



COLLEGE OF BUSSINES AND ECONOMICS

DEPARTMENT OF MANAGEMENT

**FACTROS AFFECTING WOMEN PARTCIPATION IN LEADERSHIP
POSISTION IN CASE OF GURAGE ZONE EZHA WORDA**

A SENIOR RESEARCH SUBMITTED TO THE DEPARTMENT OF
MANAGEMENT TO PARTIAL FULFILMENT OF THE REQUIREMENT
FOR (BA) DEGREE IN MANAGEMENT

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DECLARATION

I hereby declare that the research entitled: “assessment to factors hindering women involving leadership in a case of Gurage Zone Ezha woreda submitted to the college of Business and Economics, Department of Management Wolkite University for the award of BA Degree in Management is based on my original research work carried out by me myself under the supervision and guidance of Mrs. Wubye Mezgebu(MBA). This work has not been submitted earlier in full or in a part thereof, for the award of other similar degree, Diploma, or any other similar titles to this or any other University or Institution.

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CERTIFICATE

This is to certify that the research prepared by BOGALECH ALEMU entitled: “Assessment of factors hindering women involvement in leader ship in case of Gurage Zone Ezha woreda public service” and submitted in partial full filament of the requirements for BA degree in management complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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APPROVAL SHEET

As an examining member of the final research defense program ,we certify that we have read and evaluated the research prepared by BOGALECH ALEMU entitled: “Assessment of factors hindering women involvement in leader ship in a case of Gurage Zone Ehza woreda” and recommended that it is accepted as fulfilling the research requirements for BA degree in management.

Approved by Examiners:

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AKNOWLEDGMENT

I give glory to God, for in him ,I live ,move ,and have my being .He has been my greatest pillar of strength .His grace and mercy has brought me thus far and I am grate full .My deepest appreciation and thanks go to my advisor Mrs. Buby Mengstu.for her guidance and constructive criticism that helped me stay focused from the beginning of this work to the end .I want to thank my parents and for their unforgettable financial and moral support on my education career .I would like to thank all Ezha Woreda public services employees for their cooperation to fill My questionnaire, and also The Office manager.

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ABSTRACT

his study aimed to assess the status of women in leadership roles at the Ezha Woreda public services office and identify factors hindering their involvement. Using a descriptive approach and census survey method, both primary and secondary data were collected. Primary data were gathered through questionnaires, while secondary data came from interviews, magazines, journals, and books.

A total of 31 questionnaires were distributed, with 23 (75.2%) completed and analyzed. Data analysis was conducted using SPSS version 23, employing descriptive statistics such as means, standard deviations, and percentages. The findings revealed that factors affecting women's leadership involvement were occasionally practiced. The study concluded that the organization does not equally promote women alongside men and lacks clear promotion processes.

To address these issues, the study recommends that top management foster attitudinal changes to recognize women in leadership, establish systematic promotion criteria supported by technology, and develop effective diversity policies. Additionally, collaboration between women and management to build networks for sharing leadership experiences is advised. The organization should also enhance women leaders' capabilities through training and implement awareness programs to empower women and promote societal change.

Key words: women involvement, leadership, Gender and career development

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

The 2022 Global State of Women's Leadership, International Women's Day (March 8, 2022) is a global day celebrating the social, economic, cultural and political achievements of women. The day also marks a call to action for accelerating gender parity. Whilst gender stereotypes are being challenged and diverse representation of women is more evident, there is a continuing need for more progressive mindsets and inclusive behaviors worldwide. Academia Women in the United States held nearly half (49.7%) of all tenure-track positions in 2018, but they held just 39.3% of tenured positions. While women represent just over half (52.9%) of Assistant Professors and are near parity (46.4%) among Associate Professors, they accounted for just over a third (34.3%) of Professors in 2018. Women lead 20% of the world's top universities, based on World University Rankings data from Times Higher Education. Forty-one of the top 200 universities in the latest 2021 ranking from the have a female leader, up from 39(19%) in 2020 and 34 (17% in 2018. Nearly a quarter of universities in the top 100 have a female leader (24%) compared to 17% in the 100-200 band. Eleven women appear in the list for the first time this year, with ten replacing men in the past 12 months. But progress is slow. Three female –led institutions from the 2020 ranking have dropped out of the top 200 in 2021, while six have seen changes in leadership. In every instance, this leadership change has seen the incumbent replaced by a man. Women academics in Europe held 41.3% of academic positions across the 28 countries of the European Union (EU-28) in 2016. In 2018–2019, women in India held 27.3% of Professor and equivalent faculty positions, 36.8% of Reader and Associate Professor faculty positions, and 42.6% of Lecturer/ Assistant Professor faculty positions. In Australia, women held 46.8% of Senior Lecturer faculty position and just 33.9% of above Senior Lecturer faculty positions. However, women held 54.7% of Lecturer faculty positions and 53.8% of Below Lecturer faculty positions. In Japan, women represented over half (52.3%) of full-time junior college teachers in 2018, but just 24.8% of full-time university teachers. (Catalyst QuickTake Women in Academia January 23, 2020). The African Women Leaders Network (AWLN) is a ground-breaking movement of African women leaders.

It is implemented with the support of the Office of the AU Special Envoy on Women, Peace, and Security, and of the UN Entity for Gender Equality and the Empowerment of Women (UN Women). The initiative aims to enhance the leadership of women in the transformation of Africa, in line with Africa Agenda 2063 and the 2030 Sustainable Development Goals. Aspiration 6 of Africa Agenda 2063, “The Africa We Want”, envisions an Africa that is people -centered, with gender equality, and where women are empowered and play their rightful role in all spheres of life. This aspiration is also reflected in Goal 5. The AWLN initiative is primarily a movement of women, facilitated by the African Union Commission and the United Nations, under the leadership of HE Moussa Faki Mahomet, AUC Chairperson, and HE Amina J. Mohammed, Deputy Secretary-General. It is supported through the Office of the Special Envoy of the African Union Commission (AUC) Chairperson for Women, Peace and Security, Ms. Benita Dip, and former UN Under-Secretary-General and Executive Director of UN Women, Dr. Phumzile Mlambo- Ngcuka. Ten African Women leaders we admire, Women’s leadership is at the fore front of unfolding discussions at the UN’s largest annual gathering on gender equality and women’s empowerment, the 65th session of the UN Commission on the Status of Women, from 15 to 26 March. UN Women brings inspiring voices of women leaders from around the world (Date:Friday, 19March2021). Women leaders of today are tenacious and diverse .They are mobilizing the global climate movement ,pushing for social protections, addressing the COVID-19 crisis, and dismantling systemic racial discrimination.

Across the continent, women leaders improve lives and inspire a better future for all. Yet, equality’s still far off, and progress on women’s participation in decision-making is too slow. Too many people still believe men make natural and better leaders than women, too many institutions are set up to favor and propel men’s leadership, and funding for women’s campaigns and initiatives remain pitifully low. At the current rate of progress, it will take 130 years to reach gender quality in the highest positions of power. Leading with feminist principles means redefining value and success, sharing power and credit, building community and relationships, and, ultimately, tackling the roots of oppressive structures and social norms that hold back progress for all people, including women and girls. We need transformative feminist leadership to face the unprecedented challenges of our times.

Here are just 10 African women leaders among many, many others, who inspire us, and this is what they have to say about feminist leadership. Suffer the most in conflicts. One year later, I worry not only about the setback in girls' education and gender-based violence, but for then ext. Generation of female leaders in Ethiopia. Amid so many crises and priorities, these issues may become "something we should address once thing stabilize. However, we should not wait. Because women and girls are significantly affected by crises, such as the current pandemic and conflicts, is precisely why more women need to occupy leadership positions in all levels of government, as well as to ensure that due priority is given to gender equity and women and girls are protected and empowered. Ongoing conflict has compounded these problems, especially for women and girls, who historically suffer the most in conflicts. One year later, I worry not only about the setback in girls' education and gender-based violence, but for then ext. generation of female leaders in Ethiopia. Amid so many crises and priorities, these issues may become "something we should address on cuttings stabilizes." However, we should not wait. Because women and girls are significantly affected by crises, such as the current pandemic and conflicts, is precisely why more women need to occupy leadership positions in all levels of government, as well as to ensure that due priority is given to gender equity and women and girls are protected and empowered. Until modern industrialize time, legal and cultural practices combine with the inertia of longest and religious tradition have restricted women's entry and involvement in leadership. Economic dependence on males and consequently the poor socio-economic status women had restricted them from joining in the employment sector. [IGAD, 2010]. However, though the 20thc public perception of aid work shifts as the work force gradually move to white color jobs that do not require heavy labor. Restriction on female access to participate in the work force including the wage gaps, access to employment inequality, and most identified with developing national and imbalance access to the capital variable but identified as a difficulty in both industrialize and developing nation. Now a day, female have been embarking on promoting the leadership post in growing numbers, many organizations employment women initiatives to help advance in to leadership position. Despite this encouraging trend which they formally exclude, there are still concerns whet her they can satisfactorily perform that they have ability and capacity as well as interact successfully with peers, subordinates and superior without any negative in fluency due to their sex.

In fact, all leaders regardless of sexual status face certain ups and downs, but females of ten have additional challenges and obstacles that the male counter parts are less likely encounter (RobertKneed,2009). The intention of this research was to assess the challenge faced by the women involved in leadership. Until modern industrialized time, legal and cultural practices combined with the inertia of long stand religious tradition had restricted women's entry and involvement in leadership. Economic dependence on male sand consequently the poor socio-economic status women had restricted them from joining the employment sector. [IGAD, 2010].

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1.2. Statement of the Problem

There are a number of factors that hinder women involvement in leadership positions including cultural and backgrounds of the society .Cultural thinking of a society and expectations of the male and female can highly differ depending on the setting background .Another factor that affects the people a great deal by the setting they grew up in the expectation placed up other as they were maturing and experience that they want through (Sagen,2009).The culture in all professions and business organization are academic .A number of collations this has developed concerning innate difference between men and

women is has become so much part of the culture that the majority accept the illusion .There are related qualities attributed to the Feminine personality of the region such as weak, emotional ,compassionate and passive in expert and all other quality of a loser in participation of leader ship or management. Most of them are both was had by negative image in to believing that the being educated and being caver women becoming undesirable.

While it is approved fact that the meaning full participation of women in administrative positions is a key element to attain administrative goals ,reasons related to personal, societal and institutional factors hinder the involvement of women in economic spheres .Studies reveal that the societal factors which are related to the deep rooted wrong attitude and perception of the society t towards gender equality and towards positioning women in subordinate with men mainly suppress their involvement in administrative positions(Assessment of Factors Affecting Women involvement in administrative Positions in Selected Publican Gurage zone Wolkite a Ethiopia).

Women also face societal challenges in terms of lacking social network motivating and supportive environment to excel in their administrative positions. Little opportunity for education and employment has resulted women in low academic performance and low experience respectively .This is regarded as personal factor that deter women from involvement in leader ship positions .Additional personal factors ,which affect women's involvement in leader ship positions ,are lack of role model and poor confidence of women on their performance .Male dominated administrative positions of the Ezha Woreda are very prevalent and along with them there exist inclinations of categorizing women as poor administrators. Moreover, the affirmative action that is recognized by the FDRE Constitution is not well observed by institutions and in consequence of this, the leader ship positions space is very narrow for women (Assessment of Factors Affecting Women involvement in administrative Positions in Selected in Gurage Zone Ehza woreda, Ethiopia)

Accordingly, women are supposed to have greater stake in the social, economic, political, legal, ecological, cultural, and technological and soon concerns. On the other hand, there practically exists in equality between women and men in fairly in evolvment in the abovementioned platforms .There as on attributed to such in equality between women and

men is the deeply rooted societal attitude in terms of perceiving women as they are in the lower positions than that of men .In consequence to this inclination, women have been deprived of the opportunities by which they are able to participate equally in the social, economic, political, legal, ecological ,cultural ,technological arenas. Additionally, they have been victimized by gender –based violence (GBV). The Ethiopian contexture grading women’s situation even holds the worst scenario .Ethiopian women face many challenges that deprive them equal participation with their male counter parts. There exists an entrenched wrong perception of the Ethiopian society in terms of placing women in the lower positions than that of men. Due to these ,Ethiopian women lag behind men in accessing education employment, decision a king positions in employment & in politics and in the enjoyment of their human rights in general .The victimization of Ethiopian women to gender- based violence is the direct result of their lower perceived position in the society (Annual Report of Ethiopian Women Lawyers association (EWLA),2017).

According to the 2017 annual report of EWLA, cognizant of the factors that encumber the contribution of women to the economic development of the country ,the government of Ethiopia has been taking measures in terms of enacting legislations, policies, regulations and rules that better enhance equal participation of women with men and it has been taking affirmative measures that adjust the big gap there exists between the involvement of women and men. This effort in the country is also supported by stakeholders such as civil society organizations and the private sector (Annual Report of Ethiopian Women Lawyers Association (EWLA),2017).Thus, over the past two decades ,the government of Ethiopia has made some moves in terms of enacting1993’sNationalPolicyonWomen(Ethiopian Society of Population Studies,2008),in order to create conducive environment for equality between women and men in all aspects of life.

Furthermore, Article 35 of, the Supreme Law of the Land, the FDRE Constitution, clearly stipulates equality in employment, participation in policy and decision making, acquisition and management of property, and right of women to plan families to ensure gender equality (The Constitution of the Federal Democratic Republic of Ethiopia,1995).Despite this effort there still remains a lot to be done to ensure equal participation of women and men. On the other aspect, there are few women who broke through these interwoven obstacles and get in

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

Involvement in leadership is a critical tool for empowering individuals .This is because involvement in political leadership empowers individuals to involve in formal political structures and processes. Women basically work more hours per day than men irrespective of income class which often leave heavy work burden on them and have a definite impact on end's mental health, and block their prospect in line of work (Chalchissa and Emnet ,2013) .Globally ,many of interventions have been done to achieve women's involvement 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 Plat form for Action (Cool,2010). Internationally, the political involvement of women in political leader ship is low.

The global average of women parliamentarians is 25. 8 percent (UNDP, 2017). It falls below the 30 percent target that was to be achieved by 2005. This target was set in the 1995 Beijing Platform for Action. (Awour,2012) Ethiopia is one of the countries which signed the international declarations affirming the legal rights and equality of men and women. In addition to this it has incorporated such appoint in the Constitution inArticle(9)4 which states that "All international agreement stratified 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 parliaments only 26 percent

in 2014 (UNDP,2017).With regard to leadership and decision making, in the same year, women's 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 121 among 134 countries in terms of the magnitude and scope of gender-based disparities. Central Ethiopia regional state is the largest component units of Ethiopian federation in terms of geography and population. Regarding the administrative structure, CentralnationalregionalGovernmentstatehastwotiersofadministrativeunits:zone,woreda (district) and kebele (the smallest governance units at grass root).Accordingly ,it comprises 6 zone administrations, 165 rural woreda administrations, 24 towns“ administrations (2 town administrations are categorized level 1 with zone status and 19 town administrations are leve l2A and2B have woreda status) as well as 2,340 rural kebele administrations (BOFED,2014). Gurage Zone is one of the towns of Central Ethiopia region .As a data from Eza woreda public service and human resource office (2018) shows that out of 34 leadership position of council member’s women leaders are only 11 and the rest 47 leaders were men .It implies that women leaders is only 21.2% the rest78.8 percent is male .

Similarly, when we see at grass roots level or at kebele level out of 85 leadership position women’s leaders are 21 and the rest 64 leaders are male. Low level of aspiration to leader ship positions” .The study also conducted only in specific urban areas (such as Harar, Bahir Dar, Awassa and Addis Ababa) as a sample .Another study also conducted by Birhanu (2011) ,in tiled “women’s participation in leader ship in the case of Tigray Region.”His findings revealed that women’ slack of confidence and interest to hold leader ship 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,eventhough they have seen the factors that influence at national and regional level. Therefore, the researcher attempts to explore in the case of Central Ethiopia region specifically at Eza Worerda Public service due to the region is very large region and the factors that influence women involvement on leadership positions different from the region to region and small town to large city. The researcher believed that further research needed to identify factors affecting women’s involvement on leadership in Eza worda Public service.

This parathion they fear may not be wholly from men but also from other women. Even in the regional organizations were predominantly large in number, higher the rank, prestige's or power, the smaller the number of women assumes in leadership poison. The study will provide all overview of the factors that commonly hind's women in assuming or improving in leadership position. This study would conduct on Gurage Zone,Ehza Worda Public sevice office. To assess this problem related to factor hindering women involvement in the leadership.

1.2. Research Question

The researcher would try to answer the following research questions:

1. What are the leader ship challenges faced by women?
2. What are the challenges faced by women in assuming leadership position and its causes?
3. Is there an in equality in career development of women in leader ship position?
4. What factors facilitate and/ or constrain women in to leadership

1.3. Objectives of the Study

1.3.1. General Objectives of the study

The main objective of the study would be to assess the factors that hindering women involvement in leadership, in case of the Ezha worda public service.

1.3.2. Specific Objectives of the study

- To identifying challenges faced by women in leader ship position.
- To investigating challenges faced by women when assuming on leader ship and its causes.
- To identifying equality of opportunities in career development in leadership.
- To identifying factors that may facilitate and/or constraint women to leader ship position.

1.4 Significant of the study

This study would be benefit to the researcher in order to acquire the relevant knowledge about how to conduct a researcher in sight for further study .It would enable women to contribute success full in on area of profession based on their interest to use their ability and capacity in society ,it would be also serving as secondary source of data for other researcher on conducting a research on this similar topics .The study would help to increases awareness about women to encourage them by avoiding if it is possible and unless minimize interiority in leader ship position.

1.5. Scope of the study

Even if the scope of the study was very broad in context, in this study the researcher was expect to give or clarify the factors hindering women involvement in leader ship by taking a case area of Eza worda Public service due to time and cost constraints.

1.6. Organization of the Paper

The paper has been organized in to five chapters .The first chapter presents the introduction part which reflecting background, statement of the problem ,research question, objective of the study, and significance of the study ,scope of the study and organization of the paper .The second chapter deals with review of related literature. The third chapter deals with research methodology including research design, target population, method of data collection, data analysis, presentation and ethical considerations. Fifth chapter deals with find out conclusion and recommendation.

1.7. Limitation of the study

The following were the major limitation that the researcher has faced during the study.

- Unavailability of some of the respondents at the planned time.
- Shortage of information to support the researcher to the background of the organization
- Unwillingness of some of the employee to respond what they have been asked.
- Failures of the respondents to answer the question appropriately and timely.

CHAPTER TWO

2. Review of Related Literature

2.1. Introduction

Women comprise about 49.9% of the estimate Ethiopian population of 77.1million (CSA,2007).Among the total heads of households ,25.5% are females with 23% of the min rural and 39% in urban areas (ibid). Like their counter parts in developing countries, women in Ethiopia face a set of multiple cross cutting and interrelated problems .These problems limit Ethiopian women access to productive resources, basic health service ,educational and employment .Hence most of them do not participate in decision making process (Sosena and Tsehai,2008).

In general, women in Ethiopia occupy low status in the society .In spite of their contribution to the well-being of their family and community affair sin general, women experience lower socio-economic status as a whole. Women are facing multiple form of deprivation. Gender based discrimination, lack of protection of basic human rights, violence, lack of access of productive resources, education and training, basic health services and employment are wide spread (National Committee for Traditional Practices Eradication (NCTPE),2003). Ethiopian women suffer from works stereotype and gender discrimination of labor ,more are occupy in economically in visible work. Women experience lower socio-economic status in general and hence is marginalized from making decision at all levels.

2.2. Leader ship and Power

Power refers to ability to control in such a situation where other human beings must obey and do what the duty requires. According to Max Weber, power is the ability to impose one's will in social relations despite any resistance and without reference to basis of this opportunity. In any society individual play some roles, and one of such is the role of leader. Usually a leader is the one who bears the biggest responsibility. It is the most power full role in an organization (Byers,1997). The most common opinion about leaders is that they deal with everything and give directions: leaders have power, all the gains and pursuing an objective is only an object of interest of leaders (Gardener, 1990). Other employees called followers, even if they are leaders of lower group or full fill some duties of a leader. The concept t of leadership involves relationships deeply rooted in social settings (Bryman,1996) requiring

leadership theory and research to integrate leader attributes and behavior with in contextual aspect of leader emergence and effectiveness (G.Yukl,1998:G. Yukl & Howell,1999).

According to Khabel and Victor (2008) leadership can be defined organizationally and narrowly as the ability of an individual to influence, motivate and enables others to contribute toward the effectiveness and success of the organization of which they are members. Organizationally, leadership as a direct impact on the effectiveness of the costs, revenue generation services ,satisfaction ,earnings, market revenue ,share price, social capital ,motivation ,engagement and sustainability.

2.3. Women and Leader ship in Ethiopia

A woman is an adult female human being, as contrasted to men, an adult male and girls a female child. The term woman (irregular plural, woman) is used to indicate biological sex distinction, cultural gender role distinctions or both (Wikipedia, 2005:1).

Ethiopia is a patriarchal society that keeps women in a subordinate position (Haregewoin and Emebet, 2003). There is a belief that women are docile-submissive, patient and tolerant of monotonous works and violence for which culture is used as a justification (Hirut,2004). Like many African countries, the majority of Ethiopian women hold low status in the society. Different studies indicated the low status of women in developing countries in general and in Ethiopia in particular (Almaz,1991; Hirut, 2004; Mekuria et al 2005). They have been denied equal access to education, training and gain full employment opportunities, and their involvement in policy formulation and decision-making process has been minimal. Obviously, women play a vital role in the community by taking care of all social activities. However, they do not enjoy the fruit of their labor and suffer from political, economic, social, and cultural marginalization.

Literatures describe that even if women formal participation in the highest leadership positions was formally closed, it is documented that throughout the world, women had played critical roles in time of wars and peace as community organizers and activists. Above all for an instance an Ethiopian women history, contributions and brilliant leadership roles which have emperor Minilik's(1877-1913) first formal wife Bafena and second legal wife emperor Taitu had played is un forgettable history and comes first when one talk about Ethiopian

women contribution. For instance: Taitu was acted as the chief advisor of the emperor with particular influence in the area of foreign relations.

Leadership is even used as a universal means for any social problem. Leadership exists only in relationships and perceptions of employees involved (yukl,1994). In order to define leadership, it is important to understand relationship (KouzesandPosner, 1995). Leadership is a process of when one individual affects the rest of the group in order to achieve defined aims of the organization or group (Byers,1997). An idealistic opinion of the theoreticians on the phenomenon of leaders would as follows: leaders must be able to guide and point the vision with confidence and every one must be ready to believe that this leader is able to achieve the aim (Kouzesandposner,1995). Most of ten this role is executed by men. Leadership should not be mixed up with status. It is not quite like that status stands apart from a leader, however very often position brings along only symbolic values and traditions which do not increase the role of a leader (Gardner,1990). For example, a nation awaits a manager to govern a state, yet his/her high position does not imply that his/her leader ships going to be successful Status is a value, Importance or a prestige attached to apposition or a role in an organization. Leader is not the same as a manager, although these two notions get confused different roles of a manager and a leader may be explained with an example of authority.Weber(1947) links authority with legitimacy. People will accept leadership voluntarily as long as they believe that this leader ship is legitimate.

She holds high profile in the history for patriotism and uncompromisingly pursuing Ethiopia' sin dependence (Meaza,2009). These historical facts make it clear that despite their strengths, contributions and demonstrated leadership ability, it has been never easy for Ethiopian women to ascend to formal political power (ibid). Now a day the EFDRE government has adopted various enhancing instruments to promote equal participation of women in leadership and decision positions in nations among which the EFDRE constitution is the most promising and binding one which had even been existed in the history of the country .However, some efforts have been made still to their counter parts.

2.4. General Situation of Women in Ethiopia

Women comprise about 49.9% of estimated Ethiopian population of 77.1 million (CSA, 2007). Among the total heads of house hold 25.5% are females with 23% of the min rural and 39% in urban areas (ibid). Like their counter parts in developing countries, women in Ethiopia face asset of multiple, cross cutting and interrelated problems. These problems limit Ethiopian women's access to productive resources, basic health services, and education and employment opportunities. Hence most of them do not participate in decision making process (Sosena and Tsehai, 2008).

In general, women in Ethiopia occupy low status in the society. In spite of their contribution the well- being of their family and community affairs in general, women experience lower socio –economic status as a whole. Women are facing multiple form of deprivation. Gender based discrimination, lack of protection of basic human rights, violence, lack of access of productive resources, education and training, basic health services and employment are wide spread (National Committee for Traditional Practices Eradication (NCTPE), 2003). Ethiopian women suffer from work stereotype and gender discrimination of labor, more are occupy in economically in visible work.

2.5. Challenges Faced by Women Leader

2.5.1.The Challenges of Family Responsibility

It is common lament that women are expected to juggle a demand of career and family with constant criticism for failure to achieve perfection for women. Manager the constant struggle to balance their responsibility in both professional and personal area can be over whelming especially given the lack of support the receiver and constant fight they have (N.Power,1993).

2.5.2. The Domestic Share

The centrality of family life is a major variable in any society in determining the cost for women sector manager career and consequently the likelihood of achieving hat position. In a society in which the marital and birth rate are high, the divorce rate is high, the family is major focus of ceremonial and other social event, the mother hood requires that the mother be eminently available for her children. Women are less likely to be able to afford the social and psychological costs of entering a time greatly occupation such as management(J.Alder,1998).

2.5.3. Culture

The culture tradition defines each country normative predisposition or ground rule. Customs and religious law were secure high management position and their recognition of women in dependence status in the right grand J.Alder,1998).

2.5.4. Mistrust by Subordinates

Being manager is greatly lies as successful interaction with peers subordinates and superiors. Although It can be exact that gender is an important aspect of superior subordinates relationship. It is not quite that simple to know .But trust being a dependent variable for team group working for its important influence on interpersonal relationship with in organization. Interpersonal relationship with in organization trust is generally found to be necessary.

2.6. Supporting Action that Woman to Overcoming Challenges

2.5.5. Parental Benefits

The pattern of allowing mother to take as period of maternity leave of a few months when they are paid most of their salary combined with longer unpaid period is now becoming g norm throughout (Sisterly,1993).

2.5.6. Child Care Facilities

Child care program will also spark a great deal of public interest recently, when people think organizational involvement in child care their first through is usually of onsite company sponsored day care center while some organizations have choose this option may other care are financially incapable of providing this (J.Alder,1998).

2.5.7. Intensive Training Program

Education is understandable an important request for women's success to management positions in most countries particularly at the upper and middle levels. Formal education plays more important role where managers are recruited through channels (J.Alder,1993). For those women who inspire to management, it takes more than skills such as time management delegation problem solving negotiation and assertiveness. It takes commitment, management positions and the ability to set and achieve goal and take risk (Sisterly,1993).

2.5.8. Help from Organization

2.5.8.1. Flex Time Arrangement

Flex time is the best –known type of program designed to help alleviate work family conflict.

2.5.8.2. Other beneficial arrangement

Permanent part time allows employees to work a part time schedule for permanent part time benefits. Job sharing between two employees shares one full time position by splitting responsibility into two part time jobs. Cafeteria style, organization policies that has gained popularity is a flexible benefit plan, this type of policy allows employees to have the same choice type of benefit they would profile form a limited number of options of they choose the rational situation for going an extensive benefit plan in order to receive extra pay (Vinnie Icombe,1995).

2.6. Benefits the Society Empowering in Management Position

For those women who aspire to management be said that personal goal and aims their highly contributes to the work force that is unique. A woman may differ in style, approach or attributes in mastering the basic functions of management planning, organizing, staffing and controlling are essential to women become effective managers (Sisterly,1993).

Against the obstacles generated from traditional prejudice and gender stereotyping. Mother hood is a central face many women lives. It shapes the relationship with other people, their opportunities, their leisure activities and their in dividual entities. This hardly sparing when one little will be writing about women experience as mothers that women should have babies and provides child care generally regarded as the norm in our society (RechardSoul,1993). Women acknowledge that they spent less time on their career and more time in house hold and child care responsibility that did their husband, let these some women did not believe that their marriage were in capable. However, it is not clear if these women were answer of the in equalities or if they not considered traditional house hold division on labor by sex to be unfair (J.Alder,1998).

2.7. Conceptual Framework

The following figure shows, the conceptual frame work of this study that developed based on the research questions, works of literature and assumed relationship. It limited on components of challenges and opportunities of women in leadership such as in equalities in

career development of women in leadership and facilitates or constrains women in to leadership used as the independent variable, and associating with performance of Women involvement in leader ship used as a dependent variable.

Independent variables

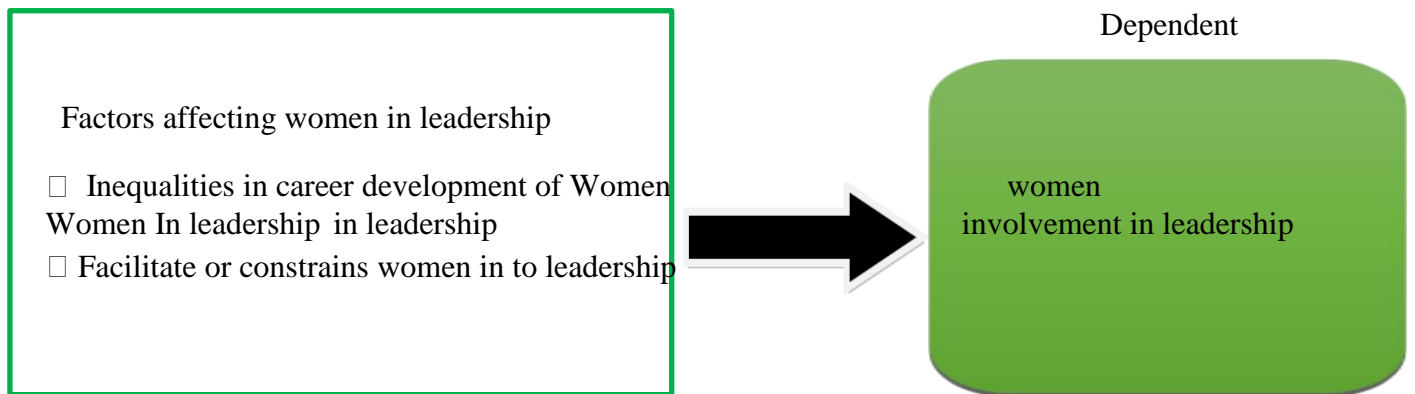


Figure 1: Conceptual Frame work on the Study Source: from Literature Review

CHAPTER –THREE

3. METHODOLOGY OF RESEARCH

3.1. Description of the study area

The Ezha Woreda was one of the Woredas found in central Ethiopia region Gurage zone. It is bounded on the south by the Gumer woreda, on the west by Cheha woreda ; on the northwest by Abeshga woreda; on the north by Muhirna acklil; on the southeast by silita zone and on the east by Butajira (Misrak Gurage). The majority of the Woreda, in terms of agro-ecological properties, was Woina Dega, which consists of 29 (28 rural and 1 urban) kebeles, 12 rural kebeles were Woina Dega, 8 kebeles were Dega, and 8 kebeles were kola. The total population of the study area were female 300 male 600, the sum total population was 900(Ezah woreda public sercvice office 2024).

Also, the study area was located 180 km away from Addis Ababa, the capital city of Ethiopia, and about 42km from the capital of the Gurage zone, Wolkite. The area was located between an altitude of 1900–2000 m.a.s.l and approximate geographic coordinates of 8° 12' 29'' N latitude and 37° 53' 74''E longitude. The annual rainfall was about 1100–2300 mm with a minimum temperature of 21 °C and maximum of 27 °C. The major soil type of the study area was black clay loam soil (Ezha woreda Agriculture and natural resource office, 2024.)

3.2. Research Design

The study would use descriptive type of research. There a son behind choosing descriptive type of research design would be describe and assess existing situations of the fact-finding study with adequate and accurate interpretation of the finding women, and that Bickman and Rog (1998) suggested that descriptive type of study can answer‘ what is’’ or‘ what was’’ questions ,in general,“ why’’ questions.

3.3. Source of data

The researcher would be used for primary and secondary data in order to gather relevant information which helps to conduct the study.

Primary source of data was collect from Ezha woreda Public service office. Secondary source of data was collected from reviewing official report, ocument about organization.

3.4. Target Population

The target population of this study would be all Ezha Woreda Public service office employees, and mainly focus on women's who work in the office. There are totally 31 workers in the office.

3.5. Sampling technique

The sample technique in this study would be census because all employees of the organization are less than 100.

3.6. Method of Data Collection

The researcher was collecting data from both primary and secondary source of data. Primary data was collected through open and close ended questionnaires, and interview. The questioner was distributed to employees of the organization and interview was asked administrators of the organization. Secondary data was collected from reviewing official report, document about organization and books, magazine and other related materials.

3.7. Method of Data Analysis and Interpretation

The researcher would be analyzing the data by using qualitative and quantitative method of data analysis. The data from documents and in-depth interview would be transcribed and present in narrative forms and descriptive analysis. The data collected through questionnaires, surveys, personal interview would be presented in table and percentage was called quantitative analysis.

CHAPTER-FOUR

4. DATA ANALYSIS, PRESENTATION AND INTERPRETATION

In This chapter the collected data was analyzed, interpreted and presented based on data collected from respondents. Out of the 31 questionnaires distributed employees of Ezha Woreda Public Service town office, only 23 questionnaires were collected back and 8 questionnaires was not returned. The data presentation and analysis are based on the collected 23 questionnaires.

Part- I: Analysis of personal in formation of respondents the demographic characteristics of respondents with regard to Age, Education status, marital status and Year of services

Table 1: demographic characteristics of respondent

| Variables | Item | N.O of respondent | % |
|-------------------|-------------------|-------------------|------|
| Sex | Male | 18 | 78% |
| | Female | 5 | 22% |
| | Total | 23 | 100% |
| Age | Below25 | 2 | 9% |
| | 26-35 | 15 | 65% |
| | 36-45 | 4 | 17% |
| | 46 and above | 2 | 9% |
| | Total | 23 | 100% |
| Educational level | High school | 3 | 13% |
| | Diploma | 4 | 17% |
| | First-degree | 14 | 61% |
| | Masters and above | 2 | 9% |
| | Total | 23 | 100% |
| Marital status | Married | 17 | 74% |
| | Widow | - | - |
| | Unmarried | 6 | 26% |
| | Divorce | - | - |
| | Total | 23 | 100% |
| Work experience | Below one year | 4 | 17% |
| | 1-5year | 12 | 52% |
| | 6-10year | 5 | 22% |
| | Above10years | 2 | 9% |
| | Total | 23 | 100% |

Table 2: Group of respondents

| Number | Item | Measurement | Number of respondents | Percentage (%) |
|--------|------|-------------|-----------------------|----------------|
| 1 | AGE | 18-25 | 1 | 4% |
| | | 26-30 | 13 | 57% |
| | | 31-35 | 7 | 30% |
| | | 36-40 | - | - |
| | | 41-50 | 2 | 9% |
| | | 51-above | - | - |
| | | Total | 23 | 100% |

Source; (survey2025)

Age of the respondents in the table 4.1.1 show that out of the 23 respondents 1 (4%) were under the age range of 18-25, 13 (57%) of the respondents were in the age ranges of 26-30, 7(30%) were in the age range of 31-35, there is no respondents in the age range of 36-40 and 51-above ,and 2(9%) of the respondents were in the age group of 41-50. There for, the majorities of respondents are in the age group of 26-30.

Table 3: Education status of respondents.

| Number | Items | Measurements | Number of respondents | Percentage (%) |
|--------|-----------------|-------------------|-----------------------|----------------|
| 2 | Education level | 9-12 | - | - |
| | | Diploma | 11 | 48% |
| | | Degree | 12 | 52% |
| | | Masters and Above | - | - |
| | | Total | 23 | 100% |

Source ;(survey,2025)

As showed above table 4.1.2 out of 23 respondents 11 (48%) of them has diploma, 12(52%) of the respondents has degree; there is no 9-12 and masters level respondents. The above information indicates that there is large numbers of degree holders in the organization.

Table 4: marital information of respondents

| Numbers | Items | Measurements | Number of respondents | Percentage (%) |
|---------|----------------|--------------|-----------------------|----------------|
| 3 | Marital status | Single | 12 | 52% |
| | | Married | 11 | 48% |
| | | Widowed | - | - |
| | | Divorced | - | - |
| | | Total | 23 | 100% |

Source; (Survey, 2025)

Marital status of the respondents on the above table 4.1.3 out of the 23 respondents 12 (52%) were single, 11(48%) of the respondents were married; and no respondents who has divorced and widowed. The above table 4.1.3 revealed that the large numbers of the respondents were single.

Table 5: Year of the service of respondents

| Number | Items | Measurements | Number of respondents | Percentages (%) |
|--------|------------------|--------------|-----------------------|-----------------|
| 4 | Years of service | 1-3 | 11 | 47.8% |
| | | 4-7 | 10 | 43.5% |
| | | 8-above | 2 | 8.7% |
| | | Total | 23 | 100% |

Source; (Survey, 2025)

In the above table 4.1.4 shows that out of the 23 respondents 11(47.8%) of them has work experience 1-3years, 10(43.5%) of them has 4-7 years of the services; and 2(8.7%) of them had 8and above year of the service. The above in formation shows that the large numbers of the respondents were 1-3 years of work service in the organization.

Part-II: Analysis of question related to leadership

Table 6: Questions related to challenges faced by women in leadership position.

| Question-1 | Responses | Items | Percentages (%) |
|--|---|-------|-----------------|
| What are major Challenges faced by women in leadership in your organization? | There is no challenges faced by women in our organization | 1 | 4% |
| | In equality of gender | 3 | 13% |
| | Harassment from men and their influences | 3 | 13% |
| | Not giving training incentives | 2 | 9% |
| | Male domination over women | 2 | 9% |
| | Education back ground of the women and ability | 4 | 17% |
| | Impact of traditional perception and cultural thinking of society | 2 | 9% |
| | Low self-esteem of women | 1 | 4% |
| | Effect of culture | 5 | 22% |
| | Total | 23 | 100% |

Source: (survey, 2025)

As revealed in the above table 4.2.1, about major challenges faced by women 1(4%) of the respondent said no challenges faced by women in our organization, 3(13%) replied that inequality of gender, 3(13%) of respondent replied that harassment from men and their influences, 2(9%) of respondent said that not given training and incentives, 2(9%) of respondent answer that male domination over women, 4(17%) said that education background of the women and their ability, 2(9%) of respondent said that impact of traditional perception and cultural thinking of society, 1(4%) of respondent said that low self-esteem of women, and 5(22%) of the respondent said that effect of culture. One can understand from this, cultural effect was major challenges faced by women in leadership in the organization.

4.1. The challenges faced by women in assuming on leadership position in the organization

Table 7: The challenges faced by women in assuming on leadership position in the organization

| Question-2 | Items | Respondent number | Percentage (%) |
|---|-------------------------------------|-------------------|----------------|
| What are the major challenges faced by women in assuming on leadership position in your organization? | Harassment from Men | 9 | 39% |
| | Male domination over women | 11 | 48% |
| | Lack of physical strength | - | - |
| | unfavorable condition of work place | 3 | 13% |
| | If there is others specify | - | - |
| | Total | 23 | 100% |

Source: (survey;2025)

As revealed in the above table 4.3.1 about major challenges faced by women when assuming in leadership position in the organization, 9(39%) of the respondent replied that harassment from men, 11(48%) replied that male domination over women, 3(13%) of the respondent said that unfavorable condition of work place and there is no respondent who replied lack of physical strength. From this information one can understand that male domination over women is a major challenge faced by women when they assume on leadership.

4.2. Question related with inequality in career development of women on leadership

Table 8: Question related with inequality in career development of women on leadership

| Question number -3 | Items | Number of respondents | Percentage (%) |
|---|-------|-----------------------|----------------|
| Do you think is there Equality in career development of women on leadership in your organization? | Yes | 19 | 82.6% |
| | No | 4 | 17.4% |
| | Total | 23 | 100% |

Source; (Survey, 2025)

As revealed above table 4.3.1 about equality on the career development 19(82.6%) of the respondents said 'yes', 4(17.4%) of the respondent replied 'No' equal career development. One can understand from this there is equality in career development opportunity of women with men.

Table 9: Question related with inequality in career development of men on leadership

| If your answer' No' for above question number-3, what is reason? | Responses | Number of respondents | Percentages (%) |
|--|----------------------------------|-----------------------|-----------------|
| | More opportunity is given to men | 2 | 50% |
| | Male domination is high | 1 | 25% |
| | Not attentions is given to women | 1 | 25% |
| | Total | 4 | 100% |

Source; (survey, 2025)

As revealed above table 4.3.2 reason for in equality in career development of women 2(50%) of respondent said more opportunity is given to men, 1(25%) replied that male domination is high and 1(25%) responded that no attention is given to women. One can understand that more opportunity is given to male is major reason for inequality on career development in the organization

4.3. Questions related to factors that facilitate or constrain women in to leadership.

Table 10: factors that facilitate or constrain women in to leadership.

| Question4.4.1 | Items | Number respondent | Percentage (%) |
|---|---|-------------------|----------------|
| What are the factors That constrains women from leadership? | Lack of ability to lead organization | 2 | 9% |
| | Education Background of women | 13 | 57% |
| | Negative attitude of Society toward Women | 1 | 4% |
| | Law participation of Women | 1 | 4% |
| | Lack of skill self-confidence and knowledge | 4 | 17% |
| | Cultural thinking of society women as inferior to men | 2 | 9% |
| | Total | 23 | 100% |

Source ;(Survey, 2025)

As revealed above table 4.4.1 factors that constrain women from leadership 2(9%) of respondent said lack of ability to lead organization, 13(57%) said that education background of women, 1(4%) replied that negative attitude of society to ward women, 1(4%) said that low participation of women, 4(17%) replied that lack of skill, self-confidence and knowledge; and 2 (9%) replied that cultural thinking of society women as inferior to men. One can understand and from this education background of women is major factor that constrain them from leadership.

Table 11: factors, which one motivates women to leader ship position?

| Question4.4.2 | Items | Numbers of respondents | Percentage (%) |
|---|-----------------------------------|------------------------|----------------|
| Among the following factors, which one motivates women's to leader ship position? | -High competences | 3 | 13% |
| | -High confidentiality | 1 | 4% |
| | -High education status | 11 | 48% |
| | -The ability to lead organization | 8 | 35% |
| | Total | 23 | 100% |

Source ;(Survey, 2025)

As revealed above table 4.4.2 factors which motivate women's to leadership position: 3(13%) of the respondent replied high competencies, 1(4%) of the respondent replied that high confidentiality, 11(48%) said that high education status of women and 8(35%) of respondent said the ability to lead the organization. One can understand from this high education status can motivate women to leadership position

4.4. Question related to method giving opportunity to women to be leader in your organization

Table 12: Opportunity given to women to be leader in your organization?

| Question-4.5.1 | Items | Number respondent | Percentages |
|---|---|-------------------|-------------|
| How was the Opportunity given to women to be leader in your organization? | By their academic performance | 11 | 48% |
| | By level of participation in leadership role | 5 | 22% |
| | By giving professional training on leadership | 3 | 13% |
| | By giving training and support | 4 | 17% |
| | Total | 23 | 100% |

Source; (Survey, 2025)

As above table 4.5.1 show that: 11(48%) of the respondent said that by their academic performance, 5(22%) said that by level of their participation on leadership role, 3(13%) said that by giving professional training on leadership; and 4(17%) replied that by giving training and support. As one can understand from this: by academic performance women can be leader in the organization.

Table 13: Participation in different economic, social and political aspect

| Questio-4.5.2 | Items | Number of respondent | Percent age |
|---|--|----------------------|-------------|
| Why the women Participation in different economic, social and political aspect is affected by the cultural perception of society? | Because society believe That women has not capacity to exercise leader ship activity | 3 | 13% |
| | Not given training to society one radiating cultural perception | 10 | 44% |
| | Society think women as only home worker | 4 | 17% |
| | Society believe that | 4 | 17% |
| | Women less able and inferior than male | | |
| | Not given affirmative action | 2 | 9% |
| | Total | 23 | 100% |

Source ;(Survey, 2025)

As above table 4.5.2 shows that –why the women participation in different economic ,social and political aspect is affected by cultural perception of society in your organization:- 3(13%) of the respondent replied that because society believed that women has not capacity to exercise leadership activity, 10(44%) of respondent said that not given training to society on eradicating cultural perception ,4(17%) said that society think women as only home worker, 4(17%) replied that society believed that women less able and inferior than male and 2(9%) replied that not given affirmative actions. One can understand from this that not giving raining to societies on the cultural perception is most reason for women participation on economic, social and political aspect in the organization.

Table 14: participation and role of women in leader ship in your organization?

| Question-4.5.3 | Items | Number of respondent | Percentages(%) |
|--|--------|----------------------|-----------------|
| How you see the participation and role of women in leader ship in your organization? | High | 10 | 44% |
| | Medium | 6 | 26% |
| | Low | 7 | 30% |
| | Total | 23 | 100% |

Source; (Survey, 2025)

Under above table 4.5.3 indicate: How you see the participation and role of women on leader ship in your organization 10(44%) replied that it was high, 6(26%) respondent said that it was medium and 7(30%) replied that it was low. One can understand from this, participation and role of women was high in the organization.

4.5. What action was taken by your organization to make women good leader on future.

Table 15: Organization was taken to make women good leader in future?

| Question-4.6.1 | Items | Number o f respondent | Percentage (%) |
|---|-------|-----------------------|----------------|
| Is there any action that your Organization was taken to make women good leader in future? | Yes | 9 | 39% |
| | No | 14 | 61% |
| | Total | 23 | 100% |

Source; (Survey, 2025)

According to above table 4.6.1 which shows that actions taken by the organization to make women good leader in the future; 9(39%) of the respondent replied that ' Yes 'and 14(61%) replied' No' .From this one can understand that the organization did not take any action to make women's good leader in the future.

Table 16: Obstacles that will make women's not to be good

| Question-4.6.2 | Items | Number of respondent | Percentages (%) |
|---|--|----------------------|-----------------|
| For the above question number '6.2' if your | Not giving incentives | 2 | 14.3% |
| | Women 'ignorance to be leader | 1 | 7.1% |
| | Not given training and education opportunities | 9 | 64.3% |
| Answer is 'No' what are the reasons? | Not given affirmative actions | 2 | 14.3% |
| | Total | 14 | 100% |

Source; (Survey, 2025)

According to the above table 4.6.2 indicate; Obstacles that will make women's not to be good leader in the future 2(14.3%) of respondent said that not giving incentives, 9(64.3%) said that not given training and education opportunities, 2(14.3%) said that not given affirmative action ,and 1(7.1%) replied that women's ignorance to be leader. One can understand from above data Not given training and education opportunities was main obstacle for women's not to be leader on futures in the organization.

4.6. Analysis of Interview Responses

To gather more information about factors hindering women involvement in leadership position, semi-structured interview forwarded to the public service of the office. Semi structured interview responses are listed and analyzed as follows.

Are there any strategies you set to bring women on to leadership? The manager forwarded that 'yes' as organization we set different strategies which bring women to future leaders .The strategies we set like this:-

Professional training on leadership.

Giving motivation and encouragement to their academic work.

What opportunity should be done for women to encourage them higher leadership level? As administrator responded that: -as an organization we set different encouragement and incentives based on affirmative action in order to allow them to exercise their constitutional rights at each level the leadership position and give them opportunities to them to lead organization because they are capable to do any things which the male can do.

What Is factors hindering women involvement in leadership in your organization? The response of the administrate or like this:- leadership is not simple as its name, so their education background is first and fore most variable to them which hinder them both positively and negatively, and plus that cultural attitudes of the organization community as they are less capable to lead the organization. So, low education status and cultural attitude were the major hindrance for the women not lead the organization.

Is there in equality on opportunity to career development for women on leader ship in your organization? Responses' No' there is no career in equality because they have equal opportunity to the career development with male beside us. But in some extent because their ignorance and uninterested to develop their career.

What types of leadership style do you use to lead your organization? Why? Under this question he forwarded that he use democratic types of the leader ship because this types of leader ship believe that all members of the organization can participate in decision making under the problems that the organization face and employee empowerment as well as giving chance to the women in order to participate any political situations by using their constitutional rights and give them affirmative action in order to compensate past discriminations.

CHAPTER-FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Introduction

In this chapter includes the summary, conclusions, recommendations and suggestion for fur their researches were discussed. For clarity purpose, the conclusions are made based on the research objectives of the study. Based on the findings of the study, recommendations are made to Ezha Woreda Public Service.

5.2. Summary of finding

The result of the study provides insight on assessment of factors hindering women involvement in leadership in case of Ezha Woreda public Service Besides, the summary of the research finding was presented as follows

- As most of their respondents answered, effect of culture was major challenges faced by women in leadership in the organization.
- The majority of the respondent said that the male domination over the women was major challenges faced by women when they assume on the leadership positions.
- The researcher fined that there is equal career development in the organization as majority replied. As most of the employees of the organization replied education back ground of the women was main factors that constrain women leadership in the organization.
- According to respondents replied, high education status can motivate women's to the leadership position in the organization. As respondents answered, the women's academic performance was main way to give them opportunity to be leader in the organization.
- According to respondent said no given training to the society on eradicating cultural perception was main hindrance for the women not to participate on economic, social and political aspects.
- According to respondent replied there is high participation and role of the women in the organization. As respondent replied there is no action taken to make women good leader in the future because that there is no given training education opportunities to them.

5.3. Conclusion

As the study was carried out to the factors hindering women involvement in leadership in Ezha Woreda Public Service office, data obtained from different sources has been analyzed by using table, percentages and descriptions. This study as noted and emphasized that, assessment of women involvement in leadership is critical for organizations in order to achieve their goals. The following conclusion has been reached based on the responded and analysis of data gathered as follows

- The leadership positions in Ezha Woreda public organizations are mainly dominated by male leaders and it is not attractive for women. The 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 his patriarchal system. As a result of this losing half of the human resource is difficult to achieve the objective of the woreda. Low participation of women in leadership position is attributed to different personal, socio-cultural and institutional factors.
- The socio-cultural factors are the main hindering factors for women's involvement in leadership positions. The culture of society does not support to women on leadership position, they also appreciated more for their outward show rather than intellectual skills, and culturally women leadership is undesirable by the society.
- Lack of education opportunity, lack of training and lack of Access to advanced education is another obstacle for women contribution in leadership position. Lack of 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. From the above finding the researcher conclusion shows that there were strategies that empower women participation on leadership position in the case study area those; are main streaming, training, and capacity building, affirmative action and other strategies in the organization but insufficient measures taken for women's empowerment in leadership positions due to lack of strong commitment and attentions of politicians and governors officials.

5.4. Recommendation.

Depend on the finding of this study, the researcher recommends as follow; On the basis of finding and conclusion reached, recommendations forwarded that help to Insight to findings concerned the factors hindering women involvement in leadership is discussed and concluded. The followings are some points of recommendation for the better means of support in the organization.

- It is advisable to give training to the society on the cultural perception of them. It is better to suggest that, it would be useful to help women to develop their skill that would allow them to be future leader.
- It is better to the organization work on the cultural aspects in the organization as well as outside on the community.
- It is advisable to the organization to avoid male domination and make it balance not to create grievances.
- It is also better other organization to give equal career development opportunity for the future to encourage women in the leadership position.
- It is advisable to the organization to avoid traditional and organizational culture which affects policies and procedure sin the organization.
- 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 to the leadership positions.
- They should increase social networks through social medias and by creating inter personal relationship with both men and women in and out of their organization. It is better to the organization formulate right organization structure which deal with women to develop their confidence and make right impression to increase their knowledge about leadership in the organization.

- It is advisable to give training to the society on the cultural perception of them. It is better to suggest that, it would be useful to help women to develop their skill that would allow them to be future leader.
- Finally, it is advisable for the organization to encourage women population in any work position to increase their skill and knowledge, and create valuable recruitment and selection program in the organization.

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APPENDICE

WOLKITE UNIVERSITY COLLEGE OF BUSSINES AND ECONOMICS DEPARTMENT OF MANAGEMENT

Dear respondent I'm BOGALECH ALEMU a management student at Wolkite University. This questionnaire is designed to gather data regarding factor hindering women involvement in leadership at Ezha woreda public service which is conducted by student to gather relevant information as requirement of partial fulfillment for the degree award. The information that you will provide is used with full confidentiality for only academic purpose. There for you are kindly requested to fill the question genuinely; Without any doubt thank you in advance for your cooperation Instruction: -No need to unite name and address-Put tick (☐) in the box for your choice in front of some question -For the items that require explanation written down your reflection on the space provided.

Personal Information

Part-I:

1. Sex: - A. Male Female
2. Age; below A. 25 B.26-35 C.36-45
D.36-40 E.41-50 F.51-abave
3. Education status: - A.9-12 B. Diploma C. Degree
D. Masters and above
4. Marital status: -A. Single B.Married C. Widowed
D. Divorced

5. Year of service: below.1-5 B 6 -10 C.10–Above

Part–II: Basic question related to leader ship

6. What are major challenges faced by women in leader ship in your organization?

Specify them-----

7.What are the challenges faced by women in as summing leadership position in your organization?-----

Part-II: Question related the inequalities in career development of women in leadership.

8. Do you think is there equalities in career development of women in leadership in your Organization? Yes No

9. If you say “No” above question what is reason? -----

Part-IV- question related to factors that facilitate or constrains women in to leadership.

1. What are the factors that constrain women from leadership?

Specify them-----

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2. among the following which are motivating women’s for leadership position?

- A. High competencies
- B. High confidentiality
- C. High education status
- D. The ability to lead the organization

3. Is there any action taken by your organizations to make women good leader on future?

A. Yes B. No

4. For the above question if your answer is no, what is reason? Specify _____

1. How is the opportunity given to women to be leader in your organization?

2. Why the women participation in different economic, social and political aspects is affected by the culture perception of society?

3. How you see the participation and role of women in leadership in your organization?

A. High B. Medium C. Low

Part:- VII- Interview question

1. Are there any strategies you set to bring women in to leadership position?

A. Yes B. No

You say "yes" specify them

1. What opportunity should be done for women to encourage them higher leadership Level? _____

2. What is a major factor leadership in your organization? _____

4. Is there inequality on opportunity to career development to women in leadership?

5. What types of leadership style do you use to leady our organization? _____
