



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**WOMEN LEADERSHIP CHALLENGES IN THE CASE OF
ETHIOPAN ELECTRIC UTILITY: TRENDS AND EMERGING
PATTERNS**

By

**MERON ARAGAW ERKIHUN
SGS/0526/2009A**

**June, 2018
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**A Thesis Submitted to St. Mary's University, School of Graduate
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List of Acronyms

CEO	-	Chief Executive Officer
EEU	-	Ethiopian Electric Utility
EWLA	-	Ethiopian Women Lawyers Associations
FDRE	-	Federal Democratic Republic of Ethiopia
FGD	-	Focus Group Discussion
GBV	-	Gender Based Violence
GTP	-	Growth and Transformation Plan
HDI	-	Human Development Index
HR	-	Human Resource
ILO	-	International Labor Organization
IT	-	Information Technology
KII		Key Informant Interview
SDGs	-	Sustainable Development Goals
SPSS	-	Statistical Package for Social Science
WCAO	-	Women and Children Affairs Office

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Abstract

All over the world, women encounter interwined problems that hinder them from attaining leadership positions and maintain the leadership positions that they have already acquired and various factors have been identified as reasons to such situations of women leaders. With the ultimate goal of identifying women leadership challenges in Ethiopia as well as in the Ethiopian Electric Utility (EEU), this thesis based itself on the baseline fact that there exists an imbalance between women and men leaders/managers as the leadership positions are dominantly occupied by male leaders and gender blind system. Accordingly, this study has identified practical women leadership challenges in the case of EEU. Additionally, the study also gave due attention to trends and emerging patterns in EEU which are becoming obstacles for women in managerial positions in the company. In order to meet these objectives, qualitative research methods were used through employing interview questions, questionnaires, observation, focus group discussion (FGD) and desk review as methods of data collection. Hence, non-probability purposive sampling was used to select the respondents and discussants of the study. The findings of this study thus revealed that there exists a huge gender imbalance between men and women managers and women are highly underrepresented in the top and middle level managerial positions in the company. Educational gap, socio-cultural attitude; gender insensitive organizational culture, lack of organizational supportive system, gender based violence and company recruitment and promotion practice are the major factors for women leadership challenges identified by this study. As a result of these situations, women in the company are highly discouraged to assume and to stay in managerial positions and consequently the company missed the opportunity of having good representation of women in managerial positions and is experiencing poor customer satisfaction. In order to mitigate these challenges, the company should establish a responsive system that meaningfully enhances women's representation in the top and middle level managerial positions. Accordingly, the company needs to strictly implement affirmative action at top and middle managerial levels, use quota system and as well as clearly needs to set the gender sensitive criteria in recruitment, selection, promotion and transfer of employees at managerial positions. Moreover, the company should put in place a strong system that is responsive enough to the burdens of top and middle level women managers and that fights against gender based violence in the company.

CHAPTER ONE: INTRODUCTION

1.1 Introduction and Background of the Study

Globally, women take fifty percent share of the total population and they are engaged in providing their labor in informal and self-employment economic activities. However, the formal employment sector is way far from most women in the world and accordingly women are invisible in the management positions of the government, the private as well as the civil society sectors.

As career development for women is limited to those professions only left to females and to the middle management positions, women are not part of and are underrepresented in the decision making processes at the top management level position (Birikti, 2014).

This is concrete evidence that women's participation in the economic arena is very limited and they are dwelling on low and unpaid forms of works which in turn make them hugely dependent on men for financial provision for themselves of as well as for their families. Global National GDPs have never monetized the 24/7 labor exerted by women while their abilities and contribution to the economy as well as to family care is priceless. Access to education, literacy, media, employment and decision making are some of the issues that are considered decisive for gender difference (Birikti, 2014).

Many decades have passed in exertion of efforts to bring about women empowerment and to realize gender equality between women and men .Local, national, regional and global governments put in place local as well as international laws that they regard as ensuring the empowerment of women but still they are challenged in terms of enforcing them. As the governments' commitments are not delivered, yet, bringing gender equality is a big issue that makes us travel long journey to realize it (World Vision, 2006).

On the other hand, post-communist European countries tried to establish a new communist society though the route of women empowerment. This dramatically made women at that time to enjoy the fruits of education, non-domestic chores, improved access to justice, health and other social services. But this did not last long as this effort had its own limitations. The shortcomings were related to situations where by men were forced to surrender their responsibilities and benefits. This has entrenched a wrong message in the minds of men who felt, isolated by the

process, oppressed and as a result, perceived women as incapable. This has paralyzed the liberation of women in the communist system (World Vision, 2006).

All in all the fact of being a woman places oneself in an inconvenience situation that deprives her from accessing leadership positions. Secondly, lack of meaningful supportive system in the work place, from family and subordinates are categorized as significant hindrance for women leaders as well as potential leader women (NSO).

By large, barriers on women in leadership positions are categorized as; Societal, Organizational as well as Individual ones. Some take the position that the glass ceiling has inclination more to societal hindrance. Organizational obstacles are in relation to the discriminatory actions of selecting, hiring and promoting taken against women and it create interwoven situation that made conditions difficult for women to step up to the ladder of leadership positions(Elmuti,Heather Jia, Henry H. Davis, , 2009).

The other justification raised in connection to the selection process of women to leadership positions is that in the labor market, there are few women who compete for management positions. This has resulted from the lack of skill in general management and related experience that is prevalent within most women and this in turn has long rooted reasons of depriving women equal access to social, economic and political opportunities with men. This well entrenched wrong attitude of the society towards women is reflected in employers' reluctance and resistance not to promote women to the leadership positions even if they found them well qualified for the position.

Furthermore, as the existing managerial or decision making positions are male dominated, male prefer to promote their male folks at the expense of well qualified women who are equally and even more competent than men (Elmuti, Heather Jia, Henry H. Davis, , 2009). Globalization also is believed to result women in challenging situations since it endows rather imposes on executives the responsibility of frequent travels away from their place of work and homes. Obviously, this creates extra burden for women who have to choose between the interests of their family over their career. Not only family caring is that women compromise while they are transferred to other cities, countries and continents but also the resistance from the new cultures that they are not capable to be leaders is to be mentioned(Elmuti, Heather JiaHenry H. Davis, 2009).

As a matter of individual barrier, women are claimed to be not interested to get excelled in their career since the path to get to the leadership positions is full of hustle for them. Women are required to fight against the prevalent discriminations, typecasting, injustice, family demands and lack of opportunities. Thus, women have to undergo the execution of leadership roles in parallel with their caretaking tasks. This situation is also a threat that makes women abstain from establishing family in fear of losing their leadership positions. To the reverse, many women abandon their jobs since they refuse to work long hours and travel far away from home and their family(Elmuti, Heather Jia, Henry H. Davis, 2009).

Stereotyping in leadership styles of women is much related to labeling effective leadership style with the traits of assertiveness, aggressiveness and task-oriented leadership abilities which are wrongly attached to masculinity. The expectations of being humble, quiet, submissive, selfless and nurturing are traits that are directly attached to women. This stereotyping of women are the reflections of considering the soft characters of women as non-executive material. The conventional characters of a leader is what the society attached to men's ability to execute, take criticism and do what is best for the company at all cost. In this aspect men are privileged and take the advantage. Men are also demanding of leadership positions which the society believes they deserve (Elmuti, Heather Jia, Henry H. Davis, 2009). The issue of gender inequality is a global agenda even if its magnitude and prevalence varies from country to country for reasons mainly related to economic status and culture .Developed countries are in a much better positions than developing ones in terms of realizing gender equality. Institutional factors also dictate the gender- based division of labor, rights, responsibilities, opportunities and access to and control over resources.

Ethiopia has put in place an assortment of national and international policies, legislations and strategies to promote gender equality and to ensure that the rights of women are protected. The adopted documents include; the Plan for Accelerated and Sustainable Development to Eradicate Poverty (2005-2010), National Plan for Gender Equality (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, the Federal Democratic Republic of Ethiopia (FDRE) Constitution and other substantive legislations (Birikti, 2014).

Despite these endeavors both at national and global levels, facts, realities and evidences depict that, there still exist enormous obstacles for women in leadership positions. Unsatisfactory policy interventions and systematic restructuring, the lagging behind attitudes of the society towards women and the prevalent gender based violence committed against women are among the factors that are responsible to prevent women in leadership positions from excelling more. In consequence of this, women leaders are discouraged to pursue their career as leaders and the newly emerging women leaders will also become threatened by the inconvenient situation that their leadership status brings.

This pulls back women's production and productivity that they are supposed to contribute to the overall economic development of the country, as it is an obvious fact that a country's journey to prosperity is unrealistic without equal participation of women with men.

Therefore, with the objective of identifying women leadership challenges in the case of EEU; trends and emerging patterns this study has been organized with five chapters. Chapter one will deal about the over all introduction, background, statement of the problem and general & specific objectives of this study along with significance, scope, limitation and definition of key terms.

1.2 Statement of the Problem

While it is a proved fact that the meaningful participation of women in managerial positions is a key element to attain organizational goals, reasons related to personal, societal and institutional factors hinder the participation of women in economic spheres. Studies reveal that the societal factors which are related to the deep rooted wrong attitude and perception of the society towards gender equality and towards positioning women in subordinate with men mainly suppress their participation in managerial positions (Assessment of Factors Affecting Women Participation in Managerial Positions in Selected Public Organizations in Jimma Zone, Oromia, Ethiopia).

Women also face societal challenges in terms of lacking social network, motivating and supportive environment to excel in their managerial positions. Little opportunity for education and employment has resulted women in low academic performance and low experience respectively. This is regarded as personal factor that deter women from participating in leadership positions. Additional personal factors, which affect women's participation in

leadership positions, are lack of role model and poor confidence of women on their performance. Male dominated managerial positions of organizations are very prevalent and along with them there exist inclinations of categorizing women as poor managers. Moreover, the affirmative action that is recognized by the FDRE Constitution is not well observed by institutions and in consequence of this, the leadership positions space is very narrow for women (Assessment of Factors Affecting Women Participation in Managerial Positions in Selected Public Organizations in Jimma Zone, Oromia, Ethiopia).

The annual statistical abstract of Central Statistical Agency- Ethiopia reveals that as of July 1, 2017, the total number of Ethiopian population has reached to 94, 352,000 and out of it women account for the 50% (*Central Statistical Agency- Ethiopia, 2017*). Accordingly women are supposed to have greater stake in the social, economical, political, legal, ecological, cultural, and technological and so on concerns. On the other hand, there practically exists inequality between women and men in fairly participating in the above mentioned platforms. The reason attributed to such inequality between women and men is the deeply rooted societal attitude in terms of perceiving women as they are in the lower positions than that of men. In consequence to this inclination, women have been deprived of the opportunities by which they are able to participate equally in the social, economical, political, legal, ecological, cultural, technological arenas.

Additionally, they have been victimized by gender based violence (GBV). The Ethiopian context regarding women's situation even holds the worst scenario. Ethiopian women face many challenges that deprive them equal participation with their male counter parts. There exists an entrenched wrong perception of the Ethiopian society in terms of placing women in the lower positions than that of men. Due to these, Ethiopian women lag behind men in accessing education, employment, decision making positions in employment & in politics and in the enjoyment of their human rights in general. The victimization of Ethiopian women to gender based violence is the direct result of their lower perceived position in the society (Annual Report of Ethiopian Women Lawyers Association (EWLA), 2017). According to the 2017 annual report of EWLA, cognizant of the factors that encumber the contribution of women to the economic development of the country, the government of Ethiopia has been taking measures in terms of enacting legislations, policies, regulations and rules that better enhance equal participation of women with men and it has been taking affirmative measures that adjust the big

gap there exists between the participation of women and men. This effort in the country is also supported by stakeholders such as civil society organizations and the private sector (Annual Report of Ethiopian Women Lawyers Association (EWLA), 2017).

Thus, over the past two decades, the government of Ethiopia has made some moves in terms of enacting 1993's National Policy on Women (*Ethiopian Society of Population Studies, 2008*), in order to create conducive environment for equality between women and men in all aspects of life. Furthermore, Article 35 of, the Supreme Law of the Land, the FDRE Constitution, clearly stipulates equality in employment, participation in policy and decision making, acquisition and management of property, and right of women to plan families to ensure gender equality (The Constitution of the Federal Democratic Republic of Ethiopia, 1995). Despite this effort there still remains a lot to be done to ensure equal participation of women and men.

On the other aspect, there are few women who broke through these interwoven obstacles and get in to the ladder of leadership positions. But still women in leadership positions are not yet freed from the discriminatory attitudes, the deprivation of equal opportunity with men and from being victimized with gender based violence. Women in leadership positions need to be champions of these rigid impediments to excel even more. This situation of Ethiopian women in general and Ethiopian women in leadership positions in particular, has negative implication towards the country's economic development, as it is impossible to realize the required economic development in leaving women's participation behind. Factors which are holding women from promoted to the leadership positions or reasons for few numbers of women in leadership positions are categorized under: societal, organizational and individual factors (*Hanna Seifu Degaga, 2015*).

Women in order to attain leadership positions, they are required to be defenders of the society's wrong perception towards them, need to break through the challenges of attaining career promotion and be resilient of the gender based violence they have to live with in every stride of their lives. After acquiring the leadership positions, women continue to carry these challenges with them. Accordingly, they are suppose to deal with family and child care responsibilities, as this duty is regarded by the society as the sole responsibility of women, challenges in relation to getting promoted at their work places, gender based violence committed

against them and which greatly obstruct their effectiveness in achieving even more surpassing positions. These depict the fact that too much burden is on women in leadership positions as they are expected to perform best at their work in parallel with discharging family responsibilities/social burdens that are the results of the societal stereotyping.

While much is expected to push further in terms of realizing equal participation of women and men and accordingly establishing convenient working environment for women in leadership positions, global changes are yet bringing emerging socio-economic challenges for women's equal participation in general and for women in leadership positions in particular.

These emerging socio-economic factors that are pinching women leaders are much related to the overall contemporary global societal, economic, political, ecological, technological, legal and changes.

Therefore, as scope limitation exists, this study will be focusing on identifying the emerging socio-economic factors that affect women in leadership positions in the case of EEU and it will ultimately aim at putting in place institutional policy recommendations that are crucial to create conducive and productive work environment for women in leadership positions. The policy measures that will be recommended are believed to practically alleviate the challenging situations that women in leadership positions in EEU are encountering.

Accordingly, the study will contribute in providing institutional policy inputs that are to be adapted by other institutions and that are vital to enhance the productivity of women in leadership positions, to establish systems in institutions that fight against any misconception, discrimination and violence against women in leadership positions and to mitigate conditions that prevent women in leadership positions from standing out more. These policy measures could also be scaled up to frame national policies as well as legislations.

1.3 Research Questions

1.3.1 Specific Research Questions

1. What are the existing and emerging individual challenges women in leadership positions encounter, in the case of EEU?
2. How are the existing and emerging work place barriers of women in leadership positions, in the case of EEU are depicted?

3. What are the existing and emerging societal challenges that women in leadership positions face in the case of EEU?
4. What are institutional policy measures that need to be taken to create enabling working environment for women in leadership positions in the case of EEU?

1.4. Study Objectives

1.4.1 General Objective

The general objective of this study is to identify women leadership challenges along with emerging socio-economic factors that affect women in leadership positions in the case of EEU and accordingly recommend institutional policy measures that need to be taken to create enabling working environment for women in leadership positions.

1.4.2 Specific Objectives

- 1) To identify emerging societal challenges those women in leadership positions encounter,
- 2) To identify emerging work place barriers women in leadership positions face in the case of EEU,
- 3) To identify emerging individual challenges that women in leadership positions face in the case of EEU,
- 4) To recommend institutional policy measures that create enabling work environment for women in leadership position in the case EEU.

1.5. Significance of the study

This study will have significance in terms of discovering contemporary critical challenges of women in leadership positions in the case of EEU. Hence, it has a worth of recommending specific policy measures that aid EEU create conducive work environment for women in leadership positions.

Accordingly, the study will have the outcome of bringing on board a well established gender sensitive system especially within the human resource department of EEU that sustainably avail solutions to organizational, individual and societal stereotyping and GBV that women leaders come across.

Furthermore, the study will facilitate conditions by which other institutions adapt and implement the institutional policy measures to be recommended. Apart from this, the study also generates opportunities of providing baseline evidence for future studies to be undertaken on related issues and for the formulation of national policy as well as legislation.

1.6. Scope of the Study

The ultimate goal of this study is to clearly identify specific institutional policy measures that are appropriate to establish conducive work environment for women in leadership positions in the case of EEU. In view of that, the study will try to look through theoretical frameworks and the overall global context of women leaders and their positioning in the society along with their challenges. Hence based on the global situation the study took down its focus to the Ethiopian context specifically to the context of EEU in which the status and challenges of women leaders are depicted.

Therefore, the study has identified the importance of finding out the major societal, organizational and individual hindrances that women leaders are facing in EEU by utilizing both primary and secondary evidences. The samples for the collection of primary data are both randomly and purposely selected.

EEU operates in more than 15 regional branches in addition to its head quarter in Addis Ababa. In Addis Ababa, under the governance of the head quarter, there is one region (branch) which governs 4 regions (branches) under it.

In this aspect, different level bureaus, departments, sections and directorates of the head quarter of the EEU are targeted and including top and middle level women managers as well as relevant respondents who have participated in the primary as well as secondary data collection. In this regard the scope of the study is limited to seeing into the case top and middle level women managers of EEU.

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 was the company's employees who are placed at top

and middle management positions 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.

1.8 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 EEU.

Top Management Position: The senior management position at the EEU comprises of managers at the top executive positions. Accordingly, they are responsible to devise the strategic direction, policies and generally make top level decisions that are likely to determine the fate of the institution. Therefore top management positions include Board of Directors, CEOs, and Directors of different level Directorates of the institution.

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 EEU are managers and supervisors.

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 the EEU.

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.

Trends and Emerging Patterns: in the context of this thesis this term has the definition of situations that are emerging recently and are new faces of challenges that women in leadership positions encounter.

1.9. Organization of the Study

The study consists of a total of five chapters. Chapter one deals about introducing the over all study and has incorporated background, statement of the problem, study objectives, research questions, significance, scope and limitations of the study. While review of relevant literatures is part of the second chapter, research approach and design, population, sample size and sampling procedure, data sources and data collection methods are embraced in chapter three.

Chapter four entirely discusses about data presentation, analysis, interpretation and discussion. The last chapter, which is chapter five, is responsible to deal with summary, conclusion and recommendation issues of the study.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Meaning and Concept of Leadership

For the purpose of acquiring a comprehensive meaning of the concept of leadership there necessarily be the link between the issues and the concept of leadership. Leadership is then defined as is the act of influencing the activities of followers through the communication process and towards the attainment of some goal or goals. Leaders are able to guide their followers about what must be done and what ought to be done (Cribbin, J.J. 'Leadership: strategies for organizational effectiveness'). Through leadership, the act of an organized group is also possible to be influenced and guided (Rauch & Behling). Leadership is not only determining the destiny of an organization but it goes beyond that and demands leaders the courage to follow what they stand for. (JoeJaworski - Organizational Learning Center at MIT,2015).

All in all, leadership is about the interpersonal influence made by leaders on their followers through the communication process, toward the attainment of a specified goal or goals (Tannenbaum,Weschler & Massarik). Leadership is neither a person nor a position; it is rather the result of complicated moral relationship between people, based on thrust, obligation, commitment, emotion and a shared vision of the good. The leader sets out the goal or path for his/her followers, and gets them to move in the path with him or her with each other (Prentice, W.C.H. 'Understanding Leadership' Harvard Business Review September/October 1961 vol. 39 no. 5 p.143).

2.2 Women's Vs Men's Leadership

There is a famous saying that women and men are different in leading but for organizations striving to bring gender equity effective leadership is not in any way related to sex, leadership is leadership. It is the deep rooted attitudes, beliefs and mindsets about gender roles that in turn influence men's and women's leadership capability. Thus, as long as we have expectation differences from men and women leaders, then it means that we should apply different standards and as a result experience different behaviors. Leadership quality and capacity of men and women should be viewed from individual perspective rather than from the point of dormant gender stereotypes. The socially constructed perspective that 'men take action' Vs 'women care'

has implications for leadership and people's views about what makes a good leader (Deloitte,2011).

“Resetting to zero, if there are no sex-based differences between leaders, why do we ‘see’ differences? Is it just a matter of perception? There are two critical explanatory concepts and processes which offer significant insights and make sense of recent research on women in leadership. This research demonstrates that all else being equal (e.g. women and men were equally qualified, equally ambitious and not ‘distracted’ by children), decisions were still made at every stage of a career which slightly advantaged men and disadvantaged women⁶. What are the explanatory factors? The first concerns individual implicit assumptions and stereotypes, and the second identifies the impact of group dynamics on individuals” (Deloitte,2011).

2.3 The Challenges of Women in Leadership in Ethiopia

2.3.1 Individual Barriers

All over the world, there is a consensus that women significantly contribute in leadership though women all over the world almost equally share challenges of inequalities which is regarded as a missed opportunity for achieving inclusive economic growth. According to OECD research, at the current global moves, it will take 81 years to bring about equitable gender participation in corporate leadership and 50 years to achieve partly meaningful women representation in parliament (OECD, 2016).

Haregewoin and Emebet categorize Ethiopian society as patriarchal which positions women in a subordinate position (Haregewoin and Emebet, 2014).Consequently, as Hirut puts it, Ethiopian women are regarded as unassuming, obedient, enduring and tolerant of boring tasks and violence and for which culture is used as a justification (Hirut,2004).

Women have been denied equal opportunities of education, training and gainful employment opportunities and their participation in policy formulation and decision making processes have been very insignificant. It is undeniable fact that women take the lion's share of taking care of societal affairs. But in the contrary they are not enjoying meaningful benefit out of their societal responsibilities; instead they suffer from political, economical, societal and cultural marginalization. But this does not mean to conclude that there are not any Ethiopian women who

had greater stakes in the leadership as well as in politics, there exist even if few in number (Meaza, 2009).

Accordingly, Emperor Minilik's (1877-1913) first formal wife, Bafena and second legal wife Empress Taitu's strategic political leadership as well as strong diplomacy roles in war and peace are the perfect demonstration for such roles of women (Meaza, 2009).

“For instance, Taitu was acted as the chief advisor of Emperor with particular influence in the area of foreign relations. She holds high profile in the history for patriotism and uncompromisingly pursuing Ethiopia's independence” (Meaza, 2009).

But sadly, as women are under the roof of men, their significant roles are not outshining (Alemu, 2014). This has taken away women's self esteem, self confidence and assertiveness in general and made them unable to act on their own action directly on matters that concerns them (Alemu,2014). From time to time there have been slow progresses in terms of Ethiopian women's participation in leadership positions and the FDRE's Constitution is very promising in terms of pushing forward the equal participation of women (Alemu,2014).

In the study cited in AAUW, 2016, motherhood has also become the stereotyping women that held them from achieving the leadership positions that they deserve. Employers are inclined to assuming that mothers who are responsible for taking care of their children are most likely to be not fitting to higher career position (AAUW, 2016). Thus, they abstain from hiring them or from providing them with the promotion instead of facilitating conditions by which women can undergo the heavenly child caring responsibility as well as playing greater roles in the leadership position.

As Pajares & Schunk, 2001; Wigfield et al., 1996 put it in AAUW, 2016, stereotyping that is promoted against women by our society is another challenge for women to get up to the ladder of leadership. In Ethiopian society, women are supposed to act submissive, shy, live in low profile, diminish and undermine their professional skills and achievements. On the other hand, men are expected to be socialized to be confident, assertive, and self-promoting, cultural attitudes toward women. Thus, this situation force women to wrongly evaluate their own ability and they mostly find it hard to boldly reflect the great experience, knowledge and qualification they have. In this aspect in most competing positions that require to prove one's ability, women fail since they

have imposed wrong perception towards their capacity (AAUW, 2016). This directly strengthens the wrong propaganda that most employers have towards putting women in leadership positions.

2.3.2 Societal Barriers

According to the Ethiopian Central Statistical Agency's data, among the total Ethiopian population, 49.9% is occupied by women. 25.5% of women in the country are breadwinners of their family and among these 23% of them live are rural women and 39% of them are urban women. While Ethiopian women hold half share of the population, they are deprived from acquiring productive resources such as basic health services, educational and employment opportunities. Women are also less represented in the labor force and they hold less than 43% and they rather tend to be immersed into unpaid work/economically invisible work (CSA,2017).

The lack of support is not only attributed to the work environment but also to family as well as to their male peers. Women leaders entertain extra burden when they are supposed to attend public functions that higher positions frequently demand (AAUW, 2016).

Women who raise very small children are often in dilemma of leaving their children at home or engage, with full attention, in the tasks that their leadership position constantly demands from them(AAUW.2016).

In most cases in Ethiopia, as the burden of taking care of children is fully left to women and as there are almost none support systems in the country to share this burden of women, women give up running in the fast track of their leadership positions and choose to give full attention to their children. Thus, the lack of support system, specifically in child caring has significantly been contributing to the declining number of women leaders in every sector in Ethiopia (Annual Report of Ethiopian Women Lawyers Association, EWLA, 2017).

2.3.3 Organizational Barriers

Referring to the survey conducted by the Central Statistical Authority in 2012 as it is cited in Alemu's article, among these under represented female employees, the highest percentage which is 78% of them are engaged in domestic activities, 59.3% of them are into unpaid undertakings. According to this survey, the employment status of women in

governmental, non-governmental and private institutions reveals that only 35 % of the total labor force is women (Alemu, 2014).

Prejudices committed against women at workplaces may sometimes seem slight but actually are clear and illegal. This is clearly reflected in one of the advertisements which stated that a position “requires filling in the responsibilities of a receptionist, so female candidates are preferred” (AAUW, 2016).

This is concrete evidence that shows how the issue of women is negligently treated in most situations in Ethiopia. Several data also clearly expose that it is not only women at the low level job positions that face the averse discrimination, but rather women who attained higher education qualification and career positions face complicated types of stereotyping.

In a study referred in AAUW,2016, top female leaders of colleges and universities are challenged by dissuasion, disruption and unfair expectations. According to Alemu, the reason attributed to such situation of women in Ethiopia is much related to the multiple, cross cutting and interrelated problems they encounter and hence, according to Alemu, significant numbers of women do not access the opportunity of decision making (Alemu, 2014). This is further strengthened by what has been put by Teshome (1979) as cited in Alemu and Teshome has revealed that women proved to be vital contributors to both out and in door activities especially in battles and other activities. He further explains the big role of rural women in agriculture, commercial undertaking reproduction and social responsibilities.

2.3.4 Women Leadership and Challenges in Developing and Developed Countries

Theoretically, women leaders in developing countries like Ethiopia are not assisted by their colleagues and subordinates at the workplace and hence their performance is negatively affected. Another practice of this trend is India. Moreover, in developing countries, societal attitudes added to discriminatory property rights which mainly are related to unfair inheritance traditions is regarded among the factors which deprive women from owning property(Sekkat, Szafarz, Tojero, 2015).

As we strive to bring more number of women in decision making, the chance of overlooking women in the promotion will become minimal. Apart from this, the existence of gender diversity

in the decision making positions ensures more voices which are important for better solutions. Diversity of thought is crucial and it creates innovative, vibrant and flourishing work environment. Thus, from diverse voices, companies benefit because various perspectives and ideas are entertained while decisions are made and ultimately better choices are made (Novakovich, 2017). Studies also show that women require role models and mentors who show them the way of leadership. As women see that someone has done it before, it is an affirmation for them that it is easier to climb up to the ladder of leadership (Novakovich, 2017).

It is evidenced that both developed and developing countries recognize that gender diversity enhances company's performance. Despite this, the reality in both is the high prevalence of lack of women in leadership positions. Further more, countries which are forward looking such as Scandinavia perceive the application of quotas as imposition. This situation gets even worse in emerging countries. The main reason related to these discriminatory behaviors in the work place is associated to weak legal protection system. Surprisingly financial development of a country does not prevent the gender gap in accessing finance by entrepreneurs (Sekkat, Szafarz, Tojerow, 2015).

In developing countries, lack of research on female leadership in developing countries is often raised. This is justified with the existence of small number of female corporate leaders. The study of Navaro and gallo as cited in Sekkat, Szafarz, Tojerow, 2015 female CEOs take less risk than their male counterparts, but they increase job opportunities for women (Sekkat, Szafarz, Tojerow, 2015).

Substantiation on gendered leadership in developed countries like Germany using a linked employer-employee dataset on German firms, observed that women in the top layer exhibit worse business performance than their male counterparts, but only when surrounded entirely by men. The reverse is true as we go to the second layer of management and here male counterparts are reluctant to work in a woman-led environment (Sekkat, Szafarz, Tojerow, 2015).

Thus, the above study findings clearly reveal that both developing and developed countries experience lack of women in leadership positions. Women in leadership positions in both categories of countries face challenges even though its magnitude and extent vary accordingly.

2.4 The Benefits of Bringing More Women in the Leadership Positions

According to McKinsey & Company's study, women's leadership traits are proved to be more effective in achieving corporate performance. Thus this shows that promoting gender equality as well as enhancing women's roles in leadership positions is vital strategy (McKinsey & Company).

Furthermore, women tend to utilize constructive approaches of leadership such as human resource development, expectation and rewards, role model, inspiration and participative decision making. On the other hand, men dwell on control and corrective action and individualistic decision making behaviors (McKinsey & Company). From this it can be inferred that, women leaders practice leadership styles that are highly relevant and fitting to the contemporary business environment and this definitely has positive outcome of enhancing effectiveness and efficiency of companies which are led by women.

Leadership is mostly about acquiring power, thus, ensuring equal participation of women in leadership with men has direct implication on fair distribution of power. Ensuring the equal participation of women in leadership endow women with the privilege, high compensation, the high status and all other opportunities that leadership positions bring. (AAUW, 2016). This without doubt accelerates all rounded empowerment of women and enable them have meaningful contribution to national, regional as well as global economic development.

The study of Credit Suisse, as cited in AAUW, 2016 proves companies which engage women at the top managerial positions benefit in being profitable than those companies who do not have such trend. As per the research conducted by Matsa & Miller, 2014 as cited in AAUW, 2016 private firms reveal the positive correlation between women leadership and constructive work performance and profitability. Additionally, in companies where women leadership is prevalent, there is less trend of staff lay off and accordingly workforce reduction is very minimal in companies where women leaders are governing (AAUW, 2016).

The other justification why there is strong advocacy towards promoting women's leadership in every part of the world is well articulated in the research conducted by Bass & Riggio. Accordingly, women's approach of leadership takes the form of transformational style which in turn has the benefit of motivating follower through charisma, intellectual inspiration, and

consideration of the individual (Bass & Riggio,2006, as cited in Mata & Miller, 2013 as cited in AAUW, 2016).

2.5 Ethiopian Legal Instruments that Recognize the Protection and Promotion of Women Leaders.

2.5.1 FDRE Constitution

Women’s rights are specifically addressed under Article 35 of the FDRE Constitution in the following manner

‘Article 35

Rights of Women Women shall, in the enjoyment of rights and protections provided for by this Constitution, have equal right with men. Women have equal rights with men in marriage as prescribed by this Constitution. The historical legacy of inequality and discrimination suffered by women in Ethiopia taken into account, women, in order to remedy this legacy, are entitled to affirmative measures. The purpose of such measures shall be to provide special attention to women so as to enable them to compete and participate on the basis of equality with men in political, social and economic life as well as in public and private institutions.

4. The State shall enforce the right of women to eliminate the influences of harmful customs. Laws, customs and practices that oppress or cause bodily or mental harm to women are prohibited.
5. (a) Women have the right to maternity leave with full pay. The duration of maternity leave shall be determined by law taking into account the nature of the work, the health of the mother and the well-being of the child and family.
(b) Maternity leave may, in accordance with the provisions of law, include prenatal leave with full pay.
6. Women have the right to full consultation in the formulation of national development policies, the designing and execution of projects, and particularly in the case of projects affecting the interests of women.

7. Women have the right to acquire, administer, control, use and transfer property. In particular, they have equal rights with men with respect to use, transfer, administration and control of land. They shall also enjoy equal treatment in the inheritance of property.
8. Women shall have a right to equality in employment, promotion, pay, and the transfer of pension entitlements.
9. To prevent harm arising from pregnancy and childbirth and in order to safeguard their health, women have the right of access to family planning education, information and capacity.’ (FDRE, 1995)

In relation to women leadership or decision making position, Sub-Articles 1,3,4,5 and 6 have direct relation thus, has to be carefully abided as they recognize the rights of women and empowerment which ultimately make them equally participate in higher decision making positions. According to Sub-Article 1, women have equal rights and entitlements with men and this Sub-Article is a foundation for women to exercise their rights fully and equally with men.

In like manner Sub-Article 3 entitles women with affirmative action to correct the historical legacy of discrimination and inequality. While the government and every institution are obliged to abide by this, we experience huge gap in terms of its practicality and the same applies in the case of EEU. While EEU is supposed to implement affirmative action to pull up women to higher decision making managerial positions, its non-compliance has contributed to huge gender gap in top and middle level managerial positions.

Furthermore, according to Sub-Articles 4,5 and 6 of Article 35 of the FDRE Constitution, women are entitled with the rights to be protected from physical and psychological harm (GBV), the right to maternity leave with pay and to participate in national level decision making and development agenda respectively. Hence, ascertaining that all these are well observed greatly contributes to enabling women to acquire higher level leadership and decision making positions.

According to FDRE Constitution, EEU has also the responsibility and the duty of materializing what have been incorporated under Article 35.

2.5.2 Ethiopian Growth and Transformation Plan II (GTP II)

GTP II targets for gender development and children's affairs and accordingly, it targets the following:

1. Increasing the number of women entrepreneurs that graduate from operating micro enterprises to small and medium scale businesses.
2. Increasing the number of women who receive training in management and entrepreneurship.
3. Increasing the number of women beneficiaries of credit and saving services.
4. Reducing the rate of abduction early marriage and female genital mutilation.
5. Increasing the participation of women in decision making process (Ministry of Finance and Economic Development, 2010).

Thus, leadership role of women at the federal executive bodies is considered in GTP II, and the target is to achieve 40% by 2019/2010. GTP II of Ethiopia envisages strengthening the empowerment of women so as to ensure their active participation in the political, social and economic processes that are taking place in the country. (Ethiopia Growth and Transformation Plan II (GTP II) 2015/16-2019/20).

This is a clear reflection of a concern to enhance the engagement of women at national level. At the same time, it is also to be noted that what has been specifically put in the GTP II regarding women's participation in the leadership must also be observed by all.

2.5.3 Sustainable Development Goals (Goal 5)

Goal 5 of the SDGs is about achieving gender equality and empowerment of all women and girls. The FDRE Constitution which is the supreme law of the land also recognizes the equal rights of all persons before the law under its Article 25 and further more Article 35 of the Constitution provides due concern for the protection of the rights of women. Women Policy and Development Package have also been devised in taking the Constitution as a base. Following this, institutional mechanisms and the implementation of the Women Policy and the Development Package have been cascaded across the nation. The major objective of the Women Policy is creating enabling environment for women to actively participate at all levels in the economic, social, and political activities (National Plan Commission, 2017).

Therefore the national and sector policies, strategies, plans and programs have provisions for the ascertaining of the rights and benefits of women. Fostering the women and youth participation and ensuring that they remain beneficiaries are principal undertakings envisaged in the SDG. The mission of Goal 5 of the SDG is to realize vibrant women and youth organizations that are capable enough to intervene in the national development, democratization by collaborating with applicable government institutions. In observance of Goal 5 of the SDG, Ethiopia's national development plans and strategies make sure that the agenda of women and youth are meaningfully changed in to practice, being monitored in accountable manner (National Plan Commission, 2017).

As what is incorporated in Goal 5 of the SDG is a national agenda of ensuring gender equality and empowerment of women and girls, it needs serious attention, implementation which has to be followed up by regular monitoring and accountability for non-observance. Accordingly government at the front line, sector organs and institutions has responsibilities in contributing to the realization of Goal 5 of the SDG. Therefore empowering women and ensuring that they participate in higher level decision making positions is one major component of the mission of Goal 5 of the SDG. In this aspect, challenges of women leadership have to be timely addressed by the government, sector organs and other institutions. In the same manner, EEU as an institution has the responsibility to abide by Goal 5 of the SDG and ensure that women come to the positions of decision making. Accordingly the institutional policies, regulations and rules of EEU have to be framed in line with the national as well as international conventions that Ethiopia has ratified including SDG.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design and Methodology

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

3.1.1 Study Design and Methodology

The study is an applied research since it focuses on identifying practical challenges of women in leadership positions and accordingly will recommend policy measures that will be applied by EEU to create enabling work environment for women in leadership positions. Thus, it greatly contributes to recommending institutional policy recommendations that alleviate the barriers of women in leadership positions.

The study has utilized descriptive research design since it has described the existing as well as the emerging socio-economic challenges of women in leadership positions, in the case of EEU and finally proposed institutional policy measures to be utilized to mitigate the obstacles of women leaders in the institution. Therefore, no hypotheses will be formulated and tested.

3.1.2 Study Population and Sampling Method

The study has the target population of different level departments, sections and directorate of the EEU. From this population, women in the top and middle level management positions, and Directors of different levels directorates are targeted for primary and secondary data collection.

In general, women leaders in particular and the directors of the human resource (HR), the Hiring and Staffing, Women and Children Affairs Office (WCAO), Legal, Retail Office departments are purposefully selected as targets for data collection. Random sampling had also been undertaken to identify targets that provide relevant data from their experience about the barriers that women leaders are facing and the possible policy recommendations. As there exist a total number of seventy (three in the top and seventy in the middle level management), women in leadership position in EEU, the study will targeted all the seventy as respondents to the questionnaires as well as the questions of the interviews. Additionally, directors (HR), the Hiring

and Staffing, Women and Children Affairs Office (WCAO), Legal, Retail Office departments have participated in the interviews.

3.1.3 Data Source and Collection Methods

The study used both primary and secondary data. The primary data is gathered from women who are working in the top and middle level leadership positions of the different departments, sections and directorates of the EEU. Thus, primary data are gathered through questionnaire, focus group discussions (FGD), observation and interviews.

Secondary data are collected from undertaking a desk review that looked in to the policy, code of conduct, human resource manual documents, different publications and other relevant documents of the EEU.

The data collection methods that are utilized in this study are quantitative and qualitative methods; and hence questionnaires, FGD, observation and interviews are deployed as using all the four methods helps in triangulating the information. The rationale for this choice of method is to gain a deeper understanding of the research problem by gathering standardized, factual and less personal information (quantitative method) and in-depth and elaborate information from a small purposefully selected sample (qualitative method). Moreover, some descriptive statistics had also been used to explain some aspects of the study to support perceptions, behavior, feelings and attitudes of respondents in greater depth.

3.1.4 Data Analysis and Presentation

With the aim of producing extensive explanation about the issue under study, this study has utilized the quantitative and qualitative methods. Statistical Package for Social Sciences (SPSS) and explanatory models such as charts, percentages, graphs and tables are used as tools to analyze and depict the findings of the study. Narration is another mechanism that is used to scrutinize the data that are collected using interviews, questionnaires, FGD, observation and document analysis. Furthermore, the data that are collected from the questionnaires are integrated with the responses that are gained from the interviews and focus group discussions and hence cross tabulation had been realized.

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

3.1.6 Ethical Considerations

In order to carry out this study, an approval is acquired from St. Mary University and thus based on that a written request was made to EEU. EEU then responded as it permitted for the specific study to be undertaken as required. Every data collection method deployed during the study at the company was practiced after acquiring consent from the respondents and following that the participants of the study were made to be clear about the purpose of the study so that they would meaningfully participate in the study.

The questionnaires provided to the respondents had general information about the purpose of the study. Apart from that the questionnaire indicated that the participants are free from indicating their names in the questionnaires and hence the questionnaire has ensured the confidentiality of the information provided by the respondents. As the distribution and collection of the questionnaires was made through sealed envelopes, it reaffirmed to the respondents the confidentiality of the information provided.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

Introduction

Chapter four of this study embraces the findings acquired from the responses provided to the questionnaires, the interviews, FGD and the results gained from observation and secondary data, i.e. document review. Hence the data obtained from these data collection instruments are compiled, 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. For the purpose of gaining further elaboration from the data, qualitative analysis and explanation was made and this was supported by the interviews, the observation made, the documents reviewed and the open ended questions of the questionnaires distributed.

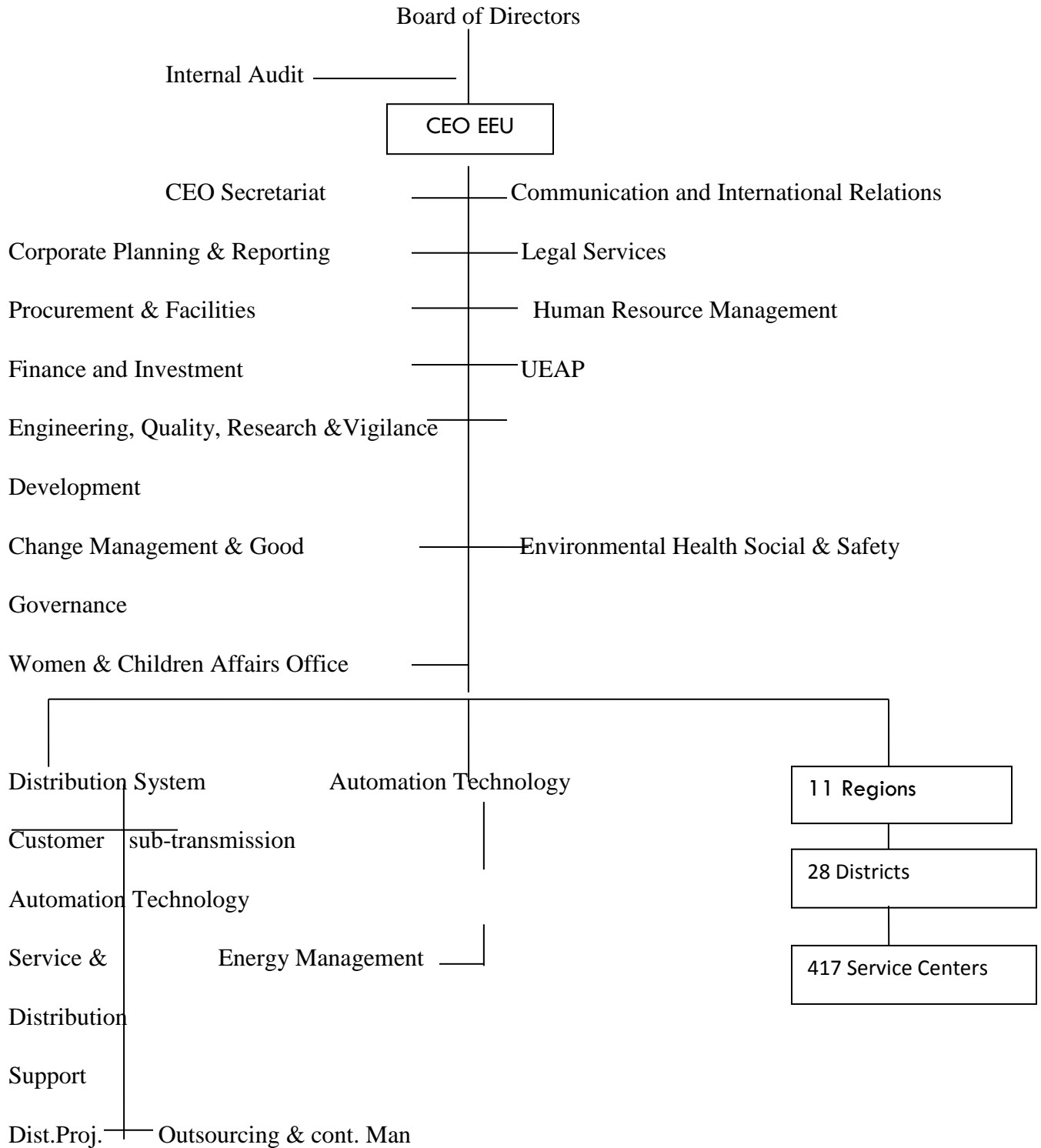
Accordingly, the analysis part of this study has taken into account the number and the type of top and middle level managerial positions occupied by women in the company and the justifications related to it, the impact of the gender imbalance in the managerial positions of the company on the company's performance, the challenges that top and middle level managers encounter and the preventive and responsive measures of the company. Apart from this, the practical gaps identified in the company in terms of providing equal opportunity form women and men to acquire top and middle level managerial positions, the limitations of the company revealed towards treating the challenges women managers suffer have been analyzed against the existing directives and policy of the company and the legislations of the country. Emerging trends and patterns in women leadership has also been one of the focus areas in the analysis.

4.1 Background of the Study Area

EEU was established through the directive (No. 382/2016) under the Federal Democratic Republic of Ethiopia (FDRE) following the restructuring of Ethiopian Electric Power Corporation. EEU is mandated to produce, distribute and sale electric power throughout Ethiopia. EEU serves its customers through grid connected and grid non-connected systems. Those which are not connected to the main grids and which are not connected to the main source and serve customers get power from the main source. Their source of power is limited water power source.

EEU by expanding its service outreaches; it has increased the number of cities benefiting from its electric power from 320 in 1984 EC to 6,387 cities in 2009 EC. Hence EEU has contributed significantly in the expansion of basic infrastructures and social services such as health, education and similar social services including economy sectors and for development of small rural cities. Accordingly the electric power coverage which was 8.5 percent in 1984 EC has grown into 57 percent in 2009 EC. The significant progress that EEU has made is also reflected in the electric power distribution lines which have grown from 12,000 kms to 215,000 kms from 1984EC to 2009 EC. Accordingly, the number of customers has reached to 2.82 million. Even if EEU has proved to register dramatic changes, its supply is overstretched to meet the ever blasting demands of its customers. Currently, EEU has 15 regional offices, 417 service providing centers and more than 1000 satellite centers and it has around 12,000 (2,500 F) employees.

4.1.1 The Organizational Structure of Ethiopian Electric Utility (EEU)



4.2 Demographic Presentation of Respondents

The demographic information of the respondents of this study is briefly highlighted in this sub-section. In this manner, the total number of respondents who are top and middle level managers of EEU, their gender, educational background, marital status, work experience and their position at the company are dealt here.

4.2.1 Response Rate of Respondents

The initial task undertaken in advance of collecting data from EEU was submitting of a support letter to the company. Then afterwards the HR, the WCAO, the Legal and the Retail Departments were assigned to provide the necessary documents, to facilitate the filling out of the questionnaires, to respond to the interviews and focus group discussions (FGD). Hence each department played its role in identifying the respective women in the top and middle level management.

Based on the number of top and middle level women managers at the company, seventy three (73) copies of questionnaires are distributed and among the total the three (3) questionnaires are distributed to the top level women managers as there are only so in the company. The rest seventy (70) are distributed to middle level women managers. Among the total number of questionnaires distributed, it is only seventy eight percent (78%) of them which are collected. Ninety five percent (95%) of the respondents have properly responded to each questions provided and the rest five percent (5%) respondents left some of the blank space questions with out answering them.

In the interview, the HR, WCAO, Retail and Legal Departments have participated and accordingly they forwarded detailed explanations in response to the structured and unstructured interview questions of the interview.

Additionally, while one FGD was undertaken with four (4) middle level manager women and observation was also used as one type of data collection tools to further analyze the process and the procedures of case management of WCAO, the discipline committee and the vigilance office of the company.

Table 4.2.1: Response Rate

No	Data collection tools	No. of respondents	No. of responses provided	Respondents rate
1	Questionnaires	73	60	78%
2	Interviews	5	5	100%
3	Focus Group Discussion	4	4	100%
4	Observation	4	4	100%

Source: Field survey, 2018

Table 4.2.2 Gender of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	60	100.0	100.0	100.0

Source: Field survey, 2018

Table 4.2.2 clearly depicts that hundred percent (100%) of the respondents are female who are working in the top and middle level managerial positions. The reason for this is attributed to the purposive sampling made to purposely target women employees of the company who are at the top and middle level managerial positions.

Table: 4.2.3 Profile of Respondents by Age Group

	Frequency	Percent	Valid Percent	Cumulative Percent
1-25	1	1.7	1.7	1.7
26-40	25	41.7	41.7	43.3
Valid 41 and above	34	56.7	56.7	100.0
Total	60	100.0	100.0	

Source: Field survey, 2018

When segregated by age group, about two percent (1.7%) of the respondents are in the age group of 1-25 years. Whereas about forty two percent (41.7%) are in the age group of 26-40 years, and the remaining about fifty seven percent (56.7%) of the respondents are above the age of 40 years. This clearly shows that women employees who are working at the top and middle level managerial positions are mostly adults and the number of top and middle level manager women is in the young age group and are lesser in number.

Table 4.2.4 Marital Status of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	52	86.7	86.7	86.7
Valid Single	8	13.3	13.3	100.0
Valid Total	60	100.0	100.0	

Source: Field survey, 2018

Table 4.2.4 demonstrates that among the total number of respondents, it is only thirteen percent (13%) who are single and the rest about eight seven percent (86.7%) are married. This could be correlated with the age group of the respondents and could be concluded that the majority of women employees at the top and middle level managerial levels at EEU are adult and married.

Table 4.2.5 Educational Background of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid BA Degree	35	58.3	58.3	58.3
Valid Masters and PhD	25	41.7	41.7	100.0
Valid Total	60	100.0	100.0	

Source: Field survey, 2018

As the education background of the respondents in table 4.2.5 explains, among the top and middle level managerial level women employees fifty eight percent (58.3%) of them hold degree while the rest about forty two percent (41.7%) of the respondents are with masters degree. This is a clear fact that top and middle level managerial positions at EEU demand degree and above educational qualifications.

Table 4.2.6 Work Experience of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-10	16	26.7	26.7	26.7
11-20	43	71.7	71.7	98.3
21and above	1	1.7	1.7	100.0
Total	60	100.0	100.0	

Source: Field survey, 2018

From table 4.2.6 it is learnt that about seventy two percent (71.7%) of women employees of EEU who are at the top and middle level managerial positions have acquired rich experience of more than eleven to twenty years. About twenty seven percent (26.7%) of the respondents' experience is found up to ten years of experience. It is only about two percent (1.7%) of the respondents who have acquired more than twenty years of experience. From this, it could be inferred that, top and middle level managerial positions at EEU require long years of work experience.

Table 4.2.7 Responsibilities of Respondents in Managerial Positions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Top Management	3	5.0	5.0	5.0
Middle Management	57	95.0	95.0	100.0
Total	60	100.0	100.0	

Source: Field survey, 2018

According to table 4.2.7 the study could find out that, there are only three (3) women who hold top level management and this clearly illustrates that there exist underrepresentation of women in the top managerial positions at EEU. Additionally when comparing it to the total number of women employees in EEU, it is only seventy (70) of them who are working in the middle level managerial positions.

Table 4.2.8 Gender Inequity in the Management

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	44	73.3	73.3	73.3
Valid No	16	26.7	26.7	100.0
Total	60	100.0	100.0	

As this study found out there exist a significant gender gap in the company since the data provided from the company proved that, among the total number of women employees, it is only two percent (2%) who reached at the top and middle level managerial positions. The respondents of this study were also asked whether they perceive that there prevail gender gap in the company and accordingly, table 4.2.8 reveals that seventy three percent (73.3%) of them confirmed this. The rest about twenty seven percent (26.7%) responded as they do not perceive the existence of gender gap in the management. This clearly proves that the respondents do not understand the very essence of gender gap that exists in the company and it could be for reasons of not being well aware about the specific importance of having meaningful representation of women in leadership positions in the company or it is due to the fact that this issue has not been well entertained in the company because of lack of due consideration.

Table 4.2.9 Reasons for Women Underrepresentation in the Management

	Frequency	Percent	Valid Percent	Cumulative Percent
Lack of recommendation	2	3.3	3.3	3.3
Lack of delegation	2	3.3	3.3	6.7
Educational gap	14	23.3	23.3	30.0
Educational gap and socio-cultural attitude	14	23.3	23.3	53.3
Lack of women interest and male dominance	15	25.0	25.0	78.3
All	13	21.7	21.7	100.0
Total	60	100.0	100.0	

In order to find out the factors that are regarded as reasons for women underrepresentation in the managerial positions of the company, lack of recommendation, lack of delegation, educational gap, educational gap along with socio-cultural attitude have been listed out as factors. Hence almost twenty two percent (21.7%) responded that all the factors listed out are considered as reasons for women underrepresentation in the company and accordingly, twenty five percent (25%) responded educational gap & cultural attitude cumulatively contribute to the underrepresentation of women in the management. The other twenty three percent (23.3%) justify their responses with educational gap. It is only few, i.e. three percent (3%) of the respondents who have testified that lack of recommendation is the factor for women underrepresentation in the managerial positions. The same percentage of respondents applies to lack of delegation for being raised as a factor for the gender gap that exists.

From this data it could be inferred that educational gap as well as socio-cultural attitudes play comparable roles in terms of contributing to the gender gap that prevails in the company. Educational qualification is a crucial criterion in the company for women to assume top and

middle level managerial positions but at the same time those socio-cultural factors are significant barriers for women and prevent them from acquiring the required educational qualification.

The output gained from one of the interviews made with the respondents could also be cross-referred here and it has been stated that the lack of training and development program including full or partial scholarship programs is a factor that pulls back women employees in the company from assuming top and middle level managerial positions.

Apart from this, almost eighty seven percent (86.7%) of women being married and shouldering child and family care responsibilities added up to the lack of support mechanisms in the company to alleviate the burdens deprive women employees the relaxed time to go to school and gain specialization. Almost twenty two percent (21.7%) of the respondents have regarded all the factors listed out, i.e., social factors, organizational factors, cultural factors, male dominance, discrimination during recruitment, selection and promotion equally contribute to as socio-economic barriers that hinder women from acquiring managerial positions.

Table 4.2.10 The Prevalence of Gender Discrimination in the Employees' Promotion in the Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	36	60.0	60.0	60.0
Valid No	24	40.0	40.0	100.0
Total	60	100.0	100.0	

Table 4.2.10 is referring to the analysis made concerning the prevalence of gender discrimination in employees' promotion in the company. Hence, sixty percent (60%) of the respondents believe that, there is prevalence of gender discrimination in the company during promotion. The rest forty percent (40%) of the respondents do not believe the existence of gender discrimination during promotion. The study has also tried to infer the justification of the respondents who affirm the existence of gender discrimination in the company from the interviews and the FGD made and accordingly the male dominant management of the company is highly biased and perceive that women employees do not deserve the leadership position and

there is high tendency to resort only to men candidates. Additionally, according to the interviews made with the heads of the target departments of this study, it could be revealed that, top and middle level manager women are ignored from being considered in the training and development programs. What is unique is that women candidates have very minimal chance of being promoted not because they are under qualified but because they have the commitment for efficiency which male peers believe back fires on them and would be an obstacle for their corrupted comfort zones.

Table 4.2.11 Perception of Gender Inequity in the Management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	60	100.0	100.0	100.0

Table 4.2.11 above regarding gender inequality in the management, 60 (100%) of respondents replied a yes and this shows that women are not represented in the management positions.

Table 4.2.12 The Applicability of Affirmative Action in all Positions

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	6	10.0	10.0	10.0
Valid No	54	90.0	90.0	100.0
Total	60	100.0	100.0	

Table 4.2.13 The Implementation of Affirmative Action

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Yes	32	53.3	53.3	53.3
	No	28	46.7	46.7	100.0
	Total	60	100.0	100.0	

Table 4.2.14 Any Reason for non Applicability of Affirmative Action

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Organizational negligence	37	61.6	61.6
	Male dominated system	1	1.7	60.0
	All	22	36.7	96.7
		2	3.3	100.0
	Total	60	100.0	100.0

As part of assessing whether affirmative action is being applied in the company for women during recruitment, selection and promotion in all positions, it could be found out that ninety percent (90%) testified that it is non-applicable and it is only ten percent (10%) of the respondents who believe that the company applies affirmative action.

According to the responses rendered, the reasons attributed to the non-applicability of affirmative action in the company is due to organizational recklessness and male dominated management system and accordingly almost thirty seven (36.7%) of the respondents proved that both factors equally play role for this. On the other hand, almost sixty two percent (61.6%) of the respondents have responded that organizational recklessness has greater stake for the non-applicability of affirmative action in the company.

The interview made with wro. Meazagenet reaffirms this and as per her explanation, the WCAO of the company is in progress of pushing forward the applicability of affirmative action as the trend has been leaving women to equally compete with men in recruitment, selection and

promotion. But recently WCAO has recommended 3% adding to be applicable for women candidates when they score equal marks with their male encounters.

Table 4. 2.15 Socio-Economic Barriers for Women Managers

	Frequency	Percent	Valid Percent	Cumulative Percent
Social factors	13	21.7	21.7	21.7
Organizational factors	12	20.0	20.0	41.7
Male dominance	1	1.7	1.7	43.3
Discrimination in recruitment, selection and promotion	5	8.3	8.3	51.7
All	19	48.3	48.3	80.0
Total	60	100.0	100.0	

According to table 4.2.15 almost twenty two percent (21.7%) and twenty percent (20%) of respondents claimed that social factors and organizational factors respectively are socio-economic barriers for women in the management. On the other hand, those respondents who said discrimination in recruitment, selection and promotion is the socio-economic barrier for women in the management are eight percent (8.3%). It is only two percent (2%) of the respondents who asserted that male dominance in the company is a socio-economic barrier for women in the management. Furthermore, among the respondents, twenty eight percent (28.3%) of them responded that all the factors listed out are regarded as socio-economic barriers for women in leadership.

Table 4.2.16 The Type of Managerial Position of Women in the Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Commercial	15	25.0	25.0	25.0
Operational	14	23.3	23.3	48.3
Support	25	41.7	41.7	90.0
Other	6	10.0	10.0	100.0
Total	60	100.0	100.0	

According to the analysis made in table 4.2.16 the majority of women are assigned in support managerial positions as almost forty two percent (41.7%) have responded as such. On the other hand twenty five percent (25%) and twenty three percent (23.3%) of the respondent revealed that commercial and operation respectively are the managerial positions that women are assigned in. This is a clear indication of how women’s leadership capacity is wrongly interpreted in the company and consequently made them to be denied of acquiring full authority in the managerial positions they have already acquired after winning consuming struggles.

Table 4. 2.17 How Women in the Company Achieve Top Positions

	Frequency	Percent	Valid Percent	Cumulative Percent
Qualification	9	15.0	15.0	15.0
Experience and skill	18	30.0	30.0	45.0
Political affiliation	10	16.7	16.7	61.7
Affirmative action	6	10.0	10.0	71.7
Qualification, experience and skill	14	23.3	23.3	95.0
All	3	5.0	5.0	100.0
Total	60	100.0	100.0	

Table 4.2.17 deals with the standard or criteria that the company has been using to allot women in the top and middle level managerial positions and in this instance, the listed out criteria include qualification, experience along with skill, political affiliation, affirmative action, qualification along with experience and skill.

Accordingly, fifteen percent (15%) of the respondents have responded that it is qualification, thirty percent (30%) resorted to experience along with skill, almost seventeen percent (16.7%) have inclined to political affiliation, ten percent (10%) have said affirmative action, twenty three percent (23%) have responded that it is qualification along with experience and skill and it is only five percent(5%) of the respondents who have responded that all the criteria listed out are equally applied by the company to assign women in the top and middle level managerial positions.

The above is a clear signal that all the listed out criteria are being considered by the company and most importantly qualification, experience and skill are given due consideration by the company. This is further proved by the educational background (as indicated in table 4.2.5) and work experience (as indicated in table 4.2.6) of the women at the top and middle level management.

Table 4.2.18 The Attitude of the Employer Towards Women Managers

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly positive	3	5.0	5.0	5.0
Positive	44	71.7	71.7	70.0
Valid Negative	13	21.7	21.7	91.7
I do not know	1	1.7	1.7	100.00
Total	60	100.0	100.0	

Table 4. 2.19 The Attitude of Other Employees Towards Women

	Frequency	Percent	Valid Percent	Cumulative Percent
Positive	41	68.3	68.3	68.3
Negative	11	18.3	18.3	86.7
Valid Strongly positive	4	6.7	6.7	93.3
I do not know	4	6.7	6.7	100.0
Total	60	100.0	100.0	

Tables 4.2.19 and 4.2.20 analyze about how women at the top and middle level managerial positions of the company are being perceived by the company as well as by other employees and it could be learnt that they are positively perceived. Hence, seventy one percent (71%) of the respondents have proved that the company has positive attitude towards women top and middle managers and sixty eight percent (68.3%) of the respondents testified that other employees regard women positively.

Table 4.2.20 The Challenges of Women Managers in the Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Socio-cultural factors	14	23.3	23.3	18.3
Organizational factors	9	15.0	15.0	33.3
Valid Individual Factors	3	5.0	5.0	38.3
All	34	56.7	56.7	100.0
Total	60	100.0	100.0	

Challenges that are anticipated by the study to threaten women managers in the company have been summarized as socio-cultural, organizational, individual factors and the majority of the respondents, i.e., about fifty seven percent (56.7%) claimed that all play equal roles in imposing challenges on women managers. While twenty three percent (23.3%) of the respondents have inclined to socio-cultural factors, those who explained that organizational factors are the major contributors to challenges of women managers in the company are fifteen percent (15%). It is only five percent (5%) who have justified that individual factors have significant contribution to the challenges that women managers are facing in the workplace.

Table 4.2.21 What is Needed to Increase the Number of Women Managers in the Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Organizational Policy Measures	3	5.0	5.0	5.0
Valid Women's capacity development	6	10.0	10.0	15.0
All	51	85.0	85.0	100.0
Total	60	100.0	100.0	

Table 4.2.22 Institutional Policy Measures that the Company Should take to Promote Women Managers

	Frequency	Percent	Valid Percent	Cumulative Percent
Capacity development intervention	19	31.7	31.7	31.7
Establishing gender sensitive system	6	10.0	10.0	41.7
Gender responsive budgetary system	32	53.3	53.3	95.0
All	3	5.0	5.0	100.0
Total	60	100.0	100.0	

According to table 4.2.21 the responses rendered by the respondents in terms of enhancing the number of women managers in the company revolve around interventions like organizational policy measures and women’s capacity development and organizational policy measures along with women’s capacity development intervention. Therefore, while eighty five percent (85%) of the respondents said both organizational policy measures and women’s capacity development programs should be equally considered by the company, five percent (5%) and ten percent (10%) have inclined to organizational policy makers and women’s capacity development programs respectively.

In the data collection process of the study, the institutional policy measures that are needed to be taken by the company have further been elaborated and these are capacity development intervention, establishing gender sensitive system, and creating gender responsive budgetary system. Hence fifty three percent (53%) of the respondents said that gender responsive budgetary system should be the intervention that the company should give due attention to. Almost thirty two percent (32%) claimed that capacity development programs for women managers are needed in the company, while only five percent (5%) of the respondents have replied all the interventions are required.

Table 4. 2.23 The Availability of Gender Based Violence Protection System in the Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	18	30.0	30.0	30.0
No	37	61.7	61.7	86.7
Valid I do not know	5	8.3	8.3	100.0
Total	60	100.0	100.0	

Table 4.2.24 Gender Based Violence Protection Mechanisms of the Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Women and Children Affairs office of the company	21	35.0	35.0	35.0
Policies, rules and regulations of the company	5	8.3	8.3	43.3
Administrative actions of the company	9	15.0	15.0	58.3
None	25	41.7	41.7	100.0
Total	60	100.0	100.0	

Table 4.2.25 How Strong is the Gender Responsive Mechanism of the Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Strong/responsive	21	35.0	35.0	35.0
Valid Weak	29	48.3	48.3	83.3
Non-responsive	10	16.7	16.7	100.0
Total	60	100.0	100.0	

As GBV committed against women has been identified by this study as the major factor that pinches down women from being productive the respondents had been questioned about the availability of GBV protection mechanism in the company. Thus, in table 4.2.23 almost sixty two percent (61.7%) of women responded that there exists no system in the company for the protection of women from GBV. Twenty five percent (25%) have proved the existence of GBV protection system in the company. Eight percent (8%) of the respondents testified that they do not know whether this protection system is ever available in the company.

Table 4.2.25 dwells on the analysis of the questions forwarded to those respondents who proved the existence of GBV protection system in the company and accordingly the respondents have listed out the available response system, in the company. Among the respondents almost forty two (41.7%) of them strongly asserted that there is no GBV response mechanism. Apart from this, thirty five percent (35%) referred WCAO of the company as a system in the company for the protection of women from GBV. Fifteen percent (15%) respondents claimed that administrative measures taken by the company when GBV cases are reported are the ones that exist in the company. It is only eight percent (8%) of the respondents who have resorted to the policy, rules and regulations of the company.

This leads in to concluding that significant number of women who are holding top and middle level managerial positions do not even recognize there is GBV protection system in the

company. On the other hand, most of those who have pointed out its availability are mentioning about WOCA department which by itself has testified, in the interview made that it has significant capacity challenge in dealing with women’s matters and complaints in the company. Few respondents have referred to the policy, rules and regulations as protection mechanisms but as per the document review made during this study, it is was found out that they are gender blind let alone be recognized as GBV protection mechanisms. This is what has been further strengthened by the analysis in table 4.2.25. Hence it is forty eight percent (48.3%) who responded that the GBV protection mechanism in the company is weak while thirty five percent (35%) said it is strong. Almost seventeen percent (16.7%) have answered even if the nominal WCAO is there it is non-responsive towards GBV.

Table 4.2.26 The Effectiveness of Women Managers in the Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Very effective	55	91.7	91.7	91.7
Valid Effective	5	8.3	8.3	100.0
Total	60	100.0	100.0	

Even if women in the company are underrepresented especially in top and middle level managerial positions, those few who have acquired the positions came into that steps in breaking through the individual, organizational and socio-cultural barriers and yet they perform effectively. This is what has been proved by table 4.2.26 and accordingly, almost ninety two (91.7%) percent of the respondent gave their testimonies regarding the effectiveness of women at the managerial positions even also shouldering multiple burdens within their family and in the society.

Table 4. 2.27 Emerging Socio-Economic Challenges of Women Leaders in the EEU

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Non affordability of payment to house help	24	40.0	40.0	40.0
Other	36	60.0	60.0	100.0
Total	60	100.0	100.0	

According to the interviews made during the study, the emerging socio-economic challenges identified are non-affordable payment for house help and private day care centers. On the other hand the respondents of the questionnaires as portrayed in table 4.2.27 have raised about expensive payment for private day care centers and additionally the social circle of women top and middle level managers made them be perceived as careless of their social duties and responsibilities they are expected to follow. These social circles mentioned in the questionnaire include “Idirs”, “Ekub” and other social gatherings. Accordingly, forty percent (40%) of the respondents have pointed out that expensive payment to house help is becoming and emerging challenge for working mothers especially for those who are overburdened with multifaceted leadership responsibilities. The rest sixty percent (60%) regard the other factors mentioned above as emerging socio economic problems for women in leadership positions.

Table 4.2.28 The Number of Family Members of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5	48	81.0	81.0	81.0
6-10	12	20.0	20.0	100.0
Total	60	100.0	100.0	

Table 4. 2.29 Number of Children of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-3	49	81.7	81.7	81.7
6 and above	11	18.3	18.3	100.0
Total	60	100.0	100.0	

The study has also tried to assess the number of family members including children for whom the respondent top and middle level managers are responsible as the matter directly relates to the challenges women managers encounter. Therefore tables 4.2.28 and 4.2.29 dealt with this and almost eighty one percent (81 %) of the respondents manage up to five family members and up to three children. The rest twenty percent (20%) have six and above family members and children. This is a clear demonstration of how women at the top and middle level managerial positions are overburdened with huge and complex job and family responsibilities.

Table 4.2.30 Family Responsibility of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Child care	20	33.3	33.3	33.3
Domestic chores	1	1.7	1.7	35.0
All	39	65.0	65.0	100.0
Total	60	100.0	100.0	

In order to find out what kind of family responsibilities that women at the top and middle level managerial positions in the company are dealing with, table 4.2.30 has come up with the matter and it is revealed that thirty three percent (33%) of women managers in the company are tied up with only child care responsibilities and these respondents are mothers of children at the age which needs intimate caring from their mothers. Additionally, these respondents have house helpers who share the responsibility of accomplishing domestic chores. On the other hand only two percent (2%) of the respondents have replied that they are only tied up with domestic chores and these respondents are those who are married but do not have children yet. Among the respondents, sixty five percent (65%) asserted that both child care and domestic chores are the responsibilities that they are banded with.

Table 4.2.31 Whether the Family Responsibility of Respondents Affects their Job

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	45	73.4	73.4	73.4
No	16	26.7	26.7	96.7
Total	60	100.0	100.0	100.0

Table 4.2.31 has tried to configure whether the family responsibility of women managers in the company has affected their job performance, compromised their effectiveness and efficiency. In this aspect the response gained from seventy one percent (71%) of the respondents is a yes while the rest thirty percent (30%) have expressed that it has not affected their performance. The study has also tried to identify the reasons behind the respondents who have replied no and in this aspect it is revealed that these respondents have either house helpers or are over efficient in balancing work-life errands.

Table 4.2.32 Whether Workloads of the Respondents Affect their Family and Social Life

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	35	58.3	58.3	58.3
No	25	41.7	41.7	85.0
Total	60	100.0	100.0	

Table 4.2.33 How does Workload of Women Managers Affect their Family and Social Life

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Compromising work-life balance	34	56.7	56.7	56.7
Disconnection/isolation from social life	18	30.0	30.0	65.0
All	8	13.3	13.3	78.3
Total	60	100.0	100.0	100.0

The study has also tried to dig through the challenges women managers are facing on the other way around and has identified whether the workloads in their work has dismantled their family and social life and seventy five percent (75%) have confirmed this and the rest thirty percent (30%) have denounced it. Those respondents who have avowed that their family and social life have been trembled in a way that compromised their work-life balance and thirty five percent (35%) said this, had isolated them from their social life and thirty percent (30%) of them have confirmed this. The rest thirteen percent (13%) have responded that both aspects of their life are affected.

Table 4.2.34 Whether Being a Woman Manager or Leader is a Challenge by Itself

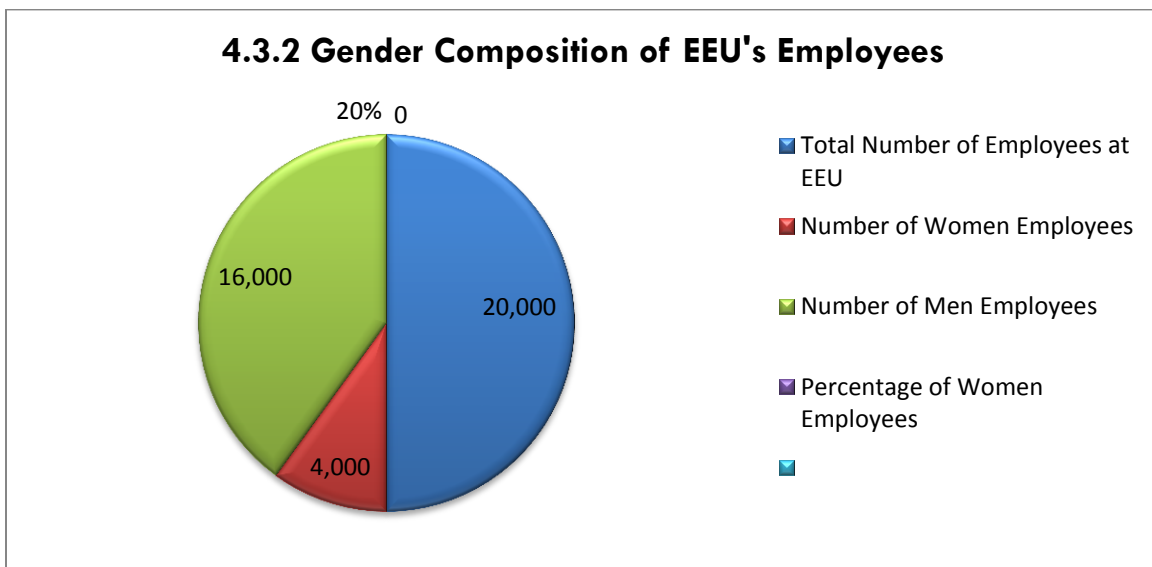
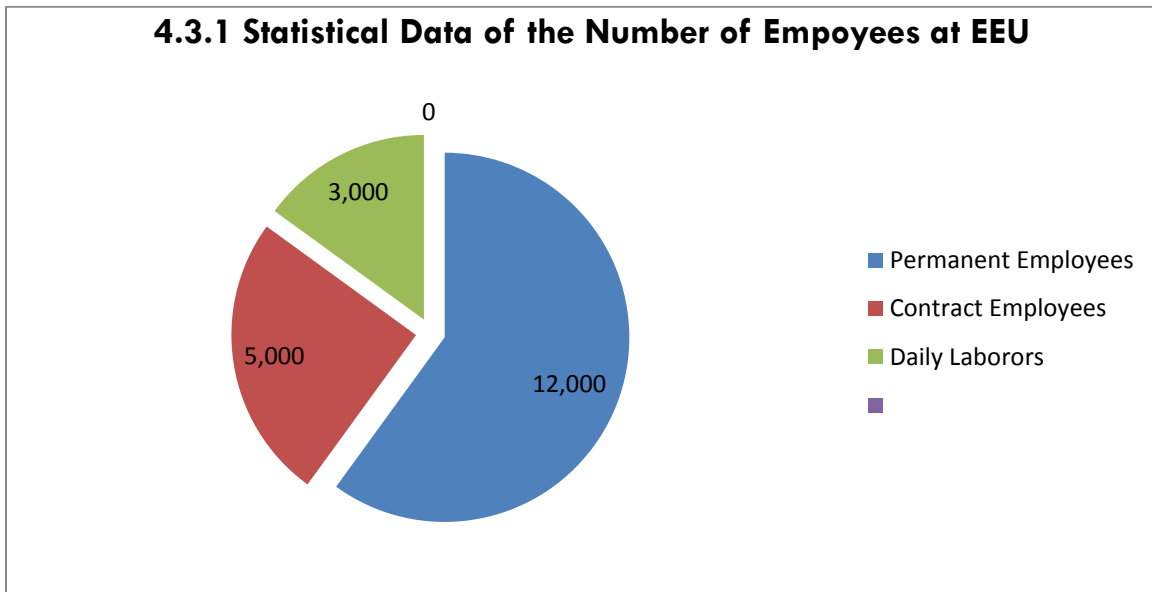
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	32	53.3	53.3	53.3
Valid No	28	46.7	46.7	100.0
Total	60	100.0	100.0	

The respondents of this study were also asked about their perception regarding being a woman leader is a challenge on its own. Almost forty seven (46.7%) of the respondents do not perceive being a woman leader is a challenge by itself while the rest fifty three percent (53.3%) believe that being a woman leader is a challenge on its own.

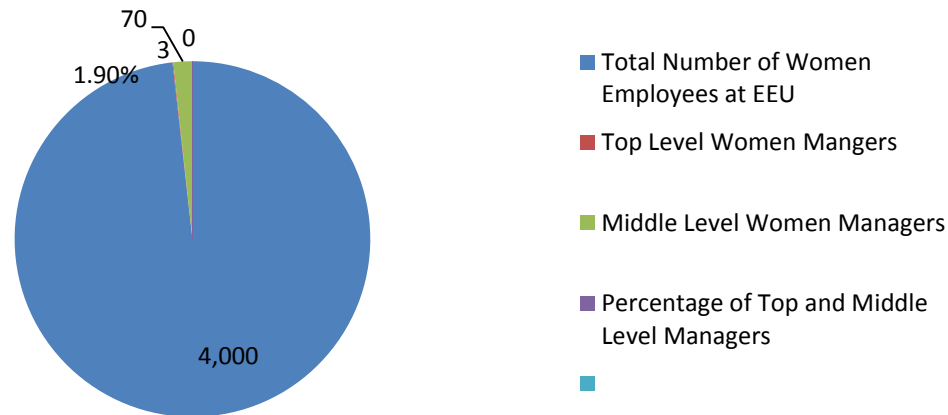
4.3 Gender Balance between Women and Men Leaders/Managers in the Company

According to the interview made with Wro. Wubalem Mekonen, a Hiring and Staffing Manager, Wro. Meazagenet Tsegaye, the Director of WCAO, Ato Hailu Demeke, Preventive Law Manger, Wro. Marta Tadesse, Employees' Administration Manager and Wro. Yedeneku Leyew, Retail Office Executive Officer at the EEU, there is no gender balance with regards to the number of women and men leaders/managers in the company.

All the respondents base their conclusions on the statistical data of the gender composition of employees of EEU. From the total number of 20, 000 employees (12,000 permanent, 5,000 contract employees, 3,000 daily laborers) there are only 4,000 women. Among these numbers of women, those who hold the top and middle management levels are only 3 and 70 respectively. Thus according to this statistical data, at EEU, from the overall EEU’s employees women’s share is only 20%. This data clearly vivid that EEU is a male dominated and women have very minimal engagement especially in the leadership positions.



4.3.3 The Number of Top and Middle Level Women Managers at EEU



4.4 The Impact of Gender Imbalance in the Leadership in the Company

Wro. Yedeneku has clearly put the impact of gender imbalance in the leadership positions of the company as it has resulted in poor customer satisfaction. Wro. Yedeneku based her conclusion in reference to the Customer Satisfaction Survey which is undertaken by EEU at the end of the year 2009 EC. Accordingly, the score gained by EEU with regards to customers' satisfaction is 68 % which is medium level. As Wro. Yedeneku further explained this figure is not even gained trust and regarded as over exaggerated as service delivery of EEU deserves low level rate.

This customer dissatisfaction is the result of a very poor participation of women in the crucial decision making positions. According to all the respondents of the interview, it could be learnt that, women leaders in the company even if they are few in number are very efficient, well disciplined, responsible, diligent and trustworthy. Furthermore the male dominated leadership nature of EEU provides very wider opportunity for the service delivery to be very corrupted, inefficient in terms of service payment collection from customers.

Wro.Meazagenet in her part made clear that the existence of only few women in the top and middle level management is a missed opportunity for EEU. According to her, EEU is ignoring women's leadership skill and experience and thus, is not benefiting from it.

4.5 The Major Barriers that Hinder Women from Moving up to the Leadership/Managerial Positions in the Company

Regarding the barriers that are encountered by women leaders/managers or potential leaders/managers at EEU, Wro. Wubalem revealed that there lacks inspiring environment at EEU to motivate women. Apart from this there is no system that provides preferential treatment for women leaders and potential leaders. Middle level managers are not provided with facilities that bear the extra burden that their positions bring. For example, as Wro. Wubalem further mentioned, transportation service is not provided for middle level managers when they work extra time, i.e., during night times, weekends and holidays. Thus, this creates discouraging work environment not only for those women who are already in the position, but also who are on the way of acquiring it.

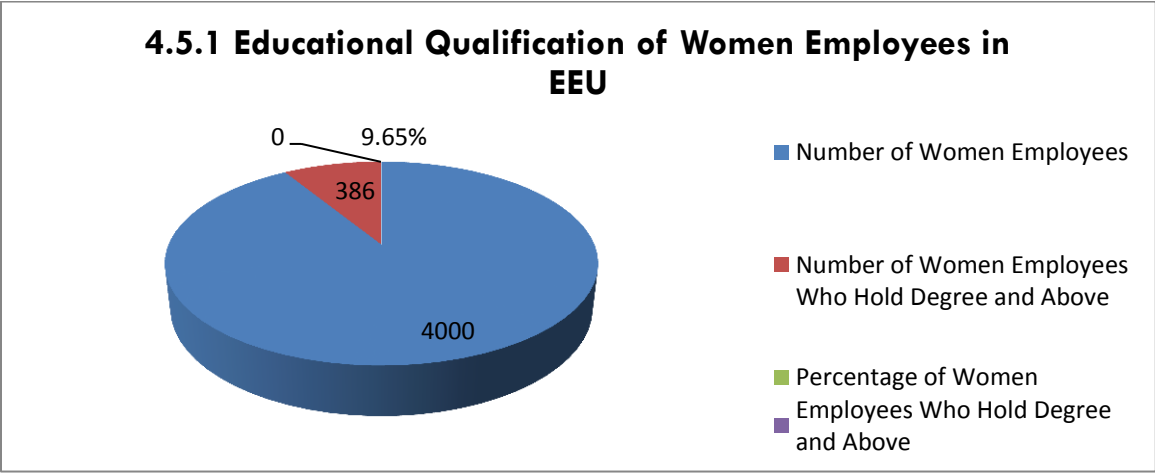
Furthermore, EEU does not facilitate on job, local as well as international training and development programs that specifically target in capacitating women in leadership positions. Even if there happen to be such opportunities the whole process from its inception up to its completion is handled by men in the decision making position for affiliated peer men in that same circle.

The big gap that exists between women and men in decision making at EEU in terms of qualification has restricted women to be part of the leadership positions. Thus, according to Wro. Meazagenet, lack of the required qualification for the position is one of the contributing factors in EEU for gender imbalance in leadership/decision making positions. As per her explanation, it is from among 4,000 female employees that only 386 of them hold first degree and above.

Wro. Meazagenet further justified the reason why female employees lag behind male employees as to educational qualification and accordingly, as women are surrounded by various challenges at individual, family and societal levels, they are economically incapacitated to cover for their tuition fee. EEU also does not facilitate such benefit to encourage women employees. This reason added to the non-observance of the affirmative action during recruitment, promotion and transfer at the company, has hindered women from successfully winning the tough competition that they are equally expected to pass through with men.

The challenge to attain career-family life balance, according to Ato Hailu, is one of the factors that pulls back women from get hold of leadership/decision making positions and it is a bottleneck that prevents those in the position already from excelling more. This study also found out from the interview made with Wro. Marta that, gender based violence especially sexual harassment, degradation and humiliations are also prevalently committed against women employees who are responsible to accomplish technical jobs. They face this perpetration when mostly at night shifts and when undertaking door to door bill collection. Wro. Marta categorizes this traditional way of collecting bills by EEU form its customers has given wider room for such kind of right violations and pinched women employees. As the women's decision making roles goes up to the higher ladders, they are accused and practically face the consequences of strongly fighting corrupted system in the company. Wro. Marta's conclusion is supported by practical cases of two middle level women leaders in *Shere* and *Hawassa* districts for false accusations alleged against them by their male colleagues and subordinates. These two decision making women had been suspended from their work for 2 years and more just because they were dedicated enough to mitigate corrupted system in the company. Apart from this case, women leaders at EEU mostly suffer from this and consequently they are mostly threatened, suspended from their work, physically attacked and their work place privacy being intruded.

This is a significant challenge that women decision makers at EEU face and because of this, their effectiveness, efficiency, private as well as family life will be risked and this directly backfires at the company and results in poor service delivery and customer dissatisfaction. Furthermore, almost all the respondents of the interview questions pointed out that it only takes a very minor mistake to pass administrative measures against women leaders as opposed to men leaders and as the respondents revealed it, this is intentional attack against women leaders as they are strict in terms of discharging their specific responsibilities in a way that leaves almost no room for resource embezzling in the company. The company's critical fault finding trend on women leaders also seems a justification for the wrong attitude and stereotyping there in.



4.6 The Availability of Motivational Schemes for Women Leaders/Managers at EEU

According to the response gained from the interviews, 100 % of the respondents confirmed the non-availability of any motivational scheme in EEU for women leaders/decision makers. This indicates that the necessity of rendering due attention for work-life multiple responsibility of decision making women is ignored by the company. Learning this fact, women at operational level positions are not encouraged and lose the eagerness and hesitate to exert effort to attain higher decision making positions.

Wro. Meazagenet, when she explains about Women and Children Affairs Office that she is directing, said that the relevant attention yet not given by the top level management to this office. She further mentioned that although there are progressive moves by this office towards voicing out the issues of women employees, it is still through the restless effort of the office by itself instead of gaining well facilitated support from the management. While the operation of this office by itself is a green light in terms of motivating women employees, there lacks the ownership from the management and other departments. Thus, the only motivational program there exists in the company is the annual awarding of best achieving women employees that happen every year in the observation of Women’s International Day (March 8) through Women and Children Affairs Office. But this effort of this specific section, though should be appreciated, does not go beyond mere recognition of women employees and as Wro Marta explained. As she

further pointed out, there is none undertaken as to empowering women employees and bring them on board to the leadership positions in the company.

This study could also found out that the staff training and development programs of EEU favor men and most of the time those men employees to whom these programs are irrelevant. In this aspect, women leaders/decision makers are entirely ignored from being considered. This partiality has negatively affected the company in terms of wasting resource as well as missing the opportunity utilizing women's skills and experience that could have been more developed had they been included so.

4.7 The Role of Women and Children Affairs Office to Protect Women Employees from Gender Based Violence

As this issue directly concerns Wro. Meazagenet she mentioned the efforts being exerted by the office in responding to work place sexual harassment, intimidation, arbitrary institutional actions committed against women employees. Accordingly, the office closely works with and actually is part of the ad hoc committee that is established to investigate such reporting. Apart from Women and Children Affairs Office, this ad hoc committee embraces Employees Relations Section and Labor Union. After this ad hoc committee investigates the matter reported and be equipped with the relevant evidence it further presents the matter to Discipline Committee (a permanent committee) for final administration decision. According to Wro. Meazagenet, As employees do not yet own the objective of Women and Children Affairs Office, there is under reporting. This study could also practically prove this investigation process through using observation as one method of data collection.

4.8 How does the Human Resource Department of the Company Entertain Organizational Challenges/Barriers Faced by Women Employees in General and Women Leaders/Managers in Particular

As Wro. Wubalem Mekonen, a Hiring and Staffing Manager clearly put it, there is human resource promotion procedure manual at EEU and it concerns the issues of all employees in general and it does not have any special provisions that preferentially treat women leaders. Thus, unless women decision makers in the company strive by their own, there is no support system being operational under the human resource department. Thus, there is no such preventive

mechanism put in place to prevent barriers shouldered by women leaders/ decision makers but rather the department responds to it upon receiving of such claims. Wro Wubalem further raised the lack of vehicle/transportation facility for middle level managers when they have to work extra time, on weekends and holidays as a big gap that is discouraging middle level women managers to work hard. Women and men candidate equally compete in recruitment, promotion and transfer, only recently there has been some moves made through the initiation of Women and Children Affairs Office and to realize affirmative action when both women and men score equal grades. In this aspect it is planned to consider 3% marks for women candidates.

With the aim of protecting the rights of employees as a whole, EEU developed Labor Union Agreement Document in January, 2008 EC, and with the goal of protecting the rights of managers, it has developed Management Directive. According to Wro. Wubalem, none of them stipulate special provisions that mitigate challenges encountered by top and middle level women managers. The only exception identified is the issue of maternity leave and this concerns all women employees and not specifically designed for women decision makers in the company. With the same goal of assisting lactating women in the company, Women and Children Affairs Office has recently adapted a directive that allows lactating women a 2 hours breast feeding everyday for six months. This has not been implemented yet but only there exists some effort to promote it within the company through circular.

4.9 The Rules, Regulations. Procedures, Policies of EEU in light of the Promotion and Protection of Women Employees in General and Women Leaders/Decision Makers in Particular

➤ The Labor Union Agreement of EEU

In this study an attempt was made to look through in the Labor Union Agreement of EEU but none has been mentioned about the preventive and responsive mechanisms to the challenges faced by women leaders/decision makers in the company. The only exception we find in this document is article 14.3 which deals about maternity leave an issue of all women employees in the company (EEU Labor Union Agreement, 2016).

It could also be found out that, this document is a clear reflection of male dominated work environment and management as the whole documented is written only in masculine gender and

feminine gender is out of the picture. To clearly depict this scenario, part 2 (2.6) of Annex number 4 of the Labor Union Agreement is the best example and it is directly quoted in the following manner:

“2.6. ሀ. በነፃ የሚሰጠውን ኤሌክትሪክ ክብተሰቦች/ራሱ ሚስቱና ልጆቹ ወይም በቅጥር ወቅት በሕይወት ታሪክ መመዘገቢያ ቅፅ ላይ ካስመዘገባቸው ወላጆቹ/ወጪ አሳልፎ መስጠት”

This part of the document has completely assumed that employees of EEU are only men and it does not attempt to further explain about the vise-versa conditions where husbands of women employees are mentioned alternatively. This leads in to a bold conclusion that challenges faced by women employees in general and women in leadership/decision making positions in particular are out of the picture at EEU.

Additionally, under article 5 sub article 5.8 of this same document the facilities that should be provided to employees by the company in order to protect them from health hazards as well as in order to fulfill basic needs, it does not go beyond than the provision of clean water, rainy season outfits and material, cloth lockers. This clearly reveals that response actions and facilities that should have been incorporated in this document in order to mitigate the practical challenges faced by women employees in general and women in leadership positions in particular are totally forgotten (EEU Labor Union Agreement, 2016).

Through the interview made with Wro. Wubalem, it could be learnt that some initiation have been instigated to establish day care centers in the company. This effort has been in the process of realization through the effort of Women and Children Affairs Office of the company and the World Bank.

➤ **Management Directive of EEU**

During the interview made with Ato Hailu Demeke, Preventive Law Manger, it was responded that the management directive is fair enough to take automatic measures against wrong disciplinary actions towards middle and top level managers and he said the same holds true for women top and middle level managers. As Ato Hailu continues his explanation, he said that cases of gender based violence such as work place sexual harassment, intimidation, threatening, defamation against women middle and top level managers are given due attention if reported.

According to Ato Hailu, there is vigilance office in the company that involves ad hoc committee (Women and Children Affairs Office, Employees Relations) and permanent committee (Discipline Committee).As the vigilance office is only declining to response actions to rarely reported cases, it is not exerting almost none effort in preventing such violations.

The Management Directive of EEU is enacted in December, 2008 EC and it governs managers in the company i.e., at the top and middle managerial levels. Its main objective is to enhance the effectiveness and efficiency of top and middle level managers by protecting their managerial autonomy through clearly stipulating provisions which deal about their rights and responsibilities(Management Directive of EEU, 2016).

According to article 5 of this Directive, the rights of managers are stipulated in general terms and at the same time it does not specifically stipulate the special treatment women managers need with respect to the multiple burdens they shoulder article 6.2 tips about women managers but in a very vague terms and it puts it “ It ensures the protection of the dignity and motivation of women managers so that accomplish their duties”/ሴት ሰራተኞችን የማበረታታትና ክብራቸው ተጠብቆ መሥራታቸውን ይከታተላል ያረጋግጣል:“(Management Directive of EEU, 2016).

Apart from the term dignity/ክብራቸው. lacking specificity and being very open to several interpretations, what has been explained about motivating women managers in this article is not realized in to practice. This study identified that there are no motivational schemes put in place for women leaders/managers.

Additionally, article 6.19 of the directive reveals that unless there are any legal justifications not to comply, managers are obliged to work on positions that the company assigns them on(Management Directive of EEU, 2016). This provision also seems ignorant of the stressful situations that women managers have to deal with and of responsive approaches that the company should facilitate to share the multiple burdens of women managers.

As we go further in to the Management Directive of EEU, we find article 8.2 which totally contradicts with the practical situation of EEU concerning availing transportation facilities for managers. According to this article, EEU shall provide to its employees at managerial levels, the necessary materials, equipments and vehicles that are believed to enhance effectiveness and

efficiency of managers(Management Directive of EEU, 2016). On the other hand, through the interviews undertaken in this study,it has been identified that there is no practice of availing vehicle /transportation services for middle level managers and due to this managers especially women managers at middle level positions are not encouraged to work extra time during nights, weekends and holidays.

Concerning the availability of motivational schemes in the company the Management Directive has included it under article 8.4 just for the sake of including it and in being too general. It says; “ከፍተኛ የሥራ ወጤት/የዕቅድ አፈፃፀም የሚያስመዘግቡ የሥራ መሪዎችን በተለያዩ መንገድ ያበረታታል;“(Management Directive of EEU, 2016). This provision was supposed to exhaustively list out those modalities by which the company motivates managers in doing so it would create the opportunities for women managers to the privileges of special treatments. It has further been analyzed that this article by being too general has created loop hole for big implementation difficulties and it even renders a pretext for motivational modalities for not being practical realities in the company specially for women managers.

The study has also analyzed that the stipulations concerning managers’ recruitment and selection criteria specifically article 9 is totally silent about affirmative action that should be considered for women managers (Management Directive of EEU, 2016). Recruitment and selection are thus based on competition and sometimes recommendation. This is a clear fact that women’s protection is out of the picture in this process and this has practically is a contributing factor for the existence of very few women in the top and middle level managerial positions. It goes against what has been stipulated under article 35 of the FDRE Constitution about affirmative action. The family and social responsibilities (i.e., the unpaid jobs) that women mangers should bear in addition to the huge career responsibilities, gender based violence, stereotypes and discriminations they have to face are not given attention through this provision. Consequently, women employees at EEU do get afraid to assume those managerial positions due to lack of support system in the company. Even those women leaders/managers who have already acquired the position are obliged to work in stressful situations and even choose to drop out as it compromises their work-life balance. Generally speaking this specific article considers men and women as equal and thus it provides hard completion for recruitment and selection.

In addition to this, article 9.4 has tried to be exhaustive enough in terms of listing out additional selection criteria for managerial leadership. It says nothing about conditions women candidates are being selected for the position for merely being women.

The Management Directive of EEU has detail provisions regarding disciplinary infringements along with disciplinary actions to be taken in the company without providing gender based violence committed in work place or by workmates with due attention as expected. It even renders very narrow interpretation about gender based violence and limits it only to rape a type of gender based violence which most often is not expected to happen at workplaces while ignoring repeated sexual harassment, intimidation, treat, physical abuse, degrading and stereotypes that prevalently happen in the company against women employees in general and women managers in particular. For this, article 1.25 of the Directive could be referred and it says; “በሥራ ቦታ የፆታ ጥቃት (አስገድዶ መድፈር) መፈፀሙ የተረጋገጠበት የሥራ ሃላፊ፤”(Management Directive of EEU, 2016). This institutional ignorance leaves rooms for escaping from taking disciplinary actions for those types of gender based violence cases other than rape and it also discourages victim women from reporting the cases and that is why there are only few cases as such reported to the discipline committee or to Women and Children Affairs Office of the company. This is the reason why, during the study process, it was not able to find a data which clearly show the number of such cases reported in yearly basis.

At the end of the Management Directive, we find a sub-article 2.3.2 in the disciplinary infringements and disciplinary measures annex and it deals about mitigating factors for disciplinary measures and among which the intertwined burden of women managers as leading them into not to follow the company’s regulation is ignored to be included. This provision should have given women managers plus more chances of being excused than men managers when they got into disciplinary infringements. In the contrary, as this study found out, only a very minor fault is required to fire, suspended women managers as in the first place much trust is not there for women managers by their peer men managers.

As mentioned by Ato Hailu, other manuals and directives of the company are task specific and these include, the Human Resource Manual, the Finance Policy and so on and the same gap is also observed in these documents.

➤ **Breast Feeding Internal Memo of EEU**

Breast Feeding Internal Memo of EEU rewards women employees of the company with two hours breast feeding time every working day for six months which counts from the day of delivery. This Memo is in the process of being circulated to all the departments of the company and do not yet get into implementation. As Wro. Meazagenet clearly revealed in the interview made with her, this experience is adapted from Ethio telecom through tremendous effort of the Women and Children Affairs Office of the company. This would further add up to the initiation already started to establish day care centers at every district of the company and it will highly contribute to creating convenient situation for breast feeding mothers.

4.10 Timely Revisions in the Rules, Regulations, Procedures and Policies in light of the Protection of Women Employees in General and Women Leaders/Managers in Particular

This study is able to identify that, there exist of timely revisions of Rules, Regulations, Procedures and Policies and other documents of the company but they are not with the aim of responding to the challenges faced by top and middle level women leaders/managers.

Wro Marta has tipped about the planned revision of the Labor Union Agreement but the revision doesn't have any clear directions that it is going to take in terms of filling the significant gaps the existing document has in terms of the protection of women leaders/decisions makers.

4.11 Emerging Trends and Patterns that are becoming Challenges for Women in Leadership/Decision Making Positions at EEU

Women have been quite tided by individual, family, societal and organizational obstacles and burden for centuries and unless meaningful actions are taken by the government mainly and by other concerned bodies with the same minded consistent move, we will continue to live through unfair world which only favors men, we continue to miss the opportunity of equal participation of women with men and our progress as a nation, as a region and as a globe will not prosper as required.

Our globe which is full of dynamism, every time we perceive fast moving phenomenon, and accordingly the issues, problems, quests, needs and expectations of human beings changes its

nature so fast. This definitely requires us to be proactive as individuals, as a society as a nation and as a globe. This fact is also true for the situation of women in the world and before we achieve in responding to the existing challenges women face, new ones come in to reality.

Apart from identifying the existing challenges of women in leadership/decision making positions at EEU, it is thus, with the above reason that this study also aims to look in to any emerging trends and patterns that are considered as barriers to women in leadership/decision making positions at EEU.

Accordingly, the study found out few emerging trends and patterns to women leaders and one of them is related to the escalated salary that is currently paid to house help. Working mothers have to deal with multiple responsibilities, they are responsible for taking care of their family, accomplishing social affairs, as well as are expected to be equally productive with their peer men workers. Thus, one of the mechanisms working mothers use to share the responsibility of raising children and accomplishing domestic chores is through hiring a house help. The house help assist working women in nurturing their children and taking care of household chores while they are in office. On the other hand, our society is not yet promoting, though there are progresses, husbands/male partners to get involved in taking care of family matters. As a result of this, working mothers live in a very stressful situation in trying to meet work-life balance. This situation even gets harsh as women acquire leadership/decision making positions which demand them to discharge huge responsibilities, to make frequent travels out of their living areas, to work extra time at nights, weekends and during holidays. In this aspect they need a support system at home that is even better capable to fill the gap created for the sake of managing work place tasks.

A decade ago the minimum monthly salary paid to a house help was ETB 100.00 (one hundred birr) and but currently, it has grown 15 times and the minimum monthly salary paid has become ETB 1,500.00 (one thousand five hundred birr). This amount, as Wro. Wubalem mentioned it, exceeds the minimum salary paid at EEU which is ETB 1,300.00 (one thousand three hundred birr). Due to the non-affordability of hiring a house help women workers quite their jobs and prefer to stay home and take care of their children and handling domestic chores. As per Wro. Wubalem's explanation, even though there are various factors for this drastic change one of which is the wider opportunity for domestic workers to work at Arab countries.

Thus, this emerging factor should be given attention as it is taking out women from the work force and contributes to the existence of few numbers of women employees in the company. As there exist few numbers of women in the company, the competency for promotion will highly be dominated by men competitors and as a result, top and middle level managerial positions are male dominated.

As further explained by Wro. Wubalem, the other emerging challenge is for women leaders/decision makers, as it is further explained by Wro. Wubalem is that the non-affordability of the recently flourishing privately day care centers for middle income earning women workers. Actually, EEU is in the progress of establishing day care centers. On the other hand, the recent time phenomenon of the accelerating salary paid to house help is making women to quit their professional careers and fully engaged with child rearing and discharging of domestic chores. In recent times there is high tendency of women to get married at a very young age, mostly right after their first graduation and followed by giving of birth is an emerging factor that is making women lose focus to step up to the ladder of leadership positions in every district with the assistance of World Bank Project.

In addition to what has just been mentioned, Wro Meazagenet adds another emerging challenge for women leaders/managers and it is related a very fast changing information technology which avails information at a blink of an eye. Furthermore, the existing leadership style highly relies on information from informal communication & networking and from communication channels that are quicker and easier to access. As per her explanation, peer men leaders/decision makers are very much into such mechanisms of getting information using shortcuts, informal networking and socialization and using the information technology using their spare time. On the other hand women leaders/decision makers allocate every bit of their time between their work and family affairs and they do not have luxurious time to networking and socialization and to browse through the internet to get updated with information and knowledge that develops their career. Accordingly, Wro Meazagenet reveals that men peers are very close to new opportunities, information and updates that assist them for their career development.

4.12 Promising Actions taken by EEU

- EEU has planned to organize to organize capacity building training for Mid- level women leaders at (Integrating Gender in to the Ethiopian Electric Utility: A Mapping and Need Assessment (Power Africa Transactions and Reform Program)
- Technical guidance on conducted assessment on child care services in 11 regional offices of EEU which are expected to implement child care service. Child care facility visits being conducted in Addis.
- Various tools to be used for sex-disaggregated data collection and reporting that contributes for EEU M&E system developed. Focus on recruitment, promotion, staff development training customer service, job creation.
- Introduction meeting with H.E. Demitu Hambissa has been conducted in January 2018. Request to present gender and energy work to all line ministries. Further collaboration opportunities being explored (World Bank Group, 2017)

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

This study has been summarized using the findings of the data acquired from primary as well as secondary sources with the aim of identifying the women leadership challenges and emerging trends and patterns in the context of Ethiopian Electric Utility (EEU). Accordingly the challenges faced women in the top and middle level management have been dealt. Apart from the efforts made to gather data using interview questions, questionnaires, document review, observation had also been utilized as one of the data collection methods. Furthermore with the purpose of assessing the company's efforts towards bringing more number of women leaders/decision makers on board, the countries national as well as international legislation as well as policy documents have been reviewed.

Thus, as per the findings of the study, EEU has a total of 20, 000 employees and among which there only 4,000 (20%) women employees. It is only 3 and 70 women who are serving as top and middle level managers respectively. Thus, among the total number of women employees, it is only 1.9 % of them who are able to acquire top and middle level managerial positions. From among the total number of women employees, it is only 386 (9.65%) of them who have educational qualifications with BA degree and above. This data is a clear manifestation for the underrepresentation of women in general and women at the top and middle level managerial positions in particular. The zero effort exerted by the company to increase the number of women in the top and middle level managers in particular and women employees in general, have significantly contributed to women's underrepresentation. Additionally, there are no motivational schemes by which the company deploys to enhance the performance of the existing top and middle level women at managerial levels and even the organizational discrimination, harassment, intimidation and the stereotyping towards women decision makers in the company is risking the performance, the lives and families of women decision makers.

Gaps identified in relation to the educational qualification of women employees in the company and the lack of support by the company to fill this gap , poor application of affirmative action during recruitment, selection and promotion, socio-cultural factors as well as emerging trends that add up to the women leadership challenges are the major factors identified in the

study and that hold back women from acquiring significant portions of the company's top and middle level managerial positions. As part of emerging patterns and trends, women's barriers in quickly adjusting themselves with ever-changing information technology have barred them from accessing quick information updates that strongly add value their efficiency as managers. As the study found out the reason for this is attributed to women's being soaked into child rearing and family responsibilities during all the times they are away from their work place. These two huge responsibilities made women shoulder 24/7 burdensome tasks.

On the other hand, the recent time phenomenon of the accelerating salary paid to house help is making women to quit their professional careers and be fully engaged with child rearing and discharging of domestic chores. In recent times there is high tendency of women to get married at a very young age, mostly right after their first graduation and followed by giving of birth is an emerging factor that is making women lose focus to step up to the ladder of leadership positions. The other emerging challenges encountered by women in leadership positions as found out by this study is the non-affordability of privately owned day care centers that have recently been emerging in the city of Addis Ababa. Even if this by itself contributes to the support mechanisms for working mothers on the other hand it become expensive for middle income earning women, in the case of EEU, who are at the top and middle level managerial positions.

The huge gender gap in the EEU, has created a situation where by the company be highly dominated by men decision makers and this has resulted in the over passing of women leaders' issues in the company. Men decision makers thus, decline towards facilitating recruitment, selection and promotion opportunities for their peer men employees.

5.2 Conclusion

The result of the study reveals that there are among the existing women employees in EEU, it is only 1.9% of them who have acquired top and middle level managerial level positions. The study found out that educational gap within women (only 9.65 % of them hold first degree and above), organizational barriers such as GBV, discrimination, stereotyping and so on, male dominated decision making process in the company, organizational recklessness on women's agenda, absence of motivational schemes and support system for women decision makers in the company, emerging issues such as women's barriers in accessing information technology, women getting married and give birth at early age, the expensive prices paid to traditional and

modern family support systems which are house help and privately owned day care centers respectively are the major factors that are challenging women in the company at top and middle level managerial positions.

On another aspect, the result of the study also proved that the recruitment, selection and promotion process does not give due attention the challenges of women in the top and middle level positions and thus it puts in place hard competition assuming that women and men are equal in all aspects. Affirmative action is not practice and it is only in very recent times that affirmative action and recommendation have been given due regard. The affirmative action is planned to be implemented by adding to 3 more marks for women competitors when both of them turn out to score equal marks. The huge gender gap there exists in the company has resulted in the underrepresentation of women in the recruitment, selection and promotion processes thus, since women in the company do not get the opportunity to involve in and entertaining their ideas in such process, the decisions made arise from males perspective and are biased towards favoring peer males.

The study has also found out that, there exist promising actions already started to be taken by EEU through strong commitment of WCAO of the company. Hence, EEU has moved steps to organize capacity building training for Mid-level women leaders, technical guidance was rendered to the conducted assessment on child care service. EEU has also developed various tools that are going to be used for sex-disaggregated data collection and reporting that contributes for EEU M&E system. With the aim of introducing gender and energy work, EEU has made a discussion with the Minister of the Ministry of Women and Children Affairs in January 2018(World Bank Group, 2017).

The relevant documents of EEU to this study have been assessed during the study and are mostly gender blind are not mindful of the practical women leadership challenges in the company. The stipulations embraced in the respective documents are gender inequality promoting procedures, assuming women top and middle level managers are working in enabling environment.

5.3 Recommendations

Based on the results and the findings of the study, the following recommendations have been forwarded in aiming that EEU would implement them to narrow the gender gap in the management section. The recommendations will also be helpful for EEU to put in place a responsive system that mitigates the multiple family, social, and organizational burdens that women at the top and middle level managers have to face. The recommendations will ultimately contribute to enhanced customer satisfaction of the services of EEU as the underrepresentation of women in the leadership has resulted in a male dominated corrupted system. The recommendations forwarded also need a real commitment as the changes perceived afterwards have a wider opportunity to be adapted by other institutions too.

5.3.1 Consistent Capacity Development Programs for Women Leaders in the Company

As employees' training and development programs play vital role in augmenting the efficiency of organizations, EEU needs to focus on this and practically plan and implement the program especially targeting women at the top and middle level managers. The training and development programs have to specifically target at enhancing the effective and efficient implementation of the specific tasks and responsibilities of women at the top and middle level managerial positions.

Along with this, regular peer to peer experience sharing opportunities within and outside of EEU, coaching and mentoring activities have to be operational for women in the top and middle level managerial positions in the company. Apart from this, IT, networking and leadership trainings need to be given attention as they are important in alleviating the hindrances of women at the top and middle level managerial positions from accessing quick information that the IT provides.

Women at the top and middle level managerial positions need to get international and local education opportunities through scholarships and with this, they will capitalize on their knowledge and experience. It is also a mechanism by which other women are encouraged to set up to the top and middle level managerial level ladders.

5.3.2 Setting out Quota System to Enhance the Number of Women in Every Department

EEU has to realize a quota system by which recruitment and promotion in every department provides fair proportion of quota that provides women with opportunities of fair representation. This alleviates the significant gender gap that has resulted in underrepresentation of women in the company. As the quota systems will bring more number of women on board accordingly the company will have the chance of more number of women leaders at top and middle level managerial positions.

5.3.3 Institutional Reform to Establish Gender Sensitive Management in EEU

EEU is recommended to compose its top as well as middle level management with a reasonable gender balance so that any organizational decisions and matters involve the meaningful participation of women. Apart from that the issue of protecting women in the company has to be mainstreamed at hierarchical levels and the top level management has to consistently capacitate WCAO in terms of allocating gender responsive budget (GRB), capacitating gender experts and fulfilling relevant facilities. Accordingly, strong planning, monitoring and evaluating mechanism should be devised.

It is also important to regularly provide gender and related trainings and coaching for male employees especially men at decision making positions.

5.3.4 Revision of its Organizational Policy, Rules and Regulations to Support and Promote Women Employees in General and Top and Middle Level Women Leaders in Particular

As the study found out, much gap has been seen in the policy, rules and regulation documents from being preventive and responsive to challenges of top and middle level manager women in particular and other women employees in general. Most of the documents even assume that there are only men employees and the bias is pro men employees. Thus, the revision of the documents is inevitable if the existence of a standard is needed for meaningful promotion and protection of women at the top and middle level managerial positions and for creating enabling work environment.

5.3.5 Establishing Institutional Support Mechanisms that Enhance Women Leaders' Work Performance

As one of the major challenges for women at the leadership position is failing to meet life-work balance, addressing the burden women shoulder to take care of their children, family and deal with social issues has greater contribution in their career achievements. Accordingly one of the key issues that EEU needs to give due attention is the establishment of day care centers at all the reach out offices of the company. This enables women leaders in particular and women employees in general to render the required focus on their work and thus become successful. This alleviates the stressful situation women leaders and other women employees have to get in to paying for house help or for privately owned day care centers.

Realizing the Establishment of day care centers in the company, providing vehicles and facilitating transportation service that assist women leaders/decision makers during their extra hours, weekends and holidays work duties in and out of office vicinities are measures that EEU should seriously act on.

As child caring is the most important responsibility that is still left by our society solely to women, EEU should facilitate family accommodating travels far away from office. This facility very much helps lactating mothers and children and at the same time maintains efficiency. This clears out the fear that women employees have been holding from daring top and middle level leadership managerial positions.

5.3.6 Establishing E-Working Modalities to Support the Efficiency of Women at the Top and Middle Level Managerial Positions

Women are endowed with a blessed and well respected natural gift of giving birth which most of the time give discomfort to employers of women. Most of the time employers refuse to hire women who are pregnant, potential pregnant, and lactating women in boldly denying this noble mission of continuing generation. In the same manner, this is a practical challenge women are facing at EEU. Women are not given candidacy opportunity for top and middle level positions in the company only because they are potentially pregnant and have children who need their close attention. This has resulted in the underrepresentation of women in the company (only 20%) as whole and only 1.9 % women in top and middle level managerial positions.

Giving birth and taking care of children is an inevitable natural process that this world desperately needs and thus, in any way it can not be challenged but has to be provided utmost care. Hence having taken this into consideration, it is must that EEU has to find ways of comforting mother employees in general and mother top and middle level managers to make them effectively contribute to their work. EEU then should devise e-mail working (e-working) modality by which those mother employees work from home through e-mail correspondence with company.

This working modality best fit at early times of giving birth where it is must to stay at home and when it is even impossible to bring very infant babies to the company's day care centers. This saves women leaders from lagging behind from their peer men leaders and from suffering the consequences in being of course not forgetting the company's benefit out of this working modality. Additionally, in order to facilitate this effort any further women leaders should be trained and coached with latest IT tools and equipments and the company should provide IT supported devices for women managers.

5.3.7 Implementing Burn-Out Management/Recreation Packages for Women Leaders in the Company

Due to overburdened work schedule and hectic working environment along with family and societal barriers, women at higher level positions end up in burn-out. This is dangerous both for the women as well as the company since it directly threatens performance efficiency and effectiveness, ruins interpersonal relationships at work places and in personal and social life, leads in to mental and physical illness. Unless there is a way to manage this, it will lead in to devastating personal and organizational failure.

Therefore, burn-out management/recreational programs have to be duly considered by EEU as they play indispensable role in keeping women managers fit, efficient, effective in their job performance as well as in their family and social responsibilities.

The recreational packages may include out of town retreat visits, regular extra-job refreshing competitions and award exercises, health care beauty packages such as massage, sauna, steam, hair dressing, pedicure & manicure, gym and so on. This facilitation is a necessity that the company should invest on to realize increased number of women decision makers who are empowered, healthy, inspired and confident.

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Appendices

Appendix 1: Questionnaires Sample

St.Mary's University

School of Graduate Studies (MBA Program)

QUESTIONNAIRE: Emerging Socio-Economic Factors that Affect Women in Leadership Positions: Implication for Institutional Policy Formulation (the case of Ethiopian Electric Utility)

Dear Sir/Madam

I am a graduate student in the department of General Management (MBA Program) at St.Mary's University. Currently, I am writing a thesis on "**Emerging Socio-Economic Factors that Affect Women in Leadership Positions: Implication for Institutional Policy Formulation (the case of Ethiopian Electric Utility)**". Accordingly you have been selected as one of the relevant respondents to engage in this thesis and respond to the questions included in this questionnaire.

Thus, I would kindly request your cooperation in responding to these questions and accordingly, your honesty and kindness would be of great help in finally come up with reliable data.

Finally, the information that you will share will be kept **confidential** and only be used for the academic purpose. Please be informed that you will not be required to write your name.

Thank you in advance for your support and commitment!

Meron Aragaw

Mobile 0911305378

E-mail smilingmeron@yahoo.com

QUESTIONNAIRE FOR WOMEN IN LEADERSHIP POSITIONS

I PERSONAL BACKGROUD QUESIONS

1. Gender

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

2. Age

- a) 1-25 b) 26-40 c) 41 and above

3. Marital Status

- a) Married ___ b) Single ___ c) Windowed___ d) Divorced ___ e) Separated _____

4. Educational level

- a) 12 grade complete ___ b) Certificate ___ c) Diploma ___ d) Degree _____
e)Master and above _____

5. How long have you been working in Ethiopian Electric Utility?

- a) 0-10 years b) 11-20 years c) 21 years and above

6. What is your current position in the company?

- a) Top Management b) Middle Management

II. GENERAL QUESTIONS

1. Do you think that the numbers of women in leadership/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, you can choose more than one option)

- a) Lack of recommendation
b) Lack of delegation (both men & women managers are mostly delegating men rather than women employees)
c) Educational gap
d) Socio-cultural attitudes (wrong attitude/perception towards gender equality)
e) Lack of women confidence & interest in the leadership position that they assume to acquire
f) Male dominance

- g) Due to double responsibility (family responsibility, other social responsibilities..)
- h) Lack of information
- i) Due to a gap there in the policy of the company towards promoting women leadership
- i) Other. Please specify_____

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?

- a) Organizational Negligence
- b) Male dominated system
- c) other
- 4) All

8. What do you think are the major socio-economic barriers that hinder women from acquiring managerial position in general? (Please tick the relevant choice, you can choose more than one)

- a) Social factors (women's discriminations/stereotyping, work-life imbalance..)
- b) Organizational factors (Discriminatory organizational rules, regulations, policies, male dominating organizational culture, ...)
- c) Cultural factors
- d) Male dominance
- e) Discrimination in recruitment, selection and promotion
- g) Other, specify_____

9. What type of leadership/managerial positions that women are assigned in mostly in the company?

- a) Commercial

- b) Public relation
- c) Information system
- d) Legal
- e) Operation
- f) Support
- g) Other, Specify _____

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

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

11. What do you think about the attitude of employers in the company towards women managers/leaders?

- a) Strongly positive
- b) Positive
- c) Negative
- d) Strongly negative
- e) I don't know

12. What do you think about the attitude of subordinates and other employees in the company towards women managers/leaders?

- a) Strongly positive
- b) Positive
- c) Negative
- d) Strongly negative
- e) I don't know

13. What kinds of challenges women leaders/managers face in your company in relation to their leadership/managerial positions they hold?

- a) Socio-cultural factors b) Organizational factors c) Individual factors d) All

14. What do you think should be done to enhance the number of women in Leadership/managerial position in the company?

- a) Organizational Policy Measures b) Women's Capacity Development c) Measures to Change Societal Factors d) All

15. What kind of institutional policy measures do you think should be taken by the company to motivate, encourage and promote women leaders and managers in the company?

- a) Capacity Development Intervention b) Establishing Gender Sensitive System
c) Balanced Gender Composition Standard in Employment d) Gender Responsive Budgetary System e) All

16. Is there a system in the company that protects women employees in general and women leaders/managers in particular from gender based violence (sexual harassment at work place, gender discrimination....)

- a) Yes b) No

17. If yes, then please list them?

- a) Women and Children Affairs b) Organizational Policy C) Other D) None

18. How strong/responsive are the gender based violence protection mechanisms that you mentioned in number 17 in the company?

- a) Very strong/responsive
b) Strong/responsive
c) Weak
d) Non-responsive

19. What is your opinion towards the effectiveness and efficiency of women leaders/managers in your company?

- a) Very Effective b) Effective C) Non-effective

20. Based on your experience what are emerging socio-economic factors that affect women leaders/managers?

Family and Social Affairs Related Questions

1. How many family members do you have? a) 1-5 b) 6-10 c) 11 and above

2. How many children do you have? a) 1-3 b) 4-6 c) 6 and above

3. What kind of family responsibilities do you have?

4. Do your responsibilities affect your job? How? Please specify?

5. As a woman leader/manager do your frequent travels (out of Addis Ababa or abroad), dedication to your responsibilities (frequent meetings, early report to work, working late, working on weekends and holidays etc) affect your family and social life?

a) Yes b) No

6. If yes, how? Please explain?

7. Do you think being a woman leader/manager is challenging for you to prove your ability, to show what you have done or to convince people?

a) Yes b) No

Many thanks for your cooperation!!!

Appendix 2: Interview Checklist

Interview Checklist for Gender Section Officers

1. Do you think there is a gender balance between women and men leaders/managers in the company? And how?
2. What is the impact of gender imbalance in leadership in the company?
3. What are the major barriers that hinder women from moving up to the leadership/managerial? positions in your company?
4. Does the company have any motivational schemes to enhance the contribution of women leaders/managers in the company?
5. Does the gender office protect women employees in general and women leaders/managers in particular from gender based violence (work place sexual harassment, intimidation institutional actions etc)?
6. What do you think should be the institutional policy measures that should be taken to bring on board more number of women leaders/managers in the company?

Interview Checklist for Human Resource Officers

1. Do you think there is a gender balance between women and men leaders/managers in the company? And how?
2. Does the company have any motivational schemes to enhance the contribution of women leaders/managers in the company? Are there any staff development programs (trainings, other capacity development efforts) for women leaders/managers in the company?
3. How does the human resource manual of the company incorporate supportive, motivational and protective provisions for women employees in general and women leaders/managers in particular?
4. How does the human resource department of the company entertain organizational challenges/barriers faced by women employees in general and women leaders/managers in particular?
5. What are the major barriers that hinder women from moving up to the higher decision making/managerial/leadership positions? Are there any benefit packages that are specific to mitigate the challenges that women leaders/managers face in relation to their positions? If yes what are they?

6. What are the key strategies that the company considers for ensuring women's participation in leadership/managerial position? Does the company maintain any rules or procedures to ensure women's participation in leadership/managerial position?

Interview Checklist for Legal Department

1. Do you think there is a gender balance between women and men leaders/managers in the company? And how?
2. What is the impact of gender imbalance in leadership in the company?
3. What are the major barriers that hinder women from moving up to the leadership/managerial positions in the company?
4. Does the company have any motivational schemes to enhance the contribution of women leaders/managers in the company?
5. What do you think should be the institutional policy measures that should be taken to bring on board more number of women leaders/managers in the company?
6. How do you assess the rules, regulations, procedures, policies that the company maintains in light of the promotion and protection of women employees in general and women leaders/managers in particular?
7. Is the company dedicated enough to make timely revisions/adjustments to its rules, regulations, procedures and policies in terms of being responsive to the challenges and barriers that women leaders/managers face in the company?
8. How do the issues of gender based violence (work place sexual harassment, intimidation, gender discrimination) committed against women employees in general and women leaders/managers in particular are entertained in the company? Does the gender office protect women employees in general and women leaders/managers in particular from gender based violence (work place sexual harassment, intimidation institutional actions etc)?

Declaration

This entire work has never been available previously in any form, whether for the purpose of assessment, publication or for any other related purpose. Regarding the data included in this thesis, information taken from published and unpublished works of other people, a proper recognition has been made through citing the sources as well as listing the references. Thus, I strongly confirm that the intellectual contents of the work belong to no other person but only to me.

Hence, I would like to officially state that the thesis entitled “*Women Leadership Challenges in the case of Ethiopian Electric Utility; trends and emerging patterns (the case of Ethiopian Electric Utility)*” is submitted in partial fulfillment of the requirements for the honor of the Degree of MBA. The thesis, from its inception up to its completion had been properly guided by my Advisor Belete Kebede (Prof), in St.Mary’s University School of Graduate Studies (MBA Program)

Name of participant: Meron Aragaw Erkihun Signature _____ Date _____

Name of Advisor: Belete Kebede (Prof) Signature _____ Date _____

Approval

The undersigned hereby certify to the **St.Mary's University School of Graduate Studies (MBA Program)** the acceptance of the thesis submitted by Meron Aragaw entitled **“Women Leadership Challenges in the case of Ethiopian Electric Utility: Trends and Emerging Patterns** “in partial fulfillment of the requirements for the Masters of Degree in General Management.

Advisor _____ Signature _____ Date _____

Internal Examiner _____ Signature _____ Date _____

External Examiner _____ Signature _____ Date _____

Head of Department _____ Signature _____ Date _____