



COLLAGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

FACTORS AFFECTING WOMEN'S PARTICIPATION ON LEADERSHIP: THE CASE OF BENCH SHEKO AND SHEKA ZONE

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Submitted to Collage of Business and Economics, Mizan Tepi University

June 2023

Mizan Aman, Ethiopia

ACKNOWLEDGMENTS

First and foremost, I praise the Almighty God, for keeping me from all possible danger, guiding and helping me to be healthy throughout all the study time.

I am thankful to Mizan Tepi University for providing letter of cooperation during my research work and I would also like to extend my thanks to the college of business and economics and Mizan Tepi university research and community service vice president for the financial support and encouragement sure without that the study would not have been realized.

Finally, my deepest gratitude goes to Bench Sheko and Sheka Zone civil servant who participated in providing data for this study.

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LIST OF ACRONYMS

AIDS-----Acquired Immune-Deficiency Syndrome.

CEDAW-----Convention on Elimination of All Forms of Discrimination against Women.

CSA-----Central Statistics Agency.

CSRP-----Civil Service Reform Program.

EFSA-----Ethiopian Female Students Associations

EPRDF-----Ethiopia People Revolutionary Democratic Front

EWVA-----Ethiopian Women’s Welfare Association

FCSC-----Federal Civil Service Commission

EFDRE-----Federal Democratic Republic of Ethiopia

FGD-----Focus Group Discussion

GGG-----Global Gender Gap

HIV-----Human Immunodeficiency Virus

ICCPR-----International Covenant on Civil and Political Right

MWA-----Minister of Women Affairs

PASDEP-----Plan for Accelerated and Sustained Development to End Poverty

SDG-----Sustainable Development Goal

UDHR-----Universal Declaration on Human Rights

UNDP-----United Nation Development Program

WCYA-----Women, Children and youth Affairs.

ABSTRACT

The main aim of this study was to investigate the major factors that affecting women participation on leadership position in the case of Bench Sheko and Sheka Zone. The objective of the study was to access the factors that affecting women participation on leadership position in the case of Bench Sheko and Sheka Zone. To achieve this objective, descriptive survey design was used which was supplemented by both quantitative and qualitative data. The study was carried out in Bench Sheko and Sheka Zone; the target population of the study was employees existing in Bench Sheko and Sheka Zone. The sample size of the respondents was 186. Sampling technique of the study was probability sampling specifically simple random sampling the method of data collection was through survey method and the tools are, questionnaire interview and focus group discussion (FGD). The data obtained through questionnaire was analyzed quantitatively using descriptive, inferential statistical were used to analyze using SPSS version 20, while data obtained through interview and focus group discussion (FGD) were analyzed qualitatively. The major findings of the study are leadership positions in Bench Sheko and Sheka zone are mainly dominated by male leaders and it is not attractive for women. Low participation of women in leadership position is attributed to different personal, socio cultural and institutional factors. It was also found that socio-cultural belief and practices; family and home responsibility as well as institutional factor affected women's participation in leadership. The overall recommendation of the study was to improve women's hope, awareness creation program and bringing perceptual and attitudinal changes in all men and women should be conduct through providing training, workshops and experience sharing.

Keywords/ Phrases: Women participation, Culture, Education, Leadership position, Strategies to enhance women participation.

CHAPTER ONE

1.1. Background of the study

Women represent more than half of the world population and therefore; it is only fair that they should have equal participation and representation in world democracies. Their contribution to the social and economic development of societies is also more than half as compared to that of men by desirable quality of their dual roles in the productive and reproductive spheres (UNDP, 2015). The presence of women in leadership position worldwide brings development, and ensures social justice through gender equality at leadership and decision making levels (Panigrahi, 2013). It was believed that women's equal participation in decision making is not only a demand for simple justice or democracy but can also be seen as a necessary condition for women's interests to be taken into consideration (Report of expert meeting group,2010). Ensuring women involvement and representing them in leadership across sectors and throughout all government services is essential to build good governance, transparency, accountability and to improve the quality of women's life (UN Global Compact,2011). According to Nigist (2008), equal participation of women in leadership and decision making plays a crucial role in the advancement of women and without the active participation of women and the incorporation of women's perspectives at all levels of decision making, the goal of equality, development, and good governance can't be achieved.

Women's various discriminations and less participation in any sector of development is an agenda of every country. According to UN (1995) equality between men and women is a matter of human right and a condition for social justice, and basic pre-requisite for democracy, development, peace and good governance.

Similarly, the United Nations economic commission for Africa (2013) asserts that women's equal participation is a necessary condition for the interest of women and girls to be taken into account and is needed in order to strengthen democracy, good governance and promote sustainable development. In line with this Eugenia (2010) stated that more women we will have in leadership and management positions in the world, the more stable and dependable world will have.

Ensuring gender equality is a must to have sustainable development and avoid social inequity. As a result, the issue of gender equality as a central feature of all aspects of everyday life and society has become more and more widespread. Over the decades, issues concerning women have taken

new dimensions and received varied treatments by the United Nations and its specialized agencies. The principle of equality of men and women was first recognized in 1945 in the United Nations Charter, and subsequently in the Universal Declaration of Human Rights (1948). Among the influential amendments made so far, the Beijing Platform for Action (BPA 1995) is the most notable. Gojjam Ademe and Manjit Singh (2015) noted that the UN Fourth World Conference on Women in 1995 best recognized the key condition for women's empowerment.

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". Both strategies are proposed to be addressed by governments, national bodies, the private sector, political parties, trade unions, employers' organizations, research and academic institutions, sub-regional and regional bodies, and non-governmental and international organizations (Ibid).

Women represent half of the Ethiopian population, women's low participation in leadership and decision making is not only burning issue of Ethiopia but also a worldwide concern, therefore, any political, economic and social activity that doesn't participate and advantage women cannot be fruitful for the reason that such activity is based on half the manpower, half the knowledge, half the effort, etc....of that which is available in the country. However, Women's right to equal participation and benefits, with men, can't be seen separately from the overall economic and political improvement in society, it is a well-known fact that women's rights need special attention in the change process (WCYA, 2013).

The Ethiopian government has committed itself to various national, regional, and international initiatives to eliminate gender-based disparity in various sectors by introducing various policy directions and institutionalizing ministerial offices. To cite few examples, the establishment of the Ministry of Women's Affairs, its commitment on Millennium Development Goals, Plan for Accelerated and Sustained Development to End Poverty (PASDEP) the Gender Mainstreaming Guidelines, and the various affirmative actions taken in education and employment process. One of the major goals of the Sustainable Development Goals (SDGs) also focuses on gender equality

with the target of eliminating gender disparity in education, employment, and political participation by 2015 (Teklu, 2013).

Women experience lower socio-economic condition in general and hence is marginalized from making decisions at all levels. On the other hand, women are poor in terms of access to resources, services and employment. They are underrepresented in the formal sector of employment (Hora, 2014). Therefore, the study was examined to show the factors affecting women participation on leadership position.

As a data from Bench Sheko and Sheka Zone public service and human resource office (2019) shows that out of 72 leadership position of council members' women leader are only 17 and the rest 55 leaders were men in Bench Sheko and out of 72 leadership position of Council members women leader are only 15 and the rest 57 in Sheka Zone. It implies that a women leader is only 23.6% and the rest 76.3 percent is male in Bench Sheko and 22.2% Female and 77.8 is male in Sheka Zone.

1.2. Statement of the problem

According to Derebissa (as cited sinknesh 2014) the status of women in Ethiopia cannot entirely be divorced from that of their counterparts elsewhere in the world. Like other women elsewhere, women in Ethiopian communities are the victims of “patriarchal marginalization” promoted by the culturally biased communities. Furthermore, the status of women in Ethiopia is more complicated by the prevalent circumstances. Women in Ethiopia are more disadvantaged and deprived than their counterparts in the developed countries who are well off; although they are also relatively disadvantaged. The common ground here is the male dominance multifaceted which is fed by women taking the subordinate role.

Due to prevalent gender discrimination and inequality, women have been deprived of their human rights and have been alienated from economic, social and political affairs and their participation and benefit remained very low in development initiatives (Ministry of Federal affairs 2012). The role of women in development especially in developing countries is usually ignored and underestimated. They are in disadvantaged position in terms of participation. Moreover, Davies and Guna wardena (1992) pointed out that “women are constrained by certain attitudes in their societies that regarded them as inferior and being suited only to housekeeping, child rearing, cooking and serving their husbands”.

Globally, many of interventions have been done to achieve women's participation in leadership position. Examples interventions are included international instruments, agreement and covenants. This includes Universal Declaration on Human Rights, the International Covenant on Civil and Political rights and the Beijing Platform for Action (Cool, 2010). Internationally, the political participation of women in political leadership is low. The global average of women parliamentarians is 25.8 percent (UNDP, 2017). It falls below 30 percent target that was to be achieved by 2005. This target was set in the 1995 Beijing Platform for action (Awour,2012). The Beijing platform for action, UN (1995) also argued that the presence of women in strategic positions is necessarily condition for women's interest to be taken into account, besides, women's visibility in decision making structures of all levels is provided to be powerful tool for changing societal stereotypes and creating role models who can be served as impetus for transformation towards gender equality (Genovese, 1993).

Ethiopia is one of the countries which signed the international affirming the legal rights and equality of men and women. In addition to this it has incorporated such a point in the constitution in Article (9) sub article 4 which states that "All international agreements ratified by Ethiopia are an integral part of the law of the land" (constitution of the FDRE, 1995). Ethiopia government has been committed itself to various international, national and regional, initiatives to eliminate gender-based disparity in various sectors by introducing various policy directions and institutionalizing ministerial offices. However, the percentage of female members in Ethiopia parliament is only 26 percent in 2014(UNDP, 2017). With regard to leadership and decision making, in the same year, women representation is 13 percent at ministerial, 25 percent at commissioner and 12.7 percent at ambassador level (Bizuneh, 2016). The Global Gender Gap Report (2014) ranks Ethiopia as 121among 134 countries in terms of the magnitude and scope of gender-based disparities.

Several studies had been done on the area of women's participation in the leadership position for instance; Dereje (2013) examined women's participation in educational leadership in high schools in Addis Ababa city administration. He reported that, bias within the process of recruitment and selection, educational background and early gender socialization are leading them for not desire to join leadership positions. Emebet (2014) had studied about Women's Participation in Educational Leadership in government and private secondary schools of Addis Ababa city

administration. Laliftu (2014) also reported on Female Participation in Educational Leadership in secondary schools of Ilu Aba Bora zone. They both reported that, there are generally two factors namely; individual and socio-structural factors that are affect female teachers, involvement in educational leadership positions. Abebayehu (1995) conducted a research on “women’s participation in Administration of Ethiopia” Among other things, Abebeyew found that “women had a low level of aspiration to leadership positions”. Another study also conducted by Birhanu (2011), entitled “women’s participation in leadership in the case of Tigray region”. His finding revealed that women’s lack of confidence and interest to hold leadership positions were among the main factors for their under representation. Both studies suggested further research at regional level for examining the reasons behind under representation of women in leadership positions, even though they have seen the factors that influence at national and regional level.

The study also conducted only in specific urban areas (such as Harar, Bahirdar, Hawassa and Addis Ababa as a sample. Previous studies conducted; at national, at regional level, but not at grass root level, the factors that influence women participation in leadership position at grass root level or district level may vary from area to area and large city to small town. The other concentration; earlier researchers were conducted on addressing specific factors that influence women participation on leadership position. But, this study tried to include the socio-cultural factor, institutional factors and personal factors that influence women participation on leadership position. Prior researchers analyzed their data by using only descriptive statistics and did not analyze by using different models but the researcher was analyzed data by using models. The other is the previous researchers were identified only factors influence women participation on leadership position, they do not show which factors strongly influence among those factors, but the study was prioritize among the factors influence women participation on leadership position strongly. In addition, no study was made on this topic in Bench Sheko and Sheka Zone as far as the researcher knowledge; due to this reason the researcher feels there is a gap that needs to review. That is why the researcher had initiated to conduct this study on the specific area. Therefore, this study tried to assess the current status and determinants of women participation in leadership position in Bench Sheko and Sheka Zone. It is with this in mind that the study was planned to fill the literature gap.

1.3. Research objectives

1.3.1. General objectives

The main objective of this study was to assess factors that affecting women participation on leadership position in Bench Sheko and Sheka Zone.

1.3.2. Specific objectives

- ✚ To describe the current status of women on leadership position in the Bench Sheko and Sheka Zone.
- ✚ To identify the factors affect women participation on leadership position in Bench Sheko and Sheka Zone.
- ✚ To examine strategies enhancing women to leadership position in Bench Sheko and Sheka Zone.

1.4. Research questions

The research was conducted to investigate and answer the following main research questions.

- ✚ What is the status of women in leadership position in Bench Sheko and Sheka Zone?
- ✚ What are the factors that hinder women participation in leadership position in Bench Sheko and Sheka zone?
- ✚ What strategies government sectors use to enhance the participation of women in leadership position in Bench Sheko and Sheka Zone?

1.5. Significance of the study

The study focuses on the factors of women participation in leadership position in Bench Sheko and Sheka Zone. Thus, it provides useful information to research area administrative office that appoints and deploys leaders. Furthermore, it was also help to create awareness for women participation towards leadership position. The study was also help women affairs office to scale up the experience found for further investigation.

The significance of this study lies in its ability to show the actual representation of women in leadership position and the factors that affect women's participation from leadership position in the study area.

The suggestions from the study was serve as an input for policy makers be lead to policy makers and implementation of affirmative action policies that could enhance women's participation in leadership position.

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

Finally, the study was add new knowledge to the existing literature on women in leadership and was provide insight into issues of women at work. It was also expected to enable scholars and policy-makers to design more progressive leadership programmers and policies aimed at ensuring equal participation of men and women in leadership position.

1.6. Scope of the study

Due to the constraint of time, resource and academic regulation this study is delimited to geographically and thematically. Geographically it is delimited to Bench- Sheko and Sheka Zone. Thematically, the study is delimited on factors affecting women participation on leadership particularly it focuses on major factors of women participation in leadership position.

1.7. Organization of the paper

The study of research comprises five chapters. The first chapter deals with introductory of part which contains background of the study, statement of the problem, objective of the study, significance of the study, scope and definition of key variables. The second chapter deals about the review of related literature; it includes theoretically, empirically, and conceptual framework. The third chapter focuses on research methodology which consists of research design and approach, study area, target population, sources of data, sampling techniques, sample size, method of data collection, method of data analysis and ethical consideration. The fourth chapter was provide; the presentation, interpretation, and discussion of the findings. Finally, the fifth chapter was present summary, conclusion and recommendation.

CHAPTER TWO

2. LITERATURE REVIEW

This chapter deals with theoretical review, by explaining the concept of leadership, styles of leadership and factors related to leadership by taking into account some of the definition and theories given by different scholars. And it also includes empirical review of some literature written by some researchers in the field and finally, it concerns conceptual framework.

2.1. Theoretical Literature Review

2.1.1. Concepts of leadership

Leadership: is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives (Yukl, 2010). Questions about leadership have long been a subject of speculation but scientific research on leadership did not begin until the twentieth century (ibid). Leadership has gone through many theories and study approaches to reach its today's status. These theories include trait (skills) theory, the behavioral approaches, contingency (situational) theory and the lately introduced transformational and transactional leadership theories (Ibid).

The trait approach was one of the earliest systematic attempts to study leadership. It emphasizes attributes of leaders such as personality, motives, and skills (Yukl, 2010). This theory essentially says that leaders are born with certain traits or characteristics that make them leaders (Bertocci, 2009). In other words, a person is born either with or without the necessary traits for leadership. According to Bertocci (2009) the behavioral approaches stressed that leadership can be studied and learned. That means it can be thought in terms of the manner in which the leaders actually behave as observed by subordinates. According to researchers studying behavioral approach (Michigan University Studies-Rensis Likert, 1947 and Ohio state University researchers after WWII cited in Bertocci, 2009) it is composed of essentially two general kinds of behaviors-task behaviors and relationship behaviors. Task behaviors facilitate goal accomplishment while relationship behaviors help subordinates feel comfortable with themselves, with each other, situation in which they find themselves. The main purpose of this approach is to explain how leaders combine the two kinds of behaviors to influence subordinates in their efforts to reach a goal (Farahbakhsh, 2006).

Situational (contingency) theory emphasizes the importance of contextual factors that influence leadership process. The major situational variables include the characteristics of followers, the nature of the work performed, the type of organization and the nature of the external environment (Yukl, 2010). In other words, it emphasizes the interactions among leaders, subordinates and forces within the organization.

Transformational theory maintains that leadership is a process by which leaders and followers raise each other to higher levels of morality and motivation. Leaders inspire their followers to transcend their own self-interests for the good of the organization. Transactional leadership theory assumes the subordinates motivated by money and simple rewards that dictate their behavior (Ibid). In general, from these, we recognize that no single theory holds a definitive view of leadership.

2.1.2. Definition of leadership

Leadership is the effort to influence the behavior of individuals or members of a group in order to accomplish organizational, individual or personal goals. A leader is one who exercises intentional authority over one or more other individuals in an effort to guide actions toward the accomplishment of some mutual goal; such a goal requires mutually supporting actions among members of the group. Leaders get things done through people. They set the direction and get other people to follow them (Pierce and Newstrom, 2006). Leadership is a process by which one person influences the thoughts, attitudes, and behaviors of others (Yukl, 2006). For Stogdill (1974) “there are almost as many different definitions of leadership as there are persons who have attempted to define the concept”. While some define a leader in political terms, others define the term in sociometric and psychometric terms. It has also been defined in terms of behaviors, influence over other people, interaction patterns, role relationships, individual traits, perception of others regarding legitimacy of influence, and occupation of an administration position (Yukl, 2010).

It is important to assess some of the definitions of leadership given by different scholars. Ivancevich, Szilagyi and Wallace, define Leadership as “the relationship between two or more people in which one attempts to influence the other toward the accomplishment of some goal or goals”.

Leaders are agents of change; persons whose acts affect other people more than other people’s acts affect them. In light of this, Yukl (2006) also define leadership as “the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of

facilitating individual and collective efforts to accomplish shared objectives”. Hughes et al., (1999) cited in Grint (2005) conclude that “leadership above everything else, is not position but process”. Most definitions of leadership reflect the assumption that it involves a process whereby intentional influence is exerted over other people to guide, structure and facilitate activities and relationships in a group or organization.

For the purpose of this study, this definition was applied more than others, for it has a lot to do with change, encouragement and motivation, the components which are critical for women’ commitment. The researcher also assumes that such the following women leadership theories provided by scholars with a vision and introduced with women leadership behaviors that may assist leaders of sectors to better manage their sector in different situations.

2.1.3. Leadership and management

Another way of understanding leadership is contrasting it with the concept of management. Management and leadership are seen as synonyms; however, there is a difference between the two. Managers are often described as people, who value stability, order, and efficiency, and they are impersonal, risk adverse and focused on short-term results. In contrast, leaders are presented as people who value flexibility, innovation and adaptation, they care about people as well as economic outcomes, and they have a longer-term perspective with regard to objectives and strategies. Additionally, managers are often believed to be concerned about how things get done, and they try to get people to perform better. Leaders, on the other hand, are thought to be concerned with what things mean to people, and they try to get people to agree about the most important things to be done (Yukl, 2010). From that, it can be argued that a person can be a leader without being a manager. (e.g., an informal leader), and a person can be a manager without leading. David Kozak (cited in Bertocci, 2009) writes that “managers deal with systems, processes, budgets, equipment, and things while leaders deal with visions and people”.

Kozak also compared leaders and managers. According to him, leaders are goal oriented, inspires, thoughtful, result oriented, effective, long term planners, process oriented, and lookout ward whereas managers are task-oriented, directs, industrious, action oriented, efficient, short term planner, product oriented and looks inwards. Juli (2011) also explained their difference in such a way that “leaders define direction and act while managers take orders and react”.

According to Brown and Moberg, 1980 (cited in Ayalew, 1991) management is basically “marshaling both human and material resources towards common organizational goals”. It reflects different functions in an organization. A manager in a formal organization is responsible for functions such as planning, organizing, controlling, budgeting, staffing, problem solving, and other fundamental tasks necessary to run the business. As opposed to that, a leader typically does not function well in the management functions and instead provides a vision of what needs to be done and how it is going to be accomplished.

Stephen Convey (cited in UN, 2007) also noted that “leadership focuses more on people than things; on the long term rather than the short term; on values and principles than activities; on mission, purpose and direction rather than on methods, techniques and speed”.

The emphasis of leadership is on interpersonal behavior. It is often associated with the willing and enthusiastic behavior of the followers. But leadership does not necessarily take place within the hierarchical structure of organization. Many people operate as leaders without their role ever being clearly established or defined. A leader often has sufficient influence to bring about long-term changes in people’s attitudes and to make changes more acceptable. Accordingly, leadership can be seen primarily as an inspirational process (Ginnet, 1996).

2.1.4. Leadership and power

Power refers to ability to control in such a situation (circumstances) when other human beings must obey and do what the duty requires. Power is the ability to impose one’s will in social relations despite any resistance and without reference to basis of this opportunity. Political power is a definite aspect in relations between large social groups (Eba, 2012).

The exercise of political power is related to needs, interests which are complied with and implemented in social groups. The term “politics” refers to the exercise of power. It is used to describe the key interests of social groups, citizen participation in state duties and also to characterize the main direction in the operation (economic, national, social, cultural etc.) of the state and parties (Murnieks, 2003). Leadership can be defined organizationally and narrowly as the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are member (Yukl, 1994). Organizationally, leadership has a direct impact on the effectiveness of costs, revenue generation, service, satisfaction, earnings, market value, share price, social capital, motivation, engagement

and sustainability. Leadership is even used as a universal means for any social problem. Leadership exists only in relationships and perception of employees involved (Yukl, 1994).

2.1.5. Women and leadership style

Leadership styles refer to the underlying need structure of the leader that motivates behavior in various interpersonal situations (Melaku et al., 2002). It refers to a pattern how a leader adopts in influencing the behavior of group members. Several classifications have been developed in connection with this concept. Based on how leaders use their authority, leadership styles are generally classified into three: authoritarian (directive), democratic (participative), laissez-faire (non-directive) leadership styles.

There are different factors that have an impact on developing a choice on leadership styles. Some writers (e.g., Melaku et al. 2002; Mosley, Reller&Hengst 1993) argued that generally speaking three factors (leaders' philosophy; followers' maturity level; and the situation faced by the leader) affect the choice of leadership styles.

Women are reported to be aware of the human factors which are considered important. For Ndongko (1999) women are by nature accommodating, patient, gentle, and have better human relation skills as well as communication techniques-qualities that are indispensable if the objectives of any organization are to be achieved.

In general, there is a trend in our world to the democratic and participatory leadership styles of decision making. Female principals are more characterized by asking followers for information more often than their male counterpart's women are also presented as more conflict solver than men in the educational leadership (Shakesheft, 1989).

Therefore, this indicated that women are assets and should be appointed to leadership positions in the government sector.

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

2.1.6.1. The 'Yes to Differences' position

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

eyes of many men and women are perceived as contrary to those required in the higher levels of management.

According to Helgeson, (2006) women have a different management style which can bring benefits to the organization. In her view, women are more inclined to take a fresh perspective, identify, what is not working and develop new solution. Compared with their male peers, women leaders are more willing to share power, make decisions and solve problems based on shared ideas and information, and encourages participation and expression. Women prefer organizational structures that enable consensual working rather than the traditional hierarchical structures favored by men. So she describes this as 'the female advantage' (Ibid). On the same way Rosener (as cited in Collins & Singh, 2006) describes the style adapted by women as an interactive leadership style consisting of behaviors that represent power sharing, energizing, encouraging participation, mutual trust and respect, and enhancing self-worth. She states that the women described themselves in ways that characterize transformational leadership-getting subordinates to transform their own self-interest into the interest of the group through concern for a broader goal. Conversely male managers were more likely to use their position as a source of power and employ methods based on formal authority. In short, men are more likely to adopt transactional leadership method. She suggests that women's traditional role in society is to offer a supportive and cooperative environment and that this influences their leadership style.

2.1.6.2. The 'No Differences' position

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

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

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

2.1.7. Women and Leadership in Ethiopia

Ethiopia is the tenth largest country in Africa, covering an area of 1.1 million square kilometers, its population for year 2016 is projected at 104, 860,055 of which 49.8% are male and 50.2% are female (CSA, 2014). Ethiopia is a patriarchal society that keeps women in a subordinate position using religion and culture as an excuse (Haregewoin 2003). Different studies revealed that women in developing countries in general and in Ethiopia in particular hold low status in the society (Haregewoin, 2003; Emebet, 2007 and Endale, 2014). Haregewoin (2003) further argued that even though women play a vital role in the community by taking care of all societal activities, they have been denied equal access to education, employment opportunities, and their involvement in decision making processes and policy formulation has been insignificant.

2.1.7.1. During Haile Selassie Regime

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

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

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

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

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

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

2.1.7.2. During the Dergue Regime

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

Even though a few development agencies, particularly NGOs engaged in relief and rehabilitation work, had attempted to incorporate women's issues into their work programs, they did not show the expected results. This was because the previous government had not given women's development the priority it deserved and therefore had not created conducive atmosphere for development initiatives for women (Biseswar, 2011).

The Dergue made it clear that it would not tolerate any resistance from anyone to achieving its own goals. In the first year of its power, women activists engaged on state structures (peasant associations and women's commission) to advance their agenda in mobilizing rural women in some regions. They exploited the available opportunities at the time. But that did not last long (Yalem, 2011).

The Dergue assumed complete monopoly on the emancipation of women, dictating its course and actions from a distorted woman question paradigm. Within this woman question, there was no indication of altering the traditional female and male domains. In fact, these were found to be enforced and exploited to the maximum by the institutional arm of the Dergue representing all women in the country, namely the Revolutionary Ethiopian Women's Association (Biseswar, 2011).

2.1.8. During the FDRE Regime

Many new laws replaced the abundance of state proclamations of the Dergue, creating opportunities for society. Initially, these laws promised much freedom and space to the people (Biseswar, 2011).

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

The Federal Constitution of Ethiopia was promulgated in 1995 which has renewed the commitment to the gender policy and clearly expressed legislative support for women through its various

articles. For example, Article 25 prohibits discrimination on grounds of gender. Article 35 is the most comprehensive law regarding women's rights and consists of nine sub-provisions.

These are conditions on the equal enjoyment of rights; equality of rights in marriage; entitlement to affirmative measures; freedom from harmful traditional practices; maternity leave; equal participation in program planning and implementation; equal rights on property ownership; equality in employment; and full access to reproductive health care.

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

It did not stop there. It was quite promising to see that the ruling party included an article in the constitution meant to domesticate these international treaties. Article 9 (4) in the 1995 constitution stipulates that "all international agreements ratified by Ethiopia are an integral part of the law of the land". Many other steps undertaken by the EFDRE government on women's rights include revision of the family law in 2000; revision of the penal code in 2004; revision of the labor law; launching of a social welfare policy in 1997; an educational policy; the formulation of a national health policy in 1993; the promulgation of a national population policy, an HIV/AIDS policy, and many more.

Ethiopian women suffer from work stereotype and gender distribution of labor; more are occupying in economically invisible work. Women experience lower socioeconomic status in general and hence is marginalized from making decisions at all levels. Nonetheless, women are poor in terms of access to resources, services and employment. Women are underrepresented in the formal sector of employment. The survey conducted by the Central Statistical Authority (CSA, 2014) showed that women account for less than half (43%) of the total employees in the country. Considering the percentage of female employees from the total number of employees by employment type, the highest was in domestic activities (78%) and followed by unpaid activities (59.3%). In other types of formal employment (e.g. government, NGOs, private organizations), the percentage of female workers is less than 35. On the other hand, the survey showed over representation of female workers in the informal sector. About 58% of working women work in

the informal sector whereas the percentage of working men in the informal sector was 37.7 % (ibid).

Now a day the FDRE government has adopted various enhancing instruments to promote equal participation of women in every subject of the nation's decision making positions among which the FDRE constitution is the most promising and binding one which had ever been existed in the history of the country. However, some efforts have been made still the participation of women in leadership and decision making position is minimal as per to their counterparts. This can be evidenced with many aspects however, looking at proportion of women in the parliament which is entitled to be the highest policy making body of the nation, though it may seem increasing from time to time, it is still minimal, according to the information gained from international Parliament Union (IPU), in 2005 National election women accounts 21.3%, where as in 2010 national election, their number has increased to 152(27.8%) out of the total 547 seats of HPR members, with compared to Rwanda (56.3%), and South Africa of which they accounts for 44.5% and others (Nejat, 2017).

2.1.9. Factors Affecting Women Participation

2.1.9.1. Cultural factors

Brandl, Mayrhofer, and Reichel, (2008) argued that different countries have different cultures, which play a role in division of work within various institutions and organizations. Culture is an important part of the fabric of every society, because it shapes things our understanding on the current status quo in the world. World Conference on Cultural Policies (Mexico, 1982) defines "Culture as the whole complex of typical, spiritual, material, intellectual and emotional features that characterize a society or a social group". It includes not only arts and letters, but also modes of life, the fundamental rights of the human being, value systems, traditions and belief. Culture can be understood as a way of life of a group of people; the behaviors, beliefs, values, and symbols that people accept, and accustomed it generally unconsciously thinking and adapted along by actions communication and imitation from one generation to the next. Hofstede (1980) defines culture as "the collective programming of the mind which distinguishes the members of one group from another", which is passed from generation to generation, it is Changing all the time because each generation adds something of its own before passing it on. It is usual that one's culture is taken for granted and assumed to be correct because it is the only one, or at least the first, to be

learned. Culture is also often used as a tool to validate all manners of actions not, all of which may be acceptable to all concerned and are often intimately, connected to issues of identity. It is believed that cultural frameworks are not always imposed, but are open to manipulation and interpretation from many angles and sources (Willis, 1991).

Many cultures define women in terms of what they should be or do for men. Culturally it is expected that married woman's major role is to develop her husband's career goals by providing him with moral and emotional support. Women are culturally expected to take care of all the family responsibilities and chores while the husband is a way either studying or working. The above statement is supported by the study commissioned by the Division for the Advancement of Women Department of Economic and Social Affairs United Nations (2007) when the participants noted that gender stereotype and traditional conservatives believed that a woman place is at home raising a family and that women are followers not leaders, prevent women from participating in public life. This quotation is embracing the notion that men must be more concerned with economic and self-development achievements whilst women are more concerned with taking care of people in general and children in particular. It is not difficult to see how this role pattern fits the biological sex roles as women first bear children and then breastfeed them and need to take care of them without any career or self-development. The common understanding of male aggressiveness and female nurture leads to male dominance at least in matters of politics and usually, of economic life; within households, whether nuclear or extended family groups, different societies show different distribution of power between the gender (Hofstede, 2001,) Woman in most cultures has low status particularly lack of power to make decisions on matters affecting their life and families. Gender is based on cultural supposition and the subsequent differential treatment of boys and girls in a homestead not only mitigate against girls' access and performance in the education but also tend to push girls to doing the so called 'feminine careers' e.g. home economics, nursing, teaching and secretarial.

2.1.9.2. Organizational factors

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

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

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

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

2.1.9.3. Personal factors

Individual challenges attribute to the psychosocial characteristics and behavioral skills of women themselves. Personal factors include poor self-image, lack of motivation and ambition to accept challenges "to go up the ladder", lack of confidence in one's ability to succeed in higher position, lack of commitment and lack of willingness to take risks, less assertiveness, less emotional stability and lack of ability to handle a crisis (Onsongo, 2004; Gender Advisory Council, 2008).

Work-life balance is another individual barrier to women career progression due to their multiple roles in handling a career and a home and family (Judith, 2010). Due to demanding job, women have to work long hours and may have to forgo relationships in personal life and the opportunity to have children if they wish to progress to the top of the profession. Researchers found positive relationship between work life balance and work performance, in that successful accomplishment of life responsibilities such as family and parental roles results in better work performance (Lyness and Judiesch, 2008). Company's culture can contribute greatly to work life balance by establishing

flexible work arrangements (Shagvaliyeva and Yazdanifard, 2014). Balancing work and family is the top barrier to women's progression to leadership position (Judith, 2010).

Lack of confidence and career ambition have been cited as a barrier in preventing women from moving into senior and executive positions. A study by Institute of Leadership and Management (ILM) revealed that women managers are hampered in their careers by lower ambitions and expectations (ILM, 2011). In addition, when women demonstrate characteristics that are associated with leadership (confidence, self-reliance, dominance and self-promotion); they face a criticism because of an incongruity between perceptions of the leader role and the female gender role (Eagly and Karau, 2002).

In Ethiopia, women's lack of assertiveness and lack of commitment by the few women in decision-making positions to fight for issues of gender equality combined with insufficient number of educated women were identified as reasons for the underrepresentation of women in decision making positions (MOWA, 2006).

2.1.9.4. Family and home responsibilities

Family and home responsibilities, place bound circumstances, moves with husbands, or misalignment of personal and organizational goals were early contributors to women's lack of administrative success, either because the demands of family on women aspirants restricted them or because those who hired believed that women should be hindered by family commitments. According to Shake shaft (1985), a direct impediment for females in attaining administrative positions is the reality based factor of family responsibility and the study documented family responsibilities as one reason why women were not choosing to enter administration.

Hewit (1989) personal and family impact 'included the complexities and tensions of the role, the size of the work load, and the need to attend large numbers of meeting out of school hours. These factors interrupt into, and reduce, physical and psychological time and space which principals wish to allocate to themselves and their families. It would appear that an increasing numbers of senior leaders are re-assessing the extent to which becoming a principal enables them to maintain a preferred balance across the different dimensions of their lives.

2.1.10. Gender Stereotype Factors

Gender stereotypes are generalized beliefs about the characteristics and qualities attributed to men and women in a society. In general, men are characterized as aggressive, risk-taking, decisive, and

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

Gender stereotyping also explains why women and men are over-represented in particular types of jobs. Women dominate in “care” occupations such as nursing, teaching, social care and especially child-care. Men tend to be concentrated in construction and management areas associated with physical strength, risk-taking or decision-making. Such gender biases are also reflected in organizational practices. Male-dominated sectors tend to be more unionized, and men are more frequently selected for managerial positions because, some argue, they are perceived to be more willing to work longer hours and supervise others. Occupational, sectorial or time-related segregation can also be explained by women’s preferences for job security or the manner in which societies force them to balance work and family responsibilities.

2.1.11. Feminist theory

Feminist theory is most advocating for giving a voice to women and highlighting the several ways female has contributed to society. sociology.about.com/Feminism.htm. Scholars argued that feminist view organizational theory as commonly and traditional been interpreted as non-gendered, written through male standpoint, culture and discourse it has adopted pragmatism theories, rationality hierarchy and other masculinized philosophies. There are basic feminist ideas and various approaches to achieving gender equality which are:

The gender difference perspective examines how female's position in, and expertise of women in social environment differ from men's. Also the diverse responsibilities allocated to women and men in an organization better explain gender difference. Women are therefore seen as objects to enhance man’s being and are deprived of the opportunity for self-realization as they are capable to do so. Okin and Mansbridge (1994) trace the inequality of women from the philosopher Aristotle

when emphasizing that woman is naturally lower to men and that they are therefore naturally ruled by them. According to Aristotle the only people who need to possess a full complement of reason are men. According to Okin and Mansbridge (1994) feminists generally come to an agreement that the disparities between sexes that exist throughout the world are intolerable and that they must be known in order to be reduced and ultimately eliminated. The above view or discussion is manifested in the public domain whereby society sees women as inferior as they are always put at the end of the ladder.

Gender-inequality theories identify that female position in, and knowledge of, social situations are not only different but also uneven to the male ones (Eitzen, 2000). Liberal feminists in Okin and Mansbridge (1994) argue that women have the same capabilities as men for good perceptive and agency, but the male dominated society particularly the sexist modeling of the division of labor, has historically deprived women the chance to voice and exercise their intellectual thinking. Women's place has been secluded to the private domain of household with no say in the public space. Even when women participate in the public space, they are pushed to manage and take care of household responsibilities like child-raising.

Radical feminists argue that being a woman is a good thing in and of on its own, but that this is not valued in male dominated societies where women are under oppression. Radical Feminist (1994) argued that the harassment of women workers forms the point of departure of male dominated, but the radical feminist reason that patriarchy can be conquered if women realize their own worth and ability by embracing sisterhood and trust with other women in the society and critically challenge oppression, and develop female pro-independence networks in the private and public domains. The above statement is evitable as it is women in the society themselves who impose barriers which limit women potential with their pull down syndrome not practicing sisterhood and encouraging each other.

Structural oppression theories claim that female subjugation and disparity are a result of male dominated capitalism environment. Socialist feminists agree with Karl Marx and Friedrich Engels that the poor working class is oppressed as a result of the capitalist mode of production; however, they pursue to spread this manipulation not just to class but also to gender as stated by Okin and Mansbridge (1994).

Interpretation of women problem thorough feminists' theories in this study form the basis of the arguments and discussions on why women fail to progress to decision making positions in Mizan Aman Town Administration.

2.2. Empirical Literature Review

It is not only Ethiopia women who are underrepresented and encountered influence of challenges to get equal participation on leadership position, but such delay are both international and regional. Under this subtitle, we were taken a quick view on the other similar researchers that were made under various geopolitical settings on the factors affecting women participation on leadership position.

The study under taken by Mehrotra (2005) on the title of the Gender and legislation in Latin America and the Caribbean: shows that women barriers to leadership participations and decision making process are not restricted to the women in Latin America, but it is a political problem that exist throughout the world. The main finding of the study shows that social and economic obstacles to women's participation include: the unequal partition of and responsibility for household work, the difficulty of balancing professional life and attention to the home, judgments emanating from their civic status, preconceived ideas about women and "their role", economic dependence, and relatively lower levels of education and formal training. The socio-economic and structural impediments to women's political participation must be immediately removed; as long as they continue in force, women's access to the decision-making process was severely impaired and the constructive and positive energies of women was not be available for the betterment of the human condition.

Petty grove (2006) had made analytical research on the hindering leadership challenges encountered by the Jordanian women the major finding of her study shows that the gender roles in Jordanian society under the focus, and underlined the tribal structure as one of significant factors that effected women public and privates sphere. In public sphere, it was found that tribal social structure affects women political activity and women's ability to participate in the political activities. As the fundamental building block of the tribe, the critical aspects of tribal structure can be traced down to the family unit, it is widely understood that the family structure in Jordanian society significant and social and strategic barriers to women's empowerment and participation as a decision-makers in the public sphere within the family, women generally are not involved in

making decision, as gender roles within the family are based on patriarchal values. Additionally, the finding also shows that women's commitment to the family or tribe creates a barrier to oppose which is very difficult to succeed. The family unit, as the strongest socializing factor has created homogenous belief, which in turn leads to homogeneity in political views. The data collected from the interviews made as the primary study sample shows, women could not theorize about the responsibility of dissenting against their families. It was exposed that Jordanian women had no economic and educational barriers as justification of their political backwardness. They were mobilized and organized themselves in various social organizations. Women have also equal access in terms of education and others social services provided by the state. But there are other challenges that can be attributed to their absence from political participation, particularly religious and culture.

The research under taken by Oedl-Wieser (2008) on the title of the Rural Gender Regime in Austrian case shows that the representation of women in the Austrian political arena differs considerably across level and place, at high political level more women are participating but at regional and local level very few women are active in politics. Additionally, the findings of the research show that women are thus generally poorly represented in politics but this is especially true for the rural areas. This can be explained by the conservative rural gender regime and the ongoing male dominance in the areas of political and economic citizenship. Some changes may be witnessed in the domain of rural development were gender-sensitive projects have been implemented, but in many rural municipalities and especially in the agricultural world the gender roles are firms established and not very flexible. This means that in addition to their professional and political work women are still primarily responsible for the house hold and care work. Women's involvement in politics often depends on the agreement of the partner. These circumstances make it much more difficult for women to be active in local politics than for men.

Ogbogu (2112) under took the research on the title of "The Role of Women in Politics and in the Sustenance of Democracy in Nigeria". The main finding of the study shows that the obstacles that limited women's role in the political sphere, social culture is recognized as the most complex challenge that lies in front of women's political ambitions. The observed low trend in female participation in the politics is not unconnected with the fact that more male constitutes the membership of the most political parties and therefore readily available to be voted for. Also this

trend demonstrates that social construction of male and female roles in Nigeria such that male rule, while the female follow (Ogbogu, 2012). In the study, most of the females' respondents indicated that exclusion from political is emphasizing by the fact that most political party networking and caucus meeting are held in the nights. The timing of such meeting are unsociable hours are not appropriate for women. Due to the prevailing gender-related labour assignments in Nigeria and the multifaceted roles of women, they claimed that they are unable to attend such meeting where very crucial decisions are taken. In addition to this, politics are characterized as a "dirty game" which is used as a cause to exclude women from political party network. The researcher has shown that economy is critical factor to women's participation in politics. The number of men who have the kind money that is required to win election outweighs the women. This interaction is culturally unacceptable and is regarded as disrespect (Ogbogu, 2012).

The research done by Adhiambo-Oduol (2013) on the title of the challenges and opportunities of Kenyan women in the political participation; the researcher was identified in his study that socio-cultural beliefs, attitudes, biases and stereotypes are major barriers that prevent women from advancing to political spheres. These emphasizes the superiority of men and the inferiority of women. They form the integral part of socialization process in form of gender education and training that men and women are exposed to from childhood. Another difficult barrier is the institutional frame work guiding gender division of labour, recruitment, and vertical mobility. The study finding show those women are particularly disadvantaged with their labour often undervalued and under-utilized. Women are more likely to be employed than men, their average income is lower. Another obstacle confronting women is lack of enough participation and empowerment in decisions that affect their lives in political and social processes. He also notes that since men dominate public decision-making processes, it is the male values that are reflected in the decision-making bodies. Women are still under-represented in electoral politics.

The research done by Adonay (2014) on the title of women's participation in public administration in Tigray: the main objective of the study was to assess the participation of women in public administration, specifically in Tigray by taking Woreda Tahtay Machew. The main finding of the study shows the participation and involvement of women in public administration of Woreda Tahtay Machew 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. It may also lead them to be always dependent on men; it restrains them from enhancing their leadership and management skill. Additionally, the findings also show that institutional policies are not hindrance to women to participate in leadership position in the study area rather the institutional cultures and practices adversely affect them. Despite to these cultural hindrances, the government is trying to empower women's and enhance their involvement in the leadership position.

The other study undertaken by Getachew (2014) on the title of investigate opportunities and challenges of women's empowerment in leadership position in Endamehoni Woreda. The objective of the study was to assess the extent and growth rate of empowering women's participation in leadership positions and identify factor that hinder them from being leaderships and to come up with possible solutions in order to improve their participation by empowering them, the major finding of the research are there were no adequate measures taken for women's empowerment in leadership position rate due to lack of strong commitment and attentions of politicians and governors officials, factors that hinder women's participation in leadership positions were socio-cultural, educational, institutional and personal and family responsibility as well as other related issues were found to be the key and the main criteria used for women's selection and placement into decision making structures leadership position performance appraisal, work experience.

The research done by Brenda (2015) on the title of factors determining women's participation in decision making in Zambia revenue authority: the main objective of the study was to examine the factors determining the participation of women in decision making in the Zambia Revenue Authority. The findings of the study are provided in a brief that social cultural factors influence the upward mobility of women in top management positions. The work place policies are also insensitive to women roles as mothers. It was further discovered that policies addressing gender imbalance are not being implemented. The study therefore established that organization policies, culture, limited access.

2.3. Conceptual 'Framework'

Conceptual framework is a set of broad and principles taken from relevant fields of inquiry and used to structure a subsequent presentation (Reichel and Ramney, 1987).

The study was based mainly on the feminist theory which recognizes the all-encompassing influence of gender divisions on social life and tries to understand women's marginalization and

the structures in society that support this subjugation and subordination. The feminist perspective, looking at the many similarities between the genders, concludes that women and men have equal potential for individual development. Differences in the realization of that potential, therefore, result from externally imposed constraints and from the influence of social institutions and values (Osongo, 2014). The feminist theory highlights three broad perspectives in trying to explain the absence of women from senior leadership in any organization. The first perspective is personal factors in which the scarcity of women in leadership positions is attributed to the psychosocial attributes, including personality characteristics, attitudes and behavioral skills of women themselves. The other personal factors that facilitate and or constrain women to take leadership positions, self-esteem and self-confidence, lack of motivation and ambition to accept the challenges “to go up the ladder”, women’s low potential for leadership, less assertiveness, less emotional stability and lack of ability to handle a crisis are identified. On the other hand, a number of other researchers have identified a number of factors that function as barriers to women’s career advancement. According to Osongo (2004) also noted that nepotism, political affiliation, networking, ethnicity, qualification, administration experiences, willingness to take position, assertiveness, self-confidence, and self-esteem are the major factors affecting women to advance in their career ladder.

From the literature review, it is outward that; there is gender difference in leadership. The literature indicates that, the old-style of work disadvantages women in that; employment patterns are enough to accommodate family and other domestic commitments accepted by women employees. Personality characteristic of women is also a barrier to career development of women.

Selections of theoretical and practical reviews result to various variable dimensions. Organizational factor or policies like affirmative action can increase the participation of women in leadership position, if they are well implemented but in most cases they are not fully implemented. Quite often women are unwilling to be transferred on promotion. Husbands do not allow their wives to go on transfer making women loss such promotions to leadership positions.

The independent variables of the study are therefore; contained socio-cultural factors, institutional factors, and personal factor. These are the perceived independent variable expected to determine the participation of women employees’ in leadership position. Women participation in leadership position is thus; the dependent variable of the study.

The study was planned to know what determinants such as socio-cultural, institution, and personal determinants influence participation of women in leadership position. Thus, by reviewing different literatures the following conceptual framework, presented in figure 1 has been developed by the researcher to guide of the study.

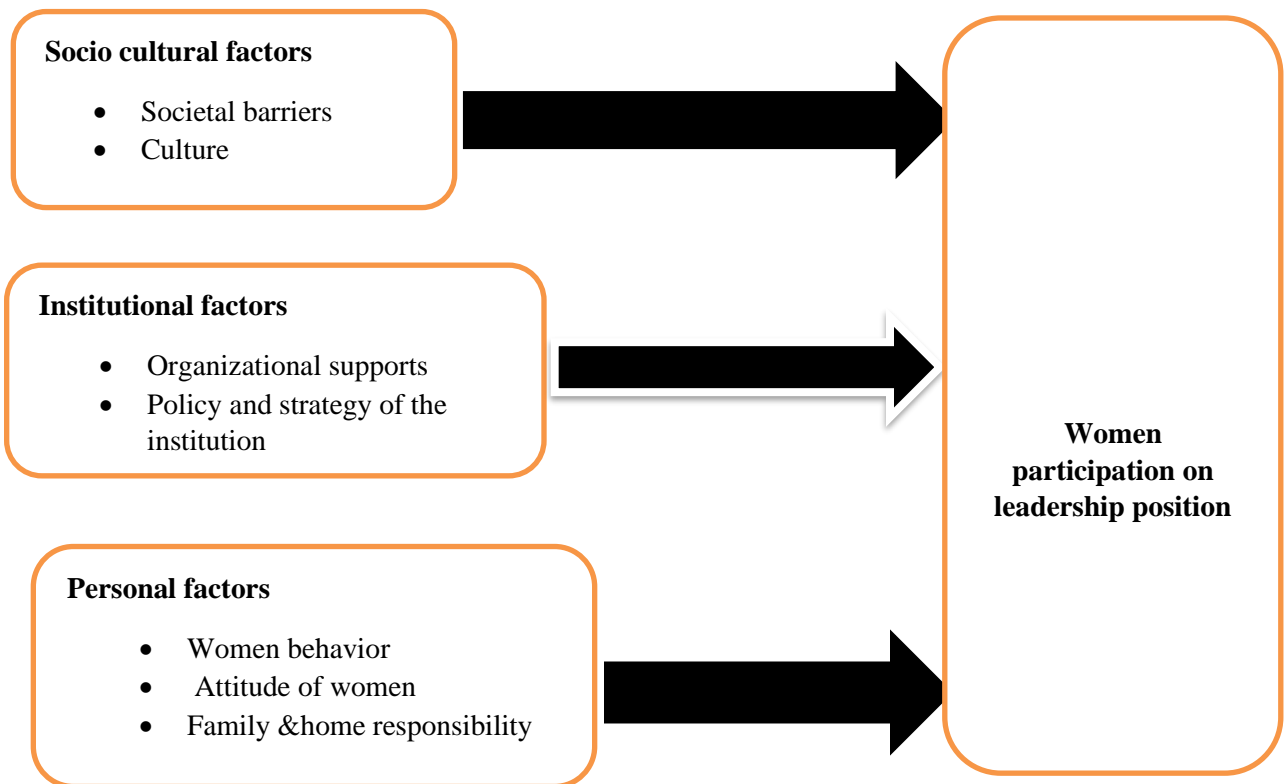


Figure 2.2-1: conceptual framework

CHAPTER THREE

3.1. RESEARCH METHODOLOGY

This section describes how the study was conducted in order to achieve the desired objectives. It includes research design, research approach, study area, target population, sources of data, sample techniques, method of data collection, method of data analysis. It also contains lastly ethical issues that were deliberated in the study.

3.2. Research Design

The research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004). The researcher was used descriptive research design. The major purpose of descriptive research design is the description of the state of affairs as it exists at present (Ibid). A descriptive survey design was adopted because it is believed that appropriate to look into what really affect the participation of women in leadership position and also used to make a detailed description of existing leadership phenomena with the aim of producing data that justify current conditions and practice and to draw valid conclusion from the facts discovered from larger geographical area (Koul, 1984).

According to Prakash (2005) survey research is important to collect detailed descriptions of existing phenomena with the intention of employing the data to justify current conditions and practice or to make more intelligent plans for improving social, economic, or educational conditions and process.

3.3. Research Approach

The choice of an appropriate research approach can be determined by the nature and characteristics of the study as well as the data needed. This study was employed mixed approach (qualitative and quantitative) based on appropriate data collection tools. According to Creswell (2009) mixing qualitative and quantitative approaches gives the potential to cover each method's weaknesses with strengths from the other method and it also provides more complete understanding of a research problem than either approach alone. The qualitative strategy is a detail description of situations, events, people interaction, observed behaviors, direct quotation from people about their experiences, attitudes, beliefs, and thoughts. (Newman 2008). Thus, it is important to provide

information about factors affecting women participation in leadership position, it helps the researcher to get a clear picture of the practice and extent to which women participation practice improves gender equality and advance sustainable progress in the Bench Sheko and Sheka Zone .

On the other hand, quantitative strategy is the systematic and scientific investigation of quantitative properties and phenomena and their relationships. The quantitative data was collected through questionnaire. Therefore, mixed approach was used in this study to describe respondent's perception regarding the factors affecting women participation in the leadership position in Bench Sheko and Sheka Zone.

3.4. Study Area Description

The study area is Bench Sheko and Sheka Zone. Bench Sheko and Sheka Zone is found in the South Western part of Ethiopia, at a distance of 561 and 609 KMs from Addis Ababa respectively.

Based on the 2007 Census conducted by the central statistical authority (CSA) of Ethiopia, the seven largest ethnic groups reported in this two zones were Bench, sheka, Me'emit, Amhara, Kafficho, Dizi, Sheko, and Suri. Benchis spoken as a first language by 44.54%, 21.36% spoke Me'emit, 12.5% Amharic, 5.09% Dizin, 5.03% spoke Kafa, 4.31% spoke Sheko, and 3.88% Suri; the remaining 3.29% spoke all other primary languages. With regard to religion, 49.27% were Protestants, 18.12% of the population is followers of Ethiopian Orthodox Christianity, 26.34% practiced traditional beliefs, and 3.47% are Muslim.

The main food crops in this area include maize, godere (taro root), and enset, sorghum, teff, wheat and barley are cultivated to a significant extent. Although cattle, goats and poultry are produced in limited numbers, meat and milk are very much appreciated. Cash crops include fruits (bananas, pineapples, oranges) and spices (e.g. coriander and ginger) are grown in the area. Honey is also an important local source of income. However, coffee is the primary cash crop (Mizan Agriculture College, 2019).

The latitude and longitude of 7°0'N 35° 35' E/ 7.000° N35.583°E and an elevation of 1451 m above sea level.

3.5. Target Population

Kothari (2004) uses the term “target population “to refer to the intended population covered by a study in a specific geographical area such as country, region, and towns in terms of age group and

gender. Accordingly, the target population of this research paper was all permanent employees which currently working in 29 sectors of Bench Sheko and Sheka Zone is 976.

3.6. Type and Sources of Data

Data was collected from both primary and secondary source. Kothari, (2004) describe that primary data are those which are collected afresh and for the first time, and thus happen to be original in character. On the other hand, secondary data are those which have already been collected by someone else and which have already been passed through the statistical process. To achieve objective of the study, primary data was collected from women and children affairs head, human resource office, civil servants and government sectors that are found in the Bench Sheko and Sheka using interview, focus group discussion and questionnaires. Secondary data was collected from related published and unpublished materials, which are available in the form of books, documents, journals, review articles, proclamations, policy briefs, federal and regional constitutions and reports.

3.7. Sampling Techniques

This research was employed probability and non-probability sampling technique. There are 29 sectors in Bench Sheko and Sheka Zone. The total number of employees in Bench Sheka and Sheka Zone is 976. Therefore, the participants of the study were selected using a simple random sampling and purposive sampling techniques. According to Pendy (2005), simple random sampling techniques gives each unit of the population have equal opportunity of being selected.

To decide on sample respondents from total study. Probability sampling (simple random sampling) techniques was employed since it avoids biasness and helps to generalize data gained from sample respondents and avoiding an error which could rise from sampling. Therefore, simple random sampling (lottery method) method was used. This method used because it ensures that each number of the target population to has an equal and independent chance of being included in the sample.

Moreover, non-probability sampling was used as a convenience of the researcher, so as to include town administrative head office, women children and youth affairs head office and human resource office interview, it decided to use this method in order to gain relevant data about the present status of women leadership and large enough to provide more reliable sample for the study.

3.8. Sample Size

The researcher takes into consideration a number of factors in determining the sample size. The factors include cost of data collection, type of data required for the study and number of target population.

According to Kothari (2004) sample size should be optimum in which it fulfills the requirement of efficiency, representativeness, reliability, and flexibility. The number depends on the accuracy needed, the population size, population heterogeneity, and resource available. So, the sample size should be determined by using statistical formula. Of course, different authors use different formulas to determine the sample size of the study. For the purpose of this study, the formula set by Yaman's 1967 was used to determine the sample size, which is reliable when the population size is known. The sample size is 168 which is determined using formula and the sample respondents was selected from the 29 sectors and the employees are registered by each zone human resource office. By using the Yaman's sample formula for calculations of sample sizes.

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

Where n=number of samples

N= total population

e=margin of error

In determination of sample size by applying formulas, two issues should be considered; confidence level and error. In this study the sample size is considering 93% confidence level and 0.07 of error.

Therefore, n =168 would be the minimum sample size of employed for reliable results. Finally, by using simple random sampling techniques the researcher decided to take 168 sample employees from Bench Sheko and Sheka Zone. Later on the sample was drawn on the form of lot until the researcher gets the decided amount of sample size. Researcher first determine the sample size by Yaman's formula, then gave number to each employees (from 1-976) and finally picked the numbers until reach 168 employees.

3.9. Method of Data Collection

According to Cohen and Manion, (1994), use of the combination of different methods is suggested as having advantages of correcting some of the deficiencies of any one source of data. Therefore,

the instruments employed to gather the necessary data for this study was questionnaire, interview, focus group discussion and document analysis.

The method of data collection which was employed to this study was survey method; survey research method was used for this research because it is an appropriate method for measuring respondent's opinion and attitudes towards the women's participation on leadership position. The data collection tool that was used to gather data from sample respondents is questionnaire, interview and document analysis.

3.9.1. Questionnaire

The researcher was employed survey questionnaire as the major data collection tool. This is because it is convenient ways to conduct survey and to acquire necessary information about factors of women participation in the leadership position from large number of respondents within short period of time. According to Best and Kahn (2003), questionnaire is a highly appropriate data collection tool, to get wider information from widely dispersed sample population and make possible an economy of time and expense and provides a high proportion of usable responses. Based on study issue the questionnaires were developed by researcher. Both closed and open ended questions were employed in order to take their advantages for the study purpose. Kothari (2004) indicates that closed ended questions have the advantages of easier to handling, simple to answer, quick and relatively inexpensive to analyze and interpret whereas the open ended questions have benefits to allow obtaining depth and variety of responses from respondents. The questionnaire was prepared for employees of Bench Sheko and Sheka zone. Questionnaires were prepared in English and translated to Amharic in order to be easily understood for the respondents. The questionnaire contains three sections; the first section is about general information of the study, the second section is regarding the respondents profile and the third main section includes specific questions which are relevant for the study.

3.9.2. Interview

Interview was the other important data gathering method in this study. An interview is a specialized form of communication between people for a specific purpose. It is important to obtain relevant information from the respondents, to achieve the research objectives by describing, predicting or explaining the phenomenon based on emotion, feelings and experiences. As compared to other

techniques of data collection e.g. questionnaire, observation, etc., an interview may serve as a rich source for exploring peoples' inner feelings and attitudes (Wisker, 2001).

The researcher was prepared interview questions to purposively selected women and children affair head and human resource sectors of the each zone. The interview guide contained semi structured questions focusing on factors affecting women participation on leadership position. Interview was selected because it helps to get some facts related to the issue under the study from top official of the two zone administration those implement the government policy and it also help for triangulation. The interview is use based on the assumption that the participants' perspectives are meaningful, and they have the knowledge in the area, and able to make precise points, and their perspectives affect the success of this research.

3.9.3. Focus Group Discussion (FGD)

The study was employed FGD as one of important method to acquire data. As it enables to understand how people perceive the issue of women participation in leadership position from members of a group rather than simply as individuals. It also helps to use the social dynamics of the group to stimulate participants and give the researcher the chance to reveal and collect essential information about their opinions, experience, perception, beliefs, attitude and grievances on the issue of women participation and factors affecting women's participation in the leadership. It was conduct with women, children and youth affairs, administrators, and human resource office. They were purposively selected believing that they provide accurate information about study with them continue involvement in various concern of gender issue. Two FGDs hold in all the three sectors with 6 members ($2 \times 6 = 12$) who included women and men in each group. The researcher takes part in all FGDs as a facilitator and guider of the discussion by fact-finding the issues being raised in. FGD was raising issue such as understanding about women's participation, factors affecting women's participation in leadership position and ways to enhance women's participation in leadership position.

3.9.4. Document Analysis

The researcher was use different official records from various sources. Secondary data gathered for the purposes of this may include government policy or procedure related to promotion and reports of the sectors as well as office of women and children affairs was used. In addition to this other sources may be included such as books, review articles, published and unpublished reports,

website related to women participation in leadership position. Reviews of various publications was also conduct to find the facts about the factors that affect women's participation in leadership position.

3.10. Method of Data Analysis

The way of the researcher analyzes the data, for understanding and successful accomplishment of the study, data collect from different primary and secondary sources was record, edited, organized, analyzed, interpreted, and presented in relation to research questions.

In accordance with the data collecting tools both qualitative and quantitative data was employed. Thus, the analysis of the data being collected was done in line with the data type. That means data obtained through the questionnaire was analyzed quantitatively while those obtained through interviews and document analysis was analyzed qualitatively.

3.10.1. Quantitative Data Analysis

After collecting data through questionnaire the raw data was checked, tallied, numbered, arranged and organized in tables to make it understandable. Quantitative data was interpreted through questionnaire survey, percentage to analyze characteristics of the sample population and presented in graphs and tables with frequency distribution, standard deviation, and means.

3.10.2. Qualitative Data Analysis

The data that was obtained through interviews and document analysis was analyzed qualitatively. The qualitative data those are interview and focus group discussion was interpreted through narration. This qualitative analysis provides a supporting role. Finally, based on the data-analysis and interpretations that was made to reach on findings, conclusions and possible recommendations were given.

3.11. Ethical Consideration

The two zone administration office is the responsible organ to follow up every action in its control. Hence before starting any action of study the researcher asked approval from the each Zone Administration Office. It means that the objectives of the research were clearly explained for the concerned body to get permission for data collection. In addition, the respondents and interviewers were told the goal of the study. The respondents offered their idea based on their free will and permission without any pressure. Moreover, the information they provide is confidential and would not be attached to their names in any part of the study to grant anonymity. The participants

consent to participate in the research was obtained free of any coercion or promises of benefits unlikely to result from participation.

CHAPTER FOUR

4. RESULTS AND DISCUSSION

This chapter deals with results and discussion of the data that are categorized into two parts. The first part concerns the characteristics of the respondents which describe the study population by the sex, age, and educational background, and experience, position of the employee, marital status and religion. While the second part deals with the analysis of finding of the study that were gathered through questionnaire, interviews and focus group discussion. This study includes both quantitative and qualitative method of analysis was employed and the report was organized in a way to answer research questions raised in this research sequentially. Qualitative data which were collected through interview and focus group discussion.

4.1. Socio-Demographic Background of Respondents

Demographic characteristics of respondents' background was analyzed based on gender, age, experience, qualification, marital status and religion.

Table 4.1: Gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	97	57.7	57.7	57.7
	Female	71	42.3	42.3	100.0
	Total	168	100.0	100.0	

Source: Own survey, 2020.

Table 4.1: shows that (97) 57.7 percent of the respondents are male whereas 71 (42.3) percent of respondent are female. This shows valid percent confirms that in both Bench Sheko and Sheka Zone Administration office are occupied by male employee rather than female employee since the researcher distributed questionnaires randomly without dividing any quota by gender. This implies

that low number of women in the organization shows social, political, economic and psychological activities of the organization loose half of its potential of the sector development.

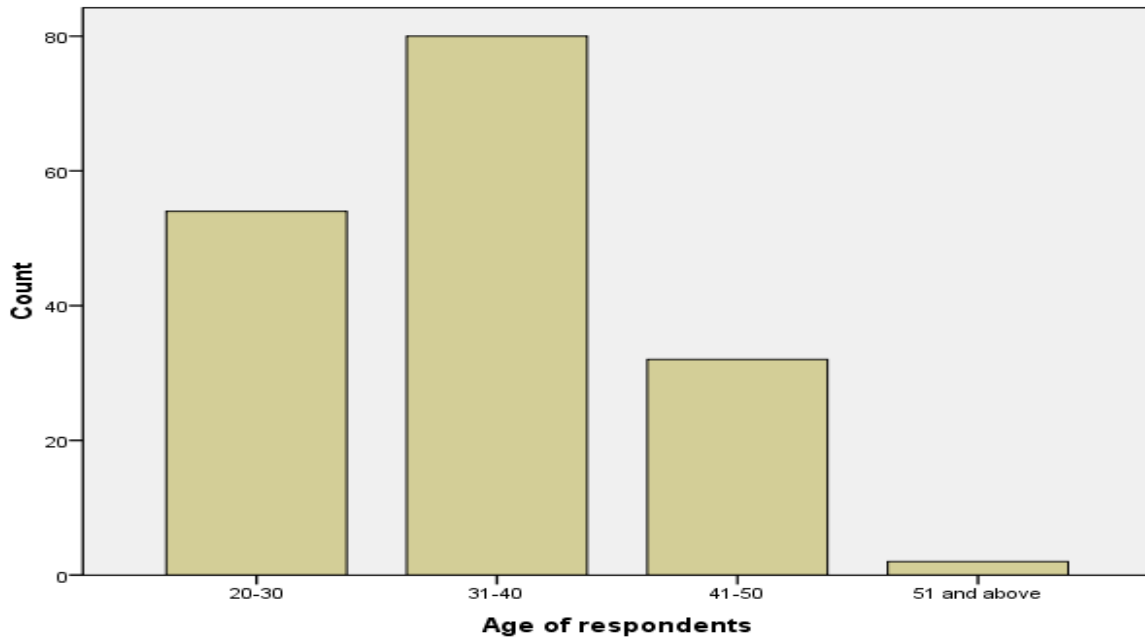


Figure 4-1.2: Age of respondents

Source: Own survey, 2020

As the minimum age allowed employing in FDRE governmental offices is above 18 years its category is started from 18 regarding age among the respondents (50) 32.1 percent were at age category 20-30 years, (80) 47.6 percent were at age category 31-40 years, 32 (19) percent were at the age category 41-50 years and the remaining (2) 1.2 percent were over 51 years. The data indicate that most staff was occupied by young employee; it was opportunity for the sectors.

Table 4.2: Marital status of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	50	29.8	29.8	29.8
	Married	105	62.5	62.5	92.3
	Widowed	4	2.4	2.4	94.6
	Divorced	9	5.4	5.4	100.0
	Total	168	100.0	100.0	

Source: Own survey, 2020

Table 4.2 presents the marital status of respondents. It shows that 50 (29.8) percent were single, 105 (62.5) percent were married, 4 (2.4) percent were widowed and 9 (5.4) percent were divorced.

Table 4.3: Educational background of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	27	16.1	16.1	16.1
	Degree	105	62.5	62.5	78.6
	Master and above	36	21.4	21.4	100.0
	Total	168	100.0	100.0	

Source: own survey, 2020

As we can see table 4.3, the Educational background of respondents were diverse which mainly encompasses diploma 27 (16.1) percent, degree 105 (62.5) percent and 36 (21.4) masters and

above. It implies that respondent's qualification is good they can answer the questions and know factors affecting women participation on leadership position.

Table 4.4: Current position of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Head	23	13.7	13.7	13.7
	deputy head	31	18.5	18.5	32.1
	Expert	71	42.3	42.3	74.4
	core processor	32	19.0	19.0	93.5
	Secretarial	11	6.5	6.5	100.0
	Total	168	100.0	100.0	

Source: Own survey, 2020

As we can see in table 4.1.4, the finding revealed that respondents were comes from various position chiefly 23 (13.7) were head, 31(18.5) percent were deputy head, 71(42.3) percent were expert, 32 (19) percent were core processor and 11(6.5) percent were secretarial. This implies that the questionnaire includes all employees based on their positions.

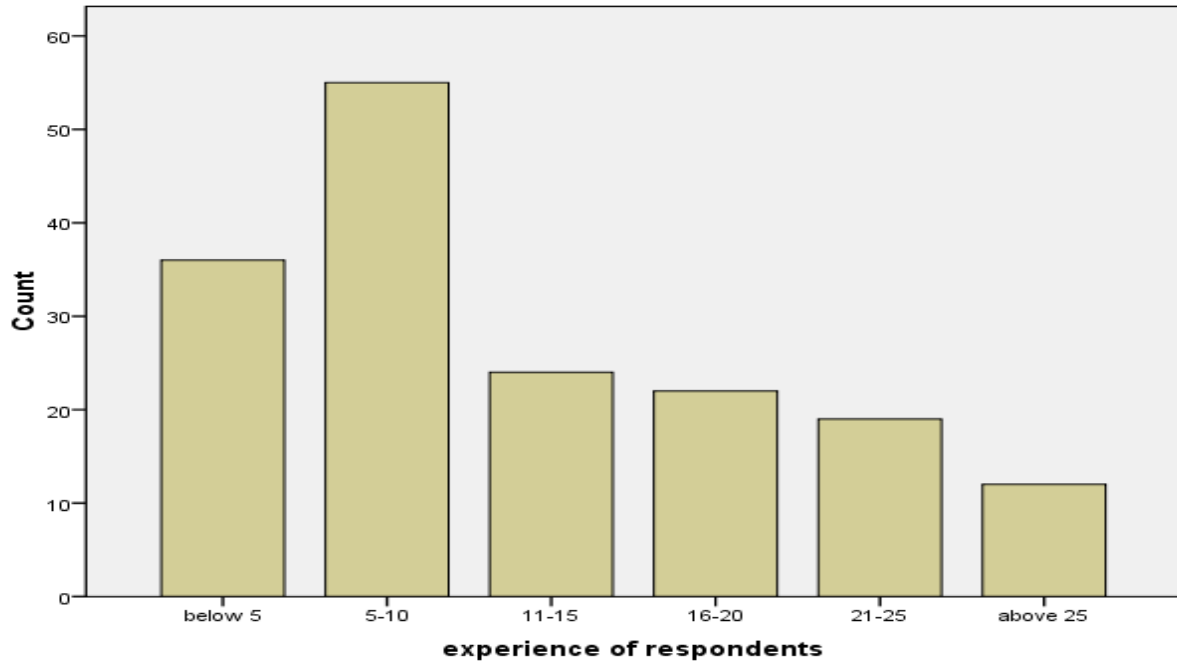


Figure 4-2.1: Experience of the respondents.

Source: Own survey, 2020

As of the assessed data 36 (21.4) percent of respondents were found below 5 years of work experiences, 55 (32.7) percent of respondents were found within 6-10 years of work experiences, 24(14.3)percent of the respondents were found within 11-15 years of work experiences, 22(13.1) percent of the respondents were found within 16-20 years of work experiences, 19 (11.3) percent of the respondents were found within 21-25 years of work experiences and 12 (7.1) percent of the respondents were above 26 years of work experiences.

Table 4.5: Religion of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Orthodox	40	23.8	23.8	23.8
	Muslim	43	25.6	25.6	49.4
	Catholic	34	20.2	20.2	69.6
	Protestant	51	30.4	30.4	100.0
	Total	168	100.0	100.0	

Source: Own survey, 2020

As per the assessed data which was shown on the above table 40 (23.8) percent of respondents were Orthodox, 43(25.6) percent of the respondents were Muslim, 34(20.2) percent of the respondents were catholic and 51(30.4) percent of the respondents were protestant. This implies that the researcher includes major religions of the country so as to get balanced response to the proposed questions. This helps the researcher to get the religious thoughts regarding on women participation on the leadership position.

4.2. Current Status Women on the Leadership Position

The analysis is based on the assumption Zaidatol (2009) comparison bases of mean score for five point Likert scale instruments is used to compare the mean values.

Table 4. 6: Comparison Bases of Mean score of five point Likert scale instruments

No	Mean score	Description
1	<3.39	Low
2	3.40-3.79	Moderate
3	>3.80	High

Source: Zaidatol and Bagheri (2009)

According to Zaidatol (2009), the mean score below 3.39 is considered as low, the mean score from 3.40 up to 3.79 is considered as moderate and mean score above 3.8 is considered as high.

Related to the question, do you think that the numbers of women in leadership position are few as compared to men in the sectors, all respondents agreed that the numbers of women in leadership are few as compared to men in the sectors at the highest score value based on the analysis of the mean values of Zaidatol and Bagheri.

Bench Sheko and Sheka Zone, as a data from Both Zone public service and human resource office (2019) shows that out of 72 leadership position of council members' women leader are only 17 and the rest 55 leaders were men in Bench Sheko and out of 72 leadership position of Council members women leader are only 15 and the rest 57 in Sheka Zone. It implies that a women leader is only 23.6% and the rest 76.3 percent is male in Bench Sheko and 22.2% Female and 77.8 is male in Sheka Zone. When we see at grass roots level or at Woreda level out of 81 leadership position women's leaders are 21 and the rest 60 leaders are male in Bench Sheko and out of 81 leadership position womens leader are 24 and the rest 57 are male in Sheka Zone. It shows that the dominance of men at the top and bottom level of leadership position.

It shows that the dominance of men at the top leadership position. Interview respondent was given an answer that because of low numbers of women on the leadership position it leads to the diverse effect for women and sectors. Low numbers of women in leadership makes difficult to achieving the goal and objective of the sectors as well as the growth and development program of a country because half of population is not being used and utilized effectively.

The other effect is almost all decisions are made only in one angle (male part) since women are out of the decision making places, which makes unable to express their idea or issue from the different women viewpoint. Therefore, almost all the decisions are made from male point of view, women by nature are gifted to envision things in many direction and capable of Performing multiple tasks simultaneously which cannot be done on male part, nonetheless this part is excluded from the decision making place.

Therefore, authorized bodies need to revise their selection procedures, so as to consider women participation in sectors of Bench Sheko and Sheka Zone leadership position. Concerning this issue, Emebet (2014) in her study findings reported that, secondary school principal ship is male dominated and slight beginning was found in vice principal position.

4.3. Factors Affecting Participation of Women in the Leadership Position

4.3.1. Personal Factor

This part focuses on respondents' judgement related to personal factors those include women behavior, attitude of women towards themselves, and family and home responsibilities. Based on the responses of respondents the descriptive analysis was performed to compare using mean and standard deviation.

4.3.1.1. Women's Behavior

Table 4. 7: Summary of respondent's judgment on women's behavior

No.	Women's behavior	No.	Mean	Standard deviation
1	There is significant difference in style of leadership between the two genders i.e. women use a democratic style of leadership which seems as weakness.	168	3.0655	1.2388
2	The style which female colleagues express their opinion or feeling. The fact that women are less likely to negotiate for what they want holds them back from reaching to their aspired position.	168	3.5119	1.09974
3	Women are less likely to promote themselves and have a sense of diminished self-efficiency that holds them back.	168	3.6071	1.01507
4	Women tend to have low level of aspiration when it comes to advancing to a higher position.	168	3.1607	1.89336

5	Women have a deficiency when it comes to the necessary certificate and professional training to be in upper position management.	168	3.244	0.97574
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Source: Own survey, 2020

The finding revealed that there is significant difference in style of leadership between the two genders i.e. women use a democratic style of leadership which seems as weakness, the respondent agreed with a mean average of 3.0655 at the low value, that there is a significant difference in style of leading. The style which is chosen by the female leaders is not as a cause for low leadership position. Even if the style that women to be democrat increase their participation in the leadership and make them acceptance by the workers. This finding is supported by Nejat (2007). As she mentioned that “even though there is a significant difference in leadership used by male and female style i.e. women use more of a transformational leadership style it’s not considered as a weakness in the sectors. Indicating that style of leadership is not one of the challenges in the sectors and is not women are not treated differently due to their style of leadership in the sectors”.

On the other hand, the assessed data regarding to female colleagues to express their opinion was revealed as follows. The fact that women are less likely to negotiate for what they want holds them back from reaching to their aspired position, the respondents agreed with a mean average of 3.5119 at the moderate value. Communication style genders have different ways of expressing with other employees and female leaders have shown to express more emotion and aggressive while communicating compared to male.

Concerning to the question, Women are less likely to promote themselves and have a sense of diminished self-efficiency that holds them back, the respondents agreed with a mean average of 3.6071 at the moderate value. Regarding to women’s promote themselves to be leader is moderate this is happen mostly because of women’s in the study area have not role model that they see women on leadership this leads them to lower task writers, secretarial and other factor holds them back from leadership position. This implies that women have a sense of diminished self-efficiency and are less likely to promote themselves which in turn holds them back from reaching their desired level of position.

Concerning to the question, women tend to have low level of aspiration when it comes to advancing to a higher position, the respondents agreed with a mean average of 3.1607 at the low value. Women workers in the study area are low level of aspiration when it comes to advancing to higher position. The finding implies that women in the study area tend to direct their career goals towards occupation that are in line with social perceptions of female roles and they do not aspire for challenging jobs.

Related to the question, women have a low access when it comes to the necessary certificate and professional training to be in upper position management, the respondents agreed with a mean value of 3.244 at the low value this finding of the study show that the respondents agreed level of education affects women’s career advancement in the study area. It is implied from the above table that women find themselves passed over for promotion because they lack the education background requirement for advancement. Specified the patriarchal nature of Ethiopia it is not surprise that women don’t get the same opportunities as men when it comes to education. The level of education is major criteria for to get leadership position.

4.3.1.2. Attitude of Women toward themselves

Table 4. 8: Summary of respondents’ judgment on attitude of women toward themselves

No.	Attitude of women towards themselves	No.	Mean	Standard deviation
1	Lack of the self-confidence of women hinders them to participate in leadership position.	168	3.7976	1.09194
2	Women underestimate their abilities and perceive themselves as less skillful and passive in leadership position.	168	3.8988	1.05331
3	Women consider themselves to have low level of acceptance than men.	168	3.8631	1.04352
4	Women perceive themselves that they are limited at lower tasks undermine.	168	4.1190	0.96532

Source: Own survey, 2020

Regarding to the question, lack of the self-confidence of women hinders them to participate in leadership position, it had the fourth highest the mean scores 3.7976. The respondents replied that respectively of the self confidence is a moderate cause that inhibited women participation in leadership position. As the majority of the respondents confirms that women absence of self-confidence influences their participation on leadership. This finding is supported by Kasier (2009) as he mentions that “lack of self-awareness consider themselves to have low level of self-confidence which affect women participation from the leadership.

Regarding to the question, women underestimate their abilities and perceive themselves as less skillful and passive in leadership position; it had the second highest the mean score at 3.8988. Respondents rated regarding to women’s under estimation of abilities or perceiving themselves as less skillful, a major cause that kept back women’s contribution in leadership position. As the superior part of the respondent reply women below evaluation of their abilities is also as the other problem for women under represent from the leadership participation. This finding points out that women’s low self-concept and lack of confidence has sometimes put them in the position to underestimate their ability, which could be due to early socialization. This finding is supported by Ashebir (2014) concluded that women’s perception and their self-concept has been among the challenges faced to attain leadership position.

Related to the question, women considering themselves to have low level of acceptance than men were rated as a major cause with a weighted mean score of 3.8631. With this view majority of the respondent agreed that women have less recognition affect their participation in leadership. This finding indicates that consideration of women to themselves have fewer acceptances as key issue hinder women’s involvement. Therefore, it can be concluded from this finding that women underestimate their abilities to impact of personal factors. It reduces their ability to actively and effectively play a part in leadership arrangement. This finding is supported by Strachan (2010) determined that culture and gender are interwoven and reduce women participation in leadership.

Concerning to the question, women perceive themselves that they are limited at lower tasks under men as a major cause with weighted mean score of 4.1190. With this regard majority of the respondent confirmed that women restricted to lower tasks affect their membership on leadership position. This finding is supported by Hirut (2014) she concluded that women perceive themselves

as unskillful and passive in leadership and this in turn leads them to confine themselves at lower tasks below their counterpart men.

4.3.1.3. Family and home responsibility

Table 4.9: Summary of respondents' view on family and home responsibility

No.	Family and home responsibilities	No.	Mean	Standard deviation
1	Women's role of child bearing and taking care of family affects their involvement in leadership position.	168	4.2560	1.10522
2	Women are more responsible than male to home or family related issues.	168	4.4821	0.75798
3	Women's support from family negatively affect their participation on leadership position.	168	2.9107	1.27072
4	Have you had any problem with your family when you are late to come home, devote more time to office and going abroad.	168	4.2857	0.82725
5	Marriage hinders active participation of women in leadership.	168	4.1131	1.04638

Source: Own survey, 2020

Related to the question, women's role of child bearing and taking care of family affects their involvement in leadership position; respondents were asked to rate women role of child bearing and taking care of family as a factor for underrepresentation, it had third highest grand mean score of 4.2560 indicating the issue as major cause that could perhaps prevent women's entry into higher leadership positions. So, the researcher concludes from the finding that women's giving care to family was a key because, that blocks their involvement in the leadership position. This finding is supported with Hana (2006) women are more responsible to home or family related issues than their male counterpart who in turn affects their participation in leadership.

Concerning to the question, women are more responsible than male to home or family related issues; respondents were asked to rate their perception where women are more responsible to home and family related issues than male affect their participation on the leadership position. The issue

was ranked first with a grand mean of 4.4 821, thus the rated issue as a major cause for the below representation of women in the leadership arrangement. Based on the findings it is safe and sound to conclude that women have double responsibilities that affect their participation on the leadership position and this is a main reason hindering women's entry to leadership position. This finding match with Netsanet (2013) investigated Challenges and Opportunities of Women to be Leaders in selected Governmental sectors, and her finding showed that, fear of balancing family and professional work is among the barriers for the low participation of women principals in secondary schools. Besides; Elsi (2013) stated that Society's perception of women's place is still associated to their home and family which puts limitations on their working careers.

In line with this data gathered through focus group discussion confirmed that Among the main challenges faced by women in leadership roles was the struggle to balance the gendered responsibilities of homecare against responsibilities outside of the home, and the restrictions and expectations imposed upon them by family members and by themselves. It is still generally recognized that a woman plays the "motherhood" role and caregiver to family. In contrast, men are supposed as the head of the family which is related to Societal factors that effected on various dimensions of life and cannot be easily controlled and Hence, they are the most difficult and time taking factors to change.

Related to the question, the absence of support and encouragement from family or partner as a factor for women's participation had a grand mean of 2.9107. Regarding to failure of women's support from their family is the main challenges of women to be a leader. This implies that absence of adequate support from family especially partner is a chief cause for women's rare in the leadership position. In line with this interviews were asked to give their opinion, and they explained that, support from husband is determined. Be expecting few, most husbands do not want their wife to be a leader and they blame their wife's as if not paying attention to their family.

Concerning to the question, have you had any problem with your family when you are late to come home, devote more time to office and going abroad respondents were rated as a grand mean of 4.2857, thus the issue is as a major cause. Women have a problem with their family when they are late to come home, devote more time for office and going abroad because of the family worried for their security. The research area is not stable in case the family cares for their lives and the family interest was as their child to be worked as an expert not to be a leader.

Regarding to the question, marriage hinders active participation of women in leadership position, respondents were asked to rate marriage hinders active participation of women in leadership position, had a grand mean of 4.1131. Attitude of husband for his wife related to leadership is low and hinders them to active participation in leadership. Husbands were considering their wife as house wife, taking of child care and preparing food and so on rather than, to perform major activities of the leadership. Interview respondent was given an answer that the culture of the society in the Mizan area gives much superiority for men rather than female. The marriage of contract was determined by their family and the contract was based on the amount of money that is fixed by the culture. The money was paid by the side of the husband to her family without women's interest and soon as their husband fulfills the payment he takes his wife as a property and he order as he want. The finding has similarity with Bolzendah (2010) conclusion in a way that married women participate less in leadership position than single women. Whereas, single and divorced women stated that their marital status would not hinder their participation in leadership.

Generally, the researcher concluded that family and home related factors rate the highest average mean for all items. This resulted family and home responsibility as a major cause for women's underrepresentation in leadership roles. This implies that women expected to give time for their family. Therefore, double responsibility affects women involvement in leadership position due to lack of support from partner, responsibility to family related issues and child bearing and taking family care. This finding was supported by Marshal (1985) home and family responsibility on women is also another factor for lack of aspiration to leadership.

4.3.2. Socio Cultural Factors

The major best presumption in the communities about women and their skill has been evidenced as determinant factor to women's participation in leadership roles. In this section of the paper an attempt is made to investigate whether socio-cultural factors such as societal barriers and culture affect women's level of participation in leadership roles and the findings were discussed as follows:

Table 4.10: Summary of respondent's judgment on societal barriers

No.	Societal barriers	No.	Mean	Standard deviation
			.	

1	Being a mother and taking care of children is considered as a sole responsibility of women in Ethiopia society and therefore, clash fiercely with career leaving no time for office duties.	168	4.428 6	0.74682
2	Conflicts between work life and social life such as visiting the sick ones, Idir, attending funeral and wedding hold back women from their jobs and achieving leadership.	168	4.363 1	1.00553
3	Limited accesses to advanced educational affect the progression of women to higher leadership positions.	168	4.386 9	0.095357
4	Women in Ethiopia don't have access to the same kind of connection as men do.	168	3.779 8	1.10212

Source: Own survey, 2020

Concerning to the question, being a mother and taking care of children is considered as a sole responsibility of women in Ethiopia society and therefore, clash fiercely with career leaving no time for office duties. As reflected on the table it had the first highest the mean score 4.4286. The respondent replied being a mother and taking care of children is considered as a sole responsibility of women in Ethiopia is a major cause. The majority of the respondent confirmed that being a mother is a full time job by itself, unless there is someone to help around in the house it hampers one's ability to do job full heartedly let along progress to a leadership position. This implies that women in the study area are affected by motherhood that clashes fiercely with office work that motherhood responsibility is an obstacle to achieving leadership position. Responsibility to pay more attention to her career rather than to her issue, partly because societal norms dictate that her first responsibility is to her family, also plays a part. In many instances, women with kids have to compromise their own promotion prospects and interrupt their careers because the need to take care of them first and foremost. (Sutherland 1985), this is also confirmed to be true in the study area, as supported by literature review stated by (Petty, 2006), had made research on the hindering leadership challenges encountered by the Jordanian women the major finding of her study shows that the gender roles in Jordanian society under the focus, and underlined the tribal structure as one of significant factors that effected women public and privates sphere. In public sphere, it was

found that tribal social structure affects women political activity and women's ability to participate in the political activities.

Regarding to the question conflicts between work life and social life such as visiting the sick ones, Idir, attending funeral and wedding hold back women from their jobs and achieving leadership, as reflected on the table it had the third highest mean scores 4.3631, the respondents replied that conflicts between work life and social life is a major cause that inhibited women participation in the leadership position. Respondents confirm that it is impossible to balance work life and social life. In the society of Bench Sheko and Sheka Zone most activities of social life are expected from women.

Related to the question, limited accesses to advanced educational affect the progression of women to higher leadership positions, respondents were requested to rate lack asses to advanced education affect the progression of women to top leadership position. As reflected on the table it had the second grand mean score of 4.3869 indicating the issue as major cause that could possibly prevent women's entry into leadership positions. In respect to this, majority of the respondent approved that there is lack of access of advanced education. In line with this data gathered through interview confirmed that education is an important factor to gain the benefit of political power and administrative power, because education influences the knowledge consciousness, personality, performance, attitude and skills, so lack of educational opportunity prevent women from leadership. Subsequently education is the basic instrument to bring the preferred societal change in politics, economy, health, equality, development; providing quality education without discrimination provides opportunity for women actively participate in the development process and improves the mobility of women in the society. But, discrimination of women in education creates inequality between males and females and this process continues in their lives and will have an impact in their future achievement.

This finding was supported by Gojjam and Manjit (2016) studied on factors affecting women's participation in leadership and management in selected public higher education institutions in Amhara region and found that Low academic qualification is among the major barriers stifling women to assume leadership positions. Brikti (2013) and stated that; educational gap is one of the major factors for low participation of women in leadership position. Therefore, the researcher

concluded that lack of access of education affect women to get education opportunity which directly affect women involvement on the leadership.

Concerning to the question, women in Ethiopia don't have access to the same kind of connection as men do. Respondents were requested to rate female contacts effect on the leadership position. As reflected on the table it had the moderate value at the mean of 3.7798 indicating the issue as a moderate cause. In respect to these respondents approved that lack of strong women contact with their colleagues is factor for low participation of women's in the leadership this finding is supported by the Getachew (2014) in his finding suggested that developing strong Women's network enables them to be effective in their leadership position and decision making ability; which on the other hand showed as there is lack of women's network at their working environment. Also Hiwot(2017)in her study found as lack of networking challenged women for their leadership position and concerned revealed that Informal network of men is the main contributory factor for their participation in leadership, particularly where there are no criteria for recruiting leaders for leadership positions; accordingly despite competence, performance, qualification and experiences of individuals, relationship through informal network create a great opportunity for men to come to the leadership positions.

In line with this data gathered through interview confirmed that many woman sector employees are relatively isolated, due to weak connections with male informal networks as well as low level of networking among female staff across different sectors and institutions. Even though, women are well experienced and qualified, they might be dominated in the leadership positions because of the established network of men. This is due to the fact that they are incompetent to devote their full time and energy to paid work because of their family responsibilities.

Table 4.11: Summary of respondent's judgement on societal culture

No.	Cultural barriers	No.	Mean	Standard deviation
1	The community traditional culture does not favor women on leadership positions, because they are believed to be mothers and home makers.	168	4.3512	0.66693

2	Culture requires women to observe their male counterparts without much questioning.	168	4.1190	0.378006
3	The community culture females are appreciated more for their outward show and good character than for their competence and intellectual skills.	168	4.0833	0.68706
4	Cultural attitude of society encourages women to think on key leadership position.	168	2.7738	4.07078
5	Participation of women in leadership is low because culturally women leadership is un acceptable by the society.	168	4.2262	0.76372
6	Backward practices of religious beliefs that assume men as superior than women hold back women from participating in office work.	168	4.2440	0.90572

Source: Own survey, 2020

Related to the question, the community traditional culture does not favor women on leadership positions, because they are believed to be mothers and home makers, respondents were asked to rate community traditional culture does not favor women on leadership position, because they are believed to be mothers and home makers had a grand mean score of 4.3512. The respondents were rating the item as a major cause for the under representation of women in leadership. In respect to this, great part of the respondents agreed that society does not accept as truthful reality women to come on leadership this mean that community cultures do not be familiar with women on leadership.

In line with this data gathered through interview confirmed that the domination of men over women is yet prevailing specially in the leadership position. In this respect, Meron (2003) finding support that cultural perceptions that say women is less than embodied in our culture that affect their exposure to the leadership.

Regarding item to the question, Culture requires women to observe their male counterparts without much questioning, respondents were requested to rate culture requires women to observe their male counterparts without much questioning at a mean value of 4.1190, this implies that culture

of the society of Bench Sheko and Sheka Zone mostly accept the supremacy of male. The women are accepted every actions without any question. The culture does not permit for women as they participate in the outside of home to participate in the leadership this indicates that culture of the society in the study area is the main obstacle for women to participate in the leadership.

Concerning to the question, the community culture females are appreciated more for their outward show and good character than for their competence and intellectual skills, respondents were requested to rate their observation the community culture, females are appreciated more for their outward show and good character than for their competence and intellectual skills at a mean score of 4.0833. The respondents were rating the item as a major cause for the below demonstration of women on leadership position. In respect to this, above average of the respondent approved that community culture, women does not appreciate through their talent, this shows that the community culture does not encourage women those have ability and skill rather than those beautifully, which have influence on women to come on leadership position.

Regarding to the question, cultural attitude of society encourages women to think on key leadership position, respondents were asked to response cultural attitude of the society encourage women to thing on key leadership position at a mean score of 2.7738. In concerning to this, maximum part of the respondent approved that cultural attitudes of the society do not encourage women, this implies that community culture does not support women on leadership. This finding is supported by Calvert (1996) the cultural and social assumption that women are less strong than men and therefore cannot hold managerial positions is common in many developing countries.

Regarding to the question, participation of women in leadership is low because culturally women leadership is un acceptable by the society, respondents were invited to value participation of women in leadership is low because culturally women leadership is unacceptable by the society. As reflected on the table, it had the major cause at the mean score of 4.226 that could possibly prevent women entry into leadership position. In regarding to this majority of the respondent approved that involvement of women leaders is unacceptable by the community order. This finding is supported by Brown (2006) men are more often socialized to preserve and seek professional success while women are socialized to nurture and support other as they assume the traditional role of mother and take care of the perfect.

Concerning to the question, backward practices of religious beliefs that assume men as superior than women hold back women from participating in office work. Back ward practice of religious belief as a factor for women participation had a grand mean score of 4.2440, the respondents rating the item as a major cause for less participation of women in the leadership.

The finding is more convenient with the analysis made by Helgeson (2005) and Charles and Davies (as cited in Morely, n.d). According to these researcher's women have been socialized into the believing that they do not deserve senior positions by referring to religious books and misinterpreting them. Few believe that women and men are equal and have different perspective than the majority if they have been exposed to different situation, beside this Shakeshaft indicated that not only women socialized in ways that have not made them administratively inclined, those who hire have been socialized to believe that those qualities, which associated with females are adversative to those qualities needed to lead and, conversely, that qualities needed to lead are ones not possessed by women.

4.3.3. Policy and Strategy of the Institution

Table 4.12: Summary of respondent's judgement on organizational support

No.	Organizational support	No.	Mean	Standard deviation
1	There is an opportunity of promotion for women leaders in the organization to the next step.	168	4.0714	0.83753
2	Shortage of adequate training and development given by the sectors contribute to the difficulties women experience in getting leadership position.	168	4.0655	0.84158
3	Adequate recognition is given for strong women leaders by the organizational workers.	168	3.3988	1.29550
4	The sectors provide specific program targeted to women to improve and motivate performance.	168	3.3512	1.25321

5	Commitment of the sectors to apply affirmative action in practice.	168	3.1250	1.35447
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Source: Own survey, 2020

Regarding to the question, there is an opportunity of promotion for women leaders in the organization to the next step, respondents were asked to view their perceptions as there is opportunity of promotion for women leaders in the sectors to the next level at a mean of 4.0714 the respondents rating the item as a major cause for the underrepresentation of women in leadership position. In respect to this majority of the respondent settled that there is an opportunity of promotion. As the interview replied that the opportunity of promotion currently women's are elected half minister at the federal level and the office of women in Mizan Aman Town Administration plan to increase the numbers of women on leadership and there was a great opportunity of women to be a leader in the sectors of the town.

Concerning to the question, shortage of adequate training and development given by the sectors contribute to the difficulties women experience in getting leadership position, respondents were asked to view their perception as there were shortage of adequate training and development given by the sectors contribute to the difficulties women experience in getting leadership position, were at a mean of 4.0655 the respondents rating the item as major cause there is shortage of adequate training and development given by the sectors is one of the organizational challenge that affect the possibility achieving leadership position. Therefore, the finding indicates that less training opportunity in the past contributed to hinder women participation in leadership. This means unequal access to training and educational progress is one of the major factors hindering women participation to the leadership position. The result was supported by Morrison et al (cited in Oakley 2000), stated that it is not uncommon for women to receive less training and development, less visible, challenging and risky job assignments, jobs that use skills such as nurturing which are both traditionally female and historically less valued. Training helps them not to be challenged easily by the impacts of socio-cultural factors like patriarchal ideology of some colleagues and thus affects women in the sectors.

Regarding to the question, adequate recognition is given for strong women leaders by the organizational workers, respondents were asked to view their perception adequate recognition is given for strong women leaders by the sector workers at a mean of 3.39 the respondents rating the

item as moderate cause for the less than representation of women in leadership position. This implies that there is no strong motivation for women leaders those successful this prevents women from membership on the leadership position.

Regarding to the question, the sectors provide specific program targeted to women to improve and motivate performance specific programs, the average mean is 3.3258 which show that the respondents disagreed that there are specific programs targeted to women to improve and motivate performance. This implies that lack of empowering women through variety of programs is the main challenges faced by women in the sectors.

Regarding to the question, commitment of the sectors to apply affirmative action in practice, respondents were asked to view their opinion commitment of the organization to apply affirmative action in practice at a mean of 3.1250, the respondents agree that there is lack of implementation of affirmative action, rating the item as a serious problem for the underrepresentation of women in leadership position. In respect to this, greater part of the respondent approved that lack of commitment to apply affirmative action in practice. From this finding it is safe to conclude that sectors do not effectively apply affirmative action in practice that has great contribution for women under representation from the leadership position. This implies that the sectors is not implementing affirmative action to correct the inequities of the past by considering the employment of citizens based on gender.

Table 4.13: Summary of respondent's judgement on policy and strategy of the institution

No.	Policy and strategy of the institution	No.	Mean	Standard deviation
1	Decisions are made based on arbitrary or irrelevant requirements on selection process.	168	2.9940	1.26915
2	Clear policy and strategy that empower women and promote on the leadership position in the sectors.	168	4.1976	1.00036
3	Policy and strategy have problem on achieving women participation on leadership position.	168	2.6429	1.19021

4	Policy and strategy of the sectors is effectively implemented in the sectors related to women participation on leadership position.	168	2.8333	1.22678
5	Lack of careful monitoring and evaluation of the policy implementation that enhance women's participation on leadership position.	168	4.0357	0.85396
6	Employees are safe from work place sexual harassment.	168	2.8750	1.17960

Source: Own survey, 2020

Regarding to the question, decisions are made based on arbitrary or irrelevant requirements on selection process, that the mean average score is 2.9940 showing that the respondent disagreed recruitment and selection process are unfair which indicates it's not a major obstacle for women career advancement and that gender imbalance is not by the favoritism of males during recruitments and selection process.

Regarding to the question, clear policy and strategy that empower women and promote on the leadership position in the sectors, respondents were asked to rate clear policy and strategy that empower women and promote on the leadership position in the organization at a mean of 4.0714, in respect to this majority of the respondent decided that there was a clear policy and strategy that empower women on the leadership position.

In line with this the data obtained from interview also supports the above idea, they said that there are policies which address women in leadership position, there is a clear strategy in the Mizan Aman Town Administration which states that there must be fifty percent women leaders in higher position and fifty percent in middle leadership position. In addition to this there are also positive discriminations, priorities and quotas implemented in every governmental institution which aimed at avoiding the gender imbalance in leadership. This finding is supported by the findings of Hana (2016) Ethiopian policy environment on female leadership system have a sufficient scope to the needs, concerns and safety of females while bringing them to leadership position.

Concerning to the question, policy and strategy have problem on achieving women participation on leadership position, respondents were asked to rate policy and strategy have problem on

achieving women participation on leadership position at a mean of 2.6429, in respect to this majority of the respondent agreed that policy and strategy does not have problem. From this finding the researcher concluded that there is no problem of policy and strategy in the sectors to participate women on the leadership position. This finding is supported by Adonay (2014) policy and the strategy of the Ethiopian government does not hinder women from participating in leadership positions rather it gives them priority.

Regarding to the question, policy and strategy of the sectors is effectively implemented in the sectors related to women participation on leadership position, respondents were asked to rate policy and the strategy of the sectors related to women participation on leadership position is not effectively implemented in the sectors s at a mean of 2.83 the respondents rating the item as a serious cause for the under representation of women in leadership position. In respect to this majority of the respondent approved that policy and strategy is not effectively implemented, this indicate that sectors do not effectively implement policy and strategy which have contribution for women underrepresentation from the leadership participation, as supported by literature review stated by (Brenda (2015), the work place policies are also insensitive to women roles as mothers. It was further discovered that policies addressing gender imbalance are not being implemented.

Regarding to the question, lack of careful monitoring and evaluation of the policy implementation that enhance women's participation on leadership position, respondents were asked to rate lack of careful monitoring and evaluation of the policy implementation that empower women participation on leadership position at a mean of 4.0357, the respondents rating the item as a major cause for the below representation of women in leadership position. In respect to this large part of the respondent confirmed that there is a problem of careful monitoring and evaluation of the policy. From this finding it is safe to conclude that there is problem of monitoring and evaluation of the policy and strategy that improve women participation on the leadership positions this makes women below average from their participation on leadership.

Regarding to the question, employees are safe from work place sexual harassment; respondents were asked to rate as employees are safe from work place sexual harassment that hinders women participation on the leadership position at a mean value of 2.8750, the respondents rating the item as a critical problem for the low representation of women in leadership. From this finding it is safe to conclude that most of the time women employees are exposed to sexual harassment by the case

of men's power and their strategies, which can be used as a tool to attract the women attention in the work place.

4.4. Strategies for to Women Empowerment in Leadership Position

As point out in the introductory chapter of this research one of the objectives of this study was to examine strategies that can be used to progress women participation on leadership position in the study area. The researcher tried to investigate whether there are mechanisms or strategies planned to women empowerment in the sectors. For this purpose, Mizan Aman Masha Town Mayor and Women and Children Affairs Office, were asked to explain. According to the interviews view women have been given special attentions as per the government policies and programs in order to participate equally in all hierarchy the positions and other levels. To mention some strategic plans are gender sensitive, gender department is established at federal, regional and town level, positive discrimination is considered during selection and placement opportunities of education for women are widening, recruitment and selection criteria are gender sensitive. There is also collective agreement that is clearly stated that to give affirmative action at promotion time for women employee. If a woman has equal educational background and experience, she will get five additional points and if they get equal point's women get priority.

Women and children affair office was providing continuous assertiveness and communication training for women employee in order to make them more capable in their assigned field. And also providing training for both staff and leaders in order to create positive attitude regarding women inequitable thoughts. On the other hand, the office has ongoing process to increase the participation of women in different training aspects since most of the training given to male employees. Despite these strategies in place, they convinced that every vacancy notice is not gender sensitive and quota systems are not applied correctly. In general, it can be said that constitutional gender related written policies are smart and they can play a great role in the effort made for women empowerment.

Besides, interview was asked that if they are likely to have much policies and strategies, why women are invisible in leadership positions to justify the questions out of 72 leadership position of council members in the study area leadership position women leaders are only 17 and the rest 55 are male, it implies that women leaders is only 23.6 percent and the rest 76.3 percent were male leaders. Their responses were that divided in to two. Some responses were that since top leadership position are occupied by men, they tend to propose men which are the reflection of the informal

network of men, women are busy to make leadership position due to home, family responsibility and male leaders does not belief on women capacity they cannot hold leadership position. Of course written policies are smart, gender departments are established, constitutional gender related policies are clearly stated; however, they couldn't have translated in the needed way. Most of the leadership bodies at all levels are monopolized by men, hence decisions are made without women's participation. From this, it is possible concluded that women participation in leadership position 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 them self also have a problem they don't belief on their performance, culture of the society also doesn't support women leaders and trend to maintain male dominance in the leadership position.

Concerning the strategies to be in place to promote women employees' participation in sector leadership positions: society has limited awareness to accept women participation in leadership positions for instance the society's unhelpful proverbs that, undermining women and hinders their participation is not yet changed. Thus, creating awareness to all stakeholders must be given to avoid such negative attitude in the society about women leadership view, and giving continuous training for women employees on leadership.

In the political sphere, the way elections are organized and run, especially in the selection of candidates, presents women with particular problems, whether this is getting selected for an electorate- based election or performing on a party list of candidates. Lack of access to support networks, lack of financial support, and active or perceived prejudice against women candidates all acts as structural barriers to women participating in elections for public office at all levels of representation. In light of this, electoral reform can provide new opportunities for women seeking to become leaders in the political arena. The implementation of quotas and reservation of seats have been the key instruments in increasing women's political representation.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMENDATION

5.1. Summary

The objective of the study was to assess the factors affecting women's participation in leadership position and the way-forward in the study area. Struggle to meet the above stated purpose of the research, basic questions were stated and answered. The researcher therefore, identified the following major summary.

Regardless of the magnitude, in the study area the status of women's participation in leadership position is low as compared to male main representative which is 78 percent and women are only 22 percent.

From factor influence women involvement on the leadership position personal factors those, women behavior; style of leadership, communication style, less likely to promote themselves, low level of aspiration, women's deficiency was regarded as low level of factor for women participation at leadership position. Therefore, women's behavior was rated as 3.3 by the mean average based on Zaidatol and Bogheri statistical analysis.

From Attitude of women towards themselves, women lack of self-confidence, under estimation of their ability and poor risk taker, consideration themselves less acceptance were regarded as major causes that hinder their participation in the leadership position. Therefore, attitude of women towards themselves was rated as major cause for the underrepresentation with average mean score of 3.9, by the mean average based on Zaidatol and Bogheri statistical analysis.

Home and Family responsibility related issues from the respondents' response rate the average mean for all items are 4.00, by the mean average based on Zaidatol and Bogheri statistical analysis rating as a major cause for women's under representation. Therefore, double responsibility affects women involvement in leadership position. These factors have the greater share role in the underrepresentation of women on leadership position.

From societal barriers being a mother and taking care of children, conflicts between work life and social life, limited access to advanced education and female interactions are the major problems, societal barriers is rated as a major cause with average means score of 4.2, by the mean average

based on Zaidatol and Bogheri statistical analysis, that plays a major cause in limiting women's involvement on the position of leadership. As the believing outlook of society around study area women do not have the ability and skills to be a leader, most people still think the decision making power rests with men and male feel more competent, capable and efficient in leadership than women.

From socio cultural factors culture, the society traditional culture does not favor to women on leadership position, they also appreciated more for their out ward show rather than intellectual skills, they do not encourage women to think on key leadership and culturally women leadership is unacceptable by the society are the major problem from culture. In wide ranging, the average mean for all items was 3.9, by the mean average based on Zaidatol and Bogheri statistical analysis, rating culture as major cause that seriously affects women's involvement in leadership.

As for organizational challenge; opportunity of women to the next level, adequate training, gender preference of leaders to delegate and proper implementation of affirmative action and specific programs aimed at women to improve performance in the sectors that are challenging female employees of the sectors to reach higher position of leadership. Therefore, organizational support was rated as 3.6, by the mean average based on Zaidatol and Bogheri statistical analysis, rating it as moderate value.

Regarding policy and strategy of the institution, policy and strategy does not have problem. But, there is problem of effectively implementation and additionally, lack of careful monitoring and evaluation of the policy implementation are the main problem. In overall, the average mean for all items was 3.2, by the mean average based on Zaidatol and Bogheri statistical analysis, rating the item as a minor cause that affect women's membership in leadership.

Data gained from focus group discussion (FGD) concerning the strategies the sectors use to improve women participation on the leadership position. Among the strategies, tactical plan are gender sensitive, gender department is established at sector level, positive discrimination is considered during selection and appointment opportunities of education for women are widening, recruitment and selection criteria are gender sensitive, there is also collective agreement that clearly stated to give affirmative action at promotion time for women employee. Of course written policies are smart gender departments are established, constitutionally gender related policies are clearly stated; however, they couldn't have translated in the desirable way.

Data gained from interview confirm that throughout both the regional and at the zone level in the Southern Nation, women carry a disproportionately high burden of poverty. This poverty is experienced not just as quantifiable deficiency, but also as marginalization, which means that those living in poverty often have no, or little opportunity to influence the political, economic and social process and institutions which control and shape their lives and keep them restricted in a phase of deficiency.

5.2. Conclusion

This study has noted and emphasized that, women participation in leadership position is critical for sectors in order to achieve their goals. The leadership position in the study 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 male-controlled system. Democracy would be disrespect in half of the population 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 town.

Low participation of women in leadership position is attributed to different personal, socio-cultural and institutional factors. The culture of the society does not support to women on leadership position, they also appreciated more for their out ward show rather than intellectual skills and culturally women leadership is undesirable by the society. Lack of education opportunity, lack of training and lack of advanced education is another obstacle for women contribution in leadership position. Lack of the self-confidence, under estimation of abilities and poor risk taking, less acceptance, lack of role model and poor confidence of women on their performance are also the personal factor for under participation in leadership position. Other personal factors which affect women participation in leadership positions are home and family related issue, double responsibility and lack of support particular for women from their family to come on the leadership position was the main obstacle for women to leadership position.

The societal factors are the highest challenging factors for women's participation in leadership positions. The researcher discovered that double duties and responsibility such as marriage, conflicts between work life and social life, limited accesses to advanced education and Lack of female contacts are actually a challenge in the study area for women to progress into leadership

position, furthermore, the findings showed that society's cultural belief such as gender stereotype, backward beliefs of religious practice, lack of support strongly influence women's ability to reach to leadership position. The culture of society, which design and assign gender role, put women at domestic role and reproductive role at the subsidiary level in comparison with their male counterpart.

Complementary institutional factors related problem is also hinder women to the leadership position in line with this the concept that women are not good leaders is the predominated factor in the institution and it is an obstacle for women's participation on leadership position. Confusing sectoral promotional procedures are also other related to institutional factors that affect the participation of women in leadership positions. Moreover, the absence or improper implementation of affirmative action is another hindering factor for women's contribution in leadership.

From the above judgement the researcher result shows that there were strategies that empower women participation on leadership position in the case study area those; are mainstreaming, training and capacity building, affirmative action and other strategies in the sectors but insufficient measures taken for women's empowerment in leadership positions due to lack of strong commitment and attention of politicians and government officials.

From the above finding the researcher conclusion shows that although, women have the potential and skill to be leaders to perform at the top level of leadership position, the offensive chain of challenges against their leadership line often limit their achievement. Apart from internal factors among themselves, external factors such as social cultural and institution have contributed significantly on limiting their leadership success.

5.3. Recommendation

Based on the major finding of the study, the following recommendations are forwarded. Implementation of all recommendation is necessary to reduce the existing gap and improve the imbalance of women in leadership and decision making position in the study area.

- Women have to fill confident by their potential performance and compete equally with men in leadership positions. They have to use their own effort and upgrade themselves by education, knowledge and skills in order to fit the leadership positions. They should increase

social networks through social media and by creating interpersonal relationship with both men and women in and out of their sectors.

- Family is the base for the society; hence they have to give equal chances in every matter for their children without considering their sex. The family and home responsibility can be minimized by having family-friendly policies to improve the pressures of home responsibility and create a culture of mutual commitment that make it easier to competent female leaders.
- Women sense of reduced self-image is one of the challenges holding them back thus, they should believe that they can spirit after what they want and that they have the skill to reach their objectives in their own way. Similarly, women, who are in leadership needs to focus on their achievement of objective rather than giving attention for the negative attitude of some individuals in the sectors because the productivity of women's leadership goal will answer for those who have negative attitude towards women in leadership then the negative gender consequences of leadership will be reduced. But in order to do this they should develop their self-confidence, should be accessible or open for others and should be authentic and active.
- Males need to accept potential females' contributions in leadership activities to attain developmental goals of the country. In addition, they need to encourage rather than discouraging them.
- One of the factors that limit women's participation is socio-cultural factors. One can clearly understand that these factors can affect social and psychological development of women that in turn affect their participation in leadership. Therefore, men should develop positive attitudes and think that women have equal ability with them and the society also should trust women ability to lead through awareness raising, training and experience sharing.
- The federal government should realize the participation of women in leadership positions through its law, policies and regulation by effective implementation.
- Public sectors should have to create conducive work environment and adjust them as suitable for women.

- Mizan Aman Town and Tepi town Children Office should develop and design gender sensitive workshops and training about family shared responsibilities and gender role perceptions that are conducted with men so as to make them more accessible to females.
- There is unconscious biasness in sectors towards women employee which is deep rooted in the minds of men since childhood, hence, both federal and regional government also needs to take an active part to improve society's awareness to change the deep-rooted cultural believe towards women role by incorporating gender sensitizing courses in the educational curriculum of the educational institutions of the country.
- NGO and stake holders should have to encourage women leaders by providing technical support like monitoring, networking and develop follow up mechanisms in which women will practice their leadership roles. This can be done by empowering women and allowing them to take part in leadership and decision making and should encourage women education by upgrading their skills and these makes as they better qualified personnel to participate in leadership.

5.4. Limitation of the study

It is obvious that research work can't be totally free from constraint. The limitation of the study was geographically the research have been done only at Bench Sheko and Sheka, if it would have been conducted at regional and country in general, having comparable or similar context with wide area coverage and a such larger number of respondents would have provided much deeper and useful information concerning the factor affects women participation on leadership position.

Knowing that several factors affect women's participation in leadership, but on this research it has chosen to focus only on three variables of predicating factors personal, socio-cultural, and institutional factors for low participation of women in leadership. It did not include other variables beyond these such as economic factors, global factors, structural factors, behavioral factors and others.

Other limitation of the research was the respondent's reaction towards the questionnaires. Due to the main source of primary data were the sector employees and top leadership position and most of them does not timely responding which have an impact on the research schedules. Thus the researcher was required to gather important information from the staff lists and informants, and

this made the data collection lengthy and difficult. However, favorable situations were considered for the respondents to minimize situational factors that affect the quality of the data. However, to increase the reliability and accuracy of the finding the research was done beyond his potential expectation and effectively completes the research task successfully.

5.5. Suggestion for further research

The study suggests that further research be done on the following:

- ✓ The influence of the economic factors on women participation in leadership position.
- ✓ The influence of political factors on women participation in leadership.

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Appendices

Appendix 1: Questionnaires sample

College of Business and Economics, Mizan Tepi University

This is a research questions on “Factors affecting women participation in leadership position in Bench Sheko and Sheka Zone

Dear Respondent,

The purpose of this questionnaire is to collect primary information for a research topic on “Factors affecting women participation in leadership position in Bench Sheko and Sheko Zone.

On account of your experience and demonstrable knowledge of the factors that impede women low participation in leadership position, you have deliberately been identified as a respondent in this research. The invaluable information you provide shall strictly be treated with utmost confidence and will be used only for academic purposes in this study. Please feel free to provide information in this research question to me at your earliest convenience.

I thank you very much for your valuable time and cooperation.

General instruction

- Read all the instructions before attempting to answer the questions
- Please do not leave any of the questions an answered
- Please read all the questions and put tick mark () on your responses that most accurately reflect your answers or write your answers in the space provided is not enough use back of the paper indicating the question number

Part I General Information of Sample Respondents

1. Gender A) Male B) Female

2. Age: _____

3. Marital status: A) married B) single C) widowed D) divorced

E) Separated

4. Education level: A) read and write B) grade 1-4 C) Grade5-8 grade9-10complete E) grade -12 complete F) diploma certificate H) degree I) master and above

5. What is your current position in the sector? _____

6. How long have you been working in the sectors: _____

7. Religion: A) Orthodox B) Muslim C) Catholic D) protestant

GENERAL QUESTIONS

1. Do you think that the numbers of women in leadership positions are few as compared to men? In the sectors?

a) Yes b) No

Personal factors

The following are supposed to be women's personal factors towards themselves. Thus, indicate the extent of your agreement on the following statements by putting (right) mark in one of the boxes provided for each possible factor

Strongly agree (5) agree (4) neutral (3) disagree (2) strongly dis agree (1)

Women's behavior

No	Women's behavior	5	4	3	2	1
1	There is a significant difference in style of leading between the two genders i.e. women use a democratic style of leadership which seems as weakness.					
2	The style which female colleagues express their opinion or felling (communication style). The fact that women are less likely to negotiate					

	for what they want holds them back from reaching to their aspired position.					
3	Women are less likely to promote themselves and have a sense of diminished self-efficiency that holds them back.					
4	Women tend to have low level of aspiration when it comes to advancing to a higher position.					
5	Women have a deficiency when it comes to the necessary certificate and professional training (educational qualification) to be in upper position management.					

Attitude of women towards themselves

No	Attitude of women towards themselves	5	4	3	2	1
1	Lack of the self-confidence of women hinders them to participate in leadership positions.					
2	Women underestimate their abilities and perceive themselves as less skillful and passive in leadership position.					
3	Women consider themselves to have low level of acceptance than men					
4	Women perceive themselves that they are limited at lower tasks undermine.					

Family and home responsibilities.

NO.	Family and home responsibilities.	5	4	3	2	1
1	Women's roles of child bearing and taking care of family affect their involvement in leadership position.					
2	Women are more responsible than male to home or family related issues					
3	Women's support from family affects their participation in leadership position.					
4	Have you had any problem with your family when you are late to come home, devote more time to office and going abroad?					
5	Marriage hinders active participation of women in leadership position.					

Socio cultural factors.

Societal barriers.

No.	Societal barriers.	5	4	3	2	1
1	Being a mother and taking care of children is considered as a sole responsibility of women in Ethiopian society and therefore, Clash fiercely with career leaving no time for office duties.					
2	Conflicts between work life and social life such as visiting the sick ones, Idir, attending funeral & wedding hold back women from their jobs & achieving leadership.					
3	Limited accesses to advanced education affect the progression of women to higher leadership positions (Educational opportunities).					
4	Women in Ethiopia don't have access to the same kind of connection as men do. (Lack of female contacts).					

Cultural barriers

NO	Culture	5	4	3	2	1
1	The community traditional culture does not favor women on leadership position, because they are believed to be mothers and home makers.					
2	Culture requires women to observe their male counterparts without much questioning.					
3	The community culture females are appreciated more for their outward show and good character than for their competence and intellectual skills.					
4	Cultural attitude of society encourages women to think on key leadership position.					
5	Participation of women in leadership is low because culturally women leadership is un acceptable by the society.					
6	Backward practices of Religious beliefs that assume men as superior than women hold back women from participating in office works (the belief system that women don't need to work).					

Institutional factors

Organizational Support.

No	Organizational Support.	5	4	3	2	1
1	There is opportunity of promotion for women leaders in the organization to the next level.					
2	Shortages of adequate training and development given by the sectors contribute to the difficulties women experience in getting leadership position.					

3	Adequate recognition is given for strong (successful) women leaders by the organization workers.					
4	The sectors provide specific programs targeted to women to improve and motivate performance.					
5	Commitment of the sectors to apply affirmative action in practice.					

Policy and strategy of the institution.

No	Policy and strategy of the institution.	5	4	3	2	1
1	Decisions are made based on arbitrary or irrelevant requirements on selection process (Unfair recruitment & selection practices).					
2	Clear policy and strategy that empower women and promote on the leadership position in the sectors.					
3	Policy and strategy have problem on achieving women participation on leadership position.					
4	Policy and strategy of the sectors is effectively implemented in the sectors related to women participation on leadership position.					
5	Lack of careful monitoring and evaluation of the policy implementation that enhance women's participation on leadership position.					
6	Employees are safe from work place sexual harassment.					

Open ended questions

1. Would you please indicate if you have any other additional opinion regarding:

A) Personal factors

B) Socio-cultural Factors _____

C) Institutional Factors _____

2. Would you please indicate if you have any other additional opinion than the aforesaid factors as major impediments of women participation in leadership positions?

3. What strategies shall be done to promote women's participating in leadership positions in the study area?

Appendix2:

Interview

Checklist

Interview checklist for women office

Interview with Women office.

Date of Interview: _____

Interview position: _____

Time of interview: _____

1. Do you think that women are equal in number with men in leadership position in the Sectors? If it is not equal, which one is getting more position and why?

2. How do you explain the impact gender gap in leadership role in the sectors?

3. What are the major barriers that hinder women from moving up to the decision making as well as positioning?

4. Does the office have any contribution to enhance the contribution of women to top Leadership position?

Interview Checklist for Human Resource Officer

Interviewee's Position: _____

Date of Interview: _____

Time of interview: _____

1. Do you think that the women are equal in numbers with men in the leadership position?

If not, what is the reason?

2. Does the office have any criteria that used for promotion purpose in the leadership position?

3. Have women staffs taken advantage of the recent expansion strategy of leadership position? If yes, how?

4. What are the major barriers that hinder women from moving up to the decision making? Position?

5. Does it matter if a person is male or female in certain positions? For which positions does it matter and why?

6. Are there specific strategies or guidelines to support identification of potential women employees or any initiatives that specifically target women for promotion? If no, what do you suggest?

Focused group discussion guide

1. Do you think that women are equal participation on leadership position?

2. What are the major factors that hinder women from moving up to the leadership position?

3. Is their clear policy and strategy which encourage women and promote on the leadership position.

4. Is there a policy and strategy that favor women participation on leadership position?
6. Is there careful monitoring and evaluation of policy implementation that enhance women's participation on leadership position.
7. What alternative way do you think would encourage women to come to leadership position?