Wolkite University

COLLEGE OF SOCIAL SCIENCE AND HUMANITIES

DEPARTMENT OF SOCIOLOGY

FACTORS THAT AFFECT WOMEN PARTICIPATION IN LEADER SHIP AND DECISION MAKING: ON THE CASE OF WOLKITE TOWN SELAMBER KEBELE

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Abstract

Women face multi-faced challenge to participate in leadership and decision making due to socio-cultural organizational barriers, gender stereo type, and educational gap and work place policy factors. The general objective of this research is to examine women's possibility to advance to Leadership and decision making. This thesis is based on the fact that there are Less Female Leaders both in district and country. The specific objective of this research is to assess the factors that affect women participation in Leadership and decision making in Wolkite Town Selamber Kebele.

It also aimed examine the major barriers that hinder women participation from Leader ship and decision making and evaluate, the current status of women in Leader ship institution in Wolkite Town Selamber Kebele and recommended possible solutions for problems.

In order to meet these objectives both quantitative and qualitative research method were used. The data was collected to explore the current gender practice in organization and assessing the factors for Law representation of women in Leader ship and decision making. Consequently, non-probability sampling was used select the respondents and key informants.

The finding shows that women are highly underrepresented in high Level position due to some factors, such as socio cultural, organizational barriers educational gap, gender stereotypes. Thus, in order to minimize those existing gender gap in Leader ship and decision making the town needs to implement affirmative action at all level, giving quota number for women at entrance stage as well as clearly needs to set the criteria like, educational training, empowerment, and affirmative action while assigning employees at Leader ship and decision making.

Key words; Leadership, participation, decision making

Acronyms

NGOS= non-Government Organization

REWA=Revolutionary Ethiopia Women's

FDRE=federal Democratic Republic

WAO=Women Affairs Office

IPU= International Parliament Union

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CHAPTER ONE

1. INTRODUCTION

1.1 BACKGROUND OF STUDY

Women constitute half of the world's population and by implication potentially half of the world's electorate. Furthermore, most countries claim to use democratic methods including multiparty systems, elections and parliamentary to select political leaders and to make policy decisions. Indeed, in almost all countries, women have, on paper at least, nominal political equality. They have the right to vote, to be eligible for election, and to exercise public functions on equal terms with men (Altaye Alaro, 1995)

The scarcity of women in leadership and decision-making positions is this international phenomenon, with men winking greater political power and fairs deliberately monopolizing strategies leadership and decision-making. The circumstance in Sub-Saharan Africa is no different. In terms of women's representation in national parliaments, the average in sub-Saharan Africa has increased from 11.3% in 2000 to 15.3% in 2004 (Inter-parliamentary union, 2004), with a significant variation among countries, Indeed, as of September 2003, Rwanda became the country closest to reach parity between men and women in the legislature with women obtaining 48.8% in the lower House and 30% in the Upper Hose. Rwanda is ranked number one in the world, followed by Sweden where 45.3% seats of the parliament are currently occupied by women (African Development Bank, 2004).

In Ethiopia, in the past imperial regimes since "power" was considered to be one given from God to kings and since the kings necessarily should be men, leadership and decision making primarily was given to men. The role of women was restricted within the family i.e. undertaking household duties, delivery and raring `of children etc. this, in addition to making them vulnerable groups of the society prohibits them from contributing something to the politics of their country (Keshaun, 2003).

The FDRE constitution, pursuant to Art, 38, gives every Ethiopian national, without discrimination based on color, race, nation, nationality, sex, language, religion, political or other opinions or other status the right on attainment of 18 years of age to vote and to be elected at periodic election at the age of 21 besides, the same constitution per, 35(6) states that women have the right to full consultation in formulation of national development policies, the designing

execution of projects, and particularly in case of projects affecting the interests of women(FDRE constitution,1995).

Although the current government has been showing great effort to increase women's participation in leadership and decision making at federal, regional and local levels, but their capacity to participate leadership and decision making believed to be low due to the policy of the past regimes and cultural barriers. Hence, this research had assessed women participation in leadership and decision-making in. Wolkite Town Selamber kebele

1.2 Statement of the Problem

Women constitute half of Ethiopian population, thus any leadership and decision-making activity that does not involve and benefit Women cannot be fruit full because such an activity is based on half of manpower, half of the knowledge and half effort etc., (women children and youth Affair (WCYA,2003).

According to Afoz, 2010 the sustainability of the economy of country depend on the extent of the integration of women in public decision making and inclusion of their needs and interest in policy which ultimately helps to ensure good government.

Accordingly, as it was stated by Meaza, the main factors which have contributed for such disparities include: structural barriers, unequal socio-economic opportunities, and inadequate access to mentors and support networks (Meaza, 2009:6). Furthermore, the same source has depicted out that rigid work place structure and gender stereotypes that relate socially defined characteristics with certain groups in most cases also dissociate women from leadership roles (ibid.).

According to [Hargewein and Embet, 2003 and Genet 2007], Ethiopia is patriarchal society that keeps women at subordinate position using region and culture an excuse. These excuses have for many years been supported by laws and legislation, that uphold patriarchy and women's subordination, this has brought about and maintained disparities between men and women in division of labor; share of benefits, in law state, in how households are organized and how these are organized and how these are inter related .The previous researchers, Haregewein and genet focused on the cultural factors that affect women participation in leadership and decision making where as in this research educational factors were seized. The study was aimed to bringing out the factors that affect Women's participation in leader ship and decision-making position in

Wolkite Town Selamber Kebele. However, this study is attempts to create space for police maker for discussion in order to ensure active participation women in leadership and decision-making position in Wolkite Town Selamber Kebele.

1.3 Objective of the study

This study has both general and specific objectives

1.3.1 General Objective

The general objective of the study is to study the factors that affect women participation in leader ship and decision making in Wolkite Town Selmber Kebele

1.3.2. Specific Objective

- To study the currents status of Women in leadership of public institution in study area.
- To explore the major factors that affects Women participation in leadership and decision making.
- To recommend possible solutions that promotes the involvement of Women in leadership and decision making in public institution.

1.4 Research questions

1. What is status of women in leadership and decision making in public institution of study area?
2. What are the major factors that affect women to have access to leadership and decision-making roles?
3. What are the possible solutions to increase the involvement of women in leadership and decision making in public institution?

1.5 Significance of the study

Significance of this study is to show the actual representation of women in leadership and decision-making position in Wolkite Town Selamber Kebele. The suggestion from the study was also leads to policy maker's new orientation in formulation and implementation of affirmative action policies that could enhance women participation and decision making.

Moreover, the study expects to benefit Women that it helps to realize factors that affect their representation in leadership and position process by suggesting how to overcome it. Finally, the study was help other researcher as literature in study area for university and particular for district use to address for improving the human resources in strategic planning

1.6 Scope of the Study

This paper was mainly concentrated on discussing factors that affect women participation in leadership and decision-making position in Wolkite Town Selamber Kebele. Knowing that several factors cause for low number of women in the leader ship and decision making. However, this study limits itself to these factors, socio- cultural-factors, organizational barriers, Gender stereotype, educational gap, and work place policy that affect women participation in leadership and decision making.

1.7 Limitation of the study

Any research faced with a certain limitation; but the degree of they might be varies depending up on the nature of the type of research problems and the study area. Accordingly, the researcher has faced the following limitations in the course of the study.

- Some informants were not given detail information.
- Constraint of budget and time.
- Difficulty of finding published reference materials on the topic area in reference in Ethiopian context.

1.8 Operational Definitions

Leadership; the influence of an individual has, whether, directly or indirectly on followers or observes from his community or society**.**

Participation; The term is used in this study to refer to the provision of equal opportunity to women to take part in the leadership and decision making and management position in the company.

Political participation; Means the involvement of individuals and groups at various levels in the political system.

Decision Making; is the process of making choices by identifying, gathering information and alternative resolutions

Culture; A set of attitudes sexual identity of an individual, regardless of the person's biological outward sex.

CHAPTER TWO

2. REVIEW LITERATURES

2.1 Theoretical study

Leadership is a process in which people who assume the role of leading could work towards accomplishing a certain objective. These people are responsible in executing the work and achieving the desired goal (Desta Tamirat, 2005).

Leadership is to attain the desired goal, a leader should be able to plan, organize, lead and monitor the activities in which he/she is entrusted. The relationship between leaders and followers depends very much upon the leadership style. A democratic leader enables the follower to the success of the goal (Ibid, 2005). There are many theories on leadership, among the earliest attempts to understand leadership sought to identify the qualities that make a good leader. We have leaders either in government office or in civic associations. The kind of leadership quality affects the respective role of the leaders (Ibid, 2005).

Women comprise about 49.9% of estimated Ethiopian population of 77.1 million (CSA, Among the total heads of households 25.5% are females with 23% of them in rural and 39% in urban area (ibid). like their counter parts in developing countries women in Ethiopia face to set of multiple, cross cutting and interrelated problems these problems limit Ethiopian women's access to productive resource basic health service and educational and employment opportunities. Hence most of them do not participate in decision making process (Sosena and Neha, 2008).

In general women in Ethiopia occupy low status in society. In spite of their contributions to wellbeing of their family and community affairs in general, women experience lower socio-economic status as a whole and hence is marginalized from making decision at all levels. Women are facing multiple forms of depravation. Gender based discrimination, lack of protection of basic human right, violence lack of access to productive resource, education and training, basic health service and employment are widespread (national committee for traditional practices Eradication (NCTPET, 2003).

Ethiopian women suffer from work stereotype and gender distribution of labor; more are occupying in economically invisible work; women experience lower socio- economic status in general and hence is marginalized from making decision all levels.

The survey conducted CSA 2004, showed that women accounts for less than half (43%) of the total employees in country. Considering the percentage of female employees from the total employees in number of employees by employment type, highest was in domestic activities (78%) and followed by un paid activities 59.3%. in other type of formal employment (example 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 sectors. About 58% of working women in the informal sectors where as the percentage of working men in the informal sector was 37.7% (ibid).

Generally regardless of women's immense contribution they often lack productive assets particularly land and are underserved with agricultural extension credit, labor, oxen and farm implements women's representation in the permanent employment of both regional and federal civil service is also lower than men; in comparison to the large number of unemployed women the increase in the number of women employees over years is in significant women's employment in the formal and informal sectors both industries and civil service is lower than men (NCTPE, 2003).

2.2 The Women and Leadership in Ethiopia

2.2.1 during Haile Selassie Regime

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

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

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

So according to (Fetha Negest) women at that time were subjected to power full autocratic ideological control that none of them could challenge the emperor. Due to that, the emperor had no agenda and did not consider women advancement as an issue. There were women's organized activities run mainly by NGOs bodies such as the Ethiopian women's welfare Association, the Ethiopian officer's wives Association and the Ethiopian female students Association (EWWA) and (EOWA).

These Associations were, however, limited in scope and only existed incites, 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 these 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 during Haile Selassie; regime, no women had been given chance latter only two women in 1965 and 5 women in 1969 have occupied the imperials parliament and the senate which had 250 and 125 seats respectively (Yale, 2011).

2.2.2 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 to close to the Dergue to be of any real use to women. The purpose of its establishment was in fact, the consolidation of Dergue's power. Promoting the interest of women neither was not high agenda nor was it designed to influence the government policies or help women benefit from development programs. As 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 issue in to their work programs, they did not show excepted results. This was because pervious government had not given women's development the priority it deserved and therefore had not created conducive atmosphere for development initiatives for women. The Dergue made it clear that it would not tolerate any resistance from any one to achieving its own goals. In the first year of its power, women activists engaged on state structures (peasant association and women's commissions 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. The Dergue assumed complete monopoly on emancipation of women, dictating its course and actions from distorted women 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 maximum by the institutional aim of the Dergue representing all women in the country, namely the revolutionary Ethiopian women's Association (REWA) (Bises war, 2011).

2.2.3 during FDRE Regime

Things looked more promising when FDRE took political power in the country in since 1995. 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's setup its own national women's machinery in the form of women's Affairs office (WAO) and bureaus to enhance women's action. FDRE government also initiated numerous other well – intended efforts to enhance the right of women within. These include the promulgation of a very liberal constitution containing women's explicit rights these are, 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 right and consists of nine sub provisions. These are stipulations 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 Article 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 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 (4) in the 1995 constitution stipulates that "all international agreement ratified by Ethiopia are an integral part of the laws of the land" many other steps undertaken by the FDRE government on Women's rights include revision of the family law in 2005 revision of the penal code in 2004; revision of the labor law, launching of social welfare policy in 1997; and educational policy; the formulation of national health policy in 1993; the promulgation of national population policy; an HIV/ AIDS policy and many more besides these, Article 3 of the constitution provides equal opportunity for Women participate in decision making process by giving them the right to vote and be elected.

The civil service reform programs also contributed a lot to Women's participation in decision making, Article 13(11 of the civil service proclamation No 262/2002 prohibits discrimination among job seeker on the basis of sex, the proclamation also incorporates an affirmative action by stating that preference shall be given to female candidates who have equal or close scores to that of male candidates. As a result, the number of Women in different decision-making position has increased insignificantly.

The representation of Women in the different leadership and decision-making position during the current regime at legislative, executive, and judiciary levels are shown below.

House of people representative

Election year	Female		Male		Total number of seats
	No	In %	No	In %	
1995	15	2.74	532	97.26	547

2000	42	7.7	505	92.3	547
2005	117	21.4	430	78.6	547
2010	152	27.8	395	72.2	547

Source: Ethiopian national election board, 2013.

Federal executive level top management position

Year	Ministers				State ministers			
	Female		Male		Female		Male	
	No	In%	No	In%	No	In%	No	In%
2010	3	12.5	21	87.5	4	8.2	45	91.8
2013	3	12.5	21	87.5	5	11.1	45	91.8

Source minster of women's, children and youth office, 2013 report

However, some efforts have been made still the participation of women in leadership and decision-making positions is minimal as per to their counter parts. 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 information gained.

2.3 Factors that affect women in leadership position

Under representation of women senior leadership is problematic for several reasons. First a lack of women in senior positions may discourage the low – level women to aspire to an upper level position, because they feed that it is untenable at all.

Therefore, there are so many reasons barriers women from moving to upper managerial positions and those factors some the mare described as follows.

2.3.1 Socio- cultural factors

According to Bernaars (as cited in Mbugua, 2007) in any ethnic group in Africa a typical woman has low status particularly lack of power to make decisions on matters affecting their life and those of her family. This culturally determined exception and attitude. Towards the girl child influence less allocation of resource towards the girl as compared to the boys. A boy will always be considered first before a girl.

One of the earliest biological justification for male superiority comes from Aristotle 5th century B.C (as cited in Amort, 1998, P7, he stated that the world is a hierarchy composed of willing element and women are naturally" fit to the second in his own word she described it as" the male is naturally fitter to command than the female and female and women benefit most by being subject to male royal authority.

2.3.2 Organizational and culture barriers

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

2.3.3 Gender stereotypes

Gender stereo types are generalized belief about the characteristics and qualities attributed to men and women in a society.

In general women characterized as kind, caring, relational, and humble (communal attributes), whereas men characterized as aggressive, risk taking, decisive, and autonomous (agentic attributes) (Collins and Singh, 2006; Sikdar and Mitra, 2008). Gender stereo types can be described as the characteristics, attitudes, values and behaviors that society specifies as appropriate for particular gender

Gender stereo typing also explains why women and men are over represented in particularly 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.

2.3.4 Work place policies

Women are not the same as men; they have particular biological functions that make them different, which in turn make their work experiences different.

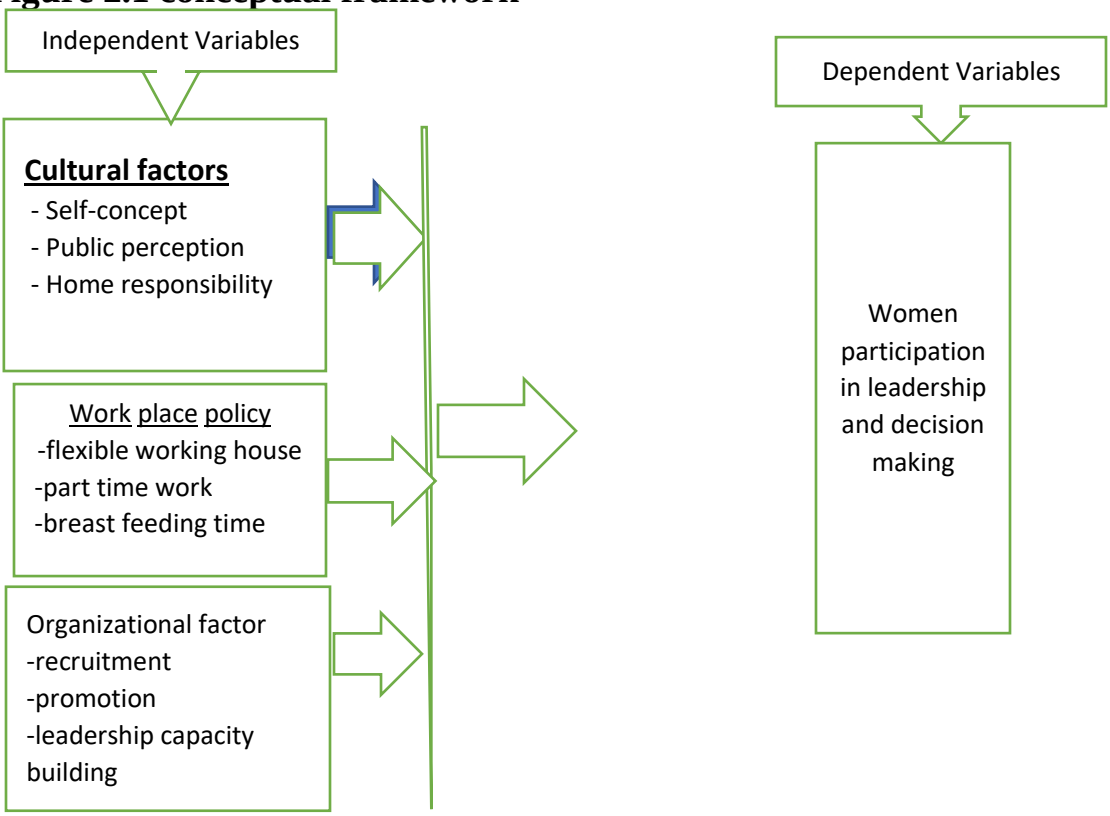
Mbugua (2007) asserts that pregnancy is a work place issue that starts well before conception and end long after birth. It is impossible to separate pregnancy and family responsibilities. Large number of women report significant difficulties when they return to work due to lack of supportive policies and practices in workplace issue like child care breast feeding, flexible working hours and part time work are still very current issue for most working women.

Now a day the FDRE government has adopted various enhancing instrument to promote equal participation on of women in every subject of the nation's decision-making position among which the FDRE constitution is most promising and binding one which had ever been existed in 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 counter parts. This can be evidenced with many. Aspect so however, looking at proportion of women in the parliament which is entitled to both 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 account 21.3% whereas 2010 national election their number has increased to 152 (27.8% out of total 547 seats of HPR members, with compared to Rwanda and a 156.3%) and south Africa of which they accounts for 44.5% and others(http://www;ipu.org//wmn-e/classif.htm).

2.4 Conceptual framework

Conceptual framework involves forming ideas about relationships between variables in the study and showing these relationships graphically or diagrammatically [Mudenda, 2003].the conceptual framework on the dependent and independent variables are shown on diagrammatical as follows. Independent variables are variables that are changed in a given model or equation. It is the manipulated variable in the study whose presence or degree determines the change in the dependent variable while the dependent variable is the variable is being measured or tested in the study.

Figure 2.1 conceptual framework



Source; adopted from Otilio.M [April, 2017]

CHAPTER THREE

3. Research Methodology

3.1. Description of the study area

Wolkite town is located In southern nation nationalities and peoples region,gurage zone wolkite town at a distance of 155 kilo meters far from north of Addis Ababa and 430 kilometersfromhawassa the regional capital city. It is divided in to six Keble. When comes to the back-groundinformation of study area Selamber kebele in wolkite town and one of six kebelele in the townwith a total population of (8600) among these male (4386)and female (3214) from the total population of(Selamber kebele administration office: 2009). The socio economic back ground of the people found in this area mainly engage in trade and agricultural activity like production of enset, teff, corn, and different vegetable production.

3.2. Research Design

The research design chosen for this study is cross sectional research design. Because such a research design helps to describe the sample respondents at one point in time for the purpose of the research. The study also employs both quantitative and qualitative research techniques.

3.3. Sample size and techniques

As you can see from the above information the study respondents are too much in number and need to be sampled. But when sampling the needed amount and type of respondents it depends on the knowledge and technique of the researcher on who provides the required type and amount of information to the research. Hence the researcher has employed non probability sampling technique to draw the required respondents.

Accordingly, out of the total number of women's, 3214, in Selamber the researcher has selected 58 respondents purposively by taking in to account respondents' capacity to the objectives of the research.

3.4. Data Collection Tools

In order to collect reliable data regarding the topic in the study area questionnaire was employed to get more and organized information about the issue under study. The researcher was used key information through questionnaire and interview methods from the selected respondents.

Questionnaire: questionnaire survey was employed to collect the primary data both closed and open-ended question was used for this purpose. Questionnaire was distributed in order to collect data simultaneously from target respondent and requires relatively short time to collect data.

Interview: prepared for administrative office in order to obtain detail and qualitative data that helped to conduct this study.

3.5. Data sources

The researcher was used both primary and secondary source of data.

3.5.1 Primary Source of Data

Primary data for the research was gained through directly approaching the sample respondents.

3.5.2. Secondary Source of Data

Secondary data for the research was gained from Annual women's Affairs report, in area of sociology books, internet (mostly international parliament union (IPU), World Bank (WB) etc. websites, and references.

3.6. Method of Data Analysis

Data collected both from different primary and secondary data sources was analyzed and interpreted both quantitatively and qualitatively. Quantitative data are presented by using descriptive statistical tools such as, tables, percentage and charts while qualitative data are presented using narration and explanation of argument.

3.7 Ethical considerations

In this study, the following ethical considerations were taken into account.

- ✓ Explanation of the objective and significance of the study was given to the participant of the study and different concerned bodies in order to get more accurate information.
- ✓ Information was conducted by voluntary and asking politely.
- ✓ The culture and tradition of the study population was respected finally at the time of the research respondent was taken into account throughout the process of study
- ✓ After collect the data, the researcher was insured the respondents answer in privacy and safety.

CHAPTER FOUR

4. Data Analysis

In this chapter data gathered from both primary and secondary through questionnaires and interview analysis were presented, analyzed and interpreted in relation to research questions.

4.1. Demographic Background of Respondents

4.1.1. Sex Composition of Respondents

Table 11: Sex composition of sample respondents

No	Sex	Frequent	%
1	Male	38	66%
2	Female	20	34%
Total		58	100%

Source (own survey 2020)

With regard to sex composition of sample respondents as to the finding of the study indicated in the above table 1 were 38(66%) male and 20(34%) of female.

4.1.2. Age Categorize of Sample Respondents

Table 2: Age categorize of sample respondents

No	Age category	Frequency	
		In Number	In %
1	Below 25	9	16%
2	25 – 30	20	34%
3	31 – 40	23	40%
4	Above 40	6	10%
Total		58	100%

Source (own survey 2020)

As it can be seen from table 2 above age composition of total 58 sample respondents while 23 (40%), 20(34%) 9(16%) and 6 (10%) of them majority of sample respondents are age between a category of 31 – 40 years.

4.1.3. Religion of Respondents

Table 3: religion of respondents

No	Age category	Frequency	
		In Number	In %
1	Orthodox	29	50%
2	Protestant	13	22.4%
3	Muslim	12	20.68%
4	Catholic	4	6.9%
	Total	58	100%

Source (own survey 2020)

As it can be seen from table 3 above religion of respondents from total sample respondents while 29 (50%), 13(22.4%), 12(20.68 %,) and 4(6.9%) of them majority of respondents are orthodox followers.

4.1.4. Educational status of respondents

Table 4: Educational status of respondents

No	Educational status	Frequency	%
1	12 grades complete	10	17.24%
2	Certificate	6	10%
3	Diploma	18	31%
4	Degree	22	37.93%
5	Above	2	3%
Total		58	100%

Source (own survey 2020)

As it can see from table 4 which shows educational status of sample respondents, while educational status of 22 (17.27%), 18(31%) 6(10%) 5(17.24%) and 2(3%). degree, diploma, certificate, 12 grade complete and above degree respectively. Further it can also be said that

sample respondents are more qualified to express about factors that hinder women from leadership and decision making.

4.2. Current status of Women leadership in study area

Table 5: Status of women leadership and decision making.

No	Position head	Frequency	%
1	Head of deputy	6	10%
2	Manager	11	19%
3	Process owner	24	41%
4	Secretary	10	17%
5	Another	7	12%
Total		58	100%

Source (own survey 2020)

As it has been indicated in table 11 above respondents have pointed out the positions occupied by women in their respected organizations. Accordingly, 24(41%) 10(17%) 7(12%) 6(10%) and 11(19%) are process owner, secretary, other, head of department and manager. Similar 10 (17%), 24(41%) and 6(10%) of them mentioned as women are assigned as secretary, process owner, head of department in their organization and 7(12%) of women are hold in some other positions. This data clearly shows that thought respondents were the majority of women's are assigned in 10 (17%) in secretary and 24 (41%) process owner.

4.2.1. Outlooks of respondents how women in top position came to position

Table 6: Opinion of respondents how women in top position came to this position?

No	Items	Frequency	%
1	By qualification	13	22%
2	By political support	16	28%
3	By women network	5	9%
4	Affirmative action	19	33%
5	Another	5	9%
Total		58	100%

Source (own survey 2020)

As it has been shown in table 15 above with 19(33%) 16(28%) 13(22%) 5(9%) and 5(9%) respectively by affirmative action by political support, by qualification, by women network and remain the same result both by women network and another.

As a data clearly show that, majority respondents 19(33%) the women's who found in top position become by political support and 16 (28%) by political support.

4.2.2. Position of women in their organization

Table 77: Rank of position of respondents in their organization

No	Position	Rank	Frequency	%
1	High	1st	18	31%
2	Medium	2nd	27	47%
3	Lower	3rd	13	22%
Total		-	58	100%

Source (own survey 2020)

As it has been indicated in table above 8 respondent's occupation 27(47%), 18(31%) and 13(22%) respectively medium, higher, lower, as clearly seen from this data the majority of respondents have medium decision.

4.3. Perception of respondent's barriers that affect women leadership

Table 88: Response of respondent's perception on major barriers that affect women participation in leadership and decision making

No	Major barriers	Frequency	%
1	Educational status	14	24%
2	Enable environment	11	19%
3	Tipple work burden	17	29%
4	Stereotype	16	28%
Total		58	100%

Source (own survey 2020)

As we been seen from table 14 which shown 17(29%), 16(28%) 14(24%) and 11 (19%) respectively tipple work burden, stereotype, educational status. The data clearly show as a major factor that had women participation in leadership and decision making is triple work burden stereotype, educational status, enable environment is rankly affect women's participation in leadership and decision making. Though factors that hinder women from leadership and decision-making position are multi factor and vary from culture to culture, and also triple work burden is underlined by major respondents.

4.3.1. Reasons of respondent for their lower position in the organization

Table 99: Reasons of respondent for their lower position in the organization

No	Reasons	Frequency	%
1	There is no time	6	10.3%
2	Domestic work burden	16	27.6%
4	Lack of education	27	46.6%
5	Stereotype	9	15.5%
Total		58	100%

Source (own survey 2020)

As it has been indicated in table 9 which shows, 27(46.6%), 16(27.6%) 9(15.5%) and 6(10.3%) respectively, lack of education, domestic work burden, stereotype and there is no time and also lack of awareness is not stated by everyone.

This data clearly show that the lack of education is one of the most reasons a people not become leadership and decision making.

4.3.2. Perception of respondents on women are in leadership

Table 1010: perception of respondents on whether women are in leadership and decision making

No	Item	Frequency	%
1	Yes	25	43%
2	No	33	57%
	Total	58	100%

Source (own survey 2020)

As it has been indicated in table 10 shows respondents have choose, 25(43%) 33 (53%) is respectively yes and no.

This data clearly shows the majority of respondents 33 (53%) of women are not proportional to men.

The response of key informants also shows from asked whether women are proportional in leadership and decision with men counterparts. (Head of civil services office)

The head respond “no to the question and the reason for low number of women is lack of information; socio-cultural factors are the basic factors for the low representation of women’’.

4.3.2.1 Lack of information

One of the ways of participation is exercising the right to have information; employee has the right to know all the available the information, transparency built on the free flow of the information.

4.3.2.2 Socio-cultural factors

This also one major factors for the low representation of women in organization .as we know the society give less value to women competent men at all levels and places (be it at formal sector informal sector, community, at religion place. There are several socio-cultural factors that hinder

women participation in leadership and decision making, such as self-concept, public perception, home responsibilities and attitude toward.

The response of key informants also shows from asked whether women are proportional in leadership and decision with men counterparts. (Head of communication affairs office)

The head respond no to the question and the reason for low number of women.

4.3.2.3 Male dominancy

Women tended to be excluded from informal networks dominated by men at work place; the problem is compounded by employees' assumption that women, unlike men are not able to devote their full time and energy to paid work because of their family responsibilities.

4.3.2.4 Lack of recommendation:

Lack of recommendation that create huge gap for representation of women because the majority of managers and officers are making their recommendation for male employee than that female employee in addition that the recommendation is subjective by nature

The data has been seen from above both respondents and key informants stated similar idea in their organization number of women not proportional to men.

4.3.4 Perception of Gender Discrimination Promotion in Organization

Table 1111: Perception of respondents' whether there is gender discrimination regarding promotion in organization

No	Item	Frequency	%
1	Yes	32	55%
2	No	26	45%
Total		58	100%

Source (own survey 2020)

As seen from table 11 above 32 (55% and 26(45%) respectively respondents from total population 58.

As data clearly show there is gender discrimination in the organization, it is caused from organizational culture like organizations play a big role in promoting female leadership. After all it is the organization which hires or does not hire a female leadership organization and their

internal culture affect women's carrier possibilities and organizations have the responsibility to act differently in order to increase participation of women in leadership and decision making.

4.3.5 Discrimination creates gender gap in leadership and decision making

Table 1212: Response to discrimination create gender gap in leadership and decision making

No	Item	Frequency	%
1	Yes	37	63.8%
2	No	21	36.2%
Total		58	100

Source (own survey 2020)

As it has been indicated in table 10 above respondents from 37 (63.8%) and 21(36.2%) respectively yes and no this clearly show gender discrimination create gender gap in leadership and decision making.

In fact, women's active participation in leadership and decision making is not only important for ensuring equality but also establishing their right.

This is through addressing their problem and challenges they faced in their workplace as well as social life which help as effective management tool in decision making. In the same way active involvement of the women staff in decision making could be detrimental to every organization's welfare and the growth sustainability and survival of the organizations.

4.3.6 Factors affecting women participation in leadership

Table 1313: Factors for lower women participation in leadership and decision making

SN	If no what are major	Frequency	%
1	Lack of adequate education	7	12%
2	Lack of adequate leaderships skills	17	29.3%
3	Absence of able environment	11	19%
4	Socio cultural factors	23	39.7%
Total		58	100%

Source (own survey 2020)

As it has been seen indicated in table 13 which shows 17(29.3%), 11(19%), 23(39.7%) and 7(12%) respectively. lack of adequate leadership skills, Absence of able environment, socio - cultural factors and lack of adequate education. This data shows that the majority 23(39.7%) socio cultural- factors and it is one of the factors follow participation in women in leadership and decision making in Ambo district. As we know the society give less value to women to compete with men at all levels and places be it at form all sector, informal sector, in the community at religion place and even at childhood level.

4.3.7 Belief of respondents on women effective leadership

Table 1414: Belief of respondents whether women on leadership are effective in decision making

No	Items	Frequency	%
1	Yes	30	52%
2	No	28	48%
Total		58	100%

Source (own survey 2020)

As it has been indicated on table 16 respondents replied as women would be effective decision making, while 30 (52%) and 28(48%) respectively yes and no.

Women's equal participant in leadership and decision-making plan several roles in general process of advancement of women, in achieving development and equality.

On other hand, the multiplicity of roles that women play in the domestic, productive and reproductive spheres limit their capabilities and create lack of opportunity to be a decision maker in the organization as well as the country.

4.3.7. Factors for women's effectiveness in decision making

Table 1515: Factors for women's effectiveness in decision making

No	Reasons	Frequency	%
1	Male dominancy	13	22.4%
2	Lack of confidence	17	29.3%
3	Lack of commitment	7	12%
4	Skill gap	21	36.2%
5	Another	-	-

Total	58	100%

Source (own survey 2020)

As it has been indicated in table 15 which shows, 21(36.2%), 17(29.3%), 13(22.4%) respectively skill gap. lack of confidence, male dominancy and lack of commitment

This data is clearly show that if the women are not effective in decision making majority of respondent's responses skill gap is major factors for effective in decision making and respondents also pointed out skill gap, more emphasis has been given for assignment of women in organizations within Wolkite Town Selamber Kebele.

4.4. Affirmative action organization to promote women to positions

Table 1616: Response on whether there is affirmative action in their organization to promote women to positions

No	Item	Frequency	%
1	Yes	39	67%
2	No	19	33%
Total		58	100%

Source (own survey 2020)

As it is can be seen from table 18 above, while 39(67) and 19(33%) of sample respondents replied as: believe is there affirmative action in their organization and another not respectively 39 (67%) and 19(33%).

Head of communication affairs office asked whether there is any affirmative action and empowerment to lift up women to leader ship and decision making.

He said that affirmative action and empowering women does not create only availability of women at staff level but it also creates a chance for being getting more women employee in the pool system. The data stated above shows that the availability of affirmative action in the organization as well as city to empower women.

Head of civil service office asked whether there is any affirmative action and empowerment to lift up women to leader ship and decision making

The current is deferent from compare to the past years and also better than the past decades.

Today empowerment and affirmative action is available in public institution as well as private organization. But it is not enough and need full participation of society'

''In our organization, affirmative action and empowerment is available but it is not enough in the cause of previous condition of country''.

4.4.1. Response why there is no affirmative action in their organization

Table 1717: Response why there is no affirmative action in their organization

No	Reason	Frequency	%
1	No such strategies of promotion	7	12%
3	Women's are not voluntary such favors	9	16%
4	fear of harassment	3	5%
35	any other	-	-
Total		58	100%

Source (own survey 2020)

As it can be seen from table 17 composition of respondents say no is the any affirmative action 9(16%), 7(12%) and 3(5%) respectively no such strategies of promotion, women are not voluntary such favors and fear of harassment as finding of analysis indicated the majority of r4spondents 9(16%) women are not voluntary such favors.

4.4.2 Opinion of respondents on means of raising women to leadership

Table 1818: Opinion of respondents on means of lifting women to leadership

No	Means of lifting women to positions	Frequency	%
1	Affirmative action	10	17%
2	Educational training	12	21%
3	Empowerment of women	22	38%
4	Reducing gender discrimination	14	24%
Total		58	100%

Source (own survey 2020)

As it can be seen from table 18 above while, 10(17%) 2(21%), 22(38%) and 14(24%) respectively affirmative action educational training, empowerment of women and reducing

gender discrimination from this data it can be clearly understood that the majority of respondent pointed out lifting means to women in leadership and decision making empowerment of women

CHAPTER FIVE

5. Conclusion and recommendation

5.1. Conclusions

Since mostly women in Ethiopia have more burden in their home social relation and working area than men. This brings that their potential as expected. So, in order to make female workers to be competent enough in district and bring them to leader ship and decision making

The result of the studies show that most women occupied position in Wolkite Town Selamber Kebele is process owner and secretary; the reason n for low representation of women in such division is because of their educational status related to the job field. On the other hand, there are number of factors contributing for low women participation in leader ship and decision making, such as socio-cultural factors, organizational barriers, gender stereotype educational gap and work place policy this affect women participation in leader ship and decision making.

Because of the stated factors mentioned above women facing problems that hinder them to move up leader ship and decision making.

5.2. Recommendations

Based on major finding of the study, the following recommendations are submitted for implementation by respective stake holders.

Implementation of all recommendation is necessary to reduce existing gap and improve the balance of women in leader ship and decision making in Wolkite Town Selamber Kebele.

- It should also comply with its strategic plan that affirmative action which is giving chance to women candidate at the recruitment stage to be practical and should follow up its accomplishment based on plan.
- The affirmative action policy should be promoted in all positions if they are capable and competent to the position, since affirmative action is not implemented in to top position to participate.
- The local government should be giving great emphasis to bringing women in leader ship and decision making because women empowerment is human right issue that lies at heart of development and achievement of the national policy.

- Moreover; the government should provide equal opportunities for all qualified women and upgrade their leader ship experience through training and further educational motivation, since education is one of the reasons for low access to leader ship.
- The government should be consider giving more chance for female employee to improve their educational status

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Appendix

Wolkite University

College of Social Science and Humanities

Department of Sociology

Questionnaire; An assessment on factors that affecting women's participation in Leadership and decision Making in Wolkite Town Selamber Kebele.

Dear respondents; I am graduate Student in department of Sociology Wolkite University. Currently I am undertaking research in an assessment on the socio-cultural factors that affecting women participation in Leader ship and decision making. You are one of respondent selected to participation this study. Thus; we would kindly request you to answer these questions. Your honesty and kindness would be of great help in many aspects finally, the information that you will be kept confidential and only used for academic purpose.

Note no need of writing your name.

Please tick the relevant answer for closed ended questions and write your answer in blank space.

PART ONE: person background of respondents

1. Gender A. male □ B. female □

2. Age A. below 25 □ B.25-30 □ C.31-40 □ above 40 □

3. Religion A. orthodox □ B. Muslim □ C. Catholic □ D. Protestant □

E. Any other specify_____

4. Educational level A.12 grader complete □ B. Certificate □ Diploma □ Degree □

E. Above_____

5. Marital status A. singe□ Divorced□ Widowed□ Married □

PART TWO: Currents socio- cultural status of Women in leadership and decision making in study area

1. what types of position are mostly occupied by women in your organization Ahead of Department□ Expert □ Process owner □ Secretary □s

   Please specify your answer----------

2. In your opinion, how do women on top position came to this position? By qualification □ By political support □ Women networking □ Affirmative action □ Other_____
3. Can you rank your position in organization A. Higher □ B. Medium □ C. Lower□
4. If lower, why lose to work on higher position A. there is no time□ Domestic □ Work burden Lack of education □ Stereotype □
5. Do you think that are women are in Leader ship and decision making proportional to men in your area? Yes □ No □

PART THREE: Major factors that affects Women participation in leadership and decision making.

6. Do you belief that culture affects women participation in leadership and decision making? Yes No

6. What are the major factors hindering women from Leader ship and decision making?

Lack adequate education □ lack adequate leadership skills □

Absence of enable environment □ Socio-cultural factors □

7. Which factors hinder women from leadership and decision making?

Educational status □ Enable environment. □ Triple work burden □ Stereotypes□

8. Do you belief women are effective on leadership and in decision making?

Yes □ No □

8.1. If no why not are? A. Male dominancy□ B. lack of confidence □ C. Lack of commitment □ D. Skill gap □

PART FOUR: Possible solutions that promotes the involvement of Women in leadership and decision making in public institution

9. Is there any affirmative action in your organization to support women promotion?

Ye s□ No □

9.1. If no what is reason? No such strategies of promotion□ Males are against strategy□ Women are not voluntary to such favors □

10. According to your opinion rank the Following raising means of women to leadership?

Affirmative action □ Educational training □ Empowerment of women □ Reducing gender discrimination □

PART FIVE: Question for Interview

1. Do you think that number of women are proportional to man in leadership and decision-making position in your organization?

If yes how you achieved this, share your experience?

If no what is the reason?

2. Is there any affirmative action and empowerment to lift up women to leadership and decision making?

3. Based on your experience do you have any additional information about women in leadership and decision making, which is not mentioned about, if so please specify.

A) Due to low level of education

B) Due to low level of income

C) Due to low-skilled of occupation

D) Specify other…….