



**WOLKITE UNIVERSITY**

**COLLEGE OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF MANAGEMENT**

**A LITERATURE RIVIEW ON THE WOMEN PARTICIPATION IN TOP  
LEVEL LEADERSHIP**

**The Reseaserch Paper Submitted to Department of Management forThe  
Partial Fulfillment of BA Degree in Management**

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**DECEMBER 2020**

## **ACKNOWLEDGMENT**

First and for most, I would like to thanks GOD who helped me in all aspects of my life

Secondly, my gratitude goes to my dearest advisor DerejeKfale for his sincere effort, frank advice in the preparation and completion of this paper.

Thirdly, I would like to forward my heart and soul appreciation to my family for their moral and financial support through my study.

My special gratitude also goes to all my friends whose names are not mentioned.

## ***Abstract***

*Women's leadership position provides organizations opportunities to value women leaders as organizational resources. Leadership is a process of influencing on a group in a particular situation at a given point in time. This qualitative research utilized literature review methodology to examine lived experiences of seven researches. The researcher conducted different researches that talks about the participation women in leadership. Emerging research themes included perceptual and personal agency changes within participants. Women's leadership position provided an opportunity for cognitive, affective, and behavioral growth; engaging learning activities, social capital development, and relational model methodologies were perceived as most helpful in leadership development. Action learning techniques, fostering interconnectedness, and philosophical leadership development activities were critical elements in leadership development. Insights gained from this study provided perspective on the unique experiences of women in a leadership.*

**key term:** *position, women participation, leadership.*

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## **Acronyms**

UN: united nation

FDRE: Federal Democratic Republic of Ethiopia

NGO: Nongovernmental organization

EPRDF: Ethiopian People Republic Democratic Front

# 1. Introduction

## 1.1 Background of the study

In recent years it has been widely recognized that women's active participation in top level leadership is central to development and poverty alleviation. The Universal Declaration of Human Rights states that achieving the goal of equal participation of women and men in top level leadership will provide a balance for the achievement of both transparent and accountable government to strengthen democracy and promote its proper functioning (Afroz, 2010). In most patriarchic society female is considered as inferior of species because of this, women are denied access to both horned and utilitarian role open only for males such as role of administration and disposal of property (Holtkamp, L.A. (2002)

However, in most organizations in Ethiopia (both public and private) women have rarely assumed managerial roles. The basis for differences between the lives of men and women lies in the traditional patriarchy of Ethiopia which remains supported by religion and culture as well as gender differentials in access, participation and service provision across the educational, legal, health and economic sectors. While recent changes to the constitution and the legal code were meant to resolve and do away with patriarchal attitudes plus practices and engendered some changes, there is still need for further transforming discriminatory attitudes toward the female gender at the work place, in the public sphere and at homes (Haregewoin&Emebet, 2003).

According to Mazes (2009), Ethiopia is party to all major human right treaties including the most important women's conventions, i.e., CEDAW which calls for equal participation of women in public decision making, Beijing Declaration and Platform of Action (BDPA),

Moreover, various literatures argue that as compared to prior decades, the participations women in decision making throughout the world are somehow increasing. But, in spite of the incremental progress towards women's participation in public spheres, it is generally recognized that women have largely remained outside of formal leadership roles due to various factors. 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 Affects women (Caiazza, 2004). This reciprocal effect furthers the process of gender equality in the work force, and promotes an environment where women are supported to move into autonomous and independent activities. This process gradually leads to further acceptance of women in business or political leadership.

The importance of this research bases on the bases the idea that attitudes toward women in leadership affect women's participation in Leadership, and in turn, women in positions of leadership engage in policies that positively.

## **1.2 Statement of the problem**

The Beijing platform for action considered the inequality between men and Women in the sharing of power and decision making at all levels as one of the Critical areas of concern for the empowerment of women. In most cases men come to be associated with commitment, dedication and careerism, thus men are the numerous and visible gender at the top leadership and management position in almost the entire sector worldwide (Whitehead, 2006). Women on the one hand remain marginalized from leadership and decision making structures of many countries in the world. Too often women leaders, never move beyond entry level supervisory positions. Few women that assume higher decision positions are numerically minority and usually face gender specific problem which are not common among men leaders (Collision and Hearn,2001).

Similarly, research over the previous century has largely been male dominated thereby perpetuating the myth that management and leadership are essentially male phenomena (Enomoto, 2000). Women have been playing traditional role of home makers while men remaining a leader in every sphere of life because of the social attitude women have been reluctant to pursue educational administrative positions (Holtkanm, 2002).

The number of women in administrative and leadership positions in Ethiopia remains extremely low in all administrative areas in general and schools in particular. EndalealemuHora conducted, 2014 the study on factor affecting women participation in leader ship. He use systematic random sampling method. He stated that the factors that hinder women participation in leader ship. This factors are: - socio-cultural attitude, lack of acquisition of the necessaryexperience, ability to lead

and govern and lack of role model of women leaders. With regard to this also have this problem woman is still their number is very few compared to men. Therefore, this study tries to assess women participation in top leadership position.

### **1.3 Objective of the study**

#### **1.3.1. General objective**

The general objective of the study was assessing women's participation in top level leadership position.

#### **1.3.2. Specific objectives**

- To describe current status of women's participation in top level leadership of the University.
- To identify attempt towards encouraging women's participation in leadership.
- To describe the benefits do female leaders bring to organizations.

### **1.4. Significance of the study**

- **The student researcher;** the student researcher is beneficiary on getting knowledge about the study and experience on conducting such assessment and get satisfaction when the study will be the solution to the problem.
- **The organization;** the organization is beneficial in that the manager of the organization see the identified problem and recommend solutions and take corrective actions.
- **Other researcher:** other researcher can take this study as reference for conducting other similar assessments.
- **Other similar organization:** This study can also use for other organizations which are similar by taking this study and they can themselves with identified problem and if the problem is originated on them can take their corrective measure.

## **1.5 Limitations of the Study**

In undertaking the study, the researcher would be faced some constraints. Of these, the major ones are lack of experience, and covid-19 to get information. Such factors have great impact on diminishing the quality of the study which in turn affects its reliability.

## **2. METHDOLOGY**

The researcher use review of previous researcher's to assess the participation of women in top level leadership. The paper is written using adopts and adapts methods from different previous studies related to the title. Accordingly, the number of studies reviewed in the paper was seven which are conducted in different countries including our country Ethiopia.

## 3. Review of Related Literatures

### 3.1. Definition of Terms in the Research Title

In social science, it is very difficult to get a precise and single definition for terms. For better understanding of readers of this study, the researcher presents the definition of terms that appeared in the title of the study, with the research context.

- *Assessment*: the action of assessing someone or something to investigate trends, changes, hidden information and any other current situation. (Skidar and mitra, 2008)
- *Women's participation*: the involvement of female section of the society in any activity. (shekhasharma in books feminism, 2017)
- *Top level leadership*: a leadership which is found relatively in the top of the organization hierarchy. (palmu –joronen 2009)
- *Position*: means a set of current duties and responsibilities assigned by a competent authority to be performed full time by an individual employee. (ebd)

### 3.2 Leadership Defined

According to Dr. Fikadu (1989), Leadership is a process of influencing on a group in a particular situation at a given point in time, and in a specific set of circumstance that stimulates people to strive willingly to attain organizational objectives, giving them the experience of helping attain the common objectives and satisfaction with the type of leadership provide.

In addition, it is a process by which one person influences the thoughts, attitudes, and behaviors of others. Leaders set a direction for the rest of us; they help us see what lies ahead; they help us visualize what we might achieve; they encourage us and inspire us. Without leadership a group of human beings quickly degenerates into argument and conflict, because we see things in different ways and lean toward different solutions. Leadership helps to point us in the same direction and harness our efforts jointly. Leadership is the ability to get other people to do

something significant that they might not otherwise do. It's energizing people toward a goal (D. Quinn, 2005).

Another definition of leadership is also given by Plunket (1989) as "*Leadership is the process of influencing a group or individual toward the accomplishment of goal setting or goal accomplishment*". Leadership is the process of inspiring others to voluntarily commit themselves to achieve the leader's vision. When the leader's vision is consistent with the organization vision, the leader becomes constructed and powerful force for change and motivation.

From the above definitions given by different writers we can understand that leadership is an art exercised by a leader so as to influence the followers. Every leader has the responsibility to influence his followers in order to get their acceptance and commitment to achieve the intended goal. It is all about inspiring others and moves them for the attainment of a common goal.

### **3.3 How Leaders Influence Others?**

Why do people accept the influence of a leader? According to Mohammed (1995), one major reason is that leaders have power.

Power- is the capacity to affect the behavior of others, in other words power is the ability of individuals or groups to induce or influence the beliefs or actions of other person or groups. Leaders in organization typically relay on some or all of five major types of power (Mohammed 1995).

- Legitimate/ positional power: refers to the power a leader possesses as a result of occupying a particular position or role in the organization. I.e. it is a power that stem from a position's placement in the organization hierarchy.
- Reward power: Refers to the leader's capacity to give or withhold reward for followers. It is based on the capacity to control and provide rewards to others.
- Coercive power: is a power based on fear. It is the negative side of reward power.

- Expert power: the power that a leader possesses as a result of his/her knowledge and expertise regarding the tasks to be performed by subordinates. It is power based on the possession or expertise knowledge, skill or information.
- Referent power: develops out of others admiration for one and their desire to model their behavior and attitude after that person.

### **3.4 Women in Leadership**

At the lowest level, more than half of the employees in organizations are female. As you move to each successively higher level in the organization, the number of women steadily shrinks. At the CEO level, worldwide, there are only 3% to 4% who are women (Sherwin, 2004).

### **3.5 Women's leadership and political participation**

From the local to the global level, women's leadership and political participation are restricted. Women are underrepresented as voters as well as in leading positions, whether in elected office, the civil service, the private sector or academia. This occurs despite their proven abilities as leaders and agent of change, and their right to participate equally in democratic governance. Women face several obstacles in participating in political life. Structural barriers through discriminatory laws and institutions still limit women's options to run for office. Capacity gaps mean women are less likely than men to have the education, contacts and resources needed to become effective leaders.

As the 2011 UN General Assembly resolution on women's political participation notes "women in every part of the world continue to be largely marginalized from the political sphere, often as a result of discriminatory laws, practices, attitudes and gender stereotype, low level of education, lack of access to health care and the disproportionate effect of poverty on women".

#### **3.5.1 Women's leadership in global context**

Women are vital resource for the development of the world. They constitute half of the total population. Despite of their numerical dominance and immense contribution to the national development, they are victims of economic and social deprivation and suffer from extreme

poverty, especially in developing countries. They are the poorest, most oppressed, and overworked section of the society (Hadgu, 2006; 1).

In many parts of the world, women are deprived of their democratic rights by oppressive norms and traditions, but the degree of subordination varies from country to country depending on the level of development and the forms of government in each state. Although democratic governments, international agencies and non-governmental organizations have tried to reduce women's oppression, it has been an uphill battle yet to equalize their competence which has been deteriorated by prejudices, hence they are not fully participating in politics and higher level positions of leadership (Hadgu, 2006;2).

In third world countries, women are the most marginalized from leadership (the British council, 1998; 4), in economic relation and in education. Among the world illiterate people two-third, among the 1.3 billion poor people three-fourth were women, according to the 1996 UNDP report. But only ten percent of the world parliamentarian and less than six percent of all ministers were females.

### **3.5.2 Facts and Figures: Leadership and Political Participation**

- Only 22 percent of all national parliamentarians were female as of January 2015, a slow increase from 11.3 percent in 1995 (inter-parliamentary union and UN women, “women in politics: 2015”).
- As of January 2015, 10 women served as head of state and 14 served as head of government.
- Rwanda had the highest number of women parliamentarians' worldwide.
- Globally, there are 38 states in which women account for less than 10 percent of parliamentarians in single or lower houses, as of January 2015, including 5 chambers with no women at all.
- As of January 2014, only 17 percent of government ministers were women, with the majority overseeing social sectors such as education and the family.

### **3.5.3 Current positions of women in Ethiopia**

At present, there are tendencies of improvements in the area of women employment opportunity and educational access. The government formulated national policy on Ethiopian women with the objective of speeding equality between men and women, enabling women to hold public offices and to participate in the decision making process at all level. However, the existence of prejudice that favors the idea of men superiority limits Ethiopian women from performing public functions and being decision makers (Hadgu, 2006:6).

One major departure of the FDRE government from that of the previous is that it allows or encourages development activities undertaken by NGO's and multinationals. These organizations usually have women oriented development program. A due attention is also given to the establishment of Women's Affairs Bureau (WAB) in all regions, at the zonal, woreda and Kebele level. This is hoped to enable understanding of the exact condition of women (Hadgu, 2006:6).

### **3.5.4 Women's policy in Ethiopia**

#### **The National Policy on Women and Institutional Framework**

The government of Ethiopia has reaffirmed its commitment to the equitable development of women and has drafted the National Policy on Women (NPW) in 1993 and the promulgation of the new Constitution in 1995 where women's rights are mainstreamed. The National Policy on Women aims to institutionalize the political and socio-economic rights of women by creating appropriate structures in government institutions. As a result, the Women's Affairs Office (WAO) was created within the Prime Minister's Office and mandated to coordinate and facilitate conditions to promote gender equality in areas of development; at the respective sartorial ministries the Women's Affairs Departments (WADs) were put in place, the Regional Women's Affairs Bureaus (RWABs) at the regional administration level, and women's coordination and desk officers at the respective Zonal and Woreda levels. The extensive structure was meant to ensure that gender and women's development issues could be addressed comprehensively at all levels of administration and society.

The Women's Affairs Office of the Prime Minister's Office (WAO/ PMO) is technically charged with responsibilities to oversee and coordinate activities leading to the effective implementation of the National Policy on Women, and is headed by a Minister who is supported by six staff members. The WAO/ PMO is accountable to the Prime Minister and in particular, it is charged with: (1) coordination, facilitation and monitoring of women's affairs activities at the national level; (2) to initiate proposals for developing gender sensitive policies as well as reviewing existing ones to ensure that gender is mainstreamed; (3) to collect relevant data and information nationally and sectorial in order to disseminate them as well as to undertake studies on pertinent gender and women's issues; (4) to organize workshops, conferences and symposiums at the national level to promote and raise awareness on women and gender issues in the Country; (5) to enable a conducive environment which will promote women's empowerment and equal participation. The Women's Affairs Office also creates a forum where government and non-government organizations at national level exchange experiences.

Currently, this role of the WAO/ PMO is not fully accomplished due to its weak technical capacity of their staff, and inadequate funds for developing the necessary tools.

For many years the government in Ethiopia didn't have any policy regarding women's affairs, neither was there any government body in charge of such matters. Since recently, however, the government has endeavored to redress the issue of women through various mechanisms, of which the establishment of Women's Affairs Bureau in the Prime Minister Office is the first of its kind. This attempt is a genuine start, if accompanied by the provision and implementation of appropriate policies on women.

The new national policy on women that is set by the FDRE is primarily set facilitate conditions for the enhancement of equality between men and women and that women at the end could participate in the political social and economic life of their country on equal terms with men. Article 35 of the constitution states that "women shall in the environment of rights and protections provided for by this constitution, have equal right with men.

The national policy on Ethiopian women gives particular attention to the full development and advancement of Ethiopian women. The objectives are:

- To facilitate conducive conditions that would help to bridge the existing gap between men and women in the national development framework mainly in politically, social and economic sections.
- To eliminate step by step prejudice, customary and other practices, that are based on the idea of male supremacy and enabling women to participate at all levels of development.
- To ensure women's right to own property and to guarantee that their human rights are respected, and that they are not excluded from the enjoyment of their fruits in public functions.

Generally, the recent developed policies and programs provide an appropriate foundation for improving the lives and status of Ethiopian women. However, much remains to be done beyond policy formulation and program designation. It requires the concerned effort of all partners as well as government and non-government agencies.

### **3.5.5 Advantages of women leadership**

Women constitute a key national resource, whose, ideas, creative solutions and concerns for the society can help to change the quality of public life. Their participation in public role particularly in leadership and decision making process are valuable for the political, economic and social development of a country. Despite their contribution they are highly marginalized in leadership and decision making process throughout the world (Genovese, 1987: 6).

Increasing the number of women in leadership positions has its own impact on economic development of a country. Policy makers, international development agencies and international financial institutions, are gradually coming to the realization that just and sustainable economic development depends on women leadership at all levels of society (UN, 1997:2). According to this conference paper: -

*“Using power openly and inclusively, rather than in a hierarchical and exclusive manner is better. They also suggest that negotiation and consensus building are among women's special abilities, along with the ability to listen to see beyond one's own point of view and to adapt rapidly”.*

The participation of women in leadership and decision making process is important for social change. The emergence of women as heads of government is both the effect and cause of social change and fundamental shifts in the distribution of political power between women and men (Genovese, 1993: 2). Moreover, the presence of women leader undermines negative stereotypes and change the socialized definition of gender and its further discards discrimination in general against the women.

As Hirut has put it:-

*“Increased participation of women at decision making positions (levels) will lead to increased development and empowerment of women”* (Hirut, 1997:28)

Thus, to summarize the advantage of women in leadership, women’s overall contribution, talents and creativity in leadership facilitate the political economic and social development of a country.

### **3.5.6 Barriers to women leadership in Ethiopia**

#### **Socio-cultural factors**

Several social and cultural practices in Ethiopia have reflected the low status of women. Girls have been forced to accept their inferior position to men starting from child hood. On the other hand, boys have been provided with all the available opportunities and grow up enjoying better treatment.

Cultural and traditional oppression of women is also manifested in practice of the society. Some of these practices are early marriage, female circumcision, nail excision and seclusion of women when they gave birth (Bizuayehu, 1997: 15). This all are dangerous for women’s overall health and wellbeing. There are also many folk sayings that undermine the status of women in society. Some of them are “too many women spoil the broth”, “never trust a women” etc. Young girls grow up with this kind of sayings reflecting the public’s prejudice against women.

Generally, the prevailing social and cultural factors prohibited women from going to school. They believe that they have no alternative other than performing domestic activities. Illiteracy tends to be higher among women. This intern disabled them to compete with their male counter

parts. Even if they have been literate, they preferred to hold soft positions, which did not involve leadership skill.

### **Economic factors**

The extent of a country's development, families living conditions and even the survival of each individual are directly determined by its economic situation. Similarly, the Ethiopian women's economic conditions in rural and urban areas at different times have had an impact on their family and public life (Tsehay, 1991: 32).

In society where the male is the head of the family, it is very difficult for women to have right to own land and property. This has resulted in their dependence, which in turn aggravated their marginalization in leadership position (Hadgu, 2006: 18).

Since, they lack access to economic resource, it become impossible for Ethiopian women to participate in public affairs. Because much of their time is spent on household activities from an early life, their participation in education employment and any other activity that facilitate their public role is unthinkable. If they have access to resource, they can have a chance to participate in public life, in deciding their own and their nation's destiny.

### **Religious Factors**

The bible is often cited by Christians to justify the idea of male superiority, the often cited passage in the bible, is that the man says:

“Wives submit to your husbands as to the lord, for the husband is the head of the wife as Christ is the head of the church. His body of which he is the savior. Now as the church submits to Christ, so also wives should submit to their husbands in everything (Ephesians 5: 23-24).

In short, religious systems mainly reflected and reinforced the subordination of women. Most religious teaching and practices reflect women's obedience to her husband and they teach also, women according to the will of her husband. So this is a barrier that challenges women to participate in leadership.

### **Political factor**

The Ethiopian political system favors the male supremacy. According to Daniel, the legislative and administrative bodies of Ethiopia have traditionally been and continued to be male dominated. Therefore women's participation in decision making at the community, regional and national levels is seriously restricted and unequal to that of men (Daniel, 1984:6).

Actually, the current EPRDF's national development agenda dealt with respect for the rights of women. Conferences, seminars and symposiums are prepared to discuss the rights and situation of Ethiopian women. In addition to this various women associations are also established so as women can work together, prepared for participation and to actively participate in decision making process. Women's issue are high on the national development agenda nowadays, the structures and implementation program are confined in Addis Ababa, so it does not address the core problems of women at regional and sub-regional levels (Eleni, 2000:10).

Generally, the political system which are reflected in different social policies and national development programs in different historical context in general, are considered as one form of barrier to women active participation in public life.



## 4. Empirical Review of Related Literature

Numerous researchers (Dragoni et al., 2014; Garman, 2010; Rai & Singh, 2013; Sirianni & Frey, 2001) recommended using best practice instructional strategies when developing leadership programs including: (a) developing leadership competencies through learning experiences and expanded responsibilities, (b) participating in 360-degree feedback, (c) developing role knowledge, and (d) enhancing high potentials' exposure. These researchers also suggested the exposure of potential leaders to exceptional leader role models and mentors through behavioral modeling. Different researchers give information or write a literature and empirical review regarding with assessment women participation. From those researchers some of are the following

According to Krystal L. Brue Experiences and outcomes of a women's leadership development program: Organizational Leadership & Business in Cameron University. This study contributes to emerging research by validating current theoretical literature on WOLD programs and clarifying how WOLD programs impact authenticity and agency, as well as cognitive, affective, and behavioral development of women leaders. Additionally, we examined the leader implementation process and identified learning elements, which influenced leadership implementation post-training. Strengths of this phenomenological study include its validation of theoretical premises on WOLD programs, clarification the impact of these programs, analysis of interactive and gender sensitive learning elements for post-training leadership implementation, as well as identification of further research avenues. The current study's main limitation is nested in its qualitative design. Although considered a strength for gleaning deep and detailed descriptions of personal experience and meaning (Byrne, 2001, Moustakas, 1994), the homogenous and limited sample size of the study may restrict generalizability (Byrne, 2001; Creswell, 2012). Although the synthesis of general themes and the cumulative essence gained from the study apply well to this sample of aspiring women leaders, transferability to other settings is cautioned (Yardley, 2012).

Another important limitation is the assumption that the participants in this research study could provide a rich and accurate description of their experiences with the phenomenon. Relying on research subjects' ability to recall and convey their experiences to the researcher has been called a representational validity of language (Willig, 2008). Our use of prolonged engagement, authentic

language, and member-checking procedures mitigated potential data inaccuracies and produced findings true and trustworthy to participants' lived experiences (Creswell, 2012; Schwandt et al., 2007).

Browne-Ferrigno and Muth (2012) highly recommended that leadership programs engage purposively in follow-up research. The examination of WOLD programs using phenomenology offers several benefits including understanding the essence of the experienced leadership learning as well as the internalization and transformation of WOLD training within the development of women leaders; evaluating WOLD program efficacy and outcomes is problematic and costly for organizations (Sirianni & Frey, 2001). Qualitative measures can be employed to gain valuable insight into participants' experiences (Creswell, 2012).

According to Elsi Lahti (2013) which entitled factors that influence women's career success in Lahti University study shows that the researcher was used qualitative research methods. The data was collected by interviewing four women in leadership positions in known Finnish organizations. In addition to the interviews, an internet-based questionnaire was sent out to more women in top positions. The results of the study show there are many direct and underlying factors regarding women's underrepresentation in managerial positions. Three levels of influential factors were defined as societal, organizational and individual factors. By studying these levels, it was found that traditional gender roles, organizational culture and women's perceptions and competences all have a role in women's managerial career development. Organizations were seen to have the most power, as they make the direct decision on promoting female leadership by recruiting and offering career advancements. Also, it was found that women's possibilities to become leaders vary in different sectors and that the strong division of the Finnish labor market by gender slows down equality and women's career development. The researcher did not consider different factors with regarding to female participation is less in the top level leadership like incentive, religious factor and economical factor.

The study conducted by Etagegne Fikre (2019) which entitled Factors that affecting participation of women's in leadership position in public sectors: in case of menzlaworeda north shoa zone. In the study the data was collected by Both closed and open ended structured questionnaires and semi-structured interview by taking 210 samples purposely. Then the collected data was analyzed by using both descriptive and explanatory research design to provide a conclusion. Based on the result of the study The researcher concluded that, in Menzlaworeda, the

participation of women in leadership and decision making position is low. The emphases are given for assignment of women in lower position such as, clerical, line waiter, and routine manual. As the study finding shows that, socio-cultural and work place policy factors have not significant level, therefore in the current position socio-cultural and gender stereotype factors are not affect leadership position in that study area. As show in finding, organizational and work place policy factors are the main factors that affecting women participation in leadership position. Therefore, on may conclude organizational culture in office create gender gap in leadership position that prevent the entrance of women in leadership position in Menzlaworeda. Generally, women capacity to participate in leadership position is restricted due to, socio-cultural factors like over burden of family responsibilities and public attitude and perception; organizational factors like lack of necessary promotion, formal mentoring, insufficient capacity building, training and work place policies are the main factors that prevent women participation in leadership position.

A Study was conducted by Brikti G/Meckea T/hayimanot (2004), entitled factors affecting the participation of women in managerial position in ethio telecom Company in case of addis Ababa city. In this study the data was collected through questionnaire by taking 80 samples purposively. Then the collected data was analyzed using descriptive statistical methods to provide a conclusion. Accordingly, the result of the analysis shows that most women occupied position in the company is supportive and commercial divisions than information system and net-work division. The reason for low number in representation of women in such division is because of their educational status related to the job field. On the other hand, there are a number of factors contributing for low participation of women in the managerial position in the company such as educational gap, socio-cultural attitude, the company recruitment and promotional practice and organizational culture are the basic one. But the researcher did not consider the factors like female stereotype factor, government policy and organizational policy factor that will affect the participation of women in leadership.

In addition to this researcher the other research was conducted by Endale Alemu Hora 2014 in the bedele town administration which was entitled, the participation of women in higher public leadership and decision-making positions. The method of data collection method which has been

employed to this study was survey method, and the data collection tool that has been used to gather data from sample respondents was questionnaire and interview by taking the sample of 103 from the target population. Based on the finding the researcher concluded that in Bedele town administration the participation of women in higher public leadership and decision making positions as well as in community based organizations such as „Idir“ is observed low. Emphases are given for the assignment of women in lower positions such as: routine manual, clerical, and line worker. Lack of women’s representation and participation has been attributed to several factors and constraints. Some of the constraints observed include organizational structures that inhibit women’s participation, negative attitudes towards women’s participation and the existing expectations of traditional and cultural roles for women. Furthermore, women’s capacity to participate at leadership levels is restricted due to over burden of family responsibilities, cultural expectations and stereotyping that „a woman’s place is in the home“.

As a result, it can be concluded that, if men alone are seen to be making decisions of public importance, then girls and boys, women and men can be led into believing that women have no legitimate place in such decision-making. This then has a self-fulfilling effect, meaning that girls and women do not see themselves as „important“ decision-makers and neither do men and boys; and men and boys are legitimated in „keeping women and girls out“ of decision-making positions. Women exclusion from political and public leadership and decision making structures and processes is observed as the result of multiple socio-cultural, individual, and institutional factors.

As a result, women are denied their right over resources (economical resources, such as income generating skills, tools and opportunities; political resources such as representative organizations, education, public spheres experiences, self confidences and credibility; and time resources). The finding of the study indicated that the majority of respondents confirmed that if favorable conditions are set at place and women are provided the position to lead, they are as effective and successful as or more than that of their male counterparts. This indicates that there is some encouraging but needing strengthen attitudinal changes among civil servants in the town towards women’s leadership and decision making. But the researcher did not consider the factors like female stereotype factor, government policy and organizational policy factor that will affect the participation of women in leadership.

## 5. Conclusion and Suggestion

### 5.1 Conclusion

The author focused on using up-to-date information in order to ensure the actual situation today. The finding showed that the major factors that hinder women's participation in public leadership and decision-making positions are lack (absence of adequate) educational status required from women, absence of commitment by the concerned (top decision making) body, backward sociocultural attitudes, lack of sufficient experiences from women to hold the leading positions, overburden of domestic responsibilities, as well as negative attitudes of men towards women, and lack of confidence from women themselves as well as in community-based organizations is observed low. The ways to promote female leadership have not been tested nor is there proof of their ability to improve the situation.

Emphases are given for the assignment of women in lower positions such as: routine manual, clerical, and line worker. Lack of women's representation and participation has been attributed to several factors and constraints. Some of the constraints observed include organizational structures that inhibit women's participation, negative attitudes towards women's participation and the existing expectations of traditional and cultural roles for women. Furthermore, women's capacity to participate at leadership levels is restricted due to over burden of family responsibilities, cultural expectations and stereotyping that „a woman's place is in the home. As a result, it can be concluded that, if men alone are seen to be making decisions of public importance, then girls and boys, women and men can be led into believing that women have no legitimate place in such decision-making. This then has a self-fulfilling effect, meaning that girls and women do not see themselves as „important“ decision-makers and neither do men and boys; and men and boys are legitimated in „keeping women and girls out“ of decision-making positions. It is concluded that women are not only kept away from higher leadership positions, but also from access to higher education which makes them develop skills, and capacitate them with managerial decision making techniques, help them develop confidence in holding leadership positions.

## **4.2 Suggestion for Future Researcher**

Also, the position of women in politics as decision-makers was not covered in these studies and neither was female entrepreneurship. In order to get a wider view of equality in Ethiopia and women's power to influence over governmental matters, the position of women in politics should be researched.

Finally, factors that influence men's career successes have not been handled in these studies. By studying men's career developments, advancements and obstacles, the topic would get more value of comparison. If at one-point people saw public leadership positions as a male domain, this alleged ground cannot be continued any longer. Democracy would be disrespect if half of the population of country were left out. In order to correct this imbalance, certain measures must be taken into account. So, it should be researched in order to identify the problem clearly to provide the right solution.

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