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DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES

**ASSESSMENT OF FACTORS HINDERING WOMEN INVOLVEMENT IN
LEADERSHIP: IN CASE OF WOLKITE TOWN**

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ABSTRACT

The study dealt with assessments of factor hindering women involvement in leadership in Wolkite town Administration. As well as point out factors that hindering women involvement in leadership. The study was descriptive a type study. Both quantitative and qualitative approach that are which important for descriptive study were used. The proportional stratified sampling techniques were used. On this study 50 respondents were selected systematically out of 29 of them were women and 21 of them were men. The method of data collection tools where questionnaire and interview. The findings of the study were demonstrated through tables, presentation sampling technique was used. The finding of the study showed that the knowledge of respondents about women involvement on leadership was low based on finding now a day there are much improvement of women involvement in leadership in Wolkite town Administration. Finally the researchers finalized by putting the suggestion to be taken to improve women involvement in leadership.

ACRONYM

CSA	Central Statistical Agency
EFDRE	Ethiopian Federal Democratic Republic of Ethiopia
EPRDF	Ethiopian People’s Revolutionary Democratic Front
FDRE	Federal Democratic Republic of Ethiopia
NCTPE	National Committee Traditional Practice Eradication
REWA	Revolutionary Ethiopian Women Association
SNNPRS	South Nation Nationality and People Regional State
UDHR	Universal Declaration of Human Right
UN	United Nation
WAO	Women’s Affair’s Office

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

In societies, where traditional or patriarchal values remain strong; many women find politics as un welcoming and even hostile to participate in it and hold leadership. There is practical factor affecting the participation of women in leadership position. These factors include lower level of education, greater family responsibilities and deprivation of their right (IGAD, 2010).

The factors that affect women's participation in leadership roles are different across the world changing with the dynamic nature of the environments in which they live (Bajdo and Dickson, 2001). The attitudes toward women in leadership affect women's participation in leadership and turn women in position of leader engage in policies that positively affect women (Caiazza, 2004).

In recent years, it has been widely recognized that women's' active participation in decision making is central to development and poverty alleviation. The Universal Declaration of Human Rights(UDHR) states that achieving the goal of equal participation of women and men in decision making will provide a balance for the achievements of both transparent and accountable government to strengthen democracy and promotes it's proper functioning (Afroz, 2010).

Nowadays, women have been embarking on promoting the leadership position in growing number many organizations employed women initiatives to help advance in to leadership position. Despite this encouraging trend which they formally excluded, there are still concerns whether they can satisfactorily perform that they have ability and capacity as well as interact successfully with peers, subordinates and superior without any negative influence due to their sex. In fact, all leaders regardless of their gender face certain ups and downs, but women often have additional challenges and obstacles that the male counter parts are less likely encounter(Robert kneed,2009). Women have the possibility of rising to higher positions. Nevertheless, they face many obstacles on the ways instead of getting a heads straight forward,as men often do (Tenhua, 2012, 69.)

Women are given the lowest rank in some of developing countries. In comparison to their men counterparts women's are busy at home to serve their families, while men are free than women. The activities that a woman engaged at home include several errands. ; Among others, including: fetching water, fire wood collection from distance place, home carrying activities. Inter alia, all these engagements' on reproductive roles hinder women from taking part in the public spheres be it pursuing education or assuming public leaderships.

These confinement in private & domestic spheres, in turn contributes to the lower position on women leadership status (Gender gap, 2004).

The Ethiopian context has by and large been masculine organizational context. Women's representations in all aspects of life at every level have been very insignificant. Among others, this could be attributed to various cultural and political factors. Consequently, Ethiopian women have suffered for many years from lack of access to leadership opportunities. Ethiopia is a patriarchal society that keeps women in a subordinate position. The socialization process which determined gender role is partly responsible for the subjugation of women in the country (Haregewoyin and Emebet, 2003).

1.2 STATEMENT OF THE PROBLEM

There are a number of factors that hinder women involvement in leadership positions including cultural and back ground of the society. Cultural thinking of a society and expectation of the male and female can highly differ depending on the setting back ground. Another factor that affect 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).

As to the 2007 CSA's census, in Ethiopia, women constitute nearly half of the total population. The male population in Ethiopia is slightly higher (50.5%) than the female population (49.5%) at the country level (CSA, 2007). Unless this much proportion of the population has not fully utilized its potentialities and talents; development will not be achieved as such. Although, women constitute nearly half of the Ethiopian population, they have been under represented both at Public and private spheres at all levels. Despite the ratification of equality between Ethiopia women and men in the FDRE's constitution and the country has adopted several international instruments; the reality on the ground has been far from the stipulation. Taking in to account the

historical legacy of inequality and discrimination suffered by women in Ethiopia, the Federal Constitution proclaimed that they are entitled to affirmative measures. Such affirmative measures have been formulated intending to provide special attention to women so as to enable them compete and participate on the basis of equality with men in political, social and economic life as well as in public and private institutions. The lived reality pertaining to political, economic and social lives of Ethiopian women in general and their representation in leadership in particular showed significant underrepresentation. Women constitute half of the Ethiopian population. Thus, any political, economic and social activity that doesn't involve and benefit women cannot be fruitful because such an activity is based on half the man power, half the knowledge, half the effort, & etc available in the country. Though women's rights to equal participation and benefits with men can't be seen separately from the overall economic and political progress in society, it is an established fact that women's right needs special attention in the change process (WCYA, 2013).

In the case of Wolkite town women's participation in leadership position is still very low. As data obtained from Wolkite Town Administration Office in 2019 G.C in many public organization in the town are dominated by men leaders. For instance, last year (2017/18 GC) only one woman was found at the cabinet level.

In Wolkite town there are some factors hindering women involvement in leadership is an issue at the national level in general and particularly in the study area. Therefore, this research attempt to fill the gap and un explaining problem that related to factor hindering women involvement in leadership in Wolkite town. The research that women are not participate in leadership, participation of women in a few number in the public administration of Wolkite town, women and there is some sort of factor in Wolkite town which challenges women in the leadership. Thus, this study attempt to assess the existing gap and factors hindering women involvement in leadership position in the case of Wolkite town Administration office.

1.3 OBJECTIVES OF THE STUDY

1.3.1 GENERAL OBJECTIVES OF THE STUDY

The main objective of the study is to assess factors hindering women involvement in the public sphere leadership of Wolkite Town Administration.

1.3.2 SPECIFIC OBJECTIVES OF THE STUDY

- To assess challenges faced by women in assuming leadership position
- To investigate challenges faced by women when assuming on leadership
- To identify possible factors that may facilitate to do away with constraints for women in leadership positions

1.4 RESEARCH QUESTION

- What are the leadership challenges faced by women?
- What are the challenges faced by women in assuming leadership position?
- What factors facilitate and constraint women in to leadership?

1.5 SIGNIFICANCE OF THE STUDY

This study would be beneficial in rendering relevant knowledge about those factors hindering women leaderships in the public spheres, which is specific to the study area. Besides, it was highlights theoretical and empirical rationales behind the participation of women's leaderships in the public spheres. Furthermore, the findings could serve as secondary source of data for other researcher when dealing with similar and related topics. Last but not least, the study would help to increase awareness about women, while equally encouraging them.

1.6 THE SCOPE OF THE STUDY

Even if the scope of leadership has several facets, the study only concentrated on public spheres more specifically, in the case of WolkiteTown Administration Offices. Taking in to account the very broadness of the leadership of women has it would be limited in the Public Sector. In that it is treated in narrow context, dealing with possible factors hindering women involvement in the public sector's leadership.

1.7 ORGANIZATION OF THE PAPER

The paper would be organized in to five chapters. The first chapter presents the introduction part. This constitutes: back ground, statement of the problem, research question, and objective of the study, significance of the study, scope of the study, organization and limitation of the study. The second chapter deals with reviewing of related literature. The third chapter deals with research methodology including research design, target population, method data collection. Chapter four

is about data analysis and presentation and interpretation of the research. The last chapter deals with find out conclusion and recommendation.

1.8 LIMITATION OF THE STUDY

Different studies may be faced by diverse constraints expected Constraints. Like that, our study could face different expected constraints. But for now, we expect our study would face some major constraints, such as: lack of written material related to our study, limitation of time, lack of finance to collect essential information and misunderstanding of question by respondents.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 DEFINATION OF LEADERSHIP

Leadership is defined as “the process of influencing people and providing guiding order to achieve organizational or team objective’s”, effective leaders help group of people to defined there goals and find the ways to achieve objective goals. They use power and persuasion to ensure that followers have the motivation and role clarity to achieve specific goals leaders, also the employs can achieve corporate objectives more easily defines leadership as a social influence process in which the leaders seek the voluntary participation of subordinate in an effort to reach organizational objectives or goals (Steven and Ann, 2001).

Leadership is a process by which one person influences the thought, attitude, and behavior of other. Leaders set a direction for the rest us; they help us see what lies, ahead, the help as visualize what we might achieve, the encourage us and inspire us. Leadership is the ability to get other people to do something significant that they might not otherwise do (Yalem, 2011).

Women compromise about 50.2% of the estimate Ethiopia population of 108,519,108(CSA, 2009). Like their counterparts in developing countries, women in Ethiopia face asset multiple cross cutting and interrelated problems. These problems limit Ethiopia women access to productive resources, basic health service, education and employment hence most of them do not participate in decision making process (Sosena and Tsehay, 2008).

Ethiopia women suffer from work stereotype and gender discrimination of labor, more are occupy in economically invisible work. Women experience lower socio-economic status in general and hence is marginalized from making decision at all levels. Nonetheless, women are poor in terms of access to resources, services and employment. Women are underrepresented in the formal sector of employment. The survey conducted by the central statistical authority (CSA, 2004) showed that women amount for less than half of (43%) of the total employees in the country.

Considering the percentage of female employees from the total number of employees by employment types the highest was in domestic activities (78%) and followed by unpaid activities

(59.3). in other types of formal employments (e.g. government, ngo's , private organization) the percentage of female workers is less than (35%).

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 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).

2.2 LEADERSHIP AND POWER

Leadership behavior in the way leaders engage in their activities or perform their role as a leader, and antecedents of behavior has been widely studied. It has been found that personal direction of leaders is associated with pattern of leadership displayed by individuals (Bass and Dutch man as cited in Sikdar and Mitras, 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 has direct impact on the effectiveness of the costs, revenue, share prices, social-capital motivation, employment and sustainability. Leadership is also a set of behaviors that lead to effective organization. Theories and practice can help leaders ensure success for development of employ (khabel and victor, 2008)

Power refers to ability to control in such a situation where other human beings must obey and do what the duty requires. Power is the ability to impose one's will in social relation despite any resistance and wither it reference to basis of this opportunity. In many society individual play some roles and one of such is the role of leader (M weber, 2003).

The exercise of political power is related to needs, interest which are complied with and implemented in social groups. The term" POLITICS" refers to the exercise of power. It is used to describe the key interest of social groups, citizen's participation in state duties and also to characterize the main direction in the operation (economic, national, cultural etc.) of the states and parties (Murnieks, 2003).

Leadership is very broad concept and various theories and styles of leaderships exist. Female leadership is just one branch of this concept and can also be defined in different ways. Some

understand female leadership as the fact that women can be and are leaders; other may define it from a feminist point of view and as matter of equality and the right to have some opportunities. Some say, it refers to certain feminine characteristics which are variable in today's organization (Palmu-joronen, 2009).

2.3 ATTRIBUTES OF GOOD LEADER AND SOURCE OF POWER

Leadership involves envisioning, motivation setting direction, inspiring people as well as driving change within the organization. Leaders have followers while employees make comply with managers directives, compliance may be done out of duty rather than commitment motivating and influencing people of words a common goal are also essential element of management but the willingness of the enthusiasm of the followers to be lead highlight a special that puts a leader high above others.

Leadership meets the need of followers while managers are expecting to be more concerned with attaining organizational goal. Leaders are expected to be more sensitive to the needs of the followers. Power is a position to give instruction to

2.4 WOMEN IN LEADERSHIP

Somebody else down the hierarchy (Steven and Ann, 2001). Encourage women's role in leadership position is critical to the growth of the economy. Many organizations and government institutions have long recognized the importance of women in both developed and developing nations to the process of increased development (Coleman, 2004). Women are credited with the role of primarily caregiver, and their efforts outside the home to generate income positively affect a strong, burgeoning family (Coleman, 2004). The United Nations Millennium Development Goals (UN, 2003) specifically address women related issues, promoting gender equality and the empowerment of women, and the United Nations Division for the Advancement of Women promotes equality with men across the world for sustainable development, Peace and security, governance and human rights. The participation of women in the work force has been argued to bring particular gender specific capability (relationship focused, open communication styles, motivating ability to ward followers, and the sharing of power) (Newbury, Belkin and Ansari, 2007).

2.5 WOMEN AND LEADERSHIP IN ETHIOPIA

A woman is an adult female human being, as contrasted to men, an adult male and girls a female child. In Ethiopia is a patriarchal society that keeps women in a subordinate position (Haregewoin and Emebet, 2003). There is 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 (Hirut, 2004).

They have been denied equal access to education, training and gainful 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 (Mekuria et. al, 2005).

According to (Meaza, 2009). Although there are many women who are played important political and leadership role and the history of Ethiopia, only few are visible in the existent literatures. The same source has indicated that women have played important political roles mostly by wielding proxy power through birth or mirage. Literatures describe that even if women formal participation in the highest leadership position 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 Bafen and second legal wife emperor Taitu had played is unforgettable 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. She holds high profile in the history for patriotism and uncompromisingly pursuing Ethiopia's independence (Meaza, 2009). These historical facts make it clear that despite their strength, contributions and demonstrated leadership ability, it has been never easy for Ethiopian women to ascend to formal political power (ibid).

During Haileselassie regime before the 1974 revolution, Ethiopian society has a strong religious base and the political culture has derived its strength from thus religious believes. Orthodox

Christianity was the dominant religion at the time forming the ideological base of the ruling monarchs. Within the stratification system, women's were not only placed at the lowest hierarchal level, but were also expected to show utmost respect and submission to men never questions the motive of their husbands, father or male relatives. Even though the first parliament was established in Ethiopia during Haileselassie regime, no women had been given chance of nomination; Later, only 2 women in 1965 and 5 women in 1969 have occupied the imperial's parliament and the senate which had 250 and 125 senate respectively (Yalem, 2011)

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 association (REWA) was established by proclamation, but this organization was too monolithic and too close to the dergue to be of any real use to women. The purpose of its establishment in fact the consolidation of the dergue power. Promoting the interest of women was not high on its agenda nor was it designed to influence government policy or help women benefit from development program. As a result there was little improvement in the lives of Ethiopian women, weather in social, economic or political sphere, especially of those who lived in rural area (Yalem, 2011).

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 counterparts. The ruling party set up its own national women's machinery in the form of women's affair's office (WAO) and bureaus to enhance.

Women action beside the women machinery, the EPRDF government also initiated numerous other well intended efforts to enhance the rights of women with in. This include in the promulgation of a very liberal constitution containing women's explicit rights, the signing of international treats regarding women's right and the introduction of affirmative measure to promote women's advancement (Yalem , 2011).

2.6 GENERAL SITUATION OF WOMEN IN ETHIOPIA

Women compromise about 50.2% of the estimate Ethiopian population of 108,519,108(CSA, 2009). Like their counterparts in developing countries, women in Ethiopia face a set of multiple, cross cutting and sources, basic health services, and education and employment opportunities.

Hence most of them do not participate in decision making process (Sosena and Teshai, 2004). The survey conducted by the central statistical authority (CSA, 2004) showed that women account for less half (43%) of the total employees in the country. On the other hand, the survey showed overrepresentation of female workers in the informal sector. About 58 of work in the informal sector where as the percentage of working men in the informal sector was 37.7% (ibid).woman make up 25%and 18%of the Administrative and professional and scientific job categories , respectively , indicating that upper and middle level positions are overwhelmingly dominated by men (federal civil service commission, 2005).

Women in Ethiopia occupy low status in the society. In spite of their contribution to 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 invisible work. Woman experience lower socioeconomic status in general and hence is marginalized from making decision at all level .nonetheless; women are poor in terms of access to resources, service and employment. Women are underrepresented in the formal sector of employment.

Generally, regardless of women´s immense contribution, they often lack of production assets particularly land are underserved with agricultural extension, credit, labor and from implements. Women´s representation in the permanent employment of both regional and federal civil services is also lower than men; in comparison to the large number of unemployed women .the increase in the number of women employed over the years is insignificant. Women´s employment in the formal sector both in industries and the civil service is lower than men (NCTPE, 2003).

FEMINIST PERSPECTIVE OF WOMEN

A. FEMINISM AND FEMINIST THEORIES

Feminism is an established movement that seeks the liberation of women from sexist oppression. This movement for the political, social and educational equality of women with men. Feminist theory is the extension of feminism in to theoretical fictional or philosophical discourse. It aims understand the nature of gender in equality. It examines women´s and men´s social roles, experience, interest and feminist politics in variety of fields.

B.MARXISTFEMINISM THEORIES

Marxist feminism argued that the main causes of women's oppressions are capitalism. The disadvantaged position of women is seen to be a consequence of the emergence of private property and their lack of ownership of the means of production. For a Marxist feminist perspective, the traditional nuclear family only came about with capitalism and traditional female role of housewife support capitalism thus women are double oppressed through the nuclear family and capitalist system. This theory believes that there is considerable scope for co-operation between working class women and men that both can work together (Desai, Murli, 2004).

C.RADICAL FEMINISM THEORIES

Radical feminism sees society and its institutional patriarchal most of which are dominated and ruled by men. Men are the ruling class and women the subject class. Gender inequalities is the result of the operation of women by men and it is primarily men who have benefited from the subordination of women. Women are an oppressed group. Radical feminist see the traditional nuclear family particularly patriarchal and advocate its abolition and the establishment of alternative family structures (J. Myers, 2013).

2.7 CHALLENGES FACED BY WOMEN LEADER

2.7.1 CULTURE

The culture tradition defines each country normative predisposition or ground rule. Culture is these values that guide people's tradition, norms, beliefs, custom, among others that could forbid women from accessing and participating in agricultural activities and other creating males superiority and dominance in agricultural activity in rural communities. Many cultures, most rural institutions see and treat women as the weaker, vessel or inferior of the species (Hora, 2014). According to Bernars, (as cited in in any ethnic group in Africa a typical woman has low status particularly lack of power to make decision on matters affecting her life and those of her family. These culturally determined expectations and attitudes the girl child influences allocation of resources towards the girl as compared to the boy. A boy well always is considered first before a girl. This gender biased cultural assumption and subsequent different treatment of boys and girls in a homestead not only diminish girls access and performance in the education but also tend to push girls to doing the so called feminine careers.

2.7.2 WORK PLACE POLICY

Women are not the same as men; they have particular biological function that makes them different, which in turn make their work experience different. To this end, treating men and women the same has effectively created systematic form of indirect discrimination for women. (Mbuguam, 2007). Asserts that pregnancy is a work place issue that starts will before conception and end long after birth. It is impossible to separate pregnancy and family responsibility.

2.7.3 INDIVIDUAL FACTORS

Individual factor include the personality and psychological well-being that influence the level of an individual's ability to balance work and family demands. It includes a blend of factors genetic and socialization that play in to gender roles. For example, child hood up being is one of the factor that determines an individual's personality burdens that arise from house hold areas and work chores can influence behaviors and change the personality of individuals and how they perform and work together with others, both in and outside their environments (Shobitha and Sudarsan,2014).

2.7.4 GENDER STEREOTYPE FACTORS

Gender stereotypes are generalized believes about the characteristics and qualities attributed to men and women society. In general, men are characterized as aggressive, risk taking, decisive and autonomous (a genetic attributes, whereas women are characterized as kind, caring, rational and humble (communal attributes) (Collins and Singh, 2006, Sikdar and Mitra, 2008).

Gender stereotype have consistently demonstrated that men are generally seen as more agent and more competent than women, while women are seen as more expensive and communal than men (Duherr and Bono, Sezesny and Stahiberg; as cited in Ginuge, 2007). Gender stereotyping also explains why women and men are over represented in particular types of job. Women dominate in occupation such as nursing, teaching, social care and especially child care men tend to be concentrated in construction and management areas associated with physical strength, rick taking or decision making. Such gender bias is also reflected in organizational practice (Hoobler, 2011).

2.7.5 ORGANIZATIONAL CULTURE BARRIERS

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

The organizational and managerial values in some organizations tend to be characterized by stereotypical views of women's roles, attributes, preferences and commitments. This in turn influences decision about who is suitable for particular positions, which is seen to high potential and so forth. When women find themselves selected or assessed on the basis of group membership rather than on their experience and abilities, they experience gender discrimination (Mbugua, 2007).

2.8 SUPPORTING ACTION THAT WOMEN TO OVER COMING CHALLENGES

2.8.1 PROMOTING CONFIDENCE

Building confidence and changing attitudes that also women can be leaders without sacrificially their famine or having a family should start from an early age. Both girls and boys way of thinking about career opportunities should be broadened by offering possibilities for them to visit and familiarize themselves with different business sectors, which are either male domination or female dominated. By doing this, the gender division seen in the labor market meet even in a long term and it would open more doors for women to advance to management and also diversify in male dominates sectors (Piha,2006,100). Comments that women have better possibilities to fulfill themselves in less formal organizations, as women are more often interested in having responsibility, challenges and creating rules rather than having power and titles.

2.8.2 BUILDING NETWORKS

Networking means building relationships and knowing people. It has been proven to be an efficient career boosts as it can help gain all kinds of benefits such as information, benefits and job opportunities. It can also widen one's influence, power and reorganized (Lussier and Aschua 2013, 161).

Networking is highly importance for any leader but even so for women. Networking allows people to share experiences and knowledge even support each other. There are both female and

male based networks and also “mixed” networks. Often, having a mixed network of both women and men is seen more beneficial as it brings more different perspectives and makes the network more advantages (Hireikorpi, 2005).

2.8.3 EDUCATION

Access to education is clearly related to women’s decision making at all levels. Leaders are commonly expected to be articulate and knowledgeable. Access to education is important foundation for girls to have the confidence and skills to see themselves as a potential leader and to be seen as credible by other.

In tackling the current political climate, Dr. Banda suggested increasing access to education for girls as well as investing in resource on women’s leadership to strengthen political will and equip emerging leaders with necessary tools. Education can confer more bringing power on women in the house hold and community. For more power full decision making position and how ever higher education is critical. Supermen court judges and accountants generals need the appropriate professional qualification. While rarely a mandatory requirement, most politicians have also completed higher education. Education is understandable and important request for women success to management position in most country particularly at the upper and middle levels. Formal education plays more important role where managers are recruited through channels (Tados, 2014).

2.8.4 LEADERSHIP DEVELOPMENT PROGRAM

Leadership development program represent one way of addressing the under presentation of women in leadership. The goal and objective of formal programs include (a) developing participant’s competence as well as their confidence and self-perceived leadership potential (Bonebright, Coftledge and Lonngusti,2012) (b) “ fighting in and breaking through obvious barriers” (Ruderman and Ohlott,2002) (c) identifying training and monitoring potential leaders and providing opportunities for networking and career goal setting (Lafreniere and Lognan,2008). During the past 25 year, women leadership development has involved and expanded. In the 1990’s and early 2000’s, research on women leadership development focused on women in business (Ruderman and Ohlott, 2002).

2.8.5 HELP FROM ORGANIZATION

2.8.5.1 FLEX TIME ARRANGEMENT

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

2.8.5.2 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 in too to 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 from a limited number of option of they choose the rational situation for going an extensive benefit plan in order to receive extra pay (Vinnielcone, 2007).

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 DESCRIPTION OF THE STUDY AREA

Wolkite town is the Administrative center of Gurage zone of the southern nation nationality and peoples region (SNNPR). It is established in the Year 1937(E.C). This town has a latitudes and longitudes of 8°17'N 37°47'E and 8.283°/37.783'E respectively and on elevation between 1910 and 1935meter above sea level. It is surrounded by Kebeenaworeda it was a parts of former Goroworeda and Abeshgeworeda.

Generally, the town is founded in west to Addis Ababa at 158km and west to Woliso town at 42km as well as east to Jima town at 200km. Based on the 2007 census conducted by the central statistical agency, this town has a total population of 28,866 of those are 15,074 are men and women are 13,238 of the town and whom 6835 men and 6403 women are youth. The plurality of the in habitant practiced Ethiopian orthodox 48.17%, 42.31% Muslims, 7.86% protestant and 1.34% catholic (SNNPR census 2007).

3.2 RESEARCH DESIGN

This study mainly focused on assessing factors that hinder women's involvement in leadership in the case of Wolkite town Administration office. For the purpose of this study the researcher's used mixed qualitative research approach and quantitative research approach. the qualitative approach was used because of the phenomena on related tour involving quality or kind such as behavior, motivation, challenges, ideas opinion attitude and to use quantitative approach presents finding in numerical form.

3.3 TARGET POPULATION AND SAMPLING SIZE

In Wolkite town administration office there were 19 (public) sectors. Those sectors included in to 6 fringes. Among those we would select social fringe and women's and children fringe included 5 (five) and 2 (two) sectors respectively because we select this two fringes we gathered more information about women's and high numbers of women's employers found in this fringes. Among those women's employees are 196 (one hundred ninety six) this information gathered from (Wolkite town Administration office in human resource, 2019). Among them 50 sample size would be selected through (Kothari, 2004) sampling formula.

3.4 SAMPLING TECHNIQUE

In order to obtain relevant and reliable information the researcher's was used proportional stratified sampling. This method is opted to reduce biases and to give equal opportunity. The total population of the study is 196. Social fringe employees are 182 and women's and children fringe employees are 14. The researcher's would take 50 samples of women's by the following formula which is derived by (Kothari, 2004).

$$n = z^2 \times p \times q \times N / (E^2) \times (N-1) + Z^2 \times q \times p$$

Where N= total population

Z= from confidence level

n= sample size

q= proportional failure

p= proportion of success

E= margin of error

Given N=196

$$p=0.5$$

$$q=0.5$$

$$E=0.1$$

$$Z=1.64$$

Solution $n = z^2 \times p \times q \times N / (E^2) \times (N-1) + Z^2 \times P \times q$

$$n = ((1.64)^2 \times 0.5 \times 0.5 \times 196 / (0.1)^2 \times (196-1) + (1.64)^2 \times 0.5 \times 0.5$$

$$n = 2.6896 \times 0.25 \times 196 / 0.01 \times 195 + 2.68 \times 0.25$$

$$n = 131.7904 / 1.95 + 0.6724$$

$$n = 131.7904 / 2.6224$$

$$n = 50$$

3.5 DATA SOURCES

The researcher's collected data through both primary and secondary source of data .primary data were collected through open and close ended questionaries' and interview. The questionnaire was distributed to employees of the organizations and interview would be asked Administrators of the organization.

Secondary data were collected from reviewing official report , document about organization and books, magazines and other related material.

3.6 METHOD OF DATA COLLECTION/TOOLS AND INSTRUMENT

The tools and techniques for data collection method of the study were interview, questioner and documentary review.

I. INTERVIEW

Interview is one of the data collection tools that was used to obtain deeper information, support and cross-check the findings obtain from questionnaires. We conduct this interview with highly officials that worked in Wolkite town Administration office and head of Women's and children affairs.

II. QUESTIONNAIRES

The researcher's would use questionnaires to collect data from the study area by both open ended and close ended question. This would be prepared by both English and Amharic language for the data collection.

3.7 METHOD OF DATA ANALYSIS AND INTERPRETATION

This study was analyses the data by using mixed method of data a analysis .The qualitative data analysis from documents and in-depth interview would be transcribed and present in narrative forms and descriptive . The quantitative data analysis would collect through questionnaires , personal interview would be presented in table and percentage.

CHAPTER FOUR

4. DATA ANALAYSIS, PRESENTATION AND INTERPRETATION

In this chapter the collected data was analyzed, interpreted and presented based on data collected from respondents. Out of the 50 questionnaires distributed employees of Wolkite town administration office, all 50 questionnaires were collected back. The data presentation and analysis are based on the collected 50 questionnaires.

Table, 1: analysis of personal information of respondents

The demographic characteristics of 50 respondents with regard to sex, age, education status, marital status and year of services.

Variables	Item	N.O of respondent	%
Sex	Male	21	42
	Female	29	58
	Total	50	100
Age	18-25	14	28
	25-30	22	44
	30-35	6	12
	35 and above	8	16
	Total	50	100
Education status	Diploma	15	30
	First degree	30	60
	Masters and above	5	10
	Total	50	100
	Married	34	68
Marital status	Unmarried	15	30
	Divorce	1	2
	Widow	-	-
	Total	50	100
Year of service	2 year	8	16
	2-5 year	20	40
	5-8 year	12	24

	8- 10 year	4	8
	10 and above	6	12
	Total	50	100

Source;(survey,2019)

4.1 Age Group Distribution of Respondents.

Age of the respondent in the table, 1 show that out of 50 respondents 14(28%) were under the age range of 18-25, 22(44%) of the respondents were in the age ranges of 25-30, 6(12%) of the respondent were in the age range of 30-35 and 8(16%) of the respondents were in the age range of 35 and above. There for, the majority of respondents are were in the age group of 25-30. This implies that more productive employees were worked in the Wolkite town Administration office.

4.2 Education Status Distribution of Respondents

As showed above table, 1 out of 50 respondents 15(30%) of them are diploma, 30(60%) of them are degree, 5(10%) of them are masters and there is no illiterate respondents in the organization. The above information indicates that there is large number of degree holders in the organization. This implies that in the Wolkite town Administration office more employees education status was degrees. Hence they need further educational to improve their skill and knowledge.

4.3 Marital Status Distribution of Respondents

Marital status of the respondents on the above table, 1 out of the 50 respondents 34, (68%) were married, 15, (30%) of the respondents were unmarried, 1, (2%) of the respondents were divorced and no respondents who has widowed. The above table revealed that the large number of respondents was married. This implies that in the Wolkite town Administration office more employees were married.

4.4 Year of the Service of Respondents

In the above table, 1 shows that out of 50 respondents 8(16%) of them has year of service 2 years, 20(40%) of them has 2-5 years of service, 12(24%) of them has 5-8 year of service, 4(8%) of them has 8-10 years and 6(12%) of them has 10 and above years of service. The above information showed that the large numbers of respondents has 2-5 years of service in Wolkite town Administration office. However the employees are not well experienced, it's because clear experience is acquired through long practice of work.

Table, 2 Basic Questions Related To Women Leadership.

Question-1	Responses	Number of respondents	Percentage (%)
1. How do you see the participation and role of women in leadership in your organization?	High	15	30
	medium	24	48
	low	11	22
	Total	50	100

Source: (survey, 2019)

As we understand on the above table, 15(30%) of the respondent said that high participation and role of women in leadership in our organization, 24(48%) of the respondent said that medium participation and role of women in leadership in our organization and 11(22%) of the respondents said that low participation and role of women participation in our organization. We can understand from the above table more respondents agreed that there is medium participation and role of women in leadership in Wolkite town Administration office.

Table, 3 questions related to motivation in leadership.

Question-2	Responses	Number of respondents	Percentage (%)
Among the following which are motivate women's for leadership position?	High competencies	7	14
	High confidence level	20	40
	High education status	10	20
	The ability to lead the organization	13	26

	Total	50	100
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Source: (survey, 2019)

As we understand on the above table, 37(14%), of the respondent replied that high competencies are motivate women's for leadership position in the organization, 20(40%) of the respondent replied that high confidence level are motivate women's for leadership position in the organization, 10(20%) of the respondent replied that high education status are motivate women's for leadership position in the organization and 13(26%) of the respondent replied that the ability to lead the organization are motivate women's for leadership position in the organization. This indicate that the majority respondent replied high confidence level was the most important to motivate women's leadership position in Wolkite town Administration office.

Table, 4

Question number-3	Responses	Number of respondent	Percentage (%)
Is there any action taken by your organization to make women good leader on future?	Yes	28	56
	No	22	44
	Total	50	100%

Source, (survey, 2019)

As we understand from the above table, 428(56%) of the respondent said that YES there is an action taken by our organization to make women good leader to the future and, 22(44%) of the respondent said that NO there is no action taken by our organization to make women good leader on future. This indicate in the Wolkite town Administration office the majority respondent said YES there is an action to make women good leader on future.

Table, 5

Question number-4	Responses	Number of respondent	Percentage (%)
Are there any strategies you set to bring women in to	Yes	23	46
	No	27	54

leadership position?	Total	50	100%
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Source, (survey, 2019)

As we understand from the above table, 5 23(46%) of the respondents said that YES there is any strategies to bring women in to leadership position in the organization and 27(54%) of the respondent said that NO there is no any strategies to bring women in to leadership position in the organization. This indicates in the Wolkite town Administration office the majority employee’s responses that there are no any strategies to bring women in to leadership position in our organization. There for the Administration office to expected change the old strategy by new once.

Table, 6 questions related to leadership style of the organization

Question 5	Responses	Number of respondent	Percentage (%)
What type of leadership style do you use to lead your organization?	Full participative	22	44
	Semi-participative	25	50
	Non-participative	3	6
	Total	50	100

Source, (survey, 2019)

As we understand from the above tables, 6 22(44%) of the respondent said that full participative to use leadership style, 25(50%) of the respondent said that semi-participative to use leadership style and 3(6%) of the respondent said that non- participative to use leadership style. The data gathered from respondent indicates that the exciting participatory leadership style in Wolkite town Administration office have significance in helping the respondents.

Table, 7 related to attitudes of organization.

Question number-6	Responses	Number of respondent	Percentage (%)
Do you believe that women are unable to a leader or a ruler?	Yes	-	-
	No	50	100
	Total	50	100%

--	--	--	--

Source, (survey, 2019)

As we understand from the above table, 7 50(100%) of the respondent said that NO, and there is no respondent replied that YES. This indicates that in the Wolkite town Administration office the majority employees replied that NO which means they are believed that women can able to lead or rule.

Table, 8 questions related to condition of organization.

Question-7	Responses	Number of respondent	Percentage (%)
Is there any suitable condition for women to become a leadership in Wolkite town administration?	Yes	30	60
	No	20	40
	Total	50	100

Source, (survey, 2019)

As we understand from the above table, 8 30(60%) of the respondent said that YES there is suitable condition for women to become a leadership and, 20(40%) of the respondent said that NO there is no suitable condition for women to become a leadership. This indicate in the Wolkite town Administration office the majority employee's responses that YES there is suitable condition for women to become a leadership.

Table, 9 related to motivation of male employers for women.

Question-8	Responses	Number of respondent	Percentage (%)
How much having male leader help women employees to be a leader?	Very high	7	14
	medium	35	70
	low	8	16
	Total	50	100

Source, (survey, 2019)

As we understand from the above table, 9 7(14%) of the respondent said that very high male leader help women employees to be a leader, 35(70%) of the respondent said that medium male leader help women employees to be a leader and, 8(16%) of the respondent said that low male

leader help women employees to be a leader. This indicate that in the Wolkite town Administration office the majority employee’s responses that medium male leader help women employees to be a leader.

Table, 10

Question-9	Responses	Number of respondent	Percentage (%)
Do you believe that culture of society have negative effect on women to be leader?	Yes	32	64
	No	18	36
	Total	50	100

Source, (survey, 2019)

As we understand from the above table, 10 32(64%) of the respondent said that YES they believe that culture of the society have negative effect on women to be a leader and, 18(36%) of the respondent said that NO they not believe that culture of the society have negative effect on women to be a leader. This indicates that the majority responses that YES the culture of the society have negative effect for women to be a leader on the organization.

Table, 11

Question-10	Responses	Number of respondent	Percentage (%)
In Wolkite town Administration office do women workers voluntary participated in the leadership position?	Yes	35	70
	No	15	30
	Total	50	100

Source, (survey, 2019)

The above table 11 showed that 35(70%) of the respondent said that YES women workers are voluntarily participated in the leadership position and, 15(30%) of the respondent said that NO women workers are not voluntarily participated in the leadership position. This implicates that

the majority responses said that YES the women workers voluntarily participated in the leadership position in to the organization.

Table, 12

Question-11	Responses	Number of respondent	Percentage (%)
How do you rate the interest of women workers in Wolkite town Administration have interested to come to leadership position?	High	18	36
	Medium	25	50
	low	7	14
	Total	50	100

Source, (survey, 2019)

As we understand from the above table, 18(36%) of the respondent said that High interest of women workers in Wolkite town Administration have interested to come to leadership position, 25(50%) of the respondent said that Medium interest of women workers in Wolkite town Administration have interested to come to leadership position and, 7(14%) of the respondent said that low interest of women workers in Wolkite town Administration have interested to come to leadership position. This implicates that the majority employees responses medium interest of women workers have interested to come to leadership position in the Wolkite town Administration office

4.5 CHALLENGES FACED BY WOMEN TO ASSUME LEADERSHIP POSITION.

There is a number of reason that faced by women in leadership position in the organization. Among them:- culture of the society influence, lack of women participation in leadership, lack of education and training, un acceptance of equality completely from society and lack of capability from organization to enhance women participation are a major ones. While elaborating all the reasons.

4.6 Lack of women participation in leadership

As shown on table, 6 organization use semi-participation style of leadership. This indicates that, women participation in leadership is insignificant in the Wolkite town. At most of the time women pass on house hold work like: - take of children, cleaning house, cooking food and different works. In this at the most time women do not participate in leadership position.

4.7 Lack of education and training

As shown on table 1, in the organization many women trains up to Degree program, which shows that, there is educational gap which leads them too little participation in leadership position also low level of education affect their confidence and how to participate in this issue to male.

4.8 Problem in accept equality of women in society

The factor of inequality is one of the major challenges faced by women in leadership position. At most of the time men are dominant over women as they believe in culture in Amharic proverb “set lij wede majet wend lij wede temehe” this proverb shows that women inferior than man and also it show that women has no capacity to lead and what else thing.

4.9 Society culture influence

This is also one of the challenges faced by women in leadership. The society gives less value to women to compete with men at all level. As indicate in table, 10 most of respondent said that the culture of the society influences the women’s to do not come to the leadership position. Society rigid in the culture gives backward attitude toward women from participation of women in training which make up them confident and to do not take whatever experiences as well as make them passive.

4.10 Lack of capability from organization to enhance women participation

Organizations play a big role in promoting women leadership. The organization and their internal culture affect women to become leader possibilities. As show table, 6 organizations follow the semi-participation style of women in leadership. This shows that presence of some discrimination on women. If women do not have opportunity to become leader and faced by different challenge in organization they lag up from participation.

CHAPTER FIVE

5 .CONCLUSION AND RECOMMENDATION

5.1 CONCLUSION

The purpose of this study to asses' factor affecting women involvement in leadership in Wolkite town Administration. Leadership is a process by which one person influences the thought, attitude and behavior of others. Leadership is very broad concept and varies theories and style of leadership exists. Women leadership is just one branch of these concepts and can also be defined in different way. Women in Ethiopia occupy low status in the society. In spite there contribution to the wellbeing of their family and community affairs. Encourage women's role in leadership position is critical to the growth of economy. This studies were conducted in Wolkite town Administration to assess factors affecting women involvement in leadership. Data were collected through primary and secondary. As most of the respondents answered, effect of culture was major challenges faced by women in leadership in the organization. As most of the employees of the organization replied education background of the women were main factors that constrain women leadership in the organization. The researcher's find concluded that there is no equal career development organization due to the majority replied. In generally, the women participation in leadership is low in Wolkite town Administration. Due to lack of women participation in leadership, society cultural influence, lack of education and training and lack of capability from organization to enhance women participation.

5.2 RECOMMENDATION

- ❖ The organization work on the cultural aspect in the organization as well as on the community to enhance better women participation.
- ❖ To avoid male domination and promoting women confidence and building their participation network, the responsible looking body should be advice them.
- ❖ To enhancing better women participation within society, the organization should give adequate training and education to the society on the cultural perception of them.
- ❖ In order to improve women participation in the leadership position, the town leader's official and other concerned bodies like women and child affairs should give attention for the arrangement workshops seminar, short term training and long term training.

- ❖ To improve women participation in leadership the organization give affirmative action which means give priority for women to make there number of women balance with men in leadership and let them to contribute their own role in society.
- ❖ To improve women participation in leadership position, to increase women delegation in leadership position like, unit leader, vice principal, department head and so on as they will become experienced and develop positive attitude toward their leadership ability and change the perception that leadership as the male.
- ❖ Government should be trying to create awareness on cultural perception women participation through different media.

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7. APPENDEX

WOLKITE UNIVERSITY

COLLEGE OF SOCAIL SCIENCE AND HUMANITIES

DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDEIS

Dear respondent

This questionnaire is designed to gather data regarding factor hindering women involvement in leadership at Wolkite administrations which is conducted by student to gather relevant information as requirement of partial fulfillment for the degree a ward. 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 (\checkmark) in the box for your choice in front of some question
- For the items that require explanation written down your reflation on the space provided.

Part-I: personal information

1. Sex:- male female
2. Age:- 18-25 25-30 31-35
36-40 41-50 51-abave
3. Education status:- 9-12 diploma
B.A degree masters and above Illiterate
4. Marital status:- single married

Widowed divorced

5. Year of service:- less than two years 2-5 years 5-7 years
8-10 years 10 years and above

Part- II: basic question related to women leadership

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

- High
- Medium
- Low

2. Among the following which are motivate women's for leadership position?

- High competencies
- High confidence level
- High education status
- The ability to lead the organization

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

- Yes
- No

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

- Yes
- No

If you say" yes" specify them

.....
.....

5. What type of leadership style do you use to lead your organization?

- Full participative
- Semi-participative
- Non-participative

How.....?
.....?

6. Do you believe that women are unable to a leader or a ruler?

Yes

No

7. Is there any suitable condition for women to become a leadership in Wolkite town administration?

Yes

No

8. How much having male leader help women employees to be a leader?

Very high

Medium

Low

9. Do you believe that culture of society have negative effect on women to be leader?

Yes

No

10. In Wolkite town administration office do women workers voluntary participated in the leadership position?

Yes

No

11. How do you rate the interest of women workers in Wolkite town administration have interested to come to leadership position?

Very high

High

Medium

Low

Open ended questionnaire

12. What are the major challenges faced by women in leadership in your organization please!

Specify them!

1.....

2.....

3.....

4.....

13. What are the challenges faced by women in assuming leadership position in your organization?

- 1.....
- 2.....
- 3.....

14. Why the women participation in different economic, social and political aspect is affected by the cultural perception of the society?

- 1.....
- 2.....
- 3.....
- 4.....

15. What do you recommend to harness there?

- 1.....
- 2.....
- 3.....

16. Do you have anything to add in relation to this?

- 1.....
- 2.....
- 3.....

Part:- III Interview question

- 1. What opportunity should be done for women to encourage them higher leadership level?
- 2. What is a major factor leadership in your organization?
- 3. What are the factors that constraint women from leadership?