Innovations

The Effect of Gender Stereotypes on Women in Leadership in Debre Tabor Zone: In the Case of some selected Institutions

Belete Atena Yalew

Debre Tabor University, Debre Tabor, Ethiopia

Abstract

Women in general, women leaders in particular face multi-faceted gender based problems. Women in leadership have faced gender based stereotypes which impact them while they exercise their leadership activities. Stereotypes and bias are among the leading obstacles to women's leadership. Both domestic responsibilities and contemporary workplace cultures impact women and men in the domain of leadership Thus the purpose of this study is to explore the effects of gender based stereotype on women in leadership in some selected institutions in south Gondar zone .In exploring, gender based effects of stereotype, qualitative research approach and case study design was used. Effects of personality based stereotypes and performance based and coping mechanisms were the objectives of the study. To address these objectives, interview and focus group discussion data collection techniques were employed. The sources of data were women leaders, colleagues and service users. The findings of the study have revealed that women leaders have faced effects of gender based stereotypes such as frustration, lack of confidence, fear of competition from their employees and coordinators; lack of sincere appreciation, communication barriers, and negative performance appraisals. To cope up these challenges, women leaders used existing opportunities, attending training and setting role models as coping mechanisms. Since there is a shortage of literatures on effects of gender based stereotypes on women in leadership position, this study can serve as the source for the educators, trainers and future researchers.

Keywords: Effect, Stereotype, Gender, Women, Leadership

Part I
Problem Statement

In every corner of the globe, there are stereotypes about every aspect of life, and can be pervasive in today's work environment (Flanagan, 2015). Throughout history there can be found customs and laws that embodied stereotypes against female leadership and most importantly religions impacted women in leadership (Christ, 2014 as cited in AAUW, 2016)). Gender, race, and age are often subject to stereotyping, and even positive stereotypes can be problematic in a way that the stereotype of women as nurturers can backfire when employers and peers expect women to take on caregiving responsibilities that are inappropriate or discriminatory in a work setting (AAUW, 2016). Considering attributes and abilities, there are two interrelated types of stereotypes such as descriptive and prescriptive which have negative or positive effects on women and men in leadership positions. In the view of the former one, women are stereotyped to have communal characteristics that highlight a concern for others, whereas men are thought to have "agentic"

characteristics (AAUW, 2016). Flanagan (2015) has also put that Women are taken for friendly, unselfish, considerate and emotionally expressive and men are described as they are independent, masterful, assertive and competent. The meta-analysis of 69 studies on stereotypes and leadership indicated that stereotypes about leadership is masculine with certain qualities such as independence, aggression, competitiveness, rationality, dominance, decisiveness, willingness to engage in conflict, and strength (Paustian, etal,2014).

Gender disparity in developing countries is much worse than the developed countries. Developing countries have certain characteristics and cultural beliefs that lead to the larger gender gaps (Jayachandran, 2014). Ethiopia, as a developing country, has developed constitution, national policy and proclamations that can treat equality of men and women. Problem of gender disparity however is still a persistent challenge in Ethiopia. Gender inequality are deep-rooted in the system and even in the minds of men and women that needs collective action to change the system and the attitude of men and women about the role of women in development (Mulugeta, 2016). Although, there are women encouraging articles of in the constitution, and mainstreaming policy, there are still gender stereotypes that can have effects on the performance ability of women in leadership positions that inspire the researcher to conduct this study.

Both domestic responsibilities and contemporary workplace cultures impact women and men in the domain of leadership. To eradicate gender-based problems and to secure women's advantage, Ethiopia has developed various provisions, policies and proclamations. For instance, article 25, article 35(3), article38, and article 42(1) of the constitution states about the equality of person before law; women's affirmative action; equality in employment and promotion; and equal payment for equal work respectively(FDRE House of Representative,1995). The Ethiopian Women's Policy was also issued in September 1993 with aim to provide women with holistic (economic, education and leadership) development strategies.

Despite the fact that there are the enactments of legal dispositions and Government policies concerning the empowerment and promotion of women, it is pointed out difficulties of gender inequality are deep rooted in the system and even in the minds of men and women (Mulugeta, 2016). For women in Ethiopia fraught with various daunting challenges, their issues and problems became the center of attentions, so that some researchers conducted different studies on the areas. For instance, Haregewoin and Emebet(2003) Studied on "Towards Gender equality in Ethiopia,' A profile on Gender relations" which has yielded the result that Ethiopia is a patriarchal "ruled by men" society that keeps women at a subordinate position, using religious and cultural modalities. Education Strategy Center (2015) also conducted a study on "Female Faculty on leadership in 13 Universities in Ethiopia": and the result indicated there was systemic gender imbalance in the study areas. Women were underrepresented in the universities, colleges and departments.

Previously done researches focused on barriers that hinder women empowerment; gender imbalance (why men out numbers women) in leadership position; legal loopholes and structural drawbacks that deter women from holding leadership position. Unlike other researches on women in Ethiopia, a step ahead, this study is about the effects of unseen and unsanctioned barriers which affect women in leadership in exercising leadership roles. Thus, the purpose of this study was to explore the effect of gender stereotype on women in leadership positions. To do so, the study focused on addressing the following questions.

1. What are the effects of personality-based stereotypes on women in leadership?
2. What are the effects of leadership performance- based stereotypes on women in leadership position?
3. What are the coping strategies of gender stereotype affected women in leadership position?

Part II

Research Methods

Research Design

To conduct this study, qualitative research approach was used. Because of its advantage of providing detailed description and analysis of the quality, this study preferred to use qualitative research approach. As this research was in need of exploring and in-depth understanding of the effect of gender stereotypes on women in leadership through making use of multiple data sources, case study design was best apt to acquire pertinent data that answers the research questions.

Sample Size and Sampling Techniques

To identify institutions and participants of the study, the researcher employed purposive sampling technique of non-probability sampling.The researcher identified institutions that have women in leadership positionsby setting inclusion criteria such as governmental institutions in which women are in leadership positions at least for the last one year. Based on the stated criteria of selection, the researcher identified South Gondar Zone Women and Child Affairs office; South Gondar Zone Labor and Social Affairs Office; South Gondar Zone prosperity party Office; FartaWoredaprosperity party Office; and FartaWoreda Women and children Affairs office; Debre town mayor office and DebreTabor town women and children office as target institutions for the study.

The participants for interview were purposively selected based on the researcher`s judgment and prior knowledge to get the required data. Thus, the researcher selected informants for interview purposively based on the assumption that when women office heads, deputy heads and focal persons working in their respective organizations provide profound and reliable data. For this reason, women office heads, deputy heads and focal persons totally one womenand one men who hold a leadership position in the target sectors of the study area took part for this study.In addition, two individuals, one from ZoLSA (Zonal Labor and Social Affairs Office) and one from women and children office were also participated in this research as key informants. The manager of the child and women affairs office was also participated in this research as a key informant since the issue of gender in general and women in leadership in particular is their direct concern. In addition to officers, other 4 individuals who have not hold any position has also participated in the interview process. Thus, a total of 12 (6 Female and 6 Male) participants were take part during the process of interview. For FGDs, 12 participants, from Debre Tabor town women and children affairs office, Fartadistrict prosperity party office, Fartadistrict women Affair office, Debre tabor tow mayor office. Other discussants were colleagues and service users who were four in number. In sum, in this research 28participants (4 key informants, 12 for interview and 12 for FGD) were involved.

Methods of Data Collection

Data collected through employing an in-depth interview, key informant interview and focus group discussions. In order to employ advantages of both structured and unstructured questions, semi-structured type of interview was utilized. Key informant interview was also used due to its advantage in helping the researcher understand the issue as explained by very experienced and knowledgeable individuals on the subject matter. The key informant interviewees were chosen due to their professional experiences or their prolonged services in relations to the issue understudy. Moreover, to triangulate ideas related to the subject under study, twoFocus Group Discussions (FGDs)were conducted separately. Two FGDs, each consists of six

members has been take part as a discussant were conducted. For FGDs, 12 participants from Court of Elders, FartaWoreda Teacher Association, FartaWoreda Civil servant, Fartaworeda Female Affair office, D/Tabor residents, and religious leaders selected through employing convenience-sampling techniques. These discussants were colleagues, service users, service providers, and community elders and religious leaders in Debre Tabor town.

Data Analysis

With the intent of making the collected data prolific, the researcher analyzed the collected information in a proper manner by using thematic analysis method. The researcher transcribed recorded data carefully without changing the meanings of respondents' words and eliminating components of stories. While analyzing, the focus of the researcher was finding patterns among the collected stories and identifying the shared and unique experiences of respondents. Hence, the researcher organized related segments of data into categories; generated a description of the context; identified key themes; created connection between different themes; and interpreted the larger meaning of the data without altering the meanings.In working with interviews, the researcher collected data, transcribed the data, identified themes, developed a coding scheme, coded the data and organized the data into the same topic or theme for analysis. Data collected via FGD also followed the same steps for triangulation and data enrichment.

Validity and Reliability of Instruments

In this qualitative research, to ensure the trustworthiness of the data the researcher addressed the issue of dependability, credibility, transferability andconformability. To meet the aforementioned mechanisms of data quality assurance the researcher employed the following strategies.

First, to ensure the reliability of this study the researcher engaged in the research site for a prolonged time, adapted Well-established research methods provide thick description of the issue under scrutiny and used peer debriefing and triangulation of data from multiple sources and multiple methods. Where as to ensure transferability of the study,the researcher selected participants of the research purposively and provide thick descriptions about the case under investigation to help readers to make their own decisions towards the transferability of findings for other cases and situations.

Moreover, to make the findings of this study dependable,the researcherhas gone through the entire process of research carefully and the findings, interpretations and recommendations stick to the voice of informants. Conformability also plays an equally important role in ensuring the trustworthiness of qualitative data. To do this, the researcher triangulated the data from multiple sources and multiple methods. On the other hand, by giving a detail methodological brief the conformability of the data was ensured.

3.8. Ethical Issues

The researcher informed the study participants about the purpose of the research they are being asked to participate clearly and honestly. To ensure the degree of confidentiality, names of the participants is changed by pseudonyms. Pseudonyms are used to conceal the identity of participants and to protect their privacy.

Part III

Findings of the Study

This chapter presents analysis of data obtained from the participants of the study. The chapter is about presentation of description and interpretation of data gathered during interview and FGD.

1.1. Profiles of Study Participants

This section discusses the profiles of study participants. It is about distribution of demographic characteristics of interviewees and discussants by their sex, age, marital status, educational level and work experience.

Demographic characteristics	Category	Interviewees	Focus group discussants	Total
Sex		4	4	8
	Female	2	1	3
	Male	4	1	5
		6	6	12
	Total	16	12	28
Age	Above 18			
Marital status	Married	7	8	
	Unmarried	3	4	
	Divorced	3	1	
	Widowed	1	0	
	Widower	0	1	
Educational status	Student	1		
	Illiterate (service users)	1	3	4
	Degree	12	8	20
	Second degree	3	1	4
Work experience	Null	2	3	5
	1 -10	4	3	7
	11 -20	3	1	4
	21 – 30	8	4	12

Source: interview and FGD sessions

As it is illustrated in the table above, five female officers participated in the study. These women leaders are coded as WLi1, WLi2, WLi3, WLd4 and WLd5 in which WLI stands for women leader participated in interview and WLD for women leader participated in focus group discussion. Among five women leaders, three were interviewees and the remaining two were group discussants. In addition, four men officers were participated both in the interview and focus group discussion. These people are coded as MLI1, MLI2 (interviewed men leaders), MLD3, and MLD4 (men leader discussants). Besides, others such as ten employees from the selected

institutions and five service receivers participated in this study. Employees are coded as IE (interviewed employees) and ED (employee discussants) and service receivers as ISR (Interviewed Service Receivers). Simply put, five women leaders, four men leaders, ten employees and five service receivers, in sum 28 participants involved in this research.

Effects of personality-based stereotypes on women in leadership
The widespread attitudes people have about women in leadership positions are a perception with called stereotypes. Moreover, any society has religious and cultural settings in which women are treated in different ways, mainly a society who with patriarchal culture has a negative impact on women. Women at different stages of their life face multi-faceted challenges because they are female. This woman –men stratification culture extends to affect women in leadership position. It is believed that women are much less likely than men to be considered leaders. This stereotypical belief impacted in a way that it deteriorates the spirit of leadership courage.

Frustration
Frustrations that get arise from personality-based stereotypes importantly affect the women to run programs and discharge responsibilities. Stereotype based on in born and learned traits of women creates frustration on women.

The finding indicated that personalities of women such being considerate, courteous, kind, emotionally expressive, helpful and nurturing cannot be taken positively rather they are taken for the demonstration of weakness. For instance, WLI2 stated that "the proverb, 'men venture outside but women remain in the household' still exists in the minds of some people. The quality, venturing outside is given to men and the quality, nurturing in the house is given to women. Surprisingly, our positive qualities are interpreted in way that affects our mind make up".(Interview, March 5, 2022). In this regard, Heilman(2012) pointed out that gender is always subject to stereotyping and even positive stereotypes of a women is a problematic. For instance, a stereotype of a woman as nurtures can backfire when employers and peers expect to take on care giving responsibilities that are inappropriate and discriminatory in work setting.

In addition, MLI2 stated, "it is my personal belief that personal qualities of most women are not relevant to be effective leader. Leader must not be kind, and courteous rather he/she must be resolute" (interview, March5, 2022). As it is pointed out here the attitude of people challenged the leadership exercise of women. Men rated women down and rated themselves up which tried to deprive their confidence to perform activities. Another women leader put that pejorative words forwarded against women hurt women in leadership like me. Words can hurt as weapons. Not men but also women themselves rated women as less powerful in impressing and influencing people which creates frustration and in turn lead to failure"(interview, march 15, 2022). This added to the literature that stereotypes and bias affect how we see ourselves, as well as how we see others. For example, there is a self-confidence gap between women and men in leadership (Schuh et al., 2014). AAUW (2016) also indicated that men stereotype women can hold stereotypes against women. Moreover, it is the case that in the domain of leadership, stereotype-based expectations of inferiority can be psychologically burdensome for women and can contribute to their frustration (Hoyt & Murph, 2016). The implication is men are not alone in these stereotypes on women in leadership positions and gender stereotype affected women in leadership encountered with frustration and disappointment which shackled them from achieving goals and building relationships. In essence, personality based stereotype put women in leadership on frustration- frustration of having no acceptance, frustration of lacking support, frustration of failing to reach objectives and goals of the institution they led. The frustration however hindered the affected women from achieving the desired objectives and reaching the set goals.

The issue why personality-based stereotypes affect women in leadership was discussed in the discussion session. One of employed discussants (ED) explained that women in leadership hardly enjoy their status and privilege, because they feel sense of dishonored and fear of attracting people towards them through their speech and action. Another ED also added the reason why women in leadership suffer from lack of confidence but frustration is fear of competition from their employees and coordinators; lack of sincere appreciation. Moreover, when workers show unwillingness to render humble service to service users because of lack of good work ethics, women in leadership thought that workers acted wrongly because the leader is female. This point indicated that when problem occurs, women in leadership associated with their personal qualities and feels intemperate. A female leader participated in FGD delineated that:

> There are times when people cooperate and work together to achieve common goals and there are times when people come to compete for positions and status. It is the fact that when leader lacks cooperation and coordination and find organizing people difficult, she might frustrate and it is more annoying when it is because of the leader is female; the leader is kind, the leader is considerate. (FGD, March 21,2022).

Though frustration of women in leadership emanated from self-expectation and expectation of others as it is explained above, there is an explanation that runs counter to this. A woman leader took part in FGD aggressively expressed that "who has given a masculine trait to leadership? We women can develop traits such as aggression, decisiveness, and willingness to engage in conflicts which are not uniquely available to white men" *(FGD, March 25, 2022).* There is the result of another research which runs counter to the idea forwarded by the woman. Female leaders often find themselves in a double bind which means highly communal women are criticized for being deficient leaders, and highly "agentic" (aggressive, decisive and resolute) women experience backlash for not being female enough. In any case, whether or not women in leadership accustom to the traits of men or hold their own communal quality, they are subject to stereotype which results in frustration.

In nutshell, the result of this study yielded that against the expectation of people, women in leadership expect something good to happen and it does not happen, they feel disappointment and worry. They see themselves fail and embarrassed. When gender stereotyping activities (such as besmirching, teasing, screaming, sometimes taunting from higher government officers, lack of cooperation and coordination as the result of being female and having communal traits) hammered women to freely exercise their leadership position and hampered them from goals. Hence, they entangled in frustration because it is the fact that when people seem to have problem with achieving goals and building relationships, they feel personal frustration. Unless this frustration treated well, it in turn turns out to be a stumbling block to be successful in running a given responsibilities.

Communication barriers

It is the case that communication is a significant part of a leader's job. In a workplace, the development of good interpersonal communication skills is an important key to success. To build the competence and commitment of employees, a leader has to communicate effectively. Through effective communication, a leader can mobilize the employees behind an institution's vision and inspire a conscious and concerted team effort to attain the vision (Center for good governance, 2001). Contrary to this truth, women leaders under this study face communication barriers as the result of gender stereotypical interactions. Four employee participants indicated idea that women leaders, be in higher or middle or low level of leadership share one common behavior that is they are not well communicant. The mentioned reason for this is that since women leader lack confidence and fail in frustration as the result of personality based

stereotypical influence. This in turn leads them to communication barriers. In addition to this, WLD3 mentioned the reason for women leaders facing communication barriers. She said,

> We are leading two institutions, public institution and family. We have no outside social interaction exposure since our life is from house to work and from work to house. But men have access to building relation outside work place, in coffee house, beer grocery, at church and in any social setting. Unlike women leaders, men leaders contact individuals or groups somewhere outside work place and discuss institutional and social relation issues that can lubricate the communication chains. It is not linguistic intelligence; it is not the ability to use words that can make a difference between men and women on communication but personal, institutional and social factors (FGD, March 25, 2022).

As it is indicated above there are various factors for women leaders to entangle with communication barriers. Accomplishing double leadership that is family and institution; social judgment that is women are criticized for attending coffee house and beer grocery or any social setting outside of office to develop rapport and build relationships. In line with this, there are other research findings. A research pointed out that an access to influential networks is critical to moving up the leadership hierarchy and the social capital gained from networking with influential leaders is even more important for advancement than job performance (Eagly&Carli, 2007). UNDP (2013) also indicated that women with substantial family responsibilities may have limited time for building professional networks or socializing with colleagues outside of work.

In FGD, one of the employ participants raised the idea that women leaders encounter with communication barrier. It is because they are emotional and straightforward. They forwarded what they feel and expressed every little in front of employees rather than influencing and sharing vision of the institution with workers. A women leader participated in the discussion provided an expression which runs counter to the above-mentioned idea. She said, "in fact we women leaders have communication barriers. We faced communication difficulty not because we lack emotional intelligence, not able to control our emotion but because we have no platforms to sell ourselves that means to uncover out potentials to others except formal meetings"(FGD, March 21,2019).

Simply put, though ability to effectively communicate with other people is an important skill to understand each other, learn to like each other, influence one another, build trust, and to learn more about themselves and how people perceive them, women leaders under lack effective communication skill which is an overall effect of stereotypical view of others. In addition to stereotypical view of others, the way women carry themselves in public is distorted. As the result of social and institutional world view, women leaders have disturbed behavior and threated attitude to advance their communication skill and build their relation outside family and institution. The study indicated that the social environment in the study area does not allow women leaders to strengthen their communication with concerned bodies that precluded them from exercising effective leadership.

Negative performance appraisal

It is true that negative stereotypes affect individuals' performance when they attempt difficult tasks in the domains in which they are negatively stereotyped. The study revealed that women leaders encounter with role-based stereotype which affect their performance in leadership. In this regard, two women leaders reflected the idea that there is negative performance appraisal blindly forwarded from others mainly from workers simply because the leader is a female. Another women leader participated in FGD put the following.

There is a negative performance appraisal about a leader. No matter a leader is female or male, there is negative performance judgment. The major reason for this negative performance appraisal about a leader in a position is self-interest. Workers and service receivers have different appeals and complain whether or not the complaint is right. When their appeal and complain are wrong and failed to get what they wrongly want to get and they started forwarding negative gauging on a leader.(FGD, March 25,2022).

Pertaining to this, previous studies discussed that because of stereotypes, people portray women as less capable leaders than men. Female leaders are likely be refused by persons with traditional gender role attitudes, preferring women to be housewives and mothers (Pounder & Coleman, 200). Moreover, one of the employee discussants expressed that women in leadership are ineffective leaders since they pass delayed decision due to lack of confidence and self-reliance. Women are not independent. They completely depend on higher officials. Women leaders have no their won stand on certain issues of the institution. They have been waiting for the saying of higher men leaders to accomplish something small. With this respect, another study articulated that only inexperienced leaders take on every decision no matter how small and as one of principles of decision making, it is prescribed as "act swiftly and communicate the correct facts since to wait for all information to be complete before making a decision risks losing valuable opportunities (OBI&AGWU, 2017). Thus, it is possible to draw that women leader, who emphasized on ever little and are delayers in making decision, violated some principles of decision making though there are factors contributing for their inability to do so. The major problem however is that putting the contributing factors aside and appraising women leaders negatively is nothing rather than stereotypical one.

One of the service receivers also mentioned that at the household level women have low decision-making powers even to access health services, to use family planning and make household purchases. Thus, accustoming to this habit deters women leaders from passing timely and critical decision. There was a counter expression raised by women leader discussant. The women said "it is easier to say than to do. It is simple to talk but daunting to pass decision. Unable to make timely and critical decision is not limited only to women leaders but also men leaders". This that women are not timely and critical decision makers can be taken as negative performance appraisal of women leader. The idea passing decision is easy to understand but difficult to put into practice. Many including men leaders got difficulty to make critical decisions.

Despite the fact that gender may play a critical role in self-ratings of performance in work settings, such that men may see themselves as more suited for and effective in leadership roles than women may consider themselves to be(Paustian, Walker &. Woehr, 2014), women leaders under this study rated themselves as they are more effective. As the matter of fact, they rated themselves good in leadership, they pointed out that there is negative performance appraisal on them as the result of gender-based stereotype. There is a study that indicated the challenges to women's participation in decision making. For instance a study conducted in Debre-Tabor City Administration has yielded that women's participation in decision making on agricultural, economical, educational and leadership affairs is low because of cultural beliefs, illiteracy and low level of education, economic and financial problems, religion, nature, household activities, negative perception of the society, men oppression and chauvinism, lack of confidence and interest among women and weak bureaucracy (Agenagn,2011). In part 4.2.1 of this study, it is indicated that women leaders faced frustration and lack of confidence due to stereotypical outlook of others. Facing frustration and lack of confidence leads to facing a difficulty in decision making with its spillover effect of facing negative performance appraisal.

According to congruity theory, when women occupy leadership passion, they likely encounter more disapproval than men due to perceived gender roles (Michel, 2018). There is incongruity between the characteristics of women and requirements of leadership roles (Crowford, 2014). It is because stereotypically

male leaders are characterized as independent decision makers, competitive, rational, and decisive, agentic and determinant which are requirements to be a leader and these qualities are uniquely available to men (AAUW, 2016).

In nutshell, as it is explained by study participants and discussed above, because of gender based stereotype and other concomitant challenges, women leaders face negative performance appraisal.

Coping mechanisms

Women leaders devised schemes to cope with challenges they face because of gender based stereotype. Women leaders in the study area were fraught effects of gender based on stereotypical worldview. This study came up with some coping mechanisms those women leaders under the study use in order to fight against leadership powerful obstacles occur because of gender stereotype. It is pointed out that the leadership gender stereotype is not a new problem, and efforts to fix it are not new either (AAUW, 2016). Accordingly, the study participants explained the following coping mechanisms.

Using the existing opportunities effectively

Women leader participants listed out opportunities such as international law and convention, constitutional and different legal orientation, packages, programs, policies and initiatives, different governmental structure of women, training and awareness. One women leader said, "Although the main source of gender-based stereotype is the traditional patriarchal culture of Ethiopia, there are designed strategies in order to address the gender related problems and empower women to fit to different positions"(Interview, March 16 2019). Thus, capitalizing on the advantage of existing pro women opportunities are one of coping mechanisms used by women in leadership position.

Attending training and Setting Role model

It is the case that developing the cutting-edge knowledge of leadership is can be acquired by developing training programs. In this regard, women leader participants take consistently attending different women empowerment and leadership trainings as coping mechanisms against a backlash they face while they lead institutions. Women leader participated in FGD stated that:

> Attending various trainings exposed us to various knowledge and skills. I personally got important information on various types of leadership styles, qualities of good leaders, nature and behaviors of various followers. Attending such trainings help me develop personal, professional and leadership skills which equip with confidence (FGD, March 21, 2022).

Participants delineated that attending the trainings on leadership helped to be aware on how to be up against the reaction of social systems, cultural, structural, formal and informal systems of an organization as well as the separated and integrated field of leadership and management. Simply put, as to participants, trainings provide sufficient information on how to lead at different levels and that information induced them with

confidence which is the springboard to defend stereotypical worldview and its effects on women in leadership position.

Apart from training, getting in touch with mentor and setting effective women leader as role model is another mechanism used to cope with monolithic image of masculine leaders. The study indicated that exposure and get in contact with successful women leaders as role models is a helpful mechanism to imprint the spirit of courage in wrestling with glass ceiling on women in leadership position and improve their leadership abilities. An interviewed woman said, "Sharing the benefit of experience and insight from women (leaders with some experience and skills in the field of leadership and willing to transmit these experiences and skills to us)". This implies that using mentoring as coping mechanism help and support women leaders under this study to maximize their potential and develop their skills and then improve their leadership performance.

Moreover, setting a painstaking female leader as role model played an important coping role. Participants mentioned that tracing the footprint of empress Tayitu and today's Ethiopian president Sahile work Zewudie encouraged them to be confident and effective leaders.

Simply put, using pro women encouragement principles, programs and proclamations; attending trainings; assessing and accessing mentors and setting role models are used to cope with gender-based stereotypes on women in leadership position.

Conclusion

The findings showed that gender stereotypes have profound negative effects on women leadership. Women on leadership are experienced both personal and performance challenges on the position and responsibilities they hold in different organizations. Due to personality-based stereotypes, women on leadership are exposed to frustration and communication barriers. Their frustrations are developed from both self-perception and personality perception of others. Similarly, their frustration, low self-confidence, double leadership and, emotional and straightforward nature of behavior limits women communication networks which in return challenges communication of women on leadership. Moreover, genderstereotypes result a negative performance appraisal towards women in leadership. Women in leadership are considered as incapable, dependent, indecisive, irrational and incompetent as compared to men leaders. From this all, it is possible to deduce that gender-based stereotypes limits the performance of women in leadership, challenges them from discharging their responsibilities effectively, and devalued their efforts and contributions on delivering services for customers. This study also confirmed that to cope up the problems they are facing with, women leaders engaged on frequent leadership trainings and set effective women leader as a role model. This is to mean that, although gender-based stereotypes affect women leaders negatively they did not sit back and relax. Women leaders make various efforts to discharge their responsibilities and minimize work barriers emanated from gender-based stereotypes.

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