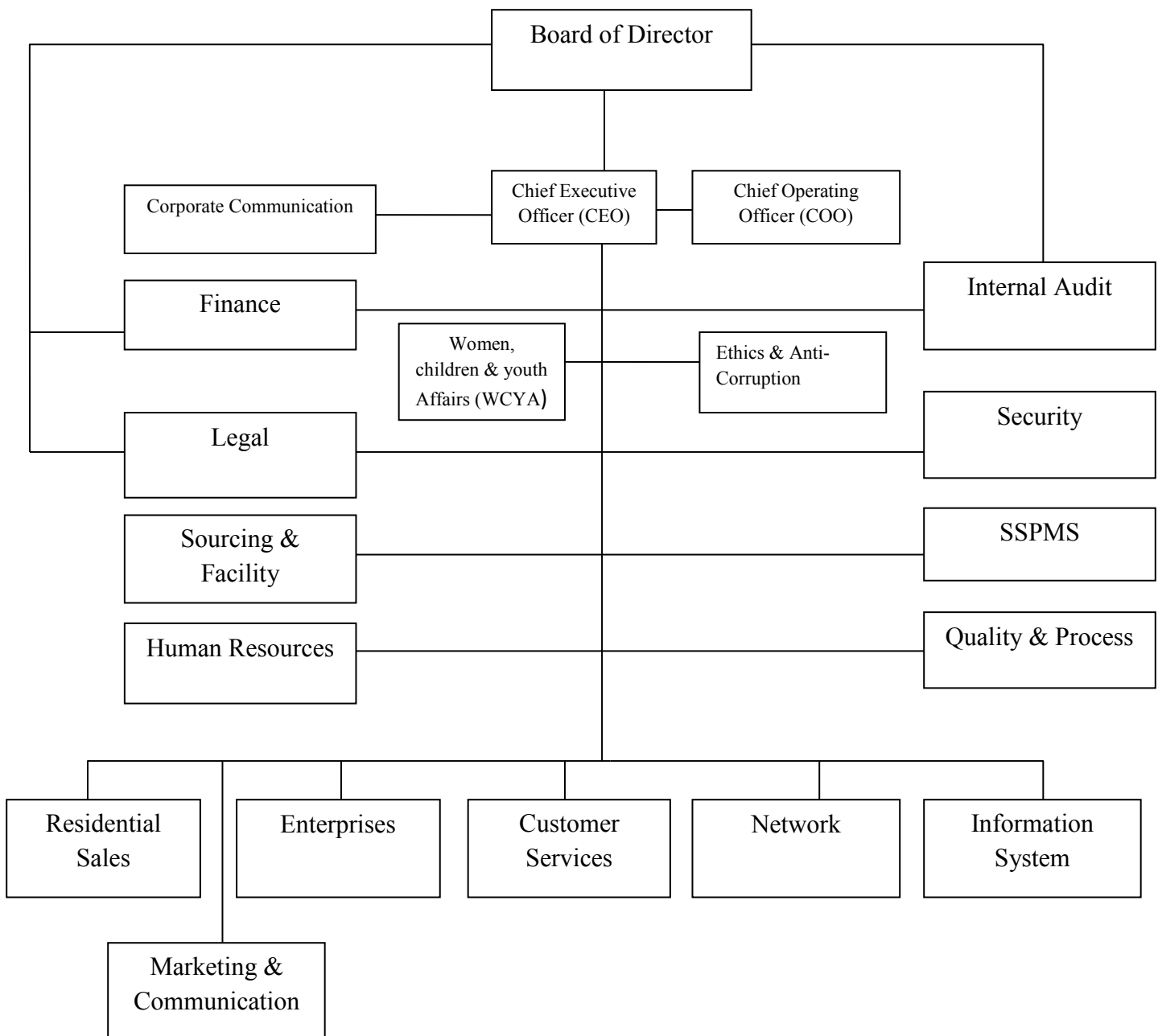
For the achievement of these objectives, transforming the legacy telecom company has been considered as a significant solution: considering this fact the company has been established as public enterprise on November 29, 2010 by proclamation number 197/2010 to be governed by supervising authority-board of directors with ambition of supporting the steady growth of the country. ethio telecom has currently a total of 9,766 employees throughout the country and branches of 6 Zonal offices in Addis Ababa and 8 regional offices in different regions. Thus as a recently restructured company it is highly expected to consider gender issue while making

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assignment of employees in top management position since it is a burning issue now a days and without women involvement the development is not achieved.

4.1.1 ethio telecom Organizational Structure

Figure 4.1: ethio telecom company structure



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Source: Human resource division, 2014

4.2 Demographic Presentation of Respondents

This part shows the profiles of the respondents in the questionnaires and interviewees i.e. total number of respondents from ethio telecom employees, their sex, educational level, marital status, work experience and their position which consists of officers, managers and supervisors.

4.2.1 Response Rate of Respondents

After submitting the support letter to the company in order to cooperate in providing the necessary data; HR division had been assigned to take the responsibility in handling the case. So the department arranged how to access those respondents and their sections too because most of the participants are at top management position.

Thus based on the prepared schedule 80 questionnaires are distributed to the participants and from these 5 respondents from officers, 9 form managers and 1 from supervisor did not return back the questionnaire. Due to this reason, 81.25% of the distributed questioners are collected, almost all respondent express their view properly and few open ended questions are left blank without giving their reply.

Table 4.1: Response rate

No.	Data collection tools	No. of respondents	No. of answered	Respondents rate
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1	Questionnaires	80	65	81.25%
2	Interviews	3	3	100%

Source: Field Survey, 2014

Regarding an interview two divisions, such as HR and WCYA divisions are participated. The participants of an interviewee clearly share their idea and the practical knowledge for both structured and unstructured interview questions; in addition to this the interviews were conducted with more than one time contact, which means the contact does not include the introduction and informed consent confirmation time.

4.2.2 Employees Profile for the Study

Table 4.2 Profiles of respondents by sex.

		sex			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	51	78.5	78.5	78.5
	female	14	21.5	21.5	100.0
	Total	65	100.0	100.0	

Source: Field survey, 2014

Table 4.2 shows that, 78.5 percent of the respondents who placed at top decision making position are male whereas 21.5 percent of respondents are female. This shows valid percent confirms that in the company most top management positions are occupied by male employee rather than female employee since the researcher distributed questionnaires for managerial positions without dividing any quota by gender.

Table: 4.3 Profile of respondents by age group.

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		age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	8	12.3	12.3	12.3
	31-40	38	58.5	58.5	70.8
	above 40	19	29.2	29.2	100.0
	Total	65	100.0	100.0	

Source: Field survey, 2014

When segregated by age group, about 8 (12.3%) respondents are in the age group of 25-30 years. Whereas 38(58.5%) are in the age group of 31-40 years, and the remaining 19(29.2%) are above the age of 40 years. As of the education levels of the respondents 23.1% of them have Master's degree and 72.3% have B.A degree but only 4.6% of the respondents have diploma. This shows that most of the respondents have undergraduate degree and above in their educational status. From this it can conclude that education is one of the criteria to be placed at decision making position. On the same way, the company had been giving emphases for education at managerial position and it is one of the factors for low representation of women at top position.

Table: 4.4 Profiles of respondent by position.

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Officer	4	6.2	6.2	6.2
	Manager	32	49.2	49.2	55.4
	Supervisor	29	44.6	44.6	100.0
	Total	65	100.0	100.0	

Source: Field survey, 2014

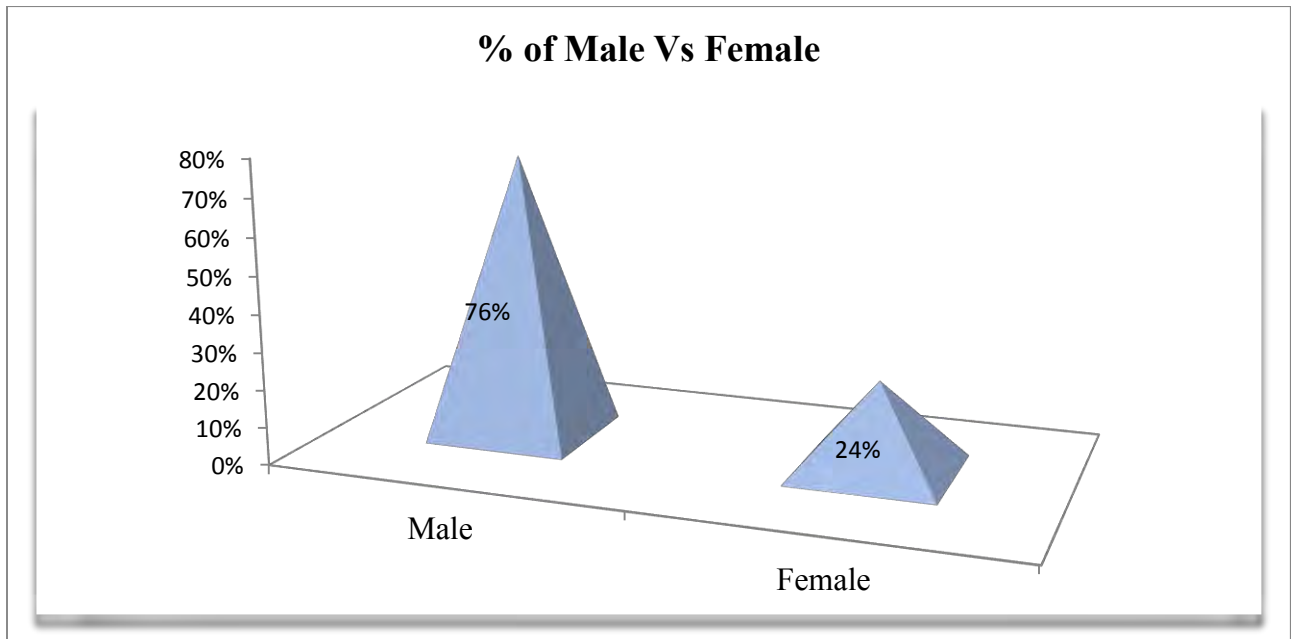
From the total of 65 respondents of the sample study, based on the management position 4 respondents or (6.2%) are officers, while 32(49.2%)are managers and the remaining 29(44.6%) are supervisors. Which means that most of the questionnaires are distributed to top management positions of the company employees.

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4.3 Demographic Data of Employees

The following below two figures shows the total employee as well as the representation women employee at different managerial position in ethio telecom Company.

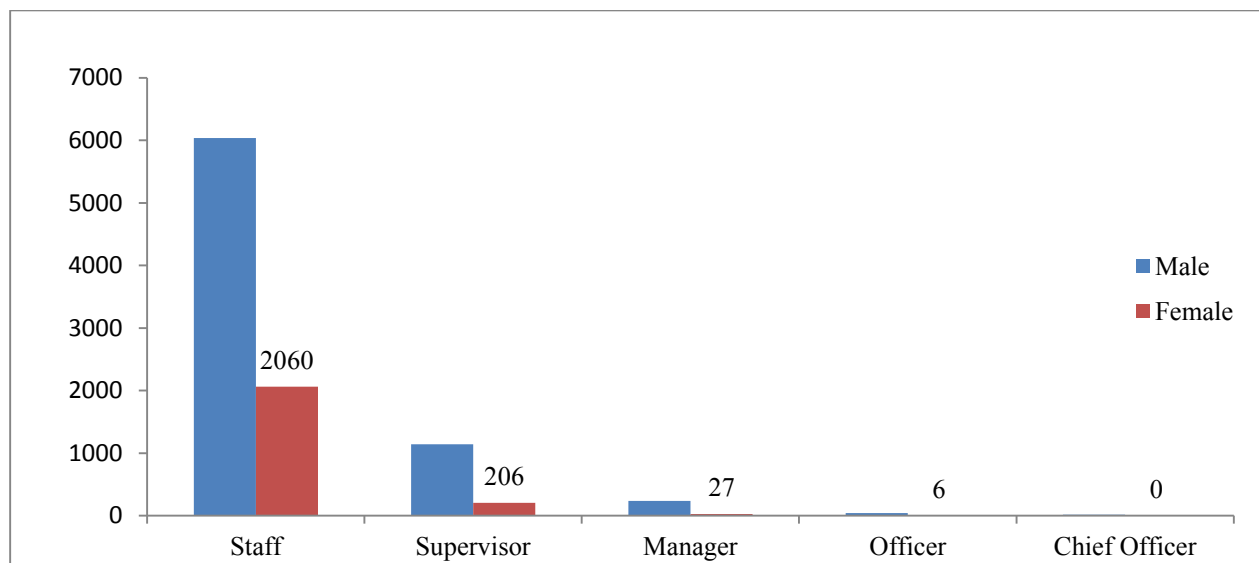
Figure 4.2: Percentage of employees in ET



Source: own computation, 2014

The company has a total number of employee's 9,766as of January 31, 2014. Thus from this total employees 7,467 or 76% of employee's are male whereas only 2299 which accounts 24% of employee's are female. Commencing this figure, it can conclude that most of ethio telecom company employees are male, which means the company may not give equal chance to women employee at recruitment stage other things remain the same. Thus organizational recruitment practice is one of the factors for low representation of women at managerial posts since female employees account below 1/4 of total employees.

Figure 4.3: Female Employees by Position



Source: own computation, 2014

The percentage distribution of female at different job title in the company shows that from 8094 total employee at staff level, 2060(25%) are female employee, from 1347 supervisory position 206 (15%) of the positions are filled by women employees, while as of 265 managerial position in the company only 27 (10%) of females are assigned in this position, and from 45 officer position only 6 (13%) of women had been assigned in this position, however no women employees are delegated in chief officer position. This shows that in Company at the higher level of managerial position, the numbers of women in decision making positions are very low or

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insignificant. Therefore, the company has not been given equal chance for women employee at the recruitment stages as well as at managerial position level.

4.4 The Kind of Management Positions Women Occupy in the Company as Compared to Men

4.4.1 The Kind of Job Field Women Occupy in the Company

Table 4.5 Data of employee by job field.

Job Field	Male	Female	Total	% of job field	Female Percentage
Commercial	1927	1256	3183	33%	39%
Information System	167	56	223	2%	25%
Net-work	3284	214	3498	36%	6%
Support	2089	773	2862	29%	27%
Total	7467	2299	9766	100%	24%

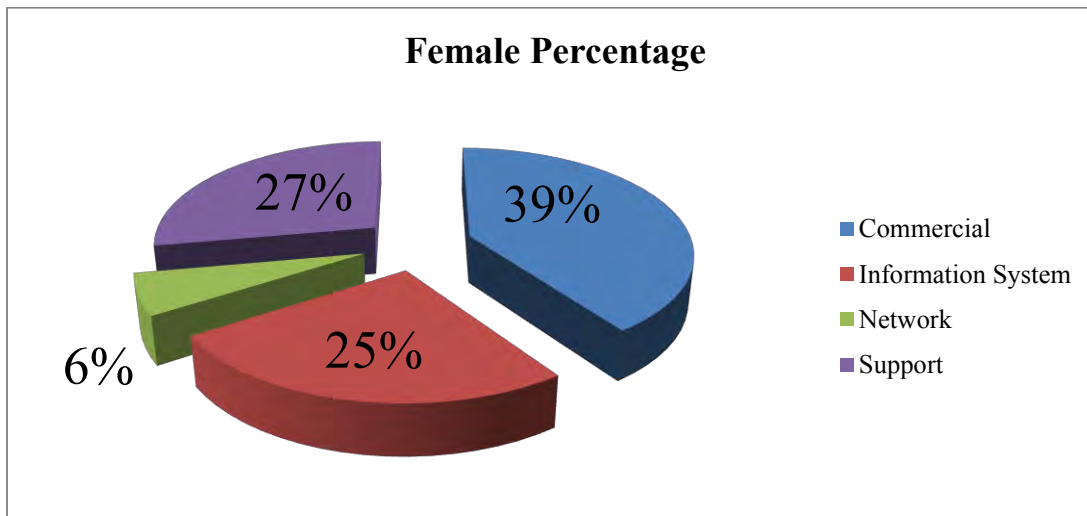
Source: Own computation, 2014

In ethio telecom company structure the overall job field is divided in to four divisions: Commercial division, Information System Division, Net-work Division and Support Division. So based on this division from total employees, Net-work division has more employees in the company i.e. 3498 or 36% of the total employees. However, only 214 or 6% of women are assigned in this field. Commercial division has 3183 employees or from total company staffs (33%) are in this field and out which women constitute 1256 (39%) of the commercial field the

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employee. Support division has a total of 2862 and from which 773 or 27% of employee's are women. In addition to that, most of company top management positioned women employees are available in this field. When we come to the IS division the staff is very small as compare to the other three divisions which is 223(2%) of total employees. However the contribution of female is almost 25% of Information System staff.

Figure 4.4 percentage of women employee by job field



Source: own computation, 2014

As the above figure illustrates that from total ET employee the contribution of women employee's in the commercial field is 39%, which means that more female staffs are located in this field as compared to other field. On the other hand, in the commercial division most section is a direct contact with the company customers. This means the company has given more places for women employees because of women character (attribute) such as supportive and sympathy. Due to this they are more capable in handling customer than male employees. The other big numbers of women staffs are available in the support. From total of 2862 support division employees, 27% of women are found in this field. In the information system field 25% are female from total of IS staffs, however, in the net-work field only 214(6%) are female from that

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of total network field 3498, but it is the largest staff in the company and one of the central operational division in the company. On the other hand in the net-work division almost all 94% of employees are men.

4.4.2 The Kind of Management Position Most Women Occupy in ET

Table: 4.6 Most of managerial women occupied job field.

Most of managerial women occupied job field					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Commercial	22	33.8	33.8	33.8
	Information system	8	12.3	12.3	46.2
	Net work	1	1.5	1.5	47.7
	Support	34	52.3	52.3	100.0
	Total	65	100.0	100.0	

Source: Field survey, 2014

While asking a question what managerial positions are most women employees are assigned in the company as compare to male? The above table show that out of 65 respondents 34(52.3%) are confirmed most women in top decision making positions are located in the support division. On the other hand, 22(33.8%) of respondents have replied in the commercial division that most managerial women have occupied. While 8 respondents 12.3%of the respondents assert that information system is where more top management women's are positioned. However, only 1 respondent or 1.5% of the respondent confirm that in the net-work division that most company women employees who are in the top position have occupied. This shows that women in net-work division are very small or insignificant, from this it can be concluded that no women in the

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net-work division are assigned in top management level. However, the net-work division the largest employees are placed i.e. 3498 from total employees of 9766.

4.5 Factor for Low Participation of Women in Managerial Position in the Company

Women's participation in decision-making and leadership is highly determined by political, socio-economic, cultural and psychological factors. These can adversely affect the participation of women unless adequately managed and seriously considered. ethio telecom is one of the companies that placed a few women in managerial position as compared to men. The factor affecting for low representation is educational-gap, socio-cultural attitude, and HR recruitment and promotion practice and organizational values.

But women can prove to be a valuable resource and an asset for the country with the abilities like handling multiple tasks simultaneously, which might not be that easy for male employee (Standing, as cited in Afroz, 2010 & Chalchissa and Emnet, 2013). Thus women's are efficient and effective in their assigned position while they have many challenges on one side to meet the organization goal on the other side to fulfill the three major gender role such as productive role, reproductive role and community role. Regardless of the fact woman tends to be excluded from top management position in ET and there are many contributor factors for less number of women in leadership position. Thus the major factors are the following.

Educational gap:

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Educational gap is one of the major factor for low participation of women in leadership position, while in the company male are dominating in number on some fields of education like information technology, electrical engineering, which is one of the necessary fields for ethio telecom company operation and where also more staffs are found.

However numbers of women who are working on that division are low as compared to the other division due to their educational status. For example: from 3498 employees of network division, women constitute only 214 which are only 6% of total network division employees. As it is described in the Beijing declaration and Platform for Action (1995), literacy of women is an important key to empowering women to participate in the decision-making processes and competition in the labor market. This implies educating women is one of the basic tools for getting decision making position and empowering women as well it is one of the factor in the company that hinder women from moving up to the managerial position.

On the other hand, while the researcher conducted an interview with HR development officer (on 23/04/2014), on the argument “the other education gap is that most women are not eager to update their educational status especially after getting their formal job” he respond that:

“Education is one of the factors that hold back women’s from promotion since most of ET women employees are not willing to improve their educational status once they are being an employee of the company and this is the basic factor for the company’s low participation of women in decision making position”.

Therefore, lack of education and the inability of making decision on the part of women make them unable to manage their life the way they wanted to be.

Socio-cultural attitudes:

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This is also one of the factors for low participation of women in managerial position in ethio telecom Company. As we know the society give less value to women to compete with men at all levels and places (be it at formal sector, informal sector, in the community, at religion place and even at the childhood level).

So according to Women's Affair specialist response(on April 15, 2014 2:24PM) because of that less attitude given for women employees from male employees side, from male managers, supervisors, officer side and from female employees themselves, women are infrequently representing in managerial position of the company:

“Mostly managers and officers giving delegation and recommendation for male employees than female employees while they are temporary leaving their office. Besides to this a few female employees have few attitudes towards the position and they are not willing to be competent for the managerial position. Because they considered themselves they are incapable to the position and giving more emphases for their family”.

The differences may have arisen not just from biological differences but also from sex role socialization during childhood and the way in which men and women develop psychologically. Thus it makes some women don't feel that they are worthy or capable due to the impact of socio-cultural attitude. As Duher and Bono; Sczesny and Stahlberg (as cited in Ginige, 2007) asserted that gender stereotypes can be described as the characteristics, attitudes, values and behaviors that society specifies as appropriate for the particular gender.

Gender stereotypes has consistently demonstrated that men are generally seen as more agent and more competent than women, while women are seen as more expressive and communal than men. So that makes women less confident on their work and achievement, as well as unable to express themselves freely as men.

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HR recruitment and promotion practice:

This is the other factor for low number of women assigned in decision making position. While the researcher conducted an interview with Women's Affair specialist (on April 15, 2014 2:24PM) response:

The company has a promotion practice that up to the supervisor position the promotion is taking place through competition by posting the vacant posts. But after supervisory position such as manager, officer, chief officer and chief executive position, the promotional practice is just by assigning of employees without any notice of the vacant position and there is no information or clear criteria while assigning this position.

On the other hand, according to HR development officer (on 23/04/2014) response, the promotion of managerial and top managerial position is taking place through the assignment of employees from pool system. This pool system is a number of employees who are recommended for that position by different managers or officers that are eligible to get the position. In addition to this the assignment is accomplished by jury (committee) who are composed from HR section officers or chief officers and from assigned section top managers.

On the same way, recruitment practice of the company had been taking place through competition of potential candidates who are able to meet the criteria and by giving equal chance to all competitors whether they are male or female i.e. affirmative actions are not considered to female candidates. Due to this women employee at staff level is few as compare to male employees which consecutively have a direct impact for low representation of women in the

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managerial position. Hence by considering this gender gap the company has a plan to give special attention to women candidate at recruitment stage, which is implementing 60% of chance for females. Therefore, the company recruitment and promotional policy as well as practice were one of the factors for women low representation in the managerial position.

Organizational culture:

Organizations play a big role in promoting female leadership. After all, it is the organization which hires or does not hire a female leader. Organizations and their internal culture affect women's career possibilities and organizations have the possibility to act differently in order to increase diversity and support female leadership.

The organizational and managerial values in the company tend to be characterized by stereotypical views of women's roles, men networking, preferences and promises than competition. Managerial posts are assignment by recommendation which is subjective by its nature and give more advantages for male staffs. These in turn influence decisions about who is suitable for particular positions, which is seen to have potential and so forth. When women find themselves selected or assessed on the basis of group membership rather than on their experience and abilities, they experience gender discrimination.

As a matter of fact, intelligence, ability and motivation are the attributes of a good leader. These attributes are inherent in both men and women, and gender has no role to play in determining these attributes. However in pursuit to investigating the factors influencing women progression to leadership in ET Company, social/cultural attitudes, organization culture, educational gap and recruitment and promotional practices have come out clearly as the factors inhibiting women from moving up the ladder of upper managerial positions in ethio telecom Company.

4.6 The Major Problems Affecting Participation of Women in the Managerial Position of the Company

The researcher is trying to answer this question through interview method. While conducting an interview with Women's Affairs specialist (on April 15, 2014 2:24PM) she responded to the question the researcher posed as follows: What are the major problems for low participation of women in management position in the Company as compared to men?

“The representation of women in the company is very few as compared to men not only in managerial position but also at the staff level too. There is a number of reasons contributing to less representation of women in decision making position in the company. Among them, lack of recommendation while the company is assigning the managerial position through recommendation and most of the time both male and female managers are recommending male employees. The other is lack of delegation, educational-gap, male dominance, lack of women confidence and lack of information are the major ones even though their degree varies”. While elaborating all the reasons:

Lack of recommendation:

One of the reasons for low representation of women in top management positions of ET company is lack of recommendation i.e. the company has a policy and procedure that up to the supervisory level the vacant posts are filled up by competition and promotion policy does not support women by implementing affirmative action. However at managerial and officers levels, promotion is based on the recommendation which means that the company assigns (fills up) their managerial positions only through recommendation rather than competition. This creates a huge gap for low participation of women in leadership positions because the majority of managers and officers are

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making their recommendation for male employees than that of female employees; in addition to that the recommendation is subjective by its nature.

Lack of delegation:

The delegation plays a vital role in ethio telecom to become a manager or an officer. When an employee who has worked most of the time in delegation of the position, he /she has a chance of getting the managerial position because it is considered as he/she has an experience or exposure for the position. However, most of the time managers and officers are delegating male employees rather than female employees. This problem is compounded by employers' assumption that women, unlike men, are not able to devote their full time and energy to paid work because of their family responsibilities. Due to this reason women are losing a chance of being leaders in the company.

Male dominance:

Women tend to be excluded from the informal networks dominated by men at the workplace, which are vital for career development. The problem is compounded by employers' assumption that women, unlike men, are not able to devote their full time and energy to paid work because of their family responsibilities. Since most of company managers and officers are male, they are automatically recommending male employee and they have also an opportunity to form an informal group (boys club) to discuss freely regarding the position. According to Lewin (as cited in Blau & Ferber, 1992,p. 211) these "social" clubs are, in fact, places where influential people meet, relationships are developed, and deals are made; they are not simply places where weary businessmen go to relax and socialize. Therefore, male dominance and an informal group (boys

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club) has been creating an impact in gender roles and achievement as well as a factor for less number of women in decision making position in the company.

Lack of information:

One of the ways of participation is exercising the right to have access to information. Employee has the right to know all the available information. Transparency is built on the free flow of information. Transparency assumes that authority decisions whether routine or matters relating to staff importance, are transparent to the employees as they may either benefitted or be adversely affected by such decisions. However in ET all managerial positions in the company are not filled by formal notice of vacant post or not assigned by competition rather it is by recommendation without the awareness of the entire staff. And besides sometimes male colleague do not want to share the information, this makes women have no information regarding vacant positions. Due to this women cannot get information to apply for the positions; and males have more chance to get it, this as well gives competitive advantage to male employees.

The other interviewee replied that, the reason for low participation of women in management position is, the number of women in the company as a whole is low as compared to male employees and this might be occurred during entrance time or at recruitment level i.e. the company is not giving equal chance to female employees at recruitment stage. If we see the total number of employee in the company, it accounts to 9766 and from this women as a whole constitute 2299 in numbers which is only 24% of ET employee are female, so due to this most positions are occupied by male employees. Therefore according to the respondent this is the

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basic reason for women underrepresentation in leadership position since the managerial positions in the company are assigned from that of the total available staff.

4.7 The Impact of Gender Gap in Leadership

In fact, women's active participation in decision-making is not only important for ensuring equality, but also for establishing their right. This is through addressing their problem and challenges they faced in their workplace as well as social life which help as effective management tool in decision making. In the same way, active involvement of the women staff body in decision making could be detrimental to every organization's welfare and the growth, sustainability and survival of the organizations.

Thus participation in leadership and decision making position accelerate the social, economic and political advancement of countries in general and the daily lives of women and their communities in particular. However, different studies show that the participation of women in decision making and political leadership was insignificant in the country; along with this ethio telecom is the one which represent low number of women in leadership position. This underrepresentation is creating an impact on leadership as well as on women's attitude, success and intention, moreover on the company goal.

One of the impacts that are created due to low participation of women at leadership position is lack of role model from women side in top positions. If the company is continuing to give more chance for men than women in top position, the female employees are in difficult position get a

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role model in decision making places and this makes aspiring to an upper-level position untenable. As a result, the company loses the opportunity to capitalize on the skills and talent of a portion of their workforce and besides to this it also creates discouraging environment for women employees to achieve at top management positions since most decision makers are male.

While conducting an interview with Women's Affair specialist (on April 15, 2014 2:24PM), what are the impacts of gender gap in leadership? She replied that; besides to the lack of women role model in leadership place, it also makes difficult to achieving the goal and objective of the company as well as the growth and development program of a country because half of population is not being used and utilized effectively.

Thus "*half of the cake is being spoiled without utilizing it effectively*" due to excluding women from managerial position. In view of the fact that women in most of the time are wonderful in what they are doing, they do things with care, honesty and in most efficient way. In addition to that, women are more responsible and they also show their commitment to their job at a great extent.

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 unable to express their idea or issue from the different women angle. Therefore, almost all the decisions are made from male point of view. However, women by nature are gifted to visualize things in many direction and capable of performing multiple tasks simultaneously which cannot be done on male part, nonetheless this part is excluded from the decision making place. For example when a man see half of a world,

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the right one, while a female see half of a world, left one, when brought together, thus the world become complete.

Moreover it creates inferiority for both women who are already in leadership position and the overall women staffs of the company; along with this they are lack of confidence and unable to express idea freely. Furthermore, women can be deprived of exposure to perform the challenging task and decision making issues, even though women have strong interpersonal skill which is very important and one of the necessary skills to be a good manager or decision maker. Further, when employees perceive a lack of women in upper management, they may form ideas about the implicit values and culture of the organization, such as being an “old-boys club,” or discriminatory in its hiring and retention practices.

4.8 The Actions Taken by the Company to Bring Women to Leadership Position

ethio telecom has currently 9766 full time employees, out of which 2299 or 24% are women. The company’s leadership portfolio shows that involvement of women in decision making especially at the upper level of the company is low or insignificant. However, the Beijing Declaration and Platform for Action (1995), greatly emphasizes and calls for governments to ensure women’s equal access and full participation in the power structure and decision making of governments and corporation. It also highlights women equal participation in leadership and political life as crucial to facilitate advancement of women hence overall socio-economic development of nations and communities. In addition to that Ethiopia National Policy on Women was formulated and adopted in 1993 in order to address gender inequality. Thus, Women’s Affairs Office has been reestablished as a full-fledged Ministry in October 2005 with the duties and responsibilities

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of ensuring participation and empowerment of women in political, economic, social and cultural matters.

Therefore, considering these issues the company undertook of enchanting measures in order to increase the participation of women in top position. Since ethio telecom has set up in December 2010 with a new structure and sprit with the aim of transforming telecom services in Ethiopia to meet with the growing economy and high demands of customers, the company has a great role to empower women, which is given great emphasis in the Growth and Transformation Plan (GTP).

Based on these, ethio telecom Women, Children and Youth Affairs (WCYA) division is set up at officer level under the direct supervision of CEO, and taking the responsibility of all duty to perform on women issue and increase the status of women at leadership position. The office has been established to implement affirmative action on the following cases:

On the company collective agreement it is clearly stated that to give affirmative action at promotion time for women employee, except the managerial position. If a woman has equal educational background and experience, she will get 5(five) additional points; and if they get equal point women get priority.

The other affirmative action is that a pregnant woman is not forced to work over time until she gave birth and if she is a shift worker she is not forced to work after 8:00 pm. If a mother of a baby is a shift worker, she is not forced to work night shift for one year. If the women employees face spontaneous abortion (more than 3 month) she will get 30 day's leave with payment. If it is more than 6 months, two month leave with full salary payment is given. The mother will get congratulation card with 1,000 birr from her immediate boss, if she bears a child. The mother of the baby will get one hour free time daily for breast feeding.

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Who commit sexual harassment, gender based violence and violets women democratic right, he will be punished for the first time 15 days salary with written warning, for the second time dismissal will be implemented.

Women Children Youth Affair office was providing continuous assertiveness and communication training for all women employee in order to make them more capable on their assigned field. And also providing training for both staff and leaders in order to create positive attitude regarding women's inequitable thoughts. On the other hand the office has ongoing process to increase the participation of women in different training aspects up to 30% since most of the training given to male employees.

Besides to WYCA actions ethio telecom Human Resource (HR) division is using different mechanisms to increase the women participation in leadership position. Thus while making an interview with HR development officer (on 23/04/14), he responded that

“Since one of the basic reasons for low number of women at top decision making place is the less number of female staff in the company, thus the company has a plan to implement an affirmative action for female applicant at recruitment stage, which gives 60% chance for women candidates. Hence it increases both educated women as well as the total number of women employee in ET”.

This affirmative action does not create only availability of women at staff level but it also creates a chance of being getting more women employees in the pool system, this enables women staff to compete with men for managerial position. The other action taken by the company to bring women to managerial position and make women leaders to be more capable on their assigned position is providing different capacity building trainings. So according to Capacity Building Manager response (on 23/04/14), the company have a plan on the budget year 2013/2014 for 700 employees to give training among these till March 2014 almost 70% have taken the training and

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the remaining will be finished as of June 2014. Besides these, leadership and decision making training was given only for women employees who are placed at the top management position in the company.

4.9 The Strategy to Increase Women Contribution for Company Goal and Sustainable Development

Women's equal participation in leadership and decision making plays a vital role in the general process of the advancement of women, in achieving development, and equality. On the other hand, the multiplicity of roles that woman play in the domestic, productive and reproductive spheres limit their capabilities and creates lack of opportunity to be a decision maker in the company as well as the country. So these are the basic reasons for low representation of women in decision making position and giving men competitive advantages.

While conducting a questionnaire regarding, whether women managers are effective and efficient in their assigned position in the company? Most of the respondent confirmed that they are more efficient and effective in their assigned field because besides to their skill and knowledge, women have good attribute such as respectful, supportive and more democratic in their leadership style (transformational leadership) which enables them to handle the work on the desired way. One of the respondents replied that:

“Since women managers are committed, loyal, and respectful to the customer and to their subordinates, they are effective and efficient in their assignment; besides this, they have strong interpersonal skill (sociability) than male managers which is very important to build team spirit in order to achieve company goal”.

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Moreover, Helgesen (as cited in Collins & Singh, 2006, pp. 12) suggests that women have a different management style which can bring benefits to the organization. In her view, women are more inclined to take a fresh perspective, identify, what is not working and develop new solution.

Compared with their male peers, women leaders are more willing to share power, make decisions and solve problems based on shared ideas and information, and encourages participation and expression. Women prefer organizational structures that enable consensual working rather than the traditional hierarchical structures favored by men. So she describes this as ‘the female advantage’.

The other respondent also replied as follows: *“especially in this corrupted world, bringing women to managerial position would minimize the extent of corruption which is the major obstacles for the growth and development of the country; in addition to these women by nature are peace makers in their work environment”*. So bringing them to the leading position is uncompromised solution to the company as well as the country that enables to meet high demands of customers and growth of economy at the same time.

Therefore, if women get the opportunity with all basic condition as men, their effectiveness depends on the individual person rather than gender, thus women are equally capable as men for the managerial position. Therefore based on these good attributes of women for the managerial position; the strategies to enhance the contribution of women in managerial positions in order to achieve company target as well as the country development program.

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Gender mainstreaming has to be practical and the company has to plan to narrow the existing gender gap in management position by designing different strategies and it needs to transform the company to bring women development visa-vise Human- Resource planning policy. Because women can bring efficiency and effectiveness if the opportunity is given to them with all needed competency measures. And women development through organizational transformation for long-run power sharing is compulsory not only for the company but also for the achievement of the country's development progress.

While males are dominant in ethio telecom at educational field of information technology and electrical engineering so increasing number of women in this area is supporting women's contribution to managerial position of the company. The National education and training policy aims to improve the overall educational system and the enrollment of both sexes at all levels of education. At the same time, the policy aims to gear education towards re-orienting society's attitude and the value pertaining to the role and contribution of women in the development process and the redistribution of the outcomes of development.

The women, children and youth affair office of the company shall play a vital role by providing continuous awareness creation training and able to convince all staff especially for those who are placed at top management position to bring attitudinal change regarding women ability. Besides to these, the office should able to give training for women employee in order to increase confidence on women part. From the company side, women empowerment through massive training with regard to the sector is essential and building up of their confidence.

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The company has needed to give a chance for women employee to delegate in managerial position that enables women exposure to leadership and also helps to increase the number of women to pool system in order to compete with men for top management position.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Summary of findings

The summary of this study is drawn from the key findings by assessing the data obtained from primary and secondary source in order to find out the factors affecting the participation of women in managerial position in ethio telecom Company. This is done by learning the current situation of the company in regard to women's leadership and in relation to national as well as international women policy with company practices.

Based on the major findings, presented above the following summary were drawn. The company has a total number of 9766 employees and from this 7467(76%) of employee's are male whereas only 2299 which accounts 24% of employee's are female. This shows that most of ethio telecom company employees are male. On the other hand the representation of women is considerably low as compared to total employees of the company. Therefore, ET has not given equal chance to women employees at recruitment stage which violets the international agreements ratified by Ethiopia as an integral part of the law of the land and the constitution of the FDRE (1994).

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In addition to this, the proportion of women in different management position such as at manger level, from 265 managerial positions only 27 (10%) of females are managers, and from 45 officer positions only 6 (13%) of women had been assigned in this position; however no women employees are delegated in chief officer position. Despite the government's encouraging policy for participation of women in leadership and decision making positions, and affirmative action for promotion, the number of female in leadership are not considerably the same as those of men in the ET. Thus females are underrepresented in top decision making and leadership positions in the company.

The study result identified that there are factors for low participation of women in management position in the company; such as women employee's at staff level are less as compared to men, lack of recommendation, lack of delegation, educational gap, socio-cultural attitude, male dominancy and lack of information are the major ones that hinder women employee's from moving up to top decision making position in the company.

The other finding is since women are excluded from decision making place, it creates an impact of gender gap in leadership and one of the impact is women are incapable to get role model in leadership which discourages of women employees to achieve at top management positions since mostly decision makers are male. It is also unable to achieve the goal and objective of the company as well as the growth and development program of a country because half of the population is not being used and utilized effectively.

The other impact is almost all decisions are made only in one angle (male part) since women's are out of the decision making places, which makes unable to express their idea or issue from the different women angle. Moreover it creates inferiority for both women who are already in

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leadership position and the overall women staffs of the company; along with this they lack confidence and unable to express idea freely. Therefore low participation of women in leadership in ET can adversely affect the participation of women as well as the company unless effectively managed and seriously considered.

The kinds of managerial position that most ET women employees occupied 34(52.3%) are confirmed to be the support division, where most women in top decision making positions are located. Whereas 22(33.8%) of respondents are in commercial division where most managerial women have occupied. While 8 respondents or 12.3% assert that information system is where more top management women have positioned. But only 1(1.5%) of the respondent confirm that in the net-work division are women placed in top position. This shows that women in net-work division are very few in number or insignificant, both at staff and managerial level. From this it can be concluded that no women in the net-work division are assigned to top management level. However, this division contributes more employees 3498 from any other division in the company i.e. from total employees of 9766, but only 214 (6%) are female.

On the other hand, the company has a plan to take affirmative action which is giving 60% of chance for female candidate at recruitment level in order to enhance the contribution of female in the company. Different training programs like capacity building training had been provided for women leaders to be more capable on their assigned position. Besides to these leadership and decision making training was given only for women employees who are placed at the top management position in the company. WCYA office is also providing continuous assertiveness and communication training for all women employees in order to make them more capable on their assigned field and providing training for both staff and leaders in order to create positive attitude regarding women's inequitable thoughts.

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From the finding women's equal participation in leadership and decision making plays a vital role in the general process of the advancement of women, in achieving development, and equality. Thus gender mainstreaming have to be practical and the company has to plan to narrow the existing gender gap in management position by designing different strategy since women are more responsible, commitment to their job and strong while they are taking action as well as making decisions. Furthermore, women effectiveness depends on the individual person rather than gender thus women's are equally capable as men for the managerial position.

5.2 Conclusion

The result of the studies shows that, most women occupied position in the company is supportive and commercial divisions than information system and net-work division. The reason for low number in representation of women in such division is because of their educational status related to the job field. On the other hand, there are a number of factors contributing for low participation of women in the managerial position in the company such as educational gap, socio-cultural attitude, the company recruitment and promotional practice and organizational culture are the basic one.

Because of the stated factors mentioned above women are facing problems that hinder them to moving up to the managerial and top decision making positions. Since the company has involved the managerial position is assigned only through recommendation without any notice to employees, women are losing a chance of being placed in the decision making position because of lack of recommendation, lack of delegation, male dominancy, lack of information. Since they are few in managerial position, it has an impact of gender gap in leadership and one of the impacts is lack of role model in the decision making position of the company, this in turn create for female employees that the managerial posts are unattainable for females because most of

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leaders are male in the company. The other impact is almost all decisions are made only in one angle (male part) since women's are out of the decision making places, which makes unable to express their idea or issue from the different women angle. Moreover it creates inferiority for both women who are already in leadership position and the overall women staffs of the company; along with this they lack confidence and unable to express idea freely.

By taking into consideration the existed gender gap, the company has a plan to take affirmative action which is giving 60% of chance for female candidate at recruitment level in order to enhance the contribution of female in the company. Different training programs like capacity building training had been provided for women leaders to be more capable on their assigned position. Besides to these leadership and decision making training was given only for women employees who are placed at the top management position in the company. On the other hand, WCYA office is also providing continuous assertiveness and communication training for all women employees in order to make them more capable on their assigned field and providing training for both staff and leaders in order to create positive attitude regarding women's inequitable thoughts.

5.3 Recommendations

Based on the major findings of the study, the followings recommendations are submitted for implementation by the respective stakeholders. Implementation of all recommendation is necessary to reduce the existing gap and improve the imbalance of women in leadership and decision making positions in the ET. However, some of the recommendations need serious commitment to implement in the company.

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5.3.1 The Company should be Engaging

Since, mostly women in Ethiopia have more burdened in their home, social relation and working area, than men. This bring that they can't exercise their potential as expected. So in order to make female worker's to be competent enough in the company, and bring them to management position; quota system should be valid even if it appears controversial in every case but no doubt it is significant as a strategy to ensure women participation in the form of representation. Evidently, where quotas have been implemented, the organizational culture as gradually proved the importance of women taking part in decision-making.

The company is required to putting target number of women in the staffing plan. It should also comply with its strategic plan (i.e. affirmative action which is giving 60% of the chance to women candidate at the recruitment stage) to be practical and should follow up its accomplishment based on the plan.

5.3.2. ET Practice Affirmative Measures at Top Position

The affirmative action policy should be promoted in all positions if they are capable and competent to the position, since affirmative action is not implemented in top position to participate. The company should give great emphasis to bring women in leadership and decision making position because women's empowerment is a human right issue that lies at the heart of development and the achievement of the MDGs. In addition to this, there are no clear criteria while assigning of managerial positions in the company. So ET should state the criteria clearly for all employees, thus every staff has awareness about the criteria and able to compete with confidence.

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Moreover, the company should provide equal opportunities for all qualified women and upgrade their managerial experience through training and further educational motivation. Since education is one of the reasons for low access to managerial position, the company should consider giving more chance for female employees to improve their educational status. Besides this the company also gives an encouragement for those women employee who are performing their work at the best success, this encourages other female employees as well.

5.3.3. Revise Policies, Strategies and Manuals

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 officers levels, promotion is based on the recommendation. So the company needs to establish transparent and fair position assignment policy to increase women in leadership since recommendation is also a disadvantage to women employees of the company due to its subjective nature of the criteria.

5.3.4. WCYA office and Employees of the company

Women shall qualify themselves and go with the existing modern working standard to compete in each position especially in the field of electrical engineering and information technology since the telecom sector needs more on the stated area for accomplishment of its operational work. And they should empower themselves through knowledge and skill in order to be successful in their assigned positions and they have to show their real abilities.

Moreover, all men should alter their attitude towards women supremacy being on managerial position or at staff level, attitude change is expected. Furthermore, while women have double

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responsibility in their home and at their office as manager, their family should be supportive enough so as to make women more successful.

WCYA 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.

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Appendices

Appendix 1: Questionnaires sample

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

QUESTIONNAIRE: An Assessment of Factors Affecting Participation of Women in Management Position: Case of ethio telecom Company

Dear Sir/Madam

I am a graduate student in the department of Public Administration and Development Management at Addis Ababa University. Currently, I am undertaking a research on “**An Assessment of Factors Affecting Participation of Women in Management Position: Case of ethio telecom Company**”. 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.

Finally, the information that you will share will be kept **confidential** and only used for the academic purpose. **So no need of writing your name.**

Thank you in advance for your support and commitment.

Birikti G/Michael

Mobile 0911526272

E-mail gmichaelbirikitti@gmail.com

[Type text]

QUESTIONNAIRE FOR WOMEN

PERSONAL BACKGROUND

1. Gender:

Male

Female

2. Age

a) Below 25

c) 31 – 40

b) 25 – 30

d) above 40

3. Marital Status

a) Married

c) Windowed

e) Separated

b) Single

d) Divorced

4. Educational level

a) 12 grade complete

c) Diploma

e) Master and above

b) Certificate

d) Degree

5. How long have you been working in ethio telecom company including ETC? _____(years)

6. What is your current position in the company? _____

GENERAL QUESTIONS

1. Do you think that the numbers of women in managerial positions are few as compared to men in the company?

a) Yes b) No

2. If yes, what is the reason? (Please tick the relevant one)

a) Lack of recommendation

b) Lack of delegation (both men & women managers are mostly delegating men rather than women employee)

c) Educational gap

d) Socio-cultural attitudes

e) Lack of women confidence & unable to express themselves.

f) Male dominancy

g) Due to double responsibility

h) Lack of information

i) Other. Please specify _____

[Type text]

3. Do you think there is gender discrimination regarding promotion in the company?
a) Yes
b) No
4. If yes, does it create an impact of gender gap in leadership?
a) Yes
b) No
5. Is there any affirmative action used by the company to support women for promotion?
a) Yes
b) No

6. If yes, is it applicable to all positions (such as managers and officers)?
a) Yes
b) No

7. If no, what is the reason behind it? _____

8. What are the major barriers that hinder women's from managerial position in general? (Please tick the relevant items)

- a) Social factor
- b) Organizational factor
- c) Cultural factor
- d) Male dominancy
- e) Discrimination in appointments
- f) Work place Policies (Lack of polices or policy gap)
- g) Other, specify _____

9. What type of managerial position are mostly women occupied in the company?

- a) Commercial
- b) Networking
- c) Information system
- d) Support
- e) Other, Specify _____

10. In your opinion, how do women achieve top positions in the company? (Please tick the relevant one)

- a) Qualification
- b) Political support
- c) Family background
- d) Women's networking
- e) Affirmative action
- f) Other, Specify) _____

11. What do you think about the employers' and subordinates' present attitude towards women managers?

Strongly positive Positive I don't know
Strongly negative Negative

[Type text]

12. From your experience, what do you suggest, to increase the number of women in management position?

13. What do you think about women managers' effectiveness? Are they efficient ... Please write:

14. Based on your experience, do you have any additional information about women in management, which is not mentioned above? If so, please specify

Home Life Style Question

1. How many family members do you have? _____

2. Are you more responsible for your family member? Yes No

3. If yes, did your responsibility affect your job? How? Please specify _____

4. If no, are you satisfied with your relationship? Yes No

5. Does your family problem interfere with your job? Yes No

6. Have you had any problem with your family when you are late to come home, dedicating more time to office, going abroad...? Yes No

7. Do you think being a women manager is harder for you to prove your ability, to show what you have done or to convince people?

Yes No

Thanks!!!!

[Type text]

Appendix 2: Interview Checklist

Interview checklist for gender office

1. Do you think that women are equal in number with men in managerial position in the company? if it is not equal, which one is getting more position and why?
2. What is the impact of gender gap in leadership due to an imbalance of leadership in the company?
3. What are the major barriers that hinder women from moving up to the decision making position?
4. Does the office have any contribution to enhance the contribution of women to top management level?

Interview Checklist for Human Resource Officer

1. Do you think that the women are equal in numbers with men in the managerial position? If not, what is the reason for it?
2. Does the company have any criteria that used for promotion purpose in the managerial position?
3. Does the company maintain any rules or procedure to ensure women's participation in leadership position?
4. What are the major barriers that hinder women from moving up to the decision making position?
4. What are the most important things or strategy that the company considers for ensuring women's participation in managerial position?

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