



WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

**CHALLENGE OF WOMEN ADVANCEMENT IN HIGHER LEVEL
MANAGERIAL POSITION (IN CASE OF WOLKITE TOWN
EDUCATIONAL BUREAU)**

**A RESEARCH PAPER SUBMITTED TO THE DEPARTMENT OF
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PREPARED BY: DURESA WOYESA :

ADVISOR: MR. TADESSE GEZAHEGN

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ABSTRACT

This study is designed to assess the challenge of women advancement in higher level managerial position. The main objective of this study will to identify the challenge of women advancement in higher level managerial position and identify the challenges that seriously hampered the women advancement in higher level managerial position. The relevant data can be collected from primary and secondary sources. The tools of data collection will be questionnaire for employees and structured interviews for manager of the organization. The study population will be 28 employees and all of them will select as a sample. Data collected through questionnaire will be presented with table and percentage further, data collected from interview is interpret accordingly.

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

In recent year it has been widely recognized that women's involvement in decision making 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 decision making will provide a balance for the achievement of both transparent and accountable government to strength democracy and promote its proper functioning (Aforz,2010).

However in most organization in Ethiopia (both public and privet)women have rarely assumed managerial roles .the basis for differences between women lies in the traditional patriarchy of Ethiopia which remaining supported by religion and culture as well as gender differentials in access ,involvement and service provision across the educational legal health and economic sector (Haregewoin and Emebet ,2003). Power potential- is the ability to do what you want to do and to have what you want to have. Having no power is just like losing one self. (Sitterly Connie; 1993).

Power is found wherever a woman has choice, wherever she is opposition to make her present. Nor, is power located purely at the top, there are many kinds and levels of power for every women (Chalchisa, 2011).

Even confidence, bright and women can come to believe the negative propaganda instead of their inner voices urging them on. They may not feel the power they have. Even if they do, life seems so impossible and these women seem to be paying for it all the time.

In most organizations in Ethiopia, (both public and private) women have seldom assumed managerial roles. This is partly due to implied or distinct differentiation tendencies in the recruitment, selection, and placement. And partly, due to cultural views that consciously or unconsciously make better women from moving up the ladder managerial hierarchy and/or

developing their managerial career. The most organization of women has gradually experienced and studies community entry process identification and assessments community prioritized needs and demand participatory approach and community key members. Therefore, the study will to assess challenge of women advancement in higher level managerial position (Gender in equality and women's empowerment, 2008).

1.2. Statement of the problem

The cultures in all professions and business organizations are dynamic. A collection of myths has developed concerning innate difference between men and women it has become so much part of the culture that the majority accept the illusion.

Women's; constitute half of the Ethiopian population thus any political economic and Social activity that does not involve benefit women cannot be fruitful because such any activity is based on half manpower, half knowledge, half the effort etc. of that which is available in the country (W.c.y.a, 2013).

There are related qualities attributed to the feminine personality of the region such as weak, emotional, compassionate and passive in expert ...and all other qualities of a loser in participation of management. Most of them are brain washed by negative image in to believing that being educated and being career women in becoming undesirable. The separation they fear may not be wholly from men but also from other women: fear of being women and lonely at the top.

The challenges of Women's advancement in higher level management position were educational performance, like primary level (1-8), secondary level (9-12) and higher education level. Based on the listened obviously education level of performance, woman's advancement in higher level management position in wolkite town Education bureau is unable. Because among the total office of employees. Woman's account 40% from 28 employees statistical according data from the office, this arrangement will Based on educational experience and performance. Therefore, this investigation is specified to know how challenge of women advancement in higher managerial position and demanding new decision to smooth the existed gap of woman's advancement in higher level of managerial position by operating the investigation in wolkite town educational bureau. In addition problem of women's participation in management will that they

do not want power if they have to make sacrifices. A sacrifice is award they hear a lot in connection to women's success.

1.3. Research Questions

- What are the problems women faced in work place?
- ◆ What are the strategies the company employ to enhance the advancement of women's in higher managerial position?
- ◆ How society influences women advancement to higher managerial position?

1.4 Objective of the study

1.4.1 General objective of the study

The broad objective of the study would be to assess the challenge of women advancement in higher managerial position (in case of wolkite town educational bureau)

1.4.2 Specific objectives of the study will be

- ◆ To identify the challenges of women in the organization level.
- To identify the strategies the company employ to enhance the advancement of women's in higher managerial position.
- ◆ To identify societal barriers of women.

1.5. Significance of the study

The findings that are going to be generated from this study would be give an insight wolkite town of educational bureau on the challenges of women advancement in higher managerial position. other significance of the study were: the study would be outlined the main challenges of women advancement in higher managerial position, the study would be believed to have a contribution in adding knowledge, It may serve of the reference for future similar studies in the demarcated research areas and It may help the office managers to be aware of challenge against women's advancement.

1.6. Scope of the Study

The study will be conducted on Wolkite town.in case of focuses on challenges of women advancement in higher managerial position knowing that several factors cause for low number of women in the managerial positions. But on this research it would be chose to focus only how they contribute to organizational factor for low representation of women in managerial position. The study area was conducted only in wolkite town of educational bureau.

1.7 Limitation of the study

Every investigation will have its own limitation. the researcher will may face some problems. There might be lack of specific findings on similar studies, lack of experience, financial limitation to collect comprehensive and to take large sample size are problem will may face during conducting the research.

1.8 Organization of paper

The paper will be organized in five chapters. Chapter one will be introductions, statement of the problem, objectives, research questions, scope of the study, significance of the study, organization paper The second chapter will be review the available literature on the challenge of women advancement in higher managerial position. The third chapter will consists methodology of the study like ,introduction research design ,target population and sampling techniques and sample size ,data collection instruments and data analyzing presentation and interpretation .The fourth chapter will states data presentation and the final chapter Five presents conclusion and recommendation which are draw based on the finding.

CHAPTER TWO

2. LITREATURE REVIEW

2.1 INTRODUCTION

This chapter presents a review of the literature related to the purpose of the study providing a clear understanding of existing knowledge base in the problem area. It reviews the literature on general situation of women in Ethiopia and then goes on to explore literature on the factors that affect in higher management position.

2.2 GENERAL SITUATION OF WOMEN IN ETHIOPIA

Women comprise about 49.9% of the estimated Ethiopian population of 100 million (CSA, 2009). Among the total heads of households, 25.5% are females with 23% of them in rural and 39% in urban areas (ibid.). Like their counterparts in developing countries, women in Ethiopia face a set of multiple, cross cutting and interrelated problems. These problems limit Ethiopian women's access to productive resources, basic health services, and educational and employment opportunities. Hence most of them do not participate in decision making processes (Sosena & Tsehai, 2009).

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

Nonetheless, women are poor in terms of access to resources, services and employment. Women are underrepresented in the formal sector of employment. The survey conducted by the Central Statistical Authority (CSA, 2004) showed that women account for less than half (43%) of the

total employees in the country. Considering the percentage of female employees from the total number of employees by employment type, the highest was in domestic activities (78%) and followed by unpaid activities (59.3%). In other types of formal employment (e.g. government, NGOs, private organizations), the percentage of female workers is less than 35. On the other hand, the survey showed overrepresentation of female workers in the informal sector. About 58% of working women work in the informal sector whereas the percentage of working men in the informal sector was 37.7 % (ibid).

From federal government employees found in the clerical and fiscal type of jobs 71.3 % were female, while the percentage of females was slightly more than half (51%) in custodial and manual type of jobs. Women 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). This concentration of women in the informal sector and low level positions has implication on their earnings.

In this regard, the survey showed four out of ten women civil servants earn Birr 300 a month compared to two out of ten for men (Federal Civil Service Commission, 2005). Generally, regardless of women's immense contribution, they often lack productive assets particularly land, and are underserved with agricultural extension, credit, labor, oxen and farm implements. Women's representation in the permanent employment of both regional and federal civil services is also lower than men; in comparison to the large number of unemployed women. The increase in the number of women employees over the years is insignificant. Woman's employment in the formal sector both in industries and the Civil Service is lower than men (NCTPE, 2003).

2.3 Women in management

Women are the most underutilized natural resources in the world. Women continue to enter the work place in increasing numbers in all developed countries. However women's advancement in to what has traditionally been men's job (blue-and white –color job) are still very small. Women are still markedly under represented among managers and administration (Mike Smith 1991).

A British institution of management survey (Alban-Metcalf and Nicholson, 1985; Nicholson and West, 1988) showed that women were found less in manufacturing sector and more in service sector. Women are more likely to be found in certain managerial functions such as training,

office administration and personnel (Davidson and cooper, 1987). In both UK and USA the percentage of senior female executives is very small about 1 Or 2 percent. These seem to be real evidence to suggest that women are inherency less suitable for management position. Indeed numerous cross cultural studies comparing males and females in terms of managerial efficiency and performance conclude that there are far more similarities than difference.

Any differences tend to be found not in the way each sex managers but from factors associated with the low productivity of female managers but from factors like difference in attitude, the difference life circumstance of female managers. Recent British large scale surveys allow comparison of the profiles of women and men managers. Firstly, the women manage is less likely to be married and is more likely to have children (or have fewer of them). The pattern of work in the home often results in marriage and family supporting men managers but hindering women. In addition, women managers are far more likely to be a part of a dual carrier partnership.

Women managers tend to hold higher educational qualifications and occupy more specialist positions at every level of management. In their career compared to male patterns. Women are radical's in their job changing and faster between jobs after changing employer as they climb the managerial ladder in terms of Attitude; women are more self-directed, motivated and are less concerned about fringe benefits, pay and status. Alban-Metcalf and Nicolson found that women managers viewed themselves as more sociable, intellectual and ambitious than man (Davidson and coops, 1985). However, the pace of Advancement for women managers and professionals continues to be slow and uneven in different countries and culture.

2.4 Status of women in top management

Despite regional differences in levels and magnitude, the available literature seems to concur that women everywhere still comprise a disproportionately small percentage of those participating in public decision making role, especially at top management levels. Even in the traditional female dominated profession. women are in secondary positions relatively to men in the recent study that examined the difference women make in leadership of trade unions, employer organizations and in the leadership roles in public life, it was observed that women are everywhere absent from, or vastly under, represented in the leadership of trade union, employer organization in the judiciary, in important professional groups, high university positions and in leadership role in

media.(Willis, 1991). In Tanzania, the study noted that women managers instituted a very small minority of up to 20% in high and middle level position; however, those women are not top decision making position but serve as personnel and marketing managers, directors of corporate department, chief accountants and financial controllers (zeleza, 1988).

A similar and perhaps extreme situation prevails in Kenya, whereby in 1988. Only 20 percent of women were in normal employment, the majority of them concentrated in low paid and unskilled activities mainly in agricultural and service sectors (zeleza 1988).

2.5 Effectiveness in top management

Over the last few hundred years, much happened regarding women's entry in to the job market for wage, labor and the conditions facing them there. The two world wars changed the role of women from being reproductive traditional home maker to being the productive economic contributor. Yet despite their continued economic role, women's rights continue to be violated and restricted in many areas including in heritage, job opportunities, choice of profession and raising of loans. Although two third of worlds work is done by women. Yet they earn only one tenth of the world's income and own just one hundredth of its property.

The factors that determine women's participation or non-participation in top management and decision making positions depends on a number of variables amongst which are the socialization by their access to social resource such as education, knowledge, and their strength of purpose to achieve success. Also affects women's effectiveness is their dual role of domestic with its constituent lack of social services and income generation other factors which can be added to the above as major problems affecting women managers are as follows;

1. Male domination, inferiority and complex of husbands.
2. Lack of opportunities for education and training.
3. Traditional value, lack of political support, discrimination practice and law.
4. The women's own attitude, of self- confidence fear of risk (Dirasse, 1991).

2.6 Factors affecting women's participation in decision making and advancement to higher managerial position

Lack of women representation and participation has been contributed to several factors lack and constraints. Some of the barriers to the advancement of women in organizations are;

2.6.1. Gender division of labor

In most places in the world, work is segregated by sex. Women tend to be in clerical, cells, and domestic services and men in manufacturing and transport, men tend to specialize more in paid work with in the market, and women tend specialize more in unpaid work with in the home, is a feature common to modern western society. Economic theory suggests for all hour of their time plays a key role in determine the way in which they allocate their time between different uses.(Elizabeth wash brook, 2007).

2.6.2. Socio cultural Attitude

Molsa (2004) stated that the main cause of non-participation of women in high position in Ethiopia boils down to be culture. The gender role that we play in everyday life including our choice of study area and are determined by the culture we are born in. It's also wildly believed that husbands should earn more and be in a more responsible position than their wires. The society widely perceives domestic responsibility to belong to women. Women are not seen as natural political stake holders. Traditions seem to force many women to accept being under looked in management sphere.

2.6.3. Socio Economic factor

Studies in Ethiopia, as elsewhere in the world show that, women are more affected by poverty than men- this fact coupled with traditional stereotype that view women as inferior to men seems to have a deep impact in women's higher position. Because of their material circumstance and secondary status, women find it hard to make the time, energy and experience required to participate in higher managerial position.

2.6.4. Patriarchy (male domination)

Traditional gender stereotypes and patriarchal institutions also have complained to deprive women of political legitimacy. Patriarchy is a system of male domination and female subordination in economy, politics and culture .The economy is controlled by men. Women are

dependent economically on men, formal power is controlled by men, and resources are used and manipulated by men.

2.6.5. Violence against women

Violence against women refers to all acts of violence based all gender that result in possible or physical, sexual or physiological damage, including their, coercion or arbitrary privation of liberty, in either public or private life” sexual violence also constitutes a violation of women’s reproductive rights, particularly her right to bodily integrity and to control her sexuality and reproductive capacity.(Ethiopian women’s lawyers association, 2000).

2. 7 BARRIER’S TO W OMEN’S CARRIER ADVANCEMENT

The literature on different between men and women in labor market out comes and barriers to women’s advancement are vast, various theories have been put forward to explain why women largely remain segregated in to different jobs. The most commonly cited explanations are human capital theory and theories to explain the persistence of gender segregation. These are explained below.

2.7.1 Human capital theory

Human capital refers to the knowledge that workers acquire through education and training accordance to this theory, different in labor market out comes are the results of skill, ability and choice of workers themselves, people are rewarded for their investment in their own education and training.

The proponents of human capital theory argue that the fact that women occupy less advantageous positions in terms of entry to employment, position, level of pay etc. is a reflection of their lower investment in skill formation. According to this theory women fail to enter certain areas of work receive lower pay because they have lower human capital.

2.7.2 Theories to explain the prescience of gender segregation

The barriers to women’s career advancement and access to exhaustive positions and commonly refers to the “glass ceiling “. The glass ceiling refers to artificial barriers that prevent qualified women from advancing upward in to management position. I.e. vertical mobility in the position ladder: women can see their way to the top of career ladder, women can see their way to the top of career ladder, but bump in to and invisible barricade when they try to more the climb.

A component of the glass ceiling is “glass walls” barriers that restrict women’s access to line positions very few women hold line responsibilities and hence are not in the pipeline or feeder for executive position. For the pipeline to contain a critical mass of women requires that significantly more women are found in line position.

The literature provides similar findings about the case of the glass ceiling. At the root of the glass ceiling genders based barriers such as the following:

Women do not have opportunities to gain additional competencies are not like to have specific managerial experience, required to compete for and be awarded equal position as well.

- ✓ Work life balance challenges can impact women’s advancement.
- ✓ Stereo types and pre- conceptions.
- ✓ Discrimination-this manifested hiring practice, training and development, and promotional opportunities that are disproportional in favor of men.(wirth,L 2001).

Organization, such as it is an “old-boys club,” or discriminatory in its hiring and retention practices. Therefore there are so many reasons that barriers women from moving to upper managerial position and from those factors some of them are described as follows:

Willis (1991) culture is that which surrounds us and plays a certain role in determining the way we behave at any given moment in time. By no means a static, concept defines culture and is both defined by events that are taking place both locally as well as regionally and internationally, it is shaped by individual events as well as collective ones, and it is a feature of the time or epoch we live in. Because it is so vast, culture is also often used as a tool to validate all manners of actions not, all of which may be acceptable to all concerned and are often intimately, connected to issues of identity.

According to Berners, (as cited in Mbugua, 2007) in any ethnic group in Africa a typical woman has low status particularly lack of power to make decisions on matters affecting her life and those of her family. This culturally determined expectation and attitude towards the girl child influences less allocation of resources towards the girl as compared to the boys. A boy will always be considered first before a girl. This gender biased cultural assumption and the

subsequent differential 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'.

One of the earliest biological justifications for male superiority comes from Aristotle 5th century B.C (as cited in Amrot, 1998, p.7). He stated that the world is a hierarchy composed of ruling elements and women are "naturally" fit to the second. In his own words he described it as "The male is naturally fitter to command than the female and female and women benefit most by being subject to male royal authority". It is mainly because during that time the inequality of men and women was a legally and socially accepted fact. Therefore, this simply shows his ideological difference from contemporary thinkers. While society believes in the superiority of men, we are in the decade of woman in which the involvement of women in many aspects is a hot issue.

2.7.3 Organizational Culture Barriers

According to Phillips (as cited in Mbugua, 2007) organizational culture is defined as the realities, values, symbols and rituals held in common by members of an organization and which contribute to the creation of norms and expectations of behavior. It defines conduct within an organization, determines what is and is not valued, and how authority is asserted. The values, which support the great majority of organizations, and thus define success, often include money, power and status.

As McKenna (cited in Mbugua, 2007) the corresponding behaviors include working long hours and putting in face time (as proxies for productivity), competitiveness and a willingness to put work above all else. These values and behaviors, which some authors define as being masculine, have come to dominate organizations for historical and socio-economic reasons but are increasingly being challenged by women, and many men, who want to 'work to live' rather than 'live to work'. The organizational and managerial values in some organizations tend to be characterized by stereotypical views of women's roles, attributes, preferences and commitments. These in turn influence decisions about who is suitable for particular positions, which is seen to have potential and so forth. When women find themselves selected or assessed on the basis of group membership rather than on their experience and abilities, they experience gender discrimination.

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

2.7.4 Gender Stereotype Factors

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

Gender stereotypes can be described as the characteristics, attitudes, values and behaviors that society specifies as appropriate for the particular gender. The differences may have arisen not just from biological differences but also from sex role socialization during childhood and the way in which men and women develop psychologically. Gender stereotypes have consistently demonstrated that men are generally seen as more agent and more competent than women, while women are seen as more expressive and communal than men (Duher and Bono; Sczesny and Stahlberg, as cited in Ginige, 2007).

Gender stereotyping also explains why women and men are over-represented in particular types of jobs. Women dominate in “care” occupations such as nursing, teaching, social care and especially child-care. Men tend to be concentrated in construction and management areas associated with physical strength, risk-taking or decision-making. Such gender biases are also reflected in organizational practices. Male-dominated sectors tend to be more unionized, and men are more frequently selected for managerial positions because, some argue, they are perceived to be more willing to work longer hours and supervise others.

Occupational, sectorial or time-related segregation can also be explained by women’s preferences for job security or the manner in which societies force them to balance work and family responsibilities. These factors, among others including structural and legal context, could help explain the over-representation of women in public sector jobs and/or part-time work.

As Hoobler (2011) states the “glass ceiling” explanations focus on discrimination due to many, varied causes, such as sex role stereotyping (where individuals tend to associate male

characteristics and consequently men with leadership positions also called the “think leader, think male” phenomenon).

Scholars have collected substantial empirical evidence that illustrate that we associate successful leaders with stereotypically male attributes such as independence, assertiveness, and decisiveness. So because stereotypes of what women “are like” in the workplace do not match with the male leadership archetype, women are not considered for or are judged to be ill suited for the top jobs. Thus as Cornelius (cited in Mbugua, 2007) asserts that stereotyping can have an influence on the way in which men and women are perceived in the workplace. The use of stereotypes as the basis for assessment of individuals can result in advantage or disadvantage, not because of individual ability or lack of it but because of group membership. Gender stereotypes are still pervasive and widely shared, according to this author.

2.7.5 Work Place Policies

Women are not the same as men; they have particular biological functions that make them different, which in turn make their work experiences different. To this end, treating men and women the same has effectively created a systemic form of indirect discrimination for women. Mbugua (2007) asserts that pregnancy is a workplace issue that starts well before conception and ends long after birth. It is impossible to separate pregnancy and family responsibilities. Anecdotal evidence suggests assumptions that women will resign when they have children are still widespread and continue to form the basis for not hiring women among some employers. Large number of women report significant difficulties when they return to work due to the lack of supportive policies and practices in workplace. Issues like childcare, breastfeeding, flexible working hours and part-time work are still very current issues for most working women.

The “Maternal wall”

It has been argued women managers and professionals are disadvantaged in the labor market due to their status as potential or actual mothers, sticking to the old saying that reads, “The hands that rock the cradle cannot rock the boardroom”. Despite anti-discrimination legislation, a negative link continues to be made, by employers, between a women’s reproductive status and her employment orientation (Gatrell, 2006).

The Equal Opportunity Commission (EOC) has stated that this is partly because employers fear that expense and inconvenience may be involved in managing both maternity leave and mothers' subsequent return to work, when women might request flexibility due to their maternal responsibilities. The EOC also argue, however, that such discrimination occurs due to a belief on the part of organizations that mothers likely to lose their career focus from the moment they become pregnant. It has been suggested that discrimination in relation to women's maternity occurs because the 'normative' image of womanhood is gendered.

2.7.6 Discrimination in Appointments

Discrimination occur when an employee suffers unfavorable or unfair treatment due to their sex, race, religion, national origin, disabled or veteran status, or other legally protected characteristics. Federal law prohibits discrimination in a number of work-related areas, including recruiting, hiring, job evaluations, promotion policies, training, compensation and disciplinary action. Discrimination can be portrayed in different ways. It can occur in accessing employment, in promotion or in the treatment of an employee.

According to UNDP report of 1999, despite the fact that many governments have adopted and adapted affirmative action measures and the rhetoric of gender balance, the figures still indicate that globally, despite the fact that women are half of the population, they are nowhere near half of the decision-making structures. The threshold of 30% advocated by the UNDP report, as a prelude to the 50% is still a dream for most women.

As a matter of fact, intelligence, ability and motivation are the attributes of a good leader. These attributes are inherent in both men and women, and gender has no role to play in determining these attributes. However in pursuit to investigating the factors influencing women progression to leadership, social/cultural factors, organization culture, workplace policies and discrimination of women in appointments have come out clearly as the factors inhibiting women from moving up the ladder of upper managerial positions.

2.7.7 The Subtle Barriers: The Role of Male Clubs

According to Lewin (as cited in Blau& Ferber, 1992) there are factors influencing women's careers that may at first appear to be only tangentially related to the labor market. For instance, being denied admittance to prestigious all-male private clubs can impede the progress of career women. These "social" clubs are, in fact, places where influential people meet, relationships are

developed, and deals are made; they are not simply places where weary businessmen go to relax and socialize.

Studies have shown that most people find their jobs through personal contacts or by word of mouth-club affiliations give those in executive positions information and contacts that allow them to reap benefits not accessible to those who are excluded. Thus, women's underrepresentation in high-level jobs, and their flatter experience earnings profiles, may in part be traced to their exclusion from networks that insiders enjoy (Ibid).

In the same way, male executives also belong to other associations and participate in other activities in which women are substantially under-represented.

For instance, as students, women generally missed out on the bonding provided by participation in team sports, and female executives are considerably less likely to serve on Corporate Board of Directors. But exclusion from important all male clubs is an especially serious barrier, because important business and professional meetings often take place there. It is, to say the least, very awkward for a young professional when a prospective employer schedules a luncheon interview at a club where women are only permitted to enter the lobby, or for a female executive to arrive at a club to meet a group of peers, only to be denied entry (Ibid).

CHAPTER THREE

RESEARCH METHODOLOGY

3. Introductionn

This chapter presents research methodologies to be used in this study.it describes the study area, research design, sampling procedure, data collection methods, sampling technique, sample size as well as data analysis and presentation.

3.1 Study area

The research was conducted at wolkite town educational bureau. it is one among the public institution that can be accessed easily by the researchers and also is not performing better because women's are not motivated .thus this study wishes to carry out the study at wolkite town educational bureau.

3.2 Research designn

This study was Conducted the arrangement of conditions for the collection and analysis of data in a manner that aim to combine relevant to the research purpose. And it refers the conceptual structure, plan and strategy of investigation with in which research is conducted. Descriptive type of research is Describe characteristics of objects, people, groups, organizations and environments. Therefore, to conduct this investigation descriptive study would be used to provide the user with a description of the variable that determine challenge of women advancement in higher level managerial position in wolkite town educational bureau.

3.3 Target Population and Sampling frame

For this study, the target population would be employees and managers in wolkite town educational bureau. In these organizations there are 28 women employees including the manager. The researchers would be take all 28 employee as source of information, that is the entire population would be used as respondents for the study since the population size small researchers were distributed questionnaires for all employees to gather appropriate information and easy to manage.

3.4 sampling technique and sample size

This research was conducted by taking samples from the above mentioned population. due to the nature of the qualitative approach used here that is descriptive one so as to get an in depth opinion on the participants attitudes and experience.so as to select respondents the study used non probability methods which is suitable for this research since valuable data can be gathered by selecting respondents who have practicable knowledge and important experience related with study area. To conduct the study, the study would be used census type of study. Because of census used to collect data from the whole employees. The ratio, to use the census is that, the number of employees in the organization will small the total employees including manager 28.So, the study would be conducted on them and they would be considered the small population size it can be deemed appropriate to use the census technique. Census provides more accurate and reliable information.

There for the questionnaire would provide to a total of 28 employees which comprised 28. head quarter(18 for male managers and officer 10 women's manager or officer) regarding an interview the research selected human resource officer, capacity building manager and gender office specialists because they are in depth knowledge about the subject matter and to get more valid information.

3.5 Data collection instruments And Data collection procedure

Data is collected both from primary and secondary in two phases.

Primary data for the study would be collected by using questionnaire and interview. Secondary data for the study was gathered from relevant research and seminary papers, Articles, published reports, Annual Woman affairs office report, Internet and other documented sources from educational bureau, and would be used as references.

3.5.1 Primary data Source

A. Interview

The key informant interviews are prepared for human resource officers and gender office in selected organizations. Which is supported by review of documents and polices and papers?

B. Questioner is prepared for all employees in organizations. are chief of officers, managers, and supervisor. The questionnaire are three sections; first section generally information of the study; secondary section regarding respondents profile, third section include specific question which are relevant for the study.

3.5.2 Secondary data Source

The study used different written data which are collected from various sources. Both qualitative and quantitative data are gathered in the form secondary data sources.

3.6 Data Analysis, Presentation and Interpretation

As it would state under the sub topic of 'type of research; this research was used descriptive type. Accordingly, for realization and successful accomplishment of the study, data collected from different primary and secondary sources would be recorded, edited, organized, analyzed in relation to proposal .This would be done both quantitatively and qualitatively by using descriptive statistical tools such as tables and figures percentage for data collected through questionnaires, whereas description of funding would be used for data collected through interview and observation.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

The collected data was analyzed and processed in accordance with the objective of the study and analyze in the form of percentage and average. Tables were presented to show the challenges of women advancement to higher managerial position comparing with their male counterparts.

4.1 Background of the Respondents

Age of respondents	Number of respondents	percentage
18 – 30	7	25%
31 – 43	15	53.58%
44 – 56	6	21.42%
Above 56	0	0
Total	28	100

Regarding age group of respondents; 7(25%) of respondents were in the range of 18-30 years, 15(53.58) respondents were in the range of 31-43 years, 6(21.42) of respondents were in the range of 44-56 years. The above data analysis shows that the majority of women employees in the city are in the range of 31 up to 43. It accounts more than half (43%) of the respondents.

4.1.2 Marital status of women Employee

Table 2: marital status of women

Marital status	Number of women employee	Percentage
Married	17	60.72%
Single	4	14.28%
Divorced	-	-
Widowed	7	25%
Total	28	100%

Source: field survey

As can be seen in table 2; the marital status were 17(60.72) % respondents were married, 4(14.28%) of respondents were single, and the remaining of 7(25%) of respondents were widowed. From the above analysis, we can say that majority of women employee in the city was married. According to Ethiopian women lawyer association (EWLA2005), it is widely believed that husbands should earn more and be placed in public decision making and high managerial position than their wife's. Therefore, more than half of women in public organization faced the problems mentioned by Ethiopian women lawyer association (EWLA 2005).

4.1.3 Educational status of women respondents

Table 3: Educational status of women respondents

No	Education status	Number of employee	Percentage
1	PHD	-	-
2	MA/MSc	5	17.86%
3	BA/BSc	16	57.14%
4	Diploma	7	25%
5	Under diploma	-	-
	Total	28	100

Source: field survey

As indicated in table 3; the education status of respondent's show that 5(17.86%) were MA/MSc, 16(57.14%) were BA/BSc, while 7(25%) of them were diploma and no women were in managerial position who hold under diploma categories.

The above data analysis indicated that most of women are holders of BA/BSc; they are for about 57.14% so that the table implies that most of them are in middle level.

4.1.4 Service years of respondents

Table 4: service years of respondents

No	Work experience	Number of employee	Percentage
1	1-5	14	50%
2	6-10	9	32.15%
3	11-15	5	17.85%
4	16-20	-	-
5	Above 20	-	-
	Total	28	100

According to information gathered from respondents; 14(50%) of them have 1-5 service year, 9(32.15%) of them have 6-10 years of experience, 5(17.85)% of the respondent have 11-15 years of experience, lastly no respondents have in the range 16-20 and above 20 years of experience. So it can be seen that half of the women experience is in the range of 1 up to 5 years.

4.1.5 Position of women in their office

Table 5; response of women in their office

No_	Position in their office	Number of employee	Percentage
1	Head office	1	3.58%
2	Section head	2	7.14%
3	expert	2	7.14%
4	Committee members	13	46.43%
5	Manual workers (secretary)	7	25%
6	Others	3	10.71
	Total	28	

			100
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Source: field survey

The information in the above table indicate 1(3.58) % of the respondent is head, 2(7.14)% were section head, 2(7.14)% of the respondents were experts, 13(46.43) respondents were committee member and 7(25%) and 3(10.71) respondents were manual worker (secretary) and other activities respectively. The above data analysis indicates that most of women in the education bureau organization of wolkite town were working in middle level of decision making and very few are in high managerial positions.

4.1.6 Factors affecting women's advancement

Table 6: Factors that affects women advancement to higher managerial position

No	Indicators	Strongly agree		Agree		No idea		Disagree		Strongly disagree		Total
			%	No_	%	No_	%	No_	%	N	%	
1	Complication of everyday life	5	17.86	14	50	2	7.15	6	21.42	1	3.57	28(100%)
2	Husband lack of understanding women's role	6	21.43	16	57.15	-	-	4	14.28	2	7.14	28(100%)
3	The workload in work place and family	6	21.43	17	60.72	-	-	3	10.72	2	7.14	28(100%)
4	Pregnancy or raising children's	8	28.58	10	35.72	-	-	4	14.28	6	21.42	28(100%)
5	Prejudices and stereotype	4	14.28	11	39.29	-	-	7	25	6	21.43	28(100%)

6	Reluctance of employee to be headed by women	6	21.42	13	46.42	-	-	8	28.58	1	3.58	28(100%)
7	Lack of motivation	4	14.28	12	42.86	-	-	4	14.28	8	28.58	28(100%)
8	Lack of role model or mentors	1	3.58	4	14.28	-	-	18	64.28	5	17.86	28(100%)
9	Lack of self confidence	-	-	5	17.86	-	-	13	46.42	10	35.72	28(100%)
10	Lack of coordination among women themselves	2	7.14	14	50	3	10.72	5	17.86	4	14.28	28(100%)
11	Sex discrimination against women for promotion to higher managerial position	5	17.86	15	53.58	-	-	6	21.42	2	7.14	28(100%)
12	Exclusion from male domination social work	4	14.28	16	57.14	-	-	5	17.86	3	10.72	28(100%)

Source: field survey

The above table 6 shows that, the major factors for the poor presence of women in senior management position; 5(17.86%) of respondents of them were strongly agreed with the complication of everyday life that affects women representation of in higher managerial position, 14 (50%) of them agree on the complication of everyday life, 2(7.15%) of the respondent have no idea about the factor that contributes for the failure of women, and the remaining of 6(21.42%) and 1(3.57%) of the respondents disagree and strongly disagree respectively with the idea of the complication of everyday life.

Based on the above analysis, most of the respondents argued that complications of everyday life are the contributing factor of women failure in higher managerial position.

The second factor that affects women's advancement to higher managerial position was husband lack of understanding women's roles based on the table; 6(21.43%) respondents strongly agreed with the problem of husbands lack of understanding about women's role, 16(57.17%)of them agreed with the factor, 4(14.28) of respondents disagree with the issue, 2(7.14%) of respondents strongly disagree no respondent replied. more than half of the respondents agree with the problems related with husbands' lack of understanding.

The third point that respondent asked was to replay the workload between work place and family. Accordingly 6(21.43%) respondents strongly agreed on the point that hinder women attain high managerial position, 17(60.72%) of them agree on it. In contrary 3(10.72%) of the employee disagree on the issue, and no respondent replied "no idea". This analysis shows that these factors also contribute a lot for the failure of women to be advanced to higher position.

Fourthly, respondents were asked to reply their answer on the impact of pregnancy or raising children on women's advancement to higher managerial position. As of the information from table 6 above; 8(28.58%) of their respondents replied they strongly agree with the pregnancy or raising children factor that affect women's advancement, 10(35.72%) of the respondent agree with the factor on the other hand 4(14.28%) and 6(21.43) of them the respondent disagree and strongly disagree respectively. The above analysis suggested that women's are affected by pregnancy and rising child. It is a big burden for women to take this responsibility in addition to the work load.

The other question was the effect of prejudices and stereotype in advancing to her managerial position. As the data collected from respondents indicate that 4(14.28%) of them replied strongly agree, 11(39.29%) of respondents answered they agree with the impact of prejudices and stereotype but 7(25%) and 6(21.43%) respondents replied that disagree and strongly disagree respectively. In the contrary 3(14%) and 6(29%) of the respondents disagree and strongly disagree with the impact of prejudices and stereotype in the advancement to higher managerial position. Comparing to above factors this accounts less respondents agreed with it.

The other factor that affects women in the advancement to higher managerial position is reluctance of employee to be managed by women. As data collected from respondents ; 6(21.42%) of them strongly agreed with the impact of reluctance of employee to be managed by women and 13(46.42%) of them agreed on it. On the contrary, 8(28.58%) and 1(3.58%) respondents replied disagree and strongly disagree respectively

The study above indicates that reluctance of employee to be managed by women has influenced in the women advancement to higher managerial position. Most of the times women are dependent on men, all powers controlled by men, resources are owned and manipulated by men and leadership is in the hand of men. These in turn are source of power, whereas women are less powerful.

Regarding item number 7; 4(14.28) respondents strongly agree on the issue, 12(42.86%) respondents agree on the issue of lack of motivation, 4(14.28%) of them disagree on the issue and the remaining of 8(28.58%) of respondents replied strongly disagree with the issue and no respondent respond no idea. From the data or analysis we can simply observe that lack of motivation is other additional factor that affects women advancement to higher managerial position.

Respondents were asked to reply their answer on the impact of lack of role model or mentors in higher managerial position. As the information from table 6 above; 1(3.58%) of the respondent reply strongly agree with the impact of lack of role model in higher managerial position, 4(14.28%) of them agreed on it. Meanwhile, 18(64.28%) and 5(17.86%) of them disagree and strongly disagree respectively. So we can conclude that majority of respondents disagree with issue. So there is a tendency of ignoring this factor.

lack of self-confidence was one question among the others factors; 5(17.86%) of them agreed on the influence of self confidence in bringing women to higher managerial position, 13(46.42%) respondents disagree with the impact of self-confidence, 10(35.72%) respondents strongly disagree with the idea lack of self- confidence that led women to be at low level managerial position and no respondents respond strongly agree. Form the above data lack of confidence is not a major contributor factor for women failure to achieve the higher managerial position.

The other question asked was to reply the impact of lack of coordination among women themselves. Based on the information form table 6; 2(7.14%) of them strongly agreed on the point, 14(50%) of them agree on the issue. In contrary 3(10.72%) respondents have no idea with its effect on women performance and higher managerial position, on the other side 5(17.86%) and 4(14.28%) of the respondents replied that they disagree and strongly disagree respectively about lack of coordination among women themselves in attainment of power. So this is other factor that affects women advancement to higher managerial position.

The next important factor that affects women's participation in higher managerial position was sex discrimination against women for promotion to higher managerial position. Regarding this factor; 5(17.86%) of them replied that they strongly agree in sex discrimination against women for promotion to higher managerial position, 15(53.58%) respondents agree with the factors that affects women participation. 6(21.42%) of the respondents disagree about its impact and 2(7.14%) respondents strongly disagree on the issue and no respondents replied no idea. Based on the above analysis, most of the respondents argued that sex discrimination against women for promotion to higher managerial position has a contributing factor for women's failure to attain higher managerial position.

The last factor that affects women advancement to higher managerial position is exclusion of women from male domination social work. Accordingly 4(14.28%) of the respondents strongly agree with the factor influencing, 16(57.14%) of the respondents agree on it. On the opposite 1(5%) respondent get no idea about the issue. The remaining 5(17.86%) and 3(10.72%) of them disagree and strongly disagree respectively on the influence of exclusion from male domination social work. Based on the analysis most of the respondents agree with the issue that affects women's advancement. it accounts more than half respondents.

4.1.7 Response about the responsible body of the office

Table 7 response about where there is a responsible body in their office focuses on women's issue or not.

No_	Question		No of respondents	Percentage
1	Is there a responsible body that works focusing on women issues in your office?	Yes	15	53.58
		No	8	28.57
		I don't know	5	17.85
		Total	28	100%

Source: survey

Table 7 shows the responses whether there were responsible bodies that works in women's issues; 15(53.58%) of the respondents answered there were responsible bodies that working focusing on women issue, 8(28.57%) of the respondents argued against the presence of responsible bodies in their office and the remaining of 5(17.86) replied I didn't know. Based on the above data analysis, almost more than half (53.58%) of respondents agree with the presence of responsible bodies that work in women's issue.

4.1.8 Response about the interest of women.

Table 8 the interest of women to accept responsibility in higher managerial position.

No_	Question	Response	No_ of respondent	Percentage
2	Do you think that women are interested to accept responsibility in higher managerial position?	Yes	19	67.86
		No	9	32.14
		Total	28	100%

Source: survey

Respondents were asked about the interest of women to accept responsibility in higher managerial position. Accordingly, 19(67.86) % of the respondents strongly agree that women do have high interest in accepting responsibility in higher managerial position, whereas, 9(32.14%) of the respondents argued against the interest of women to accept responsibly in higher

managerial position. The table implies women have high interest to accept responsibility in higher managerial position. They don't have problem with accepting responsibility.

4.1.9 Response about manuals, guideline sand checklists

Table 9 Responses about the manuals, guidelines and checklist which facilitate gender empowerment to higher managerial position.

No_	Question	Response	No_ of respondent	Percentage
3	Are there manuals guideline and checklist which facilitate gender empowerment in to higher managerial position?	Yes	21	75%
		No	7	25%
		Total	28	100%

Source: survey

Respondents were also asked to indicate whether they are aware of the manuals, guideline and checklist in their office about women to gender empowerment in to higher managerial position. Accordingly 75% of the respondents claimed that they had manual, guideline and checklist which give guide to empower women in to higher managerial position. The rest 25% of the respondents argued against the presence of manual and guide line in their office. The table implies, there are manuals, guidelines and checklists which facilitate gender empowerment in to higher managerial position. Some respondents of the question about the presence of manuals, guidelines and checklists which facilitate gender empowerment into higher managerial position identified some problems. That is, there is no practical observable activity which is expected to be facilitated by the guide lines, manuals and checklists. And there is no responsible body to put them in to reality and also the women themselves don't have idea about the rules and regulations.

4. 1.10 Response about women in higher managerial position

Table 10 Respondents response about women decision making and higher managerial position.

No_	Question	Response	No_ of respondent	Percentage
4	Do you think women in decision making and higher managerial position are enough in your office?	Yes	10	35.72%
		No	18	64.28%
		Total	28	100%

Source: survey

Another question asked was whether there are enough women in decision making and higher managerial position or not. Hence 10(35.72%) of the respondents replied that there are enough women in higher managerial position. On the contrary 18(64.28%) of the employee claimed there are not enough women in decision making and higher managerial position. The study implies that more than half of (64.28%) the respondents agree with the insufficient number of women in higher managerial position. Women in decision making and higher managerial position were not enough in their office. Some of the causes stated by the respondent were:-

- The motivation made by the organization.
- Cultural influence.
- Lack of education.
- Lack of positive attitude towards women workers.
- They focus on house and family activities.
- The past bad practice.

4.1.11 Response about the activities performed by the office

Table 11: Response about the activities performed by the responsible body of the office

No	Activities	No of Respondent	Percentage
1	Create awareness	13	46.43%
2	Negotiate	5	17.86%
3	Assist female workers	8	28.57%
4	No observable activities	2	7.14%
	Total	28	100%

As indicated in the above table 11 47.61% of the respondents agree with the activities of creating awareness, 9.52% of them said the responsible body negotiate the employees of women. While 19.04% of the respondent answered the responsible body assists female workers in their day to day activities. The rest 23.83% response there is no observable activities. They don't even know what activity is done by the responsible body. The table implies most of the respondents agree with the activity of creating awareness.

4.1.12 societal influence for women advancement to higher managerial position

Table 12; response about influence society for women advancement to higher management

No	Question	Response	No of respondents	percentage
6.	Do you think society influence women advancement to higher managerial position?	Yes	22	78.58%
		No	6	21.42%
		Total	28	100%

Regarding the above item number 6; 22(78.58) of respondents replied “Yes” and the remaining of 6(21.42%) replied “No”. we can conclude from this data societal influence is very for women advancement to higher managerial position. in the line with this question respondents were asked via open ended questionnaire form to state the means which can society influence women advancement to higher managerial position. Respondents raise the following issue as societal influence; backward thinking about women, gender discrimination, bad believing women as physical and psychological passive, and social and educational status are the major means society influence for women advancement to higher managerial position.

Open ended Question

- ❖ What measure do you forward to improve participation of women in higher managerial position? An issue forwarded by respondents:
 1. Conducting awareness creation in every public and non-government about women role in management
 2. Developing women association to inspire other women
 3. Giving balanced education for women compared to men
 4. Ignoring backward thinking about women within society
 5. Reducing work load in home and sharing home responsibilities for men

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 CONCLUSIONS

This chapter attempted to summarize the results presented in the study. It briefly discussed the main finding and an argument developed in relation to inquiries. Based on the data analyzed from the respondents the following main points are concluded.

- It claimed that a woman in higher managerial position was disproportionately low as compared to their male counter parts there were only a couple of women in higher managerial position in Wolkite town education bureau. In addition most participation of women was seen at low level position.
- The data analysis showed that most of the respondents had low service years in their work place.
- The study also revealed that in most office there were responsible bodies assigned that works in women's affairs some of the activities done by the respondents body was.
 - ✓ Creating awareness.
 - ✓ Assist female
 - ✓ Negotiate.

There is responsible body in the organization but there was no observable activities done by the responsible body.

- The study indicates that women have interest to accept responsibility in higher managerial position. They don't have any problem with accepting responsibility and they are also responsible for the action they take.
- The analysis indicates that manuals, guideline and checklist which help to in hence the implementations of policy and strategy were available in employee's office. But were not fully implemented due to shortage of budget and in appropriate follow up by the higher officials.

- The analysis also shows that women's in higher managerial position was not enough in the office. The main cause for the problem was as follows.
 - ✓ Pregnancy or raising children
 - ✓ The imbalance between work and family
 - ✓ Completion of everyday life
 - ✓ Husband lack of understanding
 - ✓ Lack of motivation
 - ✓ Lack of role model or monitors
 - ✓ Sex discrimination against women for promotion to higher managerial position
 - ✓ Exclusion from male domination social work
- Some other stated problem related to the low representation of women in higher managerial position was:
 - The motivation made by the organization
 - Cultural influence
 - Women's back word practice
 - Lack of education
 - House and family activity focus
 - The past bad practice made against women
- The study indicates that women have capacity and competence like men the only problem mentioned were the family, social as well as organization factors that make women are not seen as equal as men.

5.2 Recommendation

- Bringing change in attitude and perception of the society. The society should be given continuous awareness creation program through education in school, meetings and media about the role of women in over all the well-being of the country.
- The responsible body school allocate enough budgets that can sufficiently mobilize encourage the duty of women affairs and fulfill the necessary policy materials, manuals ,guidelines and checklists to all level of women affairs office and association.
- Educate women to increase their status and to place them in higher levels of managerial position.
- Strength women association to take lead in building confidence and solve all the problems they faced.
- Develop mechanism that can make easy women's burden in both family and organizational level. Therefore they will have time to focus on core issues as a result the male dominations can be minimized.
- Their economic base should be improved so that women will be able to decide over their own matters rather than depending on men.
- The office (organization) should give support to power women in decision making and higher managerial position by building their capacity, giving training and giving affirmative action.
- There shouldn't be gender division of labor which became obstacle for women and giving training for women to handle problem in relation to their husband's complication.
- At last setting the position of women in all levels of managerial position. And provide women works like economic related activities to show that women can do as more than men.

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APPENDIX
WOLKITE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

Questionnaire

These Questionnaires prepared for employees of wolkite town educational bureau to conduct research entitled “challenges of Women advancement to higher managerial position” for partial fulfillment of bachelor art degree in Management.

Dear respondents first of all I would like to thank for your cooperation filling this questionnaire by Devoting your time and energy.

The main purpose of this questionnaire is to secure information on the challenges of women advancement to higher managerial position, hence your participation and valuable feedback is crucial to achieve the objective of the study. You are therefore kindly requested to answer freely and confidently. Your answer will be used only for the research purpose and will be treated confidentially.

Thank you in advance

Direction: put tick (√) mark in the blank spaces and write answer on the space provided.

Part one: personal information

2. age: 18-30 31-43 44-56 above 50

3. Marital status: single married widowed divorced

4. Educational level (qualification)

A. PHD B. MA/MSc c. BA/BSc d. Diploma

e. others

5. Work experience in year? 0-2 3-5 6-8 9-11 above 11

6. Your position in your office.....

7. In your opinion which is the main factors that affects women advancement to higher managerial position?

Indicate the answer by putting a tick (-) in which your opinion is good

Part two; Question related with challenges of women advancement in management position

S. No	Indicators	Strongly agree	Agree	disagree	No idea	Strongly disagree
1	Complication of everyday life					
2	Husband lack of understanding women's role					
3	The imbalance between work and family responsibility					
4	Pregnancy or raising children's					
5	Prejudices and stereo types.					
6	Reluctance of employee to be headed by women					
7	Lack of motivation					
8	Lack of role models or mentors					
9	Lack of self confidence					
10	Lack of coordination among women themselves.					
11	Sex discrimination against women for promotion to higher managerial position					
12	Exclusion from male domination social work					

Part three; Question related with strategies to enhance advancement of women in management position

9. Is there a responsible body in your office that focuses on women's issue?

Yes No I don't know

10. If your answer to question No 9 is yes, what are the activities performed by the body?

A. Create awareness C. Assist female workers

B. Negotiate D. No observable activities

11. Do you think that women are interested to accept responsibility in higher managerial position? Yes No

12. Are there manuals, guidelines and checklist which facilitate gender empowerment in to higher managerial position? Yes No

13. If your answer for question No 12 is No what do you think are the case _____

14. Do you think women in decision making and higher managerial position are enough in your office? Yes No

15. If your answer for question Number 14 is No what do you think the gaps are? _____

16. What measures do you forward to improve woman's participation in higher managerial position? -----
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Part four; Question related with societal influences of women advancement to higher management position

17. Do you think society influences women advancement in higher management position?

Yes

No

18. If your answer is yes for above question number 17, how it influence?
