



St Mary's University

DEPARTMENT OF BUSINESS ADMINISTRATION

**DETERMINANTS OF WOMEN'S LEADERSHIP SUCCESS THE
CASE OF NYALA INSURANCE**

**A THESIS SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION
IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF
MASTER DEGREE IN BUSINESS ADMINISTRATION**

By: Emebet Yilma

Advisor: Mesfin Tesfaye (PhD)

June, 2023

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SAINT MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

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CASE OF NYALA INSURANCE**

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Acknowledgement

First, I want to thank St. Mary's University, give me this chance to have a formal say and to contribute on the issue that interrogate me since years before. My assigned advisor, MesfinTesfaye(PhD), I believe only your kindness, follow up and professional support will change my idea to the research paper.

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DECLARATION

I hereby declare that this thesis entitled “DETERMINANTS OF WOMEN'S LEADERSHIP SUCCESS THE CASE OF NYALA INSURANCE”, has been carried out by me under the guidance and supervision of Mesfin Tesfaye(PhD).

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

Researcher's Name

Date

Signature

CERTIFICATE

This is to certify that the thesis entitles “DETERMINANTS OF WOMEN'S LEADERSHIP SUCCESS THE CASE OF NYALA INSURANCE, submitted to St. Mary’s University for the award of the Degree of Master of Business Administration (MBA) this research work carried out by Miss. **Emebet Yilma**, under my guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

Adviser’s Name

Date

Signature

Mesfin Tesfaye(PhD

July 18, 2023



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ACRONYMS AND ABBREVIATIONS

CF = Cultural Factor

CSA = Central statistics agency

FDRE = Federal Democratic Republic of Ethiopia

HR= Human Resource

IF = Individual Factor

OF = Organizational Factor

SEF= Socio-economic Factor

SPSS = Statistical Package for the Social Sciences

UN = United Nation

WMS = Women Manager Success

ABSTRACT

The purpose of this study was to find out the Factor that affects Women's leaders successful in leadership positions in the case study of Nile Insurance SC. The research used socioeconomic, individual, cultural and organizational factors to investigate women leaders' success participation in leadership positions in the case study of Nile Insurance SC. To collect the data both primary and secondary source were used. Out of 358 employees simple random sampling was used to solicit responses from selected 178 respondents. The study used standardized questionnaires on selected supervisors, team leaders and women managers from Nile Insurance SC Addis Ababa. The study employed explanatory and descriptive analyses. An explanatory analysis was conducted using both dependent and independent variables through SPSS version 20 software. Therefore, the result showed that women are indeed under different influence in the leadership of Nile Insurance SC. There are several factors at the individual, organizational, cultural and societal levels preventing qualified women from success in their leadership position. At socioeconomic level over burden in domestic responsibility was one of the main factors that hinder Women's manager success. At an organizational level policy environment to promote women, mentors and support system, women managers to form a professional network in leadership, Implementers of the policies are less committed in applying affirmative action in practice and Implementers have minimal knowledge of policies. On An individual level women still acknowledge the world as "masculine". In addition, cultural barriers for women's not being empowered, society still believes women have less capacity for managerial positions, society believes that leadership is assigned as the role of men and society the role of women is limited to household management. Therefore, it is recommended for women leadership positions to be successful effectively some of these barriers must be removed, and suggests ways helpful to enhance women's participation in high leadership positions.

Keywords: *Women, Managers, leaders, successful participation and Nile Insurance SC*

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

Women leadership has come a long journey from the remote years when women were only seen as mother and house wife “home-makers”. According to Skard (2014) women in leadership roles are truly underrepresented. In our society where men’s are entitled as the leader of the family and community, and women’s are considered as the inferior of the species (Endale, 2012). Woman’s are far from managing organization and society as a whole and they are expected to spend their life on household activities. (Mihiret, 2019). Even though leadership isn't a gender dependent concept, globally held studies about Women managers highlight that women's participation in leadership is highly lower than men in the workplace in both developing and developed countries.

To narrow this difference, and make the available women managers successful in their leadership positions, different policies and rules are declared and the number of women in leadership roles has increased in different sectors, but men still hold the most management roles, both in the public and private organization (Wirthman, 2014). Article 21 of the universal declaration of human rights recognizes the right of every person to take part in the government of his or her country. Equal access of men and women to power, decision-making and leadership at all levels is a necessary precondition for the proper functioning of democracy (Natalia,2005). As a result, recently it has been observed that women’s presentation in the higher management level has increased a bit.

In the same manner, Ethiopia government also practices different initiatives and dealer policies to empower women in leadership and narrow the gap. For instance, the principle of affirmative action is one of the initiatives Ethiopia accepts and practices, which helps women to move forward even if the process is slow. Therefore, this study examines the factors that affect the success of women managers in Nyala Insurance Company to indicate the major affecting factor and recommend the best practice.

1.2 Background of the Company

Nyala Insurance S.C. (NISCO) is one of the leading Insurance Companies in Ethiopia in terms of performance growth and financial position.

It was established in 1995 to engage in general insurance business pursuant to the enactment of the Insurance Business Proclamation 86/1994 with a subscribed capital of Birr 25 million and paid-up capital of Birr 7 million.

In 2005, NISCO turned into a composite insurer by adding life business and increasing its paid-up capital to Birr 35 million. During the last five years, NISCO has grown very quickly and currently, its Paid-up capital reached Birr 600 million.

With a head quarter in Addis Ababa, Nyala Insurance S.C. operates in almost all regional states in Ethiopia through a network of 46 service outlets (35 Service Centers and 11 Contact Offices) distributed all over the country.

In 2020, NISCO wrote Birr 565.3 million of premium income and realized a gross profit of Birr 149 million, and while its total assets were Birr 2.2 billion.

NISCO has profoundly revised its previous course of business situation, and keenly formulated a forward-looking Strategic Plan that would help the Company efficiently deploy its financial, physical and human resources towards achieving higher growth. (www.nyalainsurancesc.com)

1.3 Statement of the Problem

When talking about women in leadership, the concept of a glass ceiling often comes up in remote years which refers to a barrier women face, or have faced in an organization when they try to move to higher roles in a male-dominated hierarchy. On the other hand, recent studies mentioned that the glass ceiling has already been crushed and the focus changed to women now facing a glass labyrinth more than glass ceiling. Glass labyrinth refers to women having the possibility to rise to higher positions nowadays in better numbers relative to earlier years; however, they face

many obstacles on the way, instead of getting ahead straight forward as men often do (Tanhua, 2012).

Women in power and decision-making are required for democratic governance and it was identified as one of twelve critical areas of concern in its Beijing Platform for Action. For this concern, the platform recommends two strategies: First, “take measures to ensure women's equal access to and full participation in power structures and decision making” and second, “increase women's capacity to participate in decision-making and leadership”. (Gojjam & Manjt, 2015:p19) Several international declarations have been made to address gender disparity globally, but very little change has been achieved to this end (Degaga, 2015).

Women make up at least 40% of the workforce in more than 80 countries, according to a Pew Research Center analysis of labor force statistics from 114 nations with data from 2010 to 2016. Across all of these countries, women's share of the workforce is 45.4%. When we come to the managerial level, the proportion of women in senior leadership or management positions differs by role: Women are over represented in support functions, while men tend to be concentrated in operations; research and development, all viewed as critical experiences for CEO and managerial positions. Even if women are nearly half of the workforce globally, they aren't accountable to the managerial position as expected worldwide (Janell, 2017).

In the case of Ethiopia, based on the data released by Central Statistics Agency (CSA) in 2013, from the overall employed population women take a very little amount, this means there is a significant difference between men and women in the workplace. And also, the number of women employees outweighs the number of male employees in lower levels of occupations. This report shows there is a massive difference when we come to the management role. This failure to incorporate women in management positions is a major loss for society as a whole. (Mihiret, 2019).

Work and family conflict is one of the most common negative impacts on females to reach higher managerial level. The reason is that it leads to less job satisfaction and greater intention to leave the position. Therefore, the effort to emphasize the balance of work and family, the greater chance individuals has to achieve higher satisfaction at work. The organizations also need to

improve the process of work and family integration, so capable, talented and motivated women can develop successful careers in them. (Burke, 2004).

Most researches have been done on women participation in managerial positions Lemlem, 2016 and challenges and prospect of women managers in financial sector Hiwot, 2017. The underrepresentation of women in managerial position success is not on their challenges after they have been managers. The issues related to challenges of women manager success helps even to find out why they didn't represent in higher managerial positions. Had there not been those challenges women can attain whatever career objective that they set throughout their work life.

Women in Ethiopia have suffered for many years from lack of access to ownership, leadership and decision-making opportunities. Comparing the positions of men and women in professional positions in Ethiopia, Meron (2003) states that women occupy only 29% while men occupy 71% of the professional positions. The same writer further argues that Ethiopian women are mainly engaged in clerical and fiscal administrative positions. More specifically research data show that only about 2% of the general management and decision making positions are held by women while the 98% is held by men (Mekasha, 2015).

Moreover, women leaders who are mothers face additional challenges in having to juggle career and family responsibilities, causing conflict as they feel they have to choose the one or the other (Halpern & Cheung, 2008) it is necessary to understand the obstacles that women leaders have to overcome at different phases of their life cycle, such as being passed over for jobs that require relocation (Lyness & Thompson, 2000) or bias in recommending women with children for promotions (Heilman & Okimoto in Kassin, Fein & Markus, 2008). In spite of the above fact they are women's who pass the challenges around them and control the leadership position by their incredible strength and ability. Leadership and leadership styles are the basic factors that determine organizational performance as a result from the wide environment this research specifically focus on leadership styles of women's.

Over the past two decades, Ethiopia has made some legal and societal leaps regarding gender equality such as the 1993's National Policy on Women (Ethiopian Society of Population Studies, 2008), Furthermore, Article 35 of the country's Constitution stated equality in employment, participation in policy and decision making, acquisition and management

of property, and rights of women to plan families to ensure gender equality (Degaga, 2015:P3). According to women in parliament (2015) Ethiopia women representatives in the lower or single houses parliamentary renewals in 2015 is 38.8 % and in upper houses of parliament up for renewal in 2015 is 32% progress percentage point change are 15.7. Hence their role in the political participation of the country cannot be underestimated.

Studies indicate that the representation of women in top level of position has a positive effect on performance of the company. Diaz-Garcia et al. (2013) also posit that women bring different ways

of operating skills to the company. Their involvement and participation in the workforce and decision making increases company performance. This is supported by Achkar and Bori (2020). However, in business sector such as insurance companies, women's effort is not well recognized as they are the key for company success and performance. In addition to this, their representation in different level of decision making position is found to be very low compared with their male counterparts rather they are assigned in the lower position. Hence empowerment increases the capacity of individuals to make meaningful choices (Narayan, 2005). Therefore, the research problem of this study wants to assess the major factors that affect the improvement of women in leadership positions in Nyala Insurance Company.

Generally, the problem addressed in this study is used to bridge this gap by studying the major factors that affect women's manager's success on their leadership participation in Nyala Insurance S.C. and the results gained during the study help to rank the affecting factors or identify the dominant impediment for their success.

1.4 Research Questions

The research questions that assessed in this study were:

1. What is the effect of socio-economic factors on women managers' success in leadership positions?
2. What is the effect of individual factors on women managers' success in leadership positions? and
3. What is the effect of cultural factors in women managers' success in leadership Practice?
4. What is the effect of organizational factors in women managers' success in leadership Practice?

1.5 Objectives of the Study

1.5.1 General Objective

The objective of the study is to investigate the leadership effectiveness of women who hold leadership positions in Nyala Insurance company; the case of Addis Ababa city.

1.5.2 Specific Objective

Specifically, the researcher addresses the following specific research objectives:

- To examine the effect of socio-economic factors on women managers' success in leadership positions.
- To assess the effects of individual factors on women managers' success in leadership positions.
- To examine the effects of cultural factors in women managers' success in leadership positions.
- To assess organizational factors in women managers' success in leadership Practice?

1.6 Scope of the study

There are a large number of governmental, private and none governmental organizations which are being operating in Ethiopia, Addis Ababa. It would practically be difficult to include all of them and the current study planned to include only private company such as Nyala Insurance S.C

due to limited resources. To observe if there are different traditions in the women leadership and decision making roles, two government's offices will also be included. On the other hand, the focus of this study is women who are currently working in Nyala Insurance S.C. All women who have worked in leadership positions were included be considered to participate in the study.

This research will focus on the factors that affect the success of women managers in leadership positions. The research was conducted on Addis Ababa and thematically this study was cover socioeconomic factor, organizational factors, individual factors, cultural factors, perception of coworkers, and management style that affect women's success.

Methodologically the study was used survey method and design of the research will be descriptive and explanatory method.

1.7 Significance of the study

The research provides some insight about the problems and challenges of successful leadership participation of Women's managers in Nyala Insurance S.C in Addis Ababa region. It can also be a good indicator for the board and management of the company to identify the gap of successful leadership participation of Women's managers.

The findings of this study will also help for evidence-based communication and decision making for different Insurance companies and stakeholders in the study area at a different level by revealing determinants of successful leadership participation of Women's managers.

Furthermore, the information from this study may help to increase and update knowledge of other researchers as literature in the study areas and policy makers to design more progressive management programs and policies aimed at ensuring equal participation of men and women.

1.8 Organization of the Paper

The study report will be organized in to five chapters. The first chapter dealt with Background of the study, Statement of the problem, Objective of the study, Significance of the study and delimitation of the study. In the second chapter literature review of the topic which includes different perspective of different authors and various theoretical concepts that relates with service quality and its measurement and dimension of service quality and issues related with

quality service were discussed. The third chapter was dealt with the research design and methodology of the research briefly. The fourth chapter discussed the data analysis part of the research. The techniques used to analyze the data are also part the fourth chapter. Finally, the fifth chapter covered with cover summary, conclusion and recommendation of the research.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Concept of Leadership

Leadership is the process that a person influences the members of an organization or group of people for the purpose of achieving the targeted goal (yordanos, 2019). Rost (1993) defines leadership as a relationship of influence between leaders and followers who seek real changes that reflect their mutual purposes (p. 101). Leadership as a process means that a transactional event happens between leaders and their followers. Viewing leadership as a process means that leaders are affected by their followers either positively or negatively (Pujiwidodo, 2016). (Ivarsson, 2007) claims that the word leadership is mostly associated with masculinity. This leads to thinking male while thinking about manager's perception. As cited in Women in management (Linstead et al., 2004) men and women manage and lead differently, because their way of socializing differs. (Rosener, 1990) claims that men tend to use transactional leadership, while women apply a transformational leadership style. In Addition to this, there are studies which show that leaders of both genders will be successful in managing their subordinates and organization in their own ways and strength. Although male and female administrators perform many of the same tasks in carrying out their work, different aspects of the job are emphasized (Chliwniak, as cited in Growth & Montgomery). According to Getskow (Grove & Montgomery, 2011), women embrace relationships, sharing, and process, but men focus on completing tasks and achieving goals.

Therefore, the term leader in this study refers to women charged with the responsibility of planning, organizing, directing, controlling people and any other organizational resources to achieve predetermined organizational objectives at any levels of the organization under consideration. (Daft, 1999).

2.1.2 Women in leadership - Globally

The role that women have played in society has changed greatly from the middle age perspective that limited women in terms of what and how much they could do and have access to (Bellamy and Moorse, 1996). At that time, typical women's activities included caring for children, running the household (Bellamy and Moorse, 1996). At the beginning of the twentieth century, women continued managing businesses (Bellamy and Moorse, 1996).

The number of women in senior management has increased in the global context, but on a slow level. Countries with the least female senior managers are Japan with only 7 %, the United Arab Emirates and the Netherlands with 11 %, and Switzerland with 14 %. Countries such as Japan and the United Arab Emirates have a very patriarchal and masculine culture (Cocchio, 2009). As cited in Global Report Women in Business and Management, Over the past decade, women have been filling the ranks of management in different companies. Their numbers at management level are often less than men. However, women's representation in managerial positions have increased recently. There have been significant changes over the last decade in terms of increasing educational levels and diversification of areas in which women are qualified, with ever higher proportions of women in technical, professional and managerial jobs and an increasing number of women running an organization successfully.

2.1.3 Women in leadership - Ethiopia

Ethiopian women in management have a long history, looking to the recent century, women had played critical roles in times of wars and peace as community organizers and activists (Mihret, 2018). Ethiopian women contribute a major role in different activities such as wars, managing home and governmental positions. In the big victory of Ethiopia, Adwa in 1896, Empress Tayitu who is the Emperor Minilik wife played a significant role in the war against Italy that culminated in the battle of Adwa. Taytu is said to have commanded 5,000 infantry and 600 cavalries in the fight against the Italians, who were trying to colonize Ethiopia. Taytu had vehemently opposed deals with Italy and the Treaty of Wuchale, which effectively made Ethiopia an Italian protectorate on paper (Sella, 2021).

Recently, the representation of women in political processes particularly in the legislative branch of the government in Ethiopia increased than before (UN Gender Equality and the Empowerment

of Women, 2021). The same is true for business and other governmental branches. However, some efforts have been made still the participation and the successfulness of women in leadership and decision-making positions is minimal as per their counterparts since women in managerial positions face different obstacles than men (Endale, 2014).

2.1.4 Factors that Affect Women in Leadership Position

The representation of women in all decision making position is minimal due to several reasons. First low representation of women on high management position may discourage the low-level to raise their motivation to compete an upper level position, because they may thought it is unattainable. It may also results to highly qualified experienced women may thus not apply for upper level management positions. Therefore, organization can lose women with high qualification who can play significant role on the organizational goal achievement. Moreover it may results to when employees perceive a low representation of women in upper management, they may form ideas about the implicit values culture of the organization, such as it is an “old-boys club,” or Discriminatory in its hiring retention practices.

There are different factors that affect the successful participation of women in managerial positions even if they become managers through rough journeys. Studies have been done to prove that women work better in managerial positions if the affecting factors are removed from their path (Wirthman, 2014). Women’s advancement in management can be influenced by the individual factors within the person, organizational factors which are located within the organization, cultural thought within the society and (Fagenson, 1990). From those main factor’s individual, organizational, socio-economic and cultural factors are covered in this study.

2.1.5 Individual Factors

Women’s advancement in management success can be influenced by the individual factors within the person (Cansu Akpinar-Sposito, 2013). Individual factors include the personality such as confidence level and communication within women managers. Those characteristics might be affected by the family and society that the women raised. So that women leaders could be either an extrovert or introvert and it has an impact on their working life as a manager. As European Journal of Business and Management cited (Getachew, 2014) in his finding revealed that personal factors such as lack of interest due to women’s self-image is low: i.e., perceived

themselves as do not have skill and fear of hardship is among factors that hindered women's in success in leadership and management.

As cited in the International Journal of Scientific & Engineering Research communication is a central part of leadership practice and in order to create the most productive working relationships with subordinates, inability to communicate within the working environment causes unsuccessfulness in leadership (Luo et al., 2016). As cited in the International Association for Applied Psychology, 2004, the spousal or family support plays a very important role in women's success in management (e.g., Riger and Galligan, 1980; King, Mattimore, King, & Adams, 1995). Work and family related values regarding gender roles, and attitudes towards women in management.

2.1.6 Organizational Factors

A. Organizational culture

To promote women to leadership organizations, need to create a congenial environment so as to facilitate entry of women into managerial positions and to make them successful (<https://www.scientificamerican.com/article/women-may-find-management-positions-less-desirable>). Organizational culture is the expectations, beliefs and values which the organization practices. These core values affect leaders, employees' attitudes, operations of the organization and the overall nature and culture of the organization. (Lussier&Achua 2013, 358).Studies shows that there is a higher likelihood of discrimination against women through human resource management practices such as selection, promotion to leadership position, and training and development for women leaders. With respect to family situations, different research indicates that women suffer when they are married and have children since the organization's culture is not women friendly (Tharenou& Conroy, 2011).

As cited in the International Association for Applied Psychology, 2004, Adler (1993) noted that a male-dominated organizational culture is an obstacle to women's success. This is partly because women find it very difficult to enter the "old boys' network" (Davidson & Cooper, 1992; Marshall, 1984). Gender bias (i.e., favoring men) in training and development activities

constitutes a barrier to women's leadership success (ILO, 1997; Izraeli& Adler, 1994; Tharenou, Latimer, & Conroy, 1994).

On the other hand, mentorship or training are the other factors affecting women managers' success. Mentoring often happens between people who want to help each other and it is a good way of giving information that can only be learned by experience and inside of an organizational community (Piha, 2006). As cited in (Lynn,2014) mentorship program should be highly effective to share experience and knowledge from failure and success of leadership and help to replicate success from the role model managers. Women in managerial positions can learn from mentors who have gone through similar challenges and opportunities (Doh,2003). (Reitman, 2014), stated that the support system simply does not exist for women and organizations do not realize how valuable women are to them. According to (Man, Skerlavaj, and Dimovski, 2009), women in leadership roles do not have enough managerial support, nor networking capabilities and mentoring opportunities which leads to failure in leadership.

B. Organization Policy

Policies which are implemented in the organization and in the country as a whole have an impact on how the organization works. There are few policies that are enforced in Ethiopia such as affirmative actions and equal employment opportunity. Affirmative action provides a wider and general constitutional solution for women empowerment. It simply says affirmative for all historically marginalized and disadvantaged sections of an Ethiopian society in general (Mohammed Usman, 2015).Article 35 in Ethiopian constitution reiterates principles of equality of access to economic opportunities, including the right to equality in employment and land ownership. Women shall have a right to equality in employment, promotion, pay, and the transfer of pension entitlements. (Constitution of the FDRE, 1994).

2.1.7 Socio-Economic Factors

According to Højgaard (2002), the societal conventions regarding gender and leadership traditionally exclude women, and top leadership is viewed as a masculine domain. Societal factors include overloaded family/ social responsibilities and traditional gender roles. Hughes (2009) shows that in addition to their roles in their companies, women also have a lot of responsibilities in their home and community. Dawson and Kleiner's (1992) research proved that women are committed to being successful in both their careers and at home.

Fewer women in the public sector are being promoted and once they are promoted, they lack the necessary support needed to be successful in their roles (Abraham.S, 2017). The higher socioeconomic status (Kabasakal & Ozugur, 1995) stands a better chance of leadership advancement and success. This point is especially important in developing countries where socioeconomic status plays a more crucial role in determining management success (Adler, 2007).

2.1.8 Cultural Factors

Culture is that which surrounds us and plays a certain role in determining the way we behave at any given moment in time (Willis 1991). Most of the women's time is spent in duties like child care, cooking, cleaning and shopping. They do a large share of family-related work which interferes with their access to high management work (Livingstone, 2004). Management positions have carried the notion of masculinity and the belief that men make better leaders than women are still common today (Rebecca.s, Prof. Maria, Judith & Edward, 2016). Although the number of women leaders has increased, society often overlooks the abilities of women to lead. According to (Højgaard, 2002).

Cultural conventions regarding gender and management traditionally exclude women, and management positions are viewed as a masculine role. Højgaard also mentioned that the cultural construction of management in itself instigates difference. In developing countries such as African societies, there is still a cultural thought that men lead and women follow (Ngongo, 2003). And women are still assigned a secondary place by the prevailing culture (Rebecca.s, Prof. Maria, Judith & Edward, 2016).

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

2.2 Empirical Review

The empirical literature on women's success in leadership and success highlights the importance of individual, social, cultural and situational factors (Tharenou & Conroy, 2011). The individual factors include three issues: women's attitudes towards managerial advancement, work-related demographics, and early socialization. Attitudes exhibited by women who get ahead in their career included high self-efficacy, a strong desire to succeed, salient career (as opposed to family) identities, internal attribution to success, and positive attitudes towards mobility and relocation (Kabasakal & Ozugur, 1995). With regard to work-related demographics, research found that women with higher educational attainments and higher socioeconomic status (Kabasakal & Ozugur, 1995) stand a better chance of career advancement and success. This last point is especially important in developing countries where socioeconomic status plays a more crucial role in determining career success than does gender (Adler, 2007).

Moreover, job-relevant criteria such as having extensive work experience and knowledge, seeking difficult and high visibility assignments, and continuously exceeding performance criteria also determine the extent to which women are recruited for higher positions (Adler, 2007). According to the same author, the third factor, early socialization, affects women significantly: parental encouragement and maternal employment have been found to positively influence women's managers' success.

The situational factors are usually discussed under two categories (Tharenou & Conroy, 2011: the work situation (e.g., organizational culture and practices), and the home situation (e.g., spousal support and family responsibilities). With respect to work situations, Adler (2007) noted

that a male-dominated organizational culture is an obstacle to women's success. The same author argued this is partly because women find it very difficult to enter the "old boys' network" especially in developing countries' cultures. According to Kanter's (2007) theory of sex discrimination, structural characteristics (e.g., length of leadership ladder, number of male-dominated hierarchical levels) assist men's rather than women's leadership advancement. Further, gender bias (i.e., favoring men) in training and development activities constitutes a barrier to women's career success (ILO, 1997). A part of the organizational culture is the attitude of "decision-makers" towards women in management. There is a higher likelihood of discrimination against women through human resource management practices such as selection, performance appraisal, and training and development. With respect to family situations, research indicates that women's careers suffer when they are married and have children (Tharenou & Conroy, 2011).

(Cansu Akpinar-Sposito, 2013) Women's advancement in management career can be influenced by the individual factors within the person, organizational factors which are located within the organization, and societal and systemic factors (Fagenson, 1990). Cultural and social attitudes towards what constitutes "male" or "female" jobs result in occupational segregation, although the extent of the problem varies from country to country. The main finding for this study is cultural beliefs or schemas about gender are an important antecedent of the glass-ceiling phenomenon in society. These beliefs, schemas, or expectancies constitute gender roles in a society, and individuals internalize these gender roles through the socialization process.

2.3 Conceptual framework

Changes in gender roles and lifestyles help women to work outside the home and significantly contribute to building high-performing organizations. Based on empirical reviews reviewed so far, the success of women managers in leadership practices at any type of organization is affected by many factors (Biruktawit & Ababa, 2018). This research considered organizational, socio-economic, individual and cultural factors affecting the success of women managers in the case of Nyala Insurance S.C.

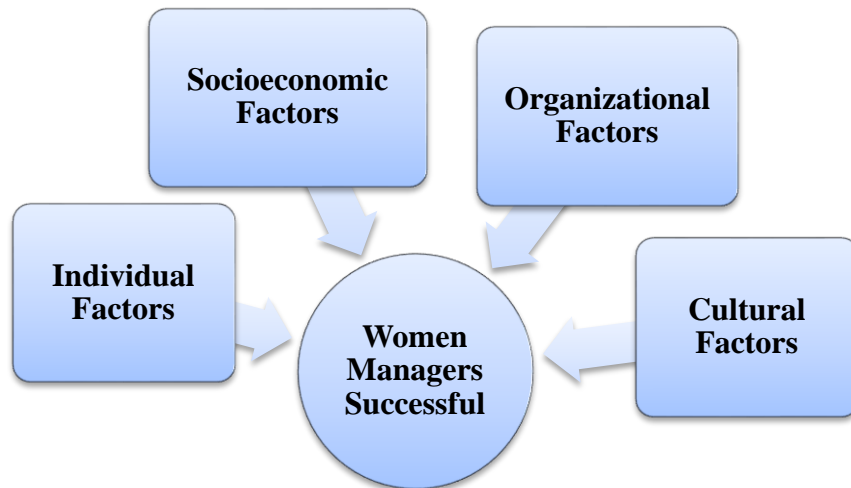


Figure 1: Conceptual framework

Source: (Melese, 2019)

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Research Design

The methodology to be employed for any study depends on the nature of the problem and the interest of the client. This study were used a cross sectional design. The cross sectional design was help the investigator to estimate the leadership styles and outcomes at a point in time and is an appropriate design to address the study objectives.

Both descriptive and explanatory research design were be used to describe the existing situation of the problem at hand which relates to women leadership success factors in Nyala Insurance Company.

Different research designs can be conveniently described if we categorize them as: the first one is the research design in case of explanatory research studies; the second is research design in case of descriptive and diagnostic research studies, and also the third is the research design in case of hypothesis-testing research studies (C.R Kothari 2004).The researcher used both descriptive and explanatory type of research in part and begins with well-defined subject and conduct research to describe it accurately.

3.2 Research Approach

The three basic research approaches are quantitative, qualitative approaches, and mixed methods. These approaches have been used equally and likely by researchers depending on the type of the research, nature of the problem and data employed. According to Kothari (2004), quantitative approach involves the generation of data in quantitative form, which can be subjected to rigorous quantitative analysis in a formal and rigid fashion whereas qualitative approach to research is concerned with subjective assessment of attitudes, opinions and behavior.

The methodology that were employ for this study were mixed approaches (both qualitative and quantitative). The mixed research approach were preferred in order to increase the validity and reliability of the result in the research since the use of both qualitative and quantitative research

approaches can ensure that biases inherent in either method were neutralizing by the strength of the other. Because it is a technique or approach used to present and describe the existing situation within data using percentages, frequencies and mean analysis.

3.3 Sources of Data and Collection Methods

A. Primary Sources

The primary data were collected through a questionnaire with the focus groups and interviews with HR manager and other offices which has direct relationship with women managers or leadership.

B. Secondary Source

Secondary data were collected through different published organization documents, such as Human Resource data and other documented data sources from the website of the company and review articles, published reports, websites related to the study area are incorporated.

3.4 Data Collection Methods

Data collection is the process of gathering, measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions and evaluate outcomes.

There are two kinds of data sources, primary and secondary sources. This study were both sources to obtain data. A questionnaire was designed for sampled women managers in Nyala Insurance S.C.. The questionnaire were developed based on previous empirical literature and its consistency is tested using Cronbach Alpha. Both closed ended and open ended questionnaires were used for the study. To ensure the content validity of the questionnaire used to assess each items regarding the measurement of constructs were adapted from different previous studies and carefully reworded to fit women managers' success in leadership adopted in the context of Nyala Insurance S.C. The close-ended questions were developed on five point Likert scales ranging from 5 (strongly agree) to 1 (strongly disagree). The questionnaire began with an introductory statement, which specified the purpose of the research as purely academic. Respondents were

encouraged to be objective in their responses since they were assured of confidentiality. The study used secondary data that was obtained from Books, journal articles, various post graduate studies, Google Scholar, Emerald, and Science Direct.

3.5 Target Population

The target population of this study were all women who hold leadership positions in Nyala Insurance S.C. in Addis Ababa City. The investigator was infer the study findings to all women in leadership positions in the city. The study populations are those women who have leadership positions in sampled organizations.

In this study, the total population of women employees of Nyala Insurance S.C. in Addis Ababa will be included. According to 2021/22 annual report, the manpower strength of the Company stood at 358.

3.6 Sample Size of the Study

The researcher were interested to select respondents through 95% confidence level and 5% precision level are were used as a criterion. It is known that much information will be obtained from the huge number of respondents. But because of a shortage of time and budget the researcher were selected only a few respondents from the total population by using the simplified formula provided by Yamane (1967), were applied to determine the required sample size at a precision level of five percent ($e = 5\%$).

$$n = \frac{N}{1 + Ne^2}$$

Where n- is desired sample size
 N- is target population of the study
 e- is margin of error

$$n = \frac{358}{1 + 358(0.05)^2}$$

$$n = 188.9$$

$$n = 189$$

3.7 Sampling Technique of the Study

According to the methodology literatures, there are two main sampling methods, probability and non-probability sampling Zikmund(2000). Probability sampling is based on the concept of simple random selection and the population will have an equal chance for being selected, whereas Non-probability sampling is that sampling procedure which does not afford any basis for estimating the probability that each item in the population has of being included in the sample. In this type of sampling, items for the sample are selected deliberately by the researcher; his choice concerning the items remains supreme. In other words, under non-probability sampling the organizers of the inquiry purposively choose the particular units of the universe for constituting a sample on the basis that the small mass that they so select out of a huge one will be typical or representative of the whole. Kothari (2004).

For this study simple random sampling technique data collection method were used, questionnaires were be distributed for women employees of the companies.

3.8 Methods of Data Analysis

To conduct the analysis exhaustively, the data were analyzed with the combination of both descriptive statistics like mean, frequency, cross tabulation and standard deviation of the variables and inferential statics like correlation analysis to examine direction and significant of the correlation of the variables considered under this study and regression analysis to examine the impact of independent variable over dependent variable with Pearson correlation and liner multiple regression techniques.

In addition, the qualitative data will be analyzed using thematic analysis. Thematic analysis is the process of identifying patterns or themes within qualitative data (Moir & Brid, 2017). Thus, key issues will be identified from emerging themes from the data.

➤ Regression Model Specification

The study signifies women leadership as a factor in Nyala insurance, the multiple linear regression model adopted for this study is specified as follows:

$$Y = (X_1, X_2, X_3, X_4, X_5) \dots \dots \dots (1)$$

At estimation stage, taking logs of the variables in Equation (1)

$$Y = \beta_0 + \beta_1 X + \beta_2 X + \beta_3 X + \beta_4 X + \beta_5 X + \varepsilon_t \dots\dots\dots(2)$$

Where β 's are unknown parameters to be estimated, and ε is random terms that are independently and identically distributed with mean zero and variance (σ^2). To estimate Equation (2) the survey data is applied. The empirical results will test using SPSS software.

➤ **Regression Model Assumption**

If the estimated regression model is correct the following assumptions must have fulfilled unless the other model will be estimate.

➤ **Heteroscedasticity**

To test heteroscedasticity the researcher will use the Burch-pagan test, if, in an application, the computed Chi square exceeds the critical Chi square value at the chosen level of significance, one can reject hypothesis of homoscedasticity; otherwise one does not reject it (Guajarati, 2004). Hypothesis of heteroscedasticity test Breusch-Pagan / Cook-Weisberg test for Heteroscedasticity

Ho: Constant variance

H1: no constant variance

➤ **Multicollinearity**

In this paper to test whether there is Multicollinearity or not the researcher will use VIF (variance inflation factor). The longer the value of VIF, the more "troublesome" or collinear the variable X_j . As a rule of thumb, if the VIF of a variable exceeds 10, which will happen if R^2 exceeds 0.90, that variable is said to be highly collinear (Guajarati, 2004). The closer is TOL (tolerance) to zero, the greater degree of co linearity of that variable with the other regressors. On the other hand, the closer is to one, the greater the evidence that X_i is not collinear with the other regressors (Guajarati, 2004).

3.9 Validity of the Instrument

Content validity involves the degree to which the study is measuring what it is supposed to measure. More simply, it focuses on the accuracy of the measurement (John et.al, 2007). All measures used to construct the instruments have shown acceptable level of construct and content validity in previous studies and are used in this study with slight modification. The questioners are adapted from journal of Asad & Mahfod (2015); Rashid Saeed et.al.(2013); Agusioma (2014); and Veronica Celattia (2011) and thesis conducted by Mulatu Masresha (2014) under related research title.

And sample questionnaires will be administered before distributing finalized one for 5 respondents from Nyala Insurance S.C women employees and adjustments will be made to the questionnaire items based on the comments of the respondents.

Additionally, several measures were employed to ensure that the results are free from material errors from the design of the questionnaire. Such measures are clarity of instructions, clarity of the questions, the layout of the questionnaire and other comments.

3.9.1 Pilot Test

A pilot test will be carried out to pre-test reliability of the data collected through other instruments. It will be conducted on a few Nyala Insurance S.C women employees that would be selected by purposive sampling. This process helped the researcher to determine the data validity and reliability (Margurite, 2010).

3.10 Ethical Consideration in the Research Work

At most care, the researcher followed the following rules so as to ensure the issues of ethicality at all times in the research process. The first is, respondents were communicated well about the objectives and significance of the study, and all the information or data they provide was exclusively used for research purpose and kept confidential. The second rule that the researcher kept in mind is all the literatures reviewed and used are cited using the Harvard style of citation. Hence, the researcher believed and ensured that all writers and researchers (authors) are properly acknowledged. In addition to the above two rules, the researcher has still been at his most care to use and encode all data to avoid misrepresentation of the findings during the data analysis.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents the data analysis and discussion of the research findings. The data analysis was made with the help of Statistical Package for Social Science (SPSS V. 20). The demographic profile of the study sample, factors affecting enterprise performance on implementation of strategies has been described using descriptive and inferential statistics.

4.1 Response Rate

In this study a total of 189 questionnaires were distributed. From this distributed questionnaires, only 178 questionnaires were returned. Therefore, a response rate of these collected questionnaires was 94.17 % and reveals that it was good enough and appropriate to precede the next steps.

4.2. Reliability Test

The internal reliability and consistency was assessed between groups and a total of 32 items by means of the Cronbach Alpha. Table 4.1 provides the Cronbach Alpha scores for the items. The Cronbach's Alpha recorded scores for items by group as well as in total was greater than the threshold value of 0.7, resulting that all questionnaire items could be considered as reliable as a group as well as in total.

Table 4.1: Reliability Statistics

Item	Cronbach's Alpha	No. of Items
Socioeconomic	.703	9
Organizational	.718	9
Individual	.724	9
Cultural	.729	5
Total	.758	32

Source: Own Survey, 2023

4.3 Demographic Characteristics of the Respondents

Descriptive data analysis aims to describe basic features of the data. Descriptive analysis is done first to help the researcher gain an initial impression of the data that were collected. Accordingly, in this study the most popular descriptive statistics measures such below provides the descriptive statistics of the data for all the questionnaire items.

Table 4.2: Respondents age background information

Age	Frequency	Percent	Valid Percent	Cumulative Percent
25 - 35	63	35.4	35.4	35.4
36 – 45	102	57.3	57.3	92.7
46 – 55	6	3.4	3.4	96.1
Over 55	7	3.9	3.9	100.0
Total	178	100.0	100.0	

Source: Own Survey, 2023

The sample population age distribution was clearly depicted in fig. 4.2 is largely dominated by respondents who are at the age of 36 – 45 years old covering 102 (57.3%). The next highest group was 63 (35.4%) fall under age categories of between 25 and 35. The remaining age groups also represented in the above figure are between 46 - 55 and Above 55 years are 3.4% and 3.9%, respectively. Thus, the data indicated that most of the employees at Nyala Insurance S.C are in the maturity and adult age.

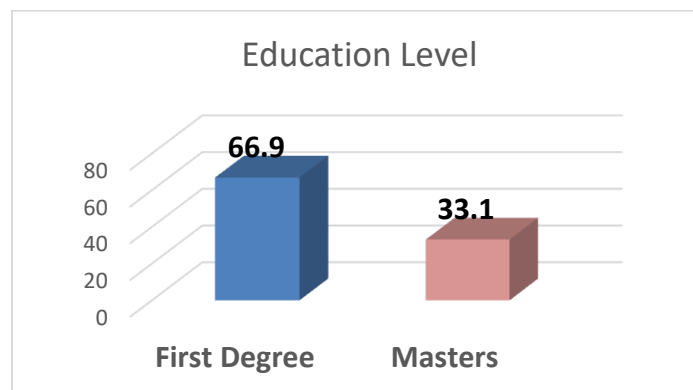


Figure 4.1: Respondents educational background

It can be seen in figure 4.1 that respondents hold a range of educational qualifications from a first degree to master's degree. The majority or two third of the sample group is a first degree level, which accounted for 119 (66.9%) followed by Master's Degree, 59 (33.1%). From the table it can be understand that majority of the respondents were first degree holder.

Table 4.3: Respondents work experience

Work experience	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5 years	23	12.9	12.9	12.9
5 - 10 years	38	21.3	21.3	34.3
Valid 11 - 15years	71	39.9	39.9	74.2
More than 15 years	46	25.8	25.8	100.0
Total	178	100.0	100.0	

Source: Own Survey, 2023

Table 4.3 shows that the respondents have served in Nyala Insurance S.C from 1 up to 15 years and above. Of the respondents, 71 (39.9%) of them have worked between 11-15 years in the company. In the second stage, the respondents have served the company above 15 years with 25.8%. The remaining 5-10 years and less than 5 years have work experience with 21.3% and 12.9%, respectively. We can understand from the above discussion that most of the respondents have enough experience and expected to have leadership skill.

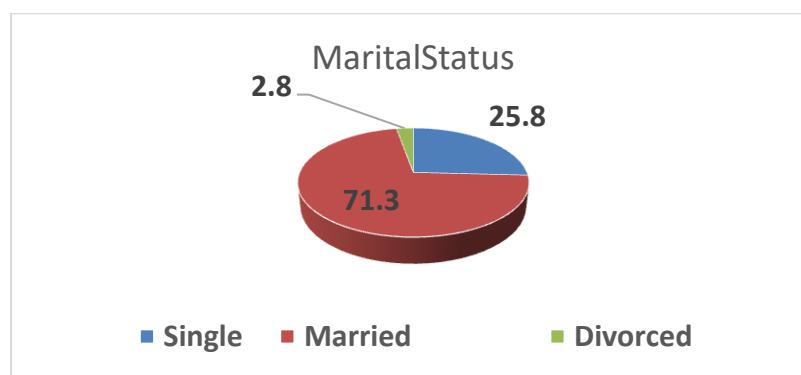


Figure 4.2: Respondents marital status

The above figure 4.2 indicates, marital status of respondents, married managers are dominated which covers 71.3%, followed by single respondents which stands second highest number 25.8

% and the remaining 2.8 % who are divorced participate as a respondent in the research. Among the respondents majority of women managers in Nyala insurance company are married and expected to have family and house burden on them.

According to EMAH (2022), Women are still expected to carry the bulk of responsibility for childcare and household management. Women with professional ambitions thus face a double burden, in which their personal and professional commitments compete for their time and energy.

Moreover, women to feel overwhelmed with work, unable to find an adequate balance, and likely to give up their professional aspirations in favor of investing themselves in their roles as wife and mother. This implies that they are exposed to take family and societal responsibilities than males which in return affect the progress in leadership positions. Furthermore study of Bolzendah (2010) Empirical studies in the Netherlands and the USA suggest that married women participate less in leadership position than single women. Single and Divorced women stated that their marital status would not hinder their participation in leadership. This occurs with the findings of that being divorced is linked to increase in women's involvement in politics.

Table 4.4: Respondents monthly income

Monthly Income	Frequency	Percent	Valid Percent	Cumulative Percent
10,001 – 15,000	9	5.1	5.1	5.1
15,001 – 20,000	57	32.0	32.0	37.1
Above 20,000	112	62.9	62.9	100.0
Total	178	100.0	100.0	

Source: Own Survey, 2023

The above figure shows that most of the respondents (62.9%) were their monthly income is above 20,000 birr within the organization. The remaining 32% and 5.1% of managers' income level is 15,001-20,000 and 10,000-15,000 birr, respectively. Relatively with other organization they are paid high monthly salary.

4.4 Descriptive Statistics

In this section, various statistical data analysis tools such as mean and standard deviation are used to analyze the collected data. The summary of descriptive statistics of all variables that are evaluated based on a 5-point Likert scale (“1” being “strongly disagreed” to “5” being “strongly agreed”). The impact levels of four factor variables on the women managers’ success in leadership position are identified by calculating the values of sample mean of each variable. According to Mcleod (2019), the range of interpreting the Likert scale mean score was given as follows: 1.0-2.4(Negative attitude), 2.5-3.4 (Neutral attitude), and 3.5-5.0 (Positive attitude).

Table 4.5: Mean Values Range of variables and their interpretation

No.	Mean Values Range	Interpretation
A	<2.4	Low
B	2.5 to 3.40	Moderate
C	>3.50	High

4.4.1 Socio-economic Factor

Socioeconomic factor can be described in terms of the environment of the organization in which employees are working.

Table 4.6: Employees response to Socioeconomic Factor

	N	Minimum	Maximum	Mean	Std. Deviation
SE1	178	1	5	2.55	1.293
SE2	178	1	5	3.54	1.179
SE3	178	1	5	3.25	1.310
SE4	178	1	5	3.43	1.266
SE5	178	1	5	2.60	1.106
SE6	178	1	5	3.43	1.270
SE7	178	1	5	3.33	1.242
SE8	178	1	5	2.99	1.176
SE9	178	1	5	3.51	1.245
Grand Mean				3.18	

Source: Own Survey, 2023

As discussed in the literature review, socioeconomic factors that impact Women Managers Success in Leadership Position consist of men being considered as more intelligent than women, employees preferring men than women for office leadership positions, socialized differently and

women's lack of support from family. However, in this research, the mean value of each item is considered as the socioeconomic influencing factors for Women Managers Success in Leadership Position in Nyala Insurance S.C. The item SE2, SE3, SE4, SE6, SE7, and SE9 has a medium impact on Women Managers Success in Leadership Position with mean value of 3.54, 3.25, 3.43, 3.43, 3.33, and 3.51. Items SE1, SE5 and SE8 have low impacts on Managers Success in Leadership Position with mean values 2.55, 2.60, 2.99, respectively.

Among the socioeconomic items, over burden in domestic responsibility have relatively high impact on Women Managers Success in Leadership Position. The remaining items are having medium and low mean value. With regard to the grand mean, the socioeconomic factors have moderate impact on women leader success with mean value of 3.18. In line with this data gathered through interview confirmed that the domination of men over women is yet prevailing specially in the leadership positions. In this respect, Meron (2003) finding support that cultural perceptions that say a women is less than men embodied in our culture that affect their exposure to the leadership.

4.4.2 Organization Factor

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

Table 4.7: Employees response to Organization Factor

	N	Minimum	Maximum	Mean	Std. Deviation
OF1	178	1	5	4.39	.839
OF2	178	2	5	4.04	.819
OF3	178	1	5	3.53	1.121
OF4	178	1	5	3.94	1.189
OF5	178	1	5	3.49	1.175
OF6	178	1	5	2.88	1.292
OF7	178	1	5	3.37	1.197
OF8	178	1	5	3.16	1.062
OF9	178	1	5	2.75	1.035
Grand Mean				3.50	

Source: Own Survey, 2023

In the dimension of organizational factor the first and second items have high mean value. The favorable policy environment to promote women's to leadership in Nyala Insurance S.C have mean value of 4.39 and lack of mentors and support system for women managers which affects aspiration for leadership mean value of 4.04. From this table we can understand that even if there is policy which supports women managers in the organization there is a gap on mentors and support system. In addition the respondent replied that there is a problem on women managers to form a professional network in leadership, Implementers of the policy are less committed in applying affirmative action in practice and Implementers have minimal knowledge of policies.

Besides, respondents disagree on women benefits by the policy of equal employment opportunity to get managerial position in Nyala Insurance and the availability of a flexible way of working hour schedule if women manager needs. The grand mean also shows that there is high organizational impact on women leader success with mean value of 3.50.

Parental leaves can leave an unwanted gap in women's careers and weaken their position in the labour market and slow down their career advancements. Parental leaves are long in Finland and available for both women and men. The law states that when returning from parental leaves, the person is entitled to return to his or her old positions and have the same tasks. However, this is often not the reality. Losing one's job or getting less salary are still some risks for those returning to working life after parental leaves. (Haas et al, 2002)

The finding of Hussin, 2013 depicted that the effect of internal organizational factors on females' leadership opportunities shows that 31% of the respondents were aware of any internal organizational laws issued to ensure equal chances to hire or promote women, while 69% negated the fact. Also, 73% of the respondents stated that their organizations use the same selection and hiring criteria for both male and female managers, while 27% stated the opposite. Furthermore, 53.3% of the respondents believe that promotions are influenced by managers' preferences rather than the employees' efforts.

4.4.3 Individual Factor

Individual factors in women's careers are affected by the societal level as well as the organizational level. As discussed in different literature about the traditional expectations

towards women and men, women themselves have certain expectations and ideas about what they should be and do. The organization culture might also affect how an individual feels and acts in that organization and whether the individual's career is supported by the organization or not.

Table 4.8: Employees response to Individual Factor

	N	Minimum	Maximum	Mean	Std. Deviation
IF1	178	1	5	3.67	.990
IF2	178	1	5	3.71	1.122
IF3	178	1	5	3.38	1.068
IF4	178	1	5	3.11	1.235
IF5	178	1	5	3.52	1.208
IF6	178	1	5	2.89	1.188
IF7	178	1	5	3.58	1.261
IF8	178	1	5	3.06	1.040
IF9	178	1	5	3.14	1.389
Grand Mean				3.34	

Source: Own Survey, 2023

Except item six (consider themselves that they have lower level of acceptance than men managers) which has low mean value with 2.89 and they didn't accept that they are low acceptance than men managers within the organization. The remaining items have moderate to high mean value and they think that they are influenced by the medium value means like women still acknowledge the world as "masculine, not confident enough to make a decision, worry what other people think of them, sensitive for criticism, shows poor risk taking of themselves, perceive themselves that they are confined at lower tasks under men, fear of balancing professional work and family responsibility, and unable to communicate well and express their feelings. The overall gran mean also shows that individual factors have moderate impact on women leader success with mean value of 3.34.

According to the survey by Talouselämä (2013), women's own attitudes were identified as the second most influential obstacle when getting ahead. The respondents noted that many women lack confidence and will. This belief is supported by many others as well. Some people see that women do not even want to be leaders and are not willing to work for it as much as men and

consider it being the reason for the low number of female leaders. Some women, not all, do not have the same confidence and will as men when aiming to leadership positions which makes them not even try. Also, starting a family inevitably affects women's career development and many make the choice to cut down hours and prioritize family over career.

4.4.4 Cultural Factor

In the majority of countries' cultures, and continents, little girls are brought up to be obedient, to be a good friend, to keep a diary that expresses their deepest feelings, to take care of their dolls, and to help their mothers. They are always teased by their older and younger brothers to the point of tears. Yet, when girls complain to their mothers or fathers, they are told to just ignore them, are patted on the head, and told to “run along” (coaching-for-new-women-managers.com). Little boys, on the other hand, are brought up to build castles forts and form secret clubs for themselves and their friends. This conditioning have made them view themselves as superior to girls who are unable to compete, and who certainly do not belong in their well-fortified “boys only” world. So, in fact, men have been prepared since a very young age to assume leadership positions; whereas, women were brought up to be obedient followers.

Table 4.9: Employees response to cultural Factor

	N	Minimum	Maximum	Mean	Std. Deviation
CF1	178	1	5	3.37	.960
CF2	178	1	5	3.62	.997
CF3	178	2	5	3.89	.876
CF4	178	1	5	3.23	1.243
CF5	178	1	5	3.72	.919
Grand Mean				3.56	

Source: Own Survey, 2023

From the above table shows that items under cultural factors like the society the role of women's is limited to household management have near to high mean value with 3.89 and they perceived that the societies perception is women is household manager than the office one. The respondents' agreement on items society still believes women have less capacity for managerial positions, society believe that leadership is assigned as the role of men, culture is a barrier for women's not being empowered and religious related thought is medium mean value.

The above cultural factor items have their own medium to near to high level influence on women managers success in leadership position in Nyala Insurance SC. The overall grand mean shows that cultural factors have high impact on women leader success with mean value of 3.56.

The finding from Lemlem, 2016 shows that Socio cultural attitude also parts of the factor for low participation of women on management position in university. However society attitude towards women competency have been negative that it considered as women cannot compete leadership position like their male counterpart because women can only be able to fit home responsibility than the professional work. Thus due to negative attitude given for women employees from male employee's side, from male managers, women are infrequently representing in managerial position of university.

4.4.5 Women Managers Success in Leadership Position

Table 4.10: Women Managers Success in Leadership Position

	N	Minimum	Maximum	Mean	Std. Deviation
WLS1	178	1	5	3.57	1.094
WLS2	178	1	5	3.87	1.306
WLS3	178	1	5	2.83	1.188
WLS4	178	1	5	3.65	1.156
WLS5	178	1	5	3.55	1.125
Grand mean				3.49	

Source: Own Survey, 2023

They argue they are better managers as a mother and they stress on caring with mean value to near to high mean value. They are also have medium mean value for items four and five i.e., Women's decision-making leads to a greater sense of community and inclusiveness and Women are more nurturing, less hierarchical and more consultative as administrators. The respondents disagreed that women managers are democratic and participatory style of leadership with the mean value of 2.83. The overall grand mean result of women managers' success in leadership position have high mean value (3.49).

From the final variable we can conclude that the problem on women managers' success in leadership position is unavailability of democratic and participatory style of leadership style. The other minor gaps are decision-making leads to a greater sense of community and inclusiveness.

4.5 Correlation Analysis

To empirically examine the relationship between cultural factors, socioeconomic factors, individual factors, organizational factors with women leadership success, Pearson correlation test were applied (Statistics Solutions, 2020). The results were analyzed based on correlation analysis formula shown as follows: -1 to -0.5 or 1.0 to 0.5 strong, -0.5 to -0.3 or 0.3 to 0.5 moderate, -0.3 to -0.1 or 0.1 to 0.3 weak and -0.1 to 0.1 none or very weak.

Table 4.11: Correlation result

		Women Leadership Success	Socioeconomic factors	Organizational factors	Individual factors	Cultural factors
Women Leadership Success	Pearson Correlation	1	.122	.458**	.436**	.623**
	Sig. (2-tailed)		.104	.000	.000	.000
	N	178	178	178	178	178
Socioeconomic factors	Pearson Correlation	.122	1	-.171*	.059	.052
	Sig. (2-tailed)	.104		.022	.435	.490
	N	178	178	178	178	178
Organizational factors	Pearson Correlation	.458**	-.171*	1	.141	.282**
	Sig. (2-tailed)	.000	.022		.060	.000
	N	178	178	178	178	178
Individual factors	Pearson Correlation	.436**	.059	.141	1	.119
	Sig. (2-tailed)	.000	.435	.060		.114
	N	178	178	178	178	178
Cultural factors	Pearson Correlation	.623**	.052	.282**	.119	1
	Sig. (2-tailed)	.000	.490	.000	.114	
	N	178	178	178	178	178

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

* . Correlation is significant at the 0.05 level (2-tailed).

The above summarized correlation matrix illustrates cultural factors, socioeconomic factors, individual factors, organizational factors have a positive and significant relationship with women leadership success at the 1% level of significance. The Pearson correlation coefficient of cultural factors, individual factors, organizational factors are 0.458, 0.436 and 0.623, respectively and it was positive and strong relationship. For the remaining variable such as socioeconomic factors it has medium positive relationship with women leadership success with the value of 0.122.

4.6 Inferential Analysis

4.6.1 Regression Model Diagnostics Result

4.6.1.1 Normality Test

One of the assumption of linear regression model is the residual values are need to be normally distributed. As the result, checking the normality of the residual of the model estimated is important. The distribution of the residuals are illustrated in the below figure.

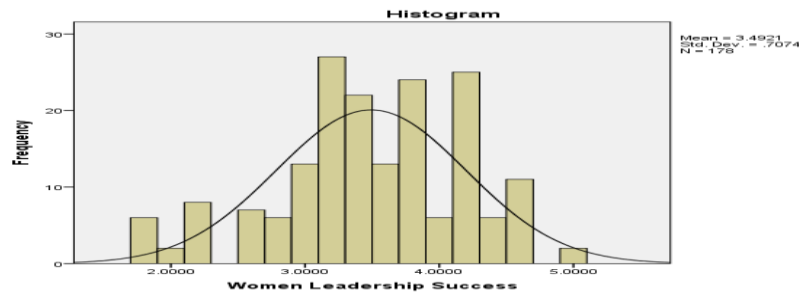


Figure 4.3: Normal Test Result

As it depicted from the above figure, the shape of the histogram follows the shape of the normal curve fairly well. As the result, we can conclude that the residuals are normally distributed and the model is appropriate (Figure 4.2).

4.6.1.2 Scatter plot

The above below presented the scatter plot of the residuals are approximately lie on the linear line. Moreover, normal Probability plot of residuals is also approximately linear supporting the condition that the error terms are normally distributed and it suggests that the relationship that are predicted in the result is linear.

As showed also in figure below the dot are close to the line and it clearly observed that most of residuals are fairly close to the curve. This implies that the residuals of the data are approximately normally distributed.

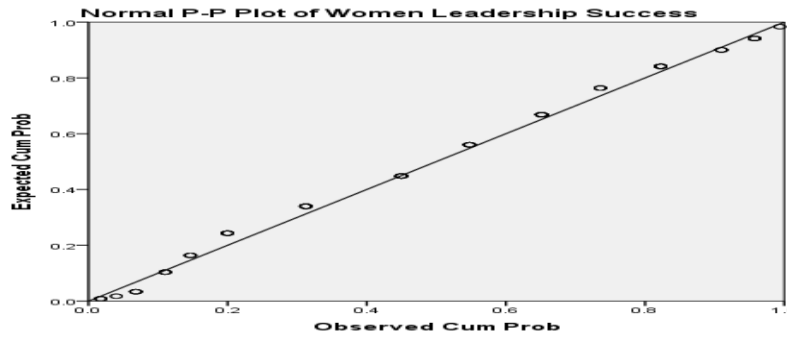


Figure 4.4: Normal P-P Plot Test Result/ Scatter plot

4.6.1.3 Multicollinearity Test

After the normality test in the regression model, it is important to conduct multicollinearity test. The multicollinearity test is conducted using a basis of VIF value. If the VIF value lies between 1-10, then there is no multicollinearity. However, if the VIF value is less than 1 or greater than 10, there is multicollinearity. The multicollinearity test is depicted in the bellow table.

Table 4.12: Multicollinearity Test Result

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Socioeconomic factors	.954	1.048
Organizational factors	.872	1.147
Individual factors	.967	1.034
Cultural factors	.905	1.105

a. Dependent Variable: Women Leadership Success

Based on the above Table 4.12 output, collinearity statistics of VIF, obtained is between 1.034 and 1.447, meaning that the VIF value obtained is between 1 and 10 and it can be conclude that there is no multicollinearity symptoms.

4.6.1.4 Autocorrelation Test

After the test is completed multicollinearity it is important to examine whether there was a correlation between residuals by way of autocorrelation test. Durbin Watson statistics tests for autocorrelation value ranges from 0 to 4 and as a rule of thumb, the value should be between 1.5

and 2.5 to indicate independent of observations (Garson, G. David, 2010). Therefore, as shown in the result the Durbin Watson value 1.743 reveals that there is no autocorrelation and implies that independent of observation and the model is adequate.

4.6.3 Multiple Regression Result

In addition to the above factor analysis, a multiple regression method is also applied to empirically estimate the effect of those factors. The adjusted coefficient of determination (R^2) shows that the four factors explained approximately 60.1 % of the variation in women leadership success. This also indicates that the model is appropriate (Table 4.13).

Table 4.13: Model Summary Results

Model Summary									
Model	R	R Square	Adjusted R Square	SD	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.775 ^a	.601	.592	.4520800	.601	65.091	4	173	.000

a. Predictors: (Constant), Cultural factors, Socioeconomic factors, Individual factors, Organizational factors

R square shows the total effect of all independent variables on the dependent variable (women leadership success). The value of R square is 0.601. This value shows that 60.1% variance in women leadership success is due to change in all the independent variables and the remaining percent women leadership success is explained by other variables. Adjusted R square shows the overall strength of the model. The value of the adjusted R square is 59.2%. While, the remaining 40.8% are other factors which are not stated here in this research.

4.5.4 ANOVA Result

The above ANOVA table, demonstrations the overall model significance, and this board help us to make sure the above model (on model summary table) is statistically significant predictor of the outcome i.e. women leadership success and it is evidenced that the model is statistically predictor of women leadership success for the reason that the p value is less than .01 therefore, a significant amount of women leadership success is influenced by women leadership success dimensions which constitutes cultural factors, socioeconomic factors, individual factors,

organizational factors. Furthermore, it can be concluded as, the overall regression model is significant, $F= 65.091$, $p < .000$, $R^2= 13.303$ (i.e., the regression model is a good fit of the data).

Table 4.14: ANOVA Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	53.212	4	13.303	65.091	.000 ^b
Residual	35.357	173	.204		
Total	88.569	177			

a. Dependent Variable: Women Leadership Success

b. Predictors: (Constant), Cultural factors, Socioeconomic factors, Individual factors, Organizational factors

4.5.5 Coefficients Estimation Result

Table 4.15: Model Coefficients Estimation Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-3.248	.462		-7.025	.000
Socioeconomic factors	.183	.070	.128	2.597	.010
Organizational factors	.481	.084	.294	5.719	.000
Individual factors	.543	.081	.328	6.712	.000
Cultural factors	.746	.076	.494	9.780	.000

a. Dependent Variable: Women Leadership Success

Source: Own Survey, 2023

The values of the unstandardized Beta Coefficients (β) indicate the effects of each independent variable on dependent variable. Furthermore, the values of the unstandardized Beta Coefficients in the Beta column of the above Table 4.15 indicate which independent variable makes the strongest contribution to explain the dependent variable (women leadership success), when the variance explained by all other independent variables in the model is controlled. The t value and the sig (p) value indicate whether the independent variable is significantly contributing to the prediction of the dependent variable.

The results of multiple regressions, as presented in Table 4.15 above, revealed that organizational factors had a positive and significant effect on women leadership success in leadership with values ($\beta=0.481$, $t = 5.719$, $p < 0 .000$). The result is significant at 1 % level of significance. Thus, here also the beta coefficient implies that if the organizational factors like policy or implementation changes by 1 %, keeping the other variables constant its women leadership success will be increased by 48.1%. Therefore, organizational factors had a positive and significant effect on women leadership success.

The results of multiple regressions, as presented in table above, revealed that individual factors had a positive and significant effect on Women Manager Success with values ($\beta = 0.543$, $t = 6.712$, $p < 0.000$). The result is significant at 1 % level of significance. Thus, the variable has been accepted. In this case the beta coefficient describes that keeping the other variables constant, in this model a one % change in the overall individual factors, the consequence would be an increase in women leadership success by 54.3 %. This finding is supported by Kasier (2009) as he mention that “lack of self-awareness consider themselves to have low level of self-confidence which affect women participation from the leadership.

In addition, cultural factors has a positive and significant effect on women leadership success with values ($\beta = 0.746$, $t = 9.780$, $p < 0.000$). The result is significant at 1 % level of significance. Thus, the variable has been accepted. In this case the beta coefficient describes that keeping the other variables constant, in this model a 1 % change in the cultural factors, the consequence would be an increase in women leadership success by 74.6 %. In this respect, Meron (2003) finding support that cultural perceptions that say a women is less than men embodied in our culture that affect their exposure to the leadership.

With regard to sociocultural factors has a positive and significant effect on women leadership success with values ($\beta = 0.183$, $t = 2.597$, $p < 0.010$). The result is significant at 1 % level of significance. Thus, the variable has been accepted. In this case the beta coefficient describes that keeping the other variables constant, in this model a 1 % change in the cultural factors, the consequence would be an increase in women leadership success by 18.3 %. This finding is in line with Tomas (2018), women’s participation in leadership positions were influenced by leaders who are usually males, the working environment of the work is not conducive for women leaders,

the attitude of women toward themselves also have a problem they don't believe in their performance, culture of the society also doesn't support women leaders and tend to maintain male dominance in the leadership position.

Finally, the results of multiple regression analysis supported that the four constructed specific objectives have a positive and significant influence that each independent variable has on the dependent variable.

4.6. Summary of Interview Analysis

This interview analysis incorporates those who are working in the HR department of Nyala Insurance S.C and it is analyzed in the following ways:

1. What is the contribution of Nyala Insurance S.C to promote women to managerial positions and to make them successful?

The company has a policy, ethical code, and procedure to support women as a whole and to make the working environment suitable for them. However, the participation of women in leadership positions is 12.5% country-wide. Therefore, the company is working to give additional 5 points on the women's results while they compete for managerial positions. And it is considered as affirmative action to increase the participation of women managers in leadership positions. We are also preparing different short-term training to fill the gap identified on women managers after performance review to make them successful. Since Nyala Insurance S.C is a men-dominated company, The Company is also trying to give 50% Quetta for every position recruitment (new injection) to increase the number of women and increase the number of recommendations of women for the managerial/leadership position.

2. Do women managers are effective during leading the organization?

The participants responded that they couldn't generalize all in one category but based on the performance review in the last 2 quarters majority of the women managers are successful and meet the KPI and initial goals. Their qualities include: Their leadership style, multidimensional perspective towards difficult issues, decision making ability and creating an effective team. Whereas few of them have gaps in leading and making a decision so the company is working on filling their gaps by different training. And also,

Nyala Insurance S.C has a separate department, “women, children and youth affairs” which mainly works on empowering women and increasing their participation in leadership positions. They prepared different sessions with women in the company and worked on the challenges they had.

3. What is the attitude of the staff towards women managers?

There are many studies which support role expectations associated with gender and leadership. The same is true here in the case of Nyala Insurance S.C, most of the employees except men while talking to the manager/leader and there is a belief that women leaders are less effective and competitive than men. The women employees also have an unfavorable attitude to work with women managers. Therefore, it's expected that there is a tension between women managers and their subordinates since the attitude of the employees is not fully clear about them.

4. Do you think that the existing policy of Nyala Insurance S.C encourage the successful participation of women in managerial position?

There are few policies which support women managers to be successful such as giving training opportunities, and recommending more competent women to senior management positions but the company also believes the effort should be increased to make the available women managers successful.

5. Are there any encouraging conditions in the Nyala Insurance S.C to increase the success of Women managers?

Nyala Insurance S.C recently reestablished a separate Womenaffair units and it's now aggressively working to empower women and resolve the obstacles from being successful in leadership positions. And also there will be some new policies which will be ratified and implemented in the near future.

6. Are there any features that hinder women from being successful leaders in Nyala Insurance S.C?

The reason behind lower representation of women managers and their hindering factor for successful participation in Nyala Insurance S.Cis a combination of individual factors such as lack of interest (confidence) to hold managerial positions since they fear family-work balance and not willing to go out from the comfort zone. When a woman marries

and the family number grows, their responsibility and attention will be directed to their family. And its also observed that they are not willing to go out of their comfort zone. If they highly adapted their expert level of position, they might feel fear of having another challenge by being a leader.

The second reason is the organizational challenge. There are some gaps that the organization should be working on, such as mentorship/training and effectively implementing the policies of Nyala Insurance S.C has few policies to motivate women such as recommending women to leadership positions if they are eligible, encouraging them to apply on the internal vacancies for managerial positions, providing support to make them successful.

7. What are the main challenges that women face in this organization?

- Women managers doesn't have support network to help each other
- Some women managers have a confidence problem to hold/ stay in the managerial position
- Few men employees are not happy to work under women managers and they tried to cheat them, male employees also think women are not capable of operational type of management
- The company by itself doesn't trust women managers especially if the position is an operational type of management, since women managers are expected to stand by all day every day to respond to issues occurring. Most of women have a family they should take care of so they will lack extra commitment
- Few of women managers lack of effective communication skill, i.e., they don't know how to communicate with difficult employees
- The employee union does not support the ratification of 5-point affirmative action
- The women employees are also not support the affirmative action as expected.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

In this chapter of the study summary, conclusion and recommendations are presented. The purpose of this study was aimed to examine the factors affecting women leader success in leadership position in Nyala Insurance S.C, Addis Ababa region.

For this purpose the researcher able to collect 178 questionnaires from the total population and the collected inserted into SPSS. To achieve the objective of the research was applying both descriptive and explanatory analysis. Finding of the central question factors affecting the success of women in leadership positions were categorized under four major factors and the summary is drawn in the following ways:

- The age of the sampled respondents were dominated by the age group of 36 – 45 years old covering 57.3%. Besides, two third of the sample group is a first degree holder which accounted for 66.9% followed by Master's Degree 33.1%. Regarding to, the marital status of respondents, married managers are dominated which covers 71.3%. Moreover, most of the respondents (62.9%) were their monthly income is above 20,000 birr within the organization.
- The socioeconomic issues such as over burden in domestic responsibility have relatively high impact on Women Managers Success in Leadership Position. The remaining items are having medium and low mean value. With regard to the grand mean, the socioeconomic factors have moderate impact on women leader success with mean value of 3.18.
- Regarding the organizational factors respondents disagree on women benefits by the policy of equal employment opportunity to get managerial position in Nyala Insurance and the availability of a flexible way of working hour schedule if women manager needs. The grand mean also shows that there is high organizational impact on women leader success with mean value of 3.50.

- With regard to individual factors, self-awareness consider themselves to have low the level of self-confidence which affect women participation from the leadership. They also agreed on the overall gran mean also shows that individual factors have moderate impact on women leader success with mean value of 3.34.
- While cultural factor items have their own medium to near to high level influence on women managers success in leadership position in Nyala Insurance SC. The overall gran mean shows that cultural factors have high impact on women leader success with mean value of 3.56.
- In addition, the correlation coefficients analysis shows that except socioeconomic factor the remaining independent variables (cultural, organizational and individual) are positively and significantly ($P < 0.000$) correlated with the value of 0.746, 0.481, and 0.543, respectively. While socioeconomic is positively and significantly ($P < 0.010$) correlated with the value of 0.183

5.2 Conclusion

This study has noted and emphasized that, women participation in leadership position is critical for organizations in order to achieve their goals. The leadership positions in Nyala Insurance S.C are mainly dominated by male leaders and it is not attractive for women. The participation and involvement of women is insignificant. This low level of women's participation in leadership position affects women's life in general, because women's interest may not be reflected and addressed on decision making process of the patriarchal system. Democracy would be disrespect if half of the populations of country were left out and as a result of this losing half of the human resource is difficult to achieve the objective of the company.

The success of women in leadership position is attributed to different personal, socio-economic factors. The socio-cultural factors are the main hindering factors for women's success in leadership positions. According to the finding men employees prefer men than women for office leadership position, a belief that, it is difficult for women to lead male employee, women's lack of support from family (partner) & affects their success in leadership, and over burden in domestic responsibility

Even if Nyala Insurance support women managers to form a professional network in leadership. There are organizational gaps such as no favorable policy environment to promote women's leadership in Nyala Insurance, lack of mentors and support system for women managers which affects aspiration for leadership, and unavailability of equal employment opportunity to get managerial position in Nyala Insurance.

With regard to the individual factor, the finding shows that there is individual/personal problems within the organization such as women still acknowledge the world as masculine, women managers' shows poor risk taking of themselves, and women perceive themselves that they are confined at lower tasks under men.

Furthermore, the cultural factors are one of the factor for the success of women managers in leadership position the cultural attitude of the society such as society believe that leadership is assigned as the role of men, role of women's is limited to household management, cultural barriers for women's not being empowered, and religious related thought could have an impact on women empowerment towards managerial role are the major dominant factors in Nyala Insurance S.C.

5.3 Recommendation

Based on the finding and the conclusion of the study the following recommendations are forwarded for further solution:

- As the study shows employees prefer men than women for office leadership position, women's lack of support from family (partner) & affects their success in leadership, and over burden in domestic responsibility. The study also recommends to prepare a policy which focuses on how to balance family issues and adopted and fully implanted to guide employees on balancing work and family roles.
- One of the factor that affect women success is organizational factors, organizations should be encouraged to ensure the organizations culture in terms of mainly collaborative efforts towards developing strategies include female leadership. This will assist leaders to adopt behaviors that will enhance the organization's production and achieve its objectives. This is because when top management publicly advocate for the need for

gender diversity in their organizational leaders, more women are able to get to these positions without fear.

- At individual level long term strategies should be develop to avoid masculine problem, confident enough to make a decision, worry what other people think of them, sensitive for criticism, poor risk taking of themselves, perceive themselves that they are confined at lower tasks under men, fear of balancing professional work and family responsibility, and unable to communicate well and express their feelings.
- Cultural barriers or factors are the dominant factor for women success in their leadership position. To avoid this barrier Nyala Insurance S.C should implement continuous effort and awareness creation strategies to improve societal believe and to bring culture change. This will make women's as well as men's concerns and experiences an integral dimension in leadership success, the design, implementation, monitoring and evaluation of policies and programs in all political, economic and social spheres.

5.4 Implications for Further Research

During the time of the study, there were several aspects that could be investigated regarding the same problematic area. The aspects that should be considered for future research should be:

- Developing the same research by using more than one case study.
- Study the same research by comparing the genders, and using two case studies based on different genders.
- Study experienced barriers with female managers, and investigate if the barriers are the same in today's society, since there where limited research made in the area.
- Make a similar study based on an experiment instead of case study, and comparison should be made of the gender leadership styles.

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APPENDIX

St. Mary's University

MBA Program Business Administration

Determinants of Women's Leadership in Case of Nyala Insurance SC

Dear Participant

This Survey will be conducted by the students of St. Mary's University of Business Administration as a fulfillment of the MBA award. This study will be used to assess the factors that affect women managers' success in leadership practice and it has been approved by St. Mary's University and there is no risk associated with participating in this study. All the responses on this study will be recorded anonymously. I would greatly appreciate your participation in this survey and please help me by completing the questionnaire today.

Section 1: Demographic Background

Please kindly put (X) marks in the boxes under each question below.

1. Age

- | | | | |
|------------|--------------------------|------------|--------------------------|
| a) 25 - 35 | <input type="checkbox"/> | c) 46 – 55 | <input type="checkbox"/> |
| b) 36 – 45 | <input type="checkbox"/> | d) Over 55 | <input type="checkbox"/> |

2. Educational Level

- | | | | |
|----------------------|--------------------------|--------------------|--------------------------|
| a) Diploma | <input type="checkbox"/> | c) Master's Degree | <input type="checkbox"/> |
| b) Bachelor's Degree | <input type="checkbox"/> | d) Other, Specify | _____ |

3. Years of work experience

- | | | | |
|----------------------|--------------------------|--------------------------|--------------------------|
| a) Less than 5 years | <input type="checkbox"/> | c) 11 - 15years | <input type="checkbox"/> |
| b) 5 - 10 years | <input type="checkbox"/> | d) D. More than 15 years | <input type="checkbox"/> |

4. Marital status

- | | | | |
|------------|--------------------------|-------------|--------------------------|
| a) Single | <input type="checkbox"/> | c) Divorced | <input type="checkbox"/> |
| b) Married | <input type="checkbox"/> | d) Widowed | <input type="checkbox"/> |

5. Monthly Income

- a) 5000 – 10,000
- b) 10,001 – 15,000
- c) 15,001 – 20,000
- d) Above 20,001

Section 2: The assessment of factors that affect the success of women managers in Nyala Insurance. Please Tick (X) your answer in the appropriate boxes below.

NB: 1= strongly disagree, 2= disagree, 3 = neutral, 4= agree, 5= strongly agree

No	Socio- Economic Factor	1	2	3	4	5
1	I think men are considered as more intelligent than women in leading the office in Nyala Insurance					
2	I think men employees prefer men than women for office leadership position					
3	I think men and women are socialized differently to assume different roles (gender role socialization)					
4	There is a belief that, it is difficult for women to lead male employees					
5	I think women's lack of support from family (partner) & affects their success in leadership					
6	There is a belief that, women are not effective in maintaining office discipline					
7	There is equal opportunity for men and women managers in terms salary in Nyala Insurance					
8	I feel pressure from societal expectation					
9	I feel over burden in domestic responsibility					

No	Organizational Factor	1	2	3	4	5
1	There is no favorable policy environment to promote women's to leadership in Nyala Insurance					
2	There is lack of mentors and support system for women managers which affects aspiration for leadership					
3	Nyala Insurance support women managers to form a professional network in leadership					
4	Implementers of the policies are less committed in applying affirmative action in practice					
5	Implementers have minimal knowledge of policies that could empower women in affirmative action					
6	Women are benefited by the policy of equal employment opportunity to get managerial position in Nyala Insurance					
7	There is enough internal promotion opportunity (recommendation) to women in Nyala Insurance					
8	The work of women is less valued than the work of men managers in my organization					
9	There is a flexible way of working hour schedule if women manager needs					

No	Individual Factor	1	2	3	4	5
1	I think women still acknowledge the world as "masculine"					
2	I think women managers are not confident enough to make a decision					
3	I think women managers worry what other people think of them					
4	I think women managers are sensitive for criticism					
5	Women managers shows poor risk taking of themselves					
6	Women managers consider themselves to have lower level of acceptance than men managers					
7	Women perceive themselves that they are confined at lower tasks under men					

8	Women managers in fear of balancing professional work and family responsibility					
9	Women managers are unable to communicate well and express their feelings					

No	Cultural Factors	1	2	3	4	5
1	The society still believes women have less capacity for managerial positions					
2	The society believe that leadership is assigned as the role of men					
3	In the society the role of women's is limited to household management					
4	Our culture is a barrier for women's not being empowered					
5	Religious related thought could have an impact on women empowerment towards managerial role					

No	Women Managers Success in leadership position	1	2	3	4	5
1	Women's experiences and expectations as women and mothers, often make them better managers					
2	Women enter education with clear educational goals that stresses service, caring, and relationships					
3	Women managers are democratic and participatory style of leadership					
4	Women's decision-making leads to a greater sense of community and inclusiveness					
5	Women are more nurturing, less hierarchical and more consultative as administrators					

Section 3: General

1. The economic situation of the country hampers the participation of women in leadership
A. Yes B. No
2. Do you believe that the number of women in leadership positions at the Nyala Insurance is sufficient compared to men?
A. Yes B. No

Section 4: The below list of questions seeks the overall perception of the participants towards the factors that affect woman managers. Please write your point of view on the space provided

1. How do you express your company's women empowerment practice?

Do you believe that affirmative action has effectively been implemented to promote women and make them successful in managerial positions?

2. Do you think there is gender discrimination regarding promotion in Nyala Insurance?

3. Do you think the equal opportunity for leadership positions practically exists in the Nyala Insurance?

4. What is the main challenge you have experienced during your managerial experience?

****Thank You****

Interview questions

1. Do you recommend women to managerial positions? If not, why?
2. Do you think women who are in managerial positions are successful?
3. What is the contribution of your organization in promoting females to become leaders?
4. Do female leaders are effective while they lead organizations? If yes, how?
5. What is the attitude of your staff towards female principals?
6. What is your view about affirmative action to increase women's participation in leadership?
7. Do you think that the existing policies and organizational plans encourage the participation of women in Nyala Insurance leadership?
8. Are there any encouraging conditions that enable women to participate in Nyala Insurance administration effectively?
9. Are there any features that hinders women from being successful leaders?