

WOLKITE UNIVERSITY



COLLEGE OF SOCIAL SCIENCE AND HUMANITIES

DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES

**FACTORS THAT AFFECT WOMEN PARTICIPATION IN LEADERSHIP
AND DECISION MAKING IN CASE OF ETHIOPIA**

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Contents

Acknowledgement	ii
Abstract.....	v
Acronym	vi
CHAPTER ONE.....	1
1. INTRODUCTION	1
1.1. Background of the study	1
1.2. Statement of the Problem.....	2
1.3Research question	3
1.4 Objective of the study	4
1.4.1 General Objective	4
1.4.2. Specific Objective.....	4
1.5 Significance of the study.....	4
1.6 Scope of the Study	4
1.7 Organization of the paper.....	5
1.8 .Research methodology.....	5
CHAPTER TWO	6
2. REVIEW LITERATURES	6
2.1 Theoretical and Conceptual Frame Work.....	6
2.2. Women’s leadership theories.....	7
2.2.1 Feminist Theories.....	8
2.2.2. Gender difference theories.....	8
2.3. Women leadership	8
2.4. Males verse Females Leadership Style	10
2.5. Leadership Development of women-the Global Case	10
2.6. Leadership Development of Women – African case	11
2.7. Women’s Leadership in Ethiopia.....	11
2.7.1. The Women and Leader Ship in Ethiopia during Hailasilasie Regime.....	11
2.7.2. The Women and Leader Ship in Ethiopia during the Dergue Regime.....	12
2.7.3. The Women and Leader Ship in Ethiopia during the Federal Democratic Republic of Ethiopia Regime.....	13
2.8. Factors that affect women in leadership position.....	15
2.8.1. Socio- cultural factors	16
2.8.2. Organizational and culture barriers.....	16
2.8.3. Gender stereotypes.....	16
2.8.4. Work place policies.....	17
2.9. Empirical Literature	17
2.10. Implication of the review	18

CHAPTER THREE	20
3. Conclusion and Summery	20
3.1. Conclusions.....	20
REFERENCE	21

Abstract

Women face multi-faced challenge to participate in leadership and decision making due to socio-cultural organizational barriers, gender stereo type, and educational gap and work place policy factors. This study aimed to assessment of factor that affect women's participation in leadership and decision making in Ethiopia. In the study researchers questions the existing challenges face women in leadership practice look like and factor that create the impact on women participation in leadership and decision making. Leader ship is a process in which people who assume the role of leading could work towards accomplishing a certain objective. These people are responsible in executing the work and achieving the desired goal .Leadership is to attain the desired goal, a leader should be able to plan, organize, lead and monitor the activities in which he/she is entrusted. The finding shows that women are highly underrepresented in high Level position due to some factors, such as socio cultural, organizational barriers educational gap, gender stereotypes. Thus, in order to minimize those existing gender gap in Leader ship and decision making the town needs to implement affirmative action at all level, giving quota number for women at entrance stage as well as clearly needs to set the criteria like, educational training, empowerment, and affirmative action while assigning employees at Leader ship and decision making.

Acronym

CSA –central statically agency

GAD-gender and development

FDRE-federal democratic republic of Ethiopia

NCTPE-national committee traditional practice eradication

NGO-nongovernmental organization

WAO-women affairs office

WCYA-women children and youth affairs

WID-women and development

UNESCO-united nation economic social and cultural organization

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

According to UNESCOs (2003) definitions Gender is the roles and responsibilities of men and women that are created in our families, our societies and our cultures. The concept of gender also includes the expectations held about the characteristics, aptitudes and likely behaviors of both women and men (femininity and masculinity). Gender roles and expectations are learned. They can change over time and they vary within and between cultures. Systems of social differentiation such as political status, class, ethnicity, physical and mental disability, age and more, modify gender roles. The concept of gender is vital because, applied to social analysis; it reveals how women's subordination (or men's domination) is socially constructed. As such, the subordination can be changed or ended. It is not biologically predetermined nor is it fixed forever (UNESCO's, 2003).

In the field of international cooperation, the Gender and Development (GAD) Development approach has been gaining increasing prominence since the 1980s, in addition to the Women in D(WID) approach, which focuses on the improvement of women's status in developing countries. The GAD approach seeks to correct systems and mechanisms that produce gender inequality by focusing not only on women, but also by assessing the social status of both women and men. Moreover, it emphasizes the role of men in resolving gender inequality, and places importance on the empowerment of women, who are placed in a socially and economically weaker position than men (GAD, 2007: PP 2).

Women constitute half of the world's population and by implication potentially half of the world's electorate. Furthermore, most countries claim to use democratic methods including multiparty systems, elections and parliamentary to select political leaders and to make policy decisions. Indeed, in almost all countries, women have, on paper at least, nominal political

equality. They have the right to vote, to be eligible for election, and to exercise public functions on equal terms with men (Berouk, 2004, pp, 82)

The shortage of women in leadership and decision-making positions is this international phenomenon, with men winking greater political power and fairs deliberately monopolizing strategies leadership and decision-making. The circumstance in many Africa countries is no different. In terms of women's representation in national parliaments, the average in sub-Saharan Africa has increased from 11.3% in 2000 to 15.3% in 2004 (Inter-parliamentary union, 2004), with a significant variation among countries, Indeed, as of September 2003, Rwanda became the country closest to reach parity between men and women in the legislature with women obtaining 48.8% in the lower House and 30% in the Upper Hose. Rwanda is ranked number one in the world, followed by Sweden where 45.3% seats of the parliament are currently occupied by women (ibid, 2004, pp 83).

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

The FDRE constitution, pursuant to Art, 38, gives every Ethiopian national, without discrimination based on color, race, nation, nationality, sex, language, religion, political or other opinions or other status the right on attainment of 18 years of age to vote and to be elected at periodic election at the age of 21 besides, the same constitution art,35(6) states that women have the right to full consultation in formulation of national development policies, the designing execution of projects, and particularly in case of projects affecting the interests of women(FDRE constitution,1995).

1.2. Statement of the Problem

Women constitute half of Ethiopian population, thus any leadership and decision making activity that does not involve and benefit Women cannot be fruit full because such an activity is based on half of manpower, half of the knowledge and half effort etc., (women children and youth Affair (WCYA,2003). According to Afoz(2010) the sustainability of the economy of country depend on

the extent of the integration of women in public decision making and inclusion of their needs and interest in policy which ultimately helps to ensure good governance.

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

According to Hargewon and Embet et al 2003 and Embet 2003 and Genet 2007, Ethiopia is patriarchal society that keeps women at subordinate position using region and culture an excuse. These excuses have for many years been supported by laws and legislation, that uphold patriarchy and women's subordination, this has brought about and maintained disparities between men and women in division of labor; share of benefits, in law state, in how households are organized and how these are organized and how these are inter related.

Although the current government has been showing great effort to increase women's participation in leadership and decision making at federal, regional and local levels, but their capacity to participate leadership and decision making believed to be low due to the policy of the past regimes and cultural barriers .Therefore, this research attempt to fill the gap and explaining problem that related to factor that affect women participation in leadership and decision making. The study was aimed to bringing out the factors that affect Women's participation in leader ship and decision making position and this study is attempts to create space for police maker for discussion in order to ensure active participation women in leadership and decision making position.

1.3Research question

Based on these main points, the researcher has employed the following research questions.

- ✓ What are status of women in leadership and decision making in public institution of study area?
- ✓ What are the major factors that hinder women to have access to leadership and decision making roles in study area?

- ✓ What are the possible solutions to increase the involvement of women in leadership and decision making in public institution in study area?

1.4 Objective of the study

This study has both general and specific objectives

1.4.1 General Objective

The general objective of the study is to assess the factors that affect women participation in leadership and decision making in Ethiopia.

1.4.2. Specific Objective

- ✓ To assess the current status of Women in leadership of public institution in study area.
- ✓ To identify the major factors that affect Women participation in leadership and decision making in study area.
- ✓ To recommend possible solutions that promote the involvement of Women in leadership and decision making in public institution in study area.

1.5 Significance of the study

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

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

1.6 Scope of the Study

This paper was mainly concentrated on discussing factors that affect women participation in leadership and decision making position in Ethiopia. Knowing that several factors cause for low number of women in the leadership and decision making. However, this study limits itself to

these factors, socio- cultural-factors, organizational barriers, Gender stereotype, educational gap, and work place policy that affect women participation in leadership and decision making.

1.7 Organization of the paper

The study has consisted of three chapters: the first chapter introduce about the problem led to the study. It consists the following sub topics. Backgrounds of the study, statements of the problem objectives of the study, research questions, significance of the study, scope and organization of the study. Second chapter discusses on the review of the related literature on the concept of gender and leadership the following are included concept of leadership, definition, theories, factors, and findings of previous studies on the research area and implication of the review. Finally Chapter three draw conclusions and summery. It contains conclusion/summary and references

1.8 .Research methodology

Data source and data type

Due to international pandemic of covid-19 this research has been used only secondary data to reduce the spread of pandemic through physical contact in the time of collection of primary data. In order to achieve the general objective of the study, the researchers used some secondary data Source from sources like books, internet, website, and other published and unpublished materials and journal Article data which are relates to factors that affect women's participation in leadership and decision making

CHAPTER TWO

2. REVIEW LITERATURES

2.1 Theoretical and Conceptual Frame Work

Leadership is a complex and multidimensional phenomena. It has been defined as: a behavior; a style; a skill; a process; a responsibility; an experience; a function of management; a position of authority; an influencing relationship; characteristic; and an ability (Northouse, 2007). Leadership is a process by which one person influences the thoughts, attitudes, and behaviors of others (Yalem, 2011). 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. 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.

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

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

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

In general women in Ethiopia occupy low status in society. In spite of their contributions to wellbeing of their family and community affairs in general, women experience lower socio-

economic status as a whole and hence is marginalized from making decision at all levels. Women are facing multiple forms of deprivation. Gender based discrimination, lack of protection of basic human right, violence lack of access to productive resource, education and training, basic health service and employment are widespread (national committee for traditional practices Eradication (NCTPET, 2003).

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

The survey conducted CSA 2004, showed that women accounts for less than half (43%) of the total employees in country. Considering the percentage of female employees from the total employees in number of employees by employment type, highest was in domestic activities (78%) and followed by un paid activities 59.3%. in other type of formal employment (example Government, NGOs, private organizations), the percentage of female workers is less than 35% on the other hand, the survey showed over representation of female workers in the informal sectors. About 58% of working women in the informal sectors where as the percentage of working men in the informal sector was 37.7% (ibid).

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

2.2. Women's leadership theories

2.2.1 Feminist Theories

According to Jones and Budig (2008) Feminist theories are varied and diverse. All analyze women's experiences of gender subordination, the roots of women's oppression, how gender inequality is perpetuated, and offer differing remedies for gender inequality.

Liberal feminism argues women's unequal access to legal, social, political and economic institutions causes women's oppression. Their remedy advocates women's equal legal rights and participation in the public spheres of education, politics, and employment.

Radical feminism claims women's oppression originates in sexuality. They argue women's bodies are controlled through violence, objectification, and social institutions such as medicine and religion. Radical feminists see sexism as the oldest and most pervasive form of oppression; they argue that the eradication of patriarchy and compulsory heterosexuality are key to ending gender oppression. This would be accomplished by increasing women's control over their bodies, including transforming sexuality, childbirth, and motherhood.

They advocate for remedies that focus on the survival of entire peoples, rather than solely on women. Postcolonial feminism elaborates on intersectionality by emphasizing Western colonization. Here, sexism results from modernization and economic restructuring; it includes women's exploitation as workers and sexual beings. They focus on the roles of women as mothers within communities who can use this position to advocate for education of girls, adequate healthcare and environmental protection (Jones and Budig, 2008).

2.2.2. Gender difference theories

According to this theory sex differences were reported in following areas: Girls were found to have greater verbal ability than boys, whereas boys were found to be superior in tasks requiring visual special and mathematical ability, further more boys were found to be more aggressive, both physical and verbal. In addition, some findings were reported to be ambiguous: in areas of tactile sensitivity, fear and anxiety, level of activity, competitiveness, dominance, compliance and material behavior, the results were mixed (Jogulu and Wood, 1990).

2.3. Women leadership

Women leadership is just one branch of leadership concept and can also be defined in different ways. Some understand women leadership as the fact that women can be and are leaders, others may define it from a feminist point of view and as a matter of equality and the right to have the

same opportunities. Some say, it refers to certain feminine characteristics which are valuable in today's organizations (Palmu-Joronen 2009, 172). Others think that leadership should not be differentiated as women leadership at all. Furthermore, how women's leadership may or may not differ from that of men is not defined. But there is leadership and there is women leadership. This specification of leadership is used often and it refers to women being leaders or sometimes to a specific style of leading. If leadership is differentiated in to women's and men's leadership, then it would mean that leadership is not gender neutral. Arguments against the use of the words women leaders or women leadership are based on the idea that it does not make a difference whether it is a man or a woman who leads and that leadership is gender neutral. Many women think that the prefix enhances the belief that there is a huge difference between women leadership and male leadership, Even-though there might not be. In addition, as a woman shouldering multiple responsibilities doesn't affect the capability of executing certain tasks and leading. It is merely a characteristic among others and that is another reason why it should not be emphasized (Piha 2006, 131.)

Since the 1980's, the focus has been on emphasizing women leaders' traits and their benefits in organizations, rather than proving women's humanity and capability to work in higher positions (Tanhua, 2012, 72). Specifically, emphasizing femininity in leadership means that it is recognized that there have been and still are less women than male leaders and that it is changing. In that sense, the word women is seen to work as sort of a reminder of the fact that there have not always been women leaders. According to Piha (2006, 132), some women want to use the words women leadership purposefully, to bring out the competitive advantage that different skills and capabilities can create, this way bringing up the advantages of femininity. Sometimes being a women leader and representing minority in some sense can be beneficial as some organizations may consider a woman as a more interesting choice or as a new asset. In addition, there is no guarantee that women leaders will promote gender equality and there is also no guarantee that male leaders will not do so. Bureaucratic and democratic principles dictate that leaders should represent the interests of others, even when these interests are at odds with their own. However, while some leaders can and do represent agendas that they do not share personally, this principle is often forgotten: there is a very clear relationship between personal identity and experience, and commitment to furthering a cause. In general, the world needs leaders who will bring the agenda of peace, equality, and sustainable development.

2.4. Males versus Females Leadership Style

Since men and women have different leadership styles, the variances do not mean that one has dominance over the other. The difference may be due in part to men seeing leadership as leading and women seeing leadership as facilitating (Schaefer, as cited in Growe & Montgomery (2011)). Although male and female administrators perform many of the same tasks in carrying out their work, different aspects of the job are emphasized (Chliwniak, as cited in Growe & Montgomery). According to Getskew (as cited in Growe & Montgomery (2011)), women embrace relationships, sharing, and process, but men focus on completing tasks, achieving goals, hoarding of information, and winning.

Various literature provide evidences that men utilize the traditional top-down administrative style; while women are more interested in transforming people's self-interest into organizational goals by encouraging feelings of self-worth, active participation, and sharing of power and information. This type of leadership that is considered to be effective in the current environment of continual change, and rapid globalization, increased labor market participation of women & other excluded groups.

2.5. Leadership Development of women-the Global Case

As cited in Francis (2015) women began to enter the United States of America's workforce in significant numbers in the 1960's and the 1970's. However, recent data tells us that women are not succeeding to the most senior levels in organizations at the same degree as men. Although women represent 46% of the USA's workforce and occupy 40% of all management and supervisory positions, they represent less than 5% of senior management. Extensive research has focused on the factors associated with low representation and on potential solutions. Morris et al. (1990) proposes that the disparities resulted from gender differences, gender discrimination and structural systemic discrimination. When development opportunities for women within work organizations are limited, external activities should also be considered as avenues for development opportunities. Professional organizations are prevalent and have been identified as possible sources of external visibility, competence acquisition, mentors and role models who are associated with women's career advancement (Rusaw, 1995) cited in Francis (2015). Anecdotal information suggests that women's professional organizations provide unique developmental

opportunities. According to Adams (2010) cited in Francis (2015), in a study carried out on 60 professional women, professional organizations enabled women to better evaluate where they were career wise in order to get emotional support, to balance isolation of work and to find mentors and sponsorship.

2.6. Leadership Development of Women – African case

Participation of women in leadership in Africa is hampered by a number of obstacles. Income inequality is the pivot of all obstacles. There is inequality of income distribution and income opportunities, as is widely acknowledged in most of African countries that there are wide disparities in employment by men and women. For instance, majority of women are in low profile jobs. Inequality in political and public service participation of women is at its worst state. For example, out of 44 women who stood for elections to parliament in 2002, only nine (about 20 per cent) were voted in Kenya, in house of people representative women's representation seats is less than 20 percent for many years. . It is evident that women are poorly represented in senior positions in government as diplomats, permanent secretaries and district commissioners. The judiciary is not left behind. Africa has never had a woman Chief Justice (Daily Nation, 2010). The achievement of full equality requires a new understanding of who we are, how we relate to one another, an understanding that will compel us to reshape our lives and thereby our society.

2.7. Women's Leadership in Ethiopia

2.7.1. The Women and Leader Ship in Ethiopia during Hailasilasie Regime

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

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

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

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

These Associations were, however, limited in scope and only existed incites, besides as it was the order that time, the monarchy did not design special measures for women's liberation and also did nothing to alter traditional gender perceptions in the society.

Therefore, they had little or no impact on government policies, laws, regulations or development programs. Most of the educated women at the time these were very few were also not sensitive to their own problems and could not walk further than functioning as part of the society abiding by their feminine roles (Ibid).

Even though the first parliament was established in during Hailasilasie; regime, no women had been given chance latter only two women in 1965 and 5 women in 1969 have occupied the imperials parliament and the senate which had 250 and 125 seats respectively (Yale, 2011).

2.7.2. The Women and Leader Ship in Ethiopia during the Dergue Regime

When the Dergue (the military Government) took political power in the country in 1974, it dramatically changed the political course from monarchy to a communist orientation. The revolutionary Ethiopian women's Association (REWA) was established by proclamation, but this organization was too monolithic and too close to the Dergue to be of any real use to women.

The purpose of its establishment was in fact, the consolidation of Dergue's power. Promoting the interest of women neither was not high agenda nor was it designed to influence the government policies or help women benefit from development programs. As result, there was little improvement in the lives of Ethiopian women, whether in the social, economic or political sphere, especially of those who lived in the rural areas (Yalem 2011). Even though a few

development agencies particularly NGOs, engaged in relief and rehabilitation work had attempted to incorporate women's issue in to their work programs, they did not show expected results. This was because previous government had not given women's development the priority it deserved and therefore had not created conducive atmosphere for development initiatives for women.

The Dergue made it clear that it would not tolerate any resistance from any one to achieving its own goals. In the first year of its power, women activists engaged on state structures (peasant association and women's commissions to advance their agenda in mobilizing rural women in some regions. They exploited the available opportunities at the time. But that did not last long. The Dergue assumed complete monopoly on emancipation of women, dictating its course and actions from distorted women question paradigm within this woman question, there was no indication of altering the traditional Female and male domains in fact these were found to be enforced and exploited to maximum by the institutional aim of the Dergue representing all women in the country, namely the revolutionary Ethiopian women's Association (REWA) (Biseswar, 2011).

2.7.3. The Women and Leader Ship in Ethiopia during the Federal Democratic Republic of Ethiopia Regime

Things looked more promising when FDRE took political power in the country in since 1995. Many new laws replaced the abundance of state proclamations of the Dergue, creating opportunities for society. Initially these laws promised much freedom and space to the people (Biseswar, 2011).

The ruling party's setup its own national women's machinery in the form of women's Affairs office (WAO) and bureaus to enhance women's action. FDRE government also initiated numerous other well – intended efforts to enhance the right of women within. These include the promulgation of a very liberal constitution containing women's explicit rights these are, signing of international treaties regarding Women's rights and the introduction of affirmative measures to promote women's advancement (Yalem, 2011).

The federal constitution of Ethiopia was promulgated in 1995 which has renewed the commitment to the gender policy and clearly expressed legislative support for women through its various articles. For example, Article 25 prohibits discrimination on grounds of gender. Article

35 is the most comprehensive law regarding women's right and consists of nine sub provisions. These are stipulations on the equal enjoyment of rights; equality of rights in marriage; entitlement to affirmative measures; freedom from harmful traditional practices; maternity leave; equal participation in program planning and implementation equal rights on property ownership; equality in employment; and full access to reproductive health care.

A number of other constitutional provisions, namely those embodied in Article 7,33,38,42 and 89 also have a direct bearing on the protection of the rights of Ethiopian women. Beside local efforts, the government in Ethiopia has always been among the first to become signatory to the many international conventions.

It did not stop there; it was quite promising to see that the ruling party included an article in the constitution meant to domesticate these international treaties. Article (4) in the 1995 constitution stipulates that "all international agreement ratified by Ethiopia are an integral part of the laws of the land" many other steps undertaken by the FDRE government on Women's rights include revision of the family law in 2005 revision of the penal code in 2004; revision of the labor law, launching of social welfare policy in 1997; and educational policy; the formulation of national health policy in 1993; the promulgation of national population policy; an HIV/ AIDS policy and many more besides these, Article 3 of the constitution provides equal opportunity for Women participate in decision making process by giving them the right to vote and be elected.

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

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

House of people representative

Election year	Female		Male		Total number of seat
	No	In %	No	In %	
1995	15	2.74	532	97.26	547
2000	42	7.7	505	92.3	547
2005	117	21.4	430	78.6	547
2010	152	27.8	395	72.2	547

Source: Ethiopian national election board, 2013.

Federal executive level top management position

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

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

However, some efforts have been made still the participation of women in leadership and decision making positions is minimal as per to their counter parts. This can be evidenced with many aspects however, looking at proportion of Women in the parliament which is entitled to be the highest policy making body of the nation, though it may seem increasing from time to time, it is still minimal according to information gained.

2.8. Factors that affect women in leadership position

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

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

2.8.1. Socio- cultural factors

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

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

2.8.2. Organizational and culture barriers

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

2.8.3. Gender stereotypes

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

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

Gender stereo typing also explains why women and men are over represented in particularly types of jobs. Women dominate in “care” occupations such as, nursing, teaching, social care and especially child care. Men tend to be concentrated in construction and management areas

associated with physical strength, risk taking or decision making. Such gender biases are also reflected in organizational practices.

2.8.4. Work place policies

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

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

Now a day the FDRE government has adopted various enhancing instrument to promote equal which the FDRE constitution is most promising and binding one which had ever been existed in history of the country. However, some efforts have been made still the participation of women in leadership and decision making position is minimal as per to counter parts. This can be evidenced with many. Aspect so however, looking at proportion of women in the parliament which is entitled to both highest policy making body of the nation though it may seem increasing from time to time it is still minimal according to the information gained from international parliament union (IPU) .in 2005 National election Women account 21.3% whereas 2010 national election their number has increased to 152 (27.8% out of total 547 seats of HPR members, with compared to Rwanda and a 156.3%) and south Africa of which they accounts for 44.5% and others(<http://www;ipu.org//wmn-e/classif.htm>).

2.9. Empirical Literature

Regarding, the empirical literature, there are some papers conducted on women's participation in decision making and leadership position. Political arena in the entire world is male dominated and only a few women run for elective posts. Also, Pippa and Inglehart (2012) argued that participation in politics paves way for democracy, although the democracy gets challenged owing to consistent unequal participation of genders. Amongst the familiar challenges, is the persistent to gender, for example lower level of women participants in politics than men, suggesting that women interest are not well represented in the parliament (Potter, 2009). If

democracy was to cut on the healthy & strong roots in any country, it would benefit from having women participate equitably in leadership at the local and national levels and in all the advocacy roles

Endala (2014), conducted on factors that affect women participation in leadership and decision making position in Oromia regional state Bedele town administration. The overall objective of the study was to investigate the status of women's participation in leadership and decision making positions of public institutions and the factors that affect their participation in Bedele Town Administration.

The finding showed that major barriers hindering women from public leadership and decision-making positions include: Socio-cultural attitudes and lack of acquisition of the necessary experience for taking part in public decision-making, Over burden of domestic responsibilities persistent negative attitudes towards women's ability to lead and govern, Lack of role models of women leaders for young women and girls, and the like were stated as major reasons.

Similarly Birikit (2014) conducted a study on assessment of factors affecting participation of women in management position on ethio telecom. The study was conducted with main objective to assess and examine the factors that hinder women from holding managerial positions and also identify possible strategies that can be used to enhance women's participation in senior managerial positions in the case company. The findings showed that women are highly underrepresented in higher level positions due to factors such as educational gap, socio cultural attitude; organizational culture and company recruitment and promotion practice. Due to this women are unable to get role model and less confidence for the position. Thus, in order to minimize the existing gender gaps in decision making place, the company needs to implement affirmative action at managerial level, giving quota number for women at entrance stage as well as clearly needs to set the criteria while assigning employees at managerial position.

2.10. Implication of the review

From this research review we were understand the challenges of the women's in leadership and decision making. Women's are play great role in socio political and economic development of the ones country through effective leadership and decision making process in different areas of our world However, there are many factors that hinders women's decisions making like women's illiteracy, cultural behaviors, gender stereotypes, organizational factors and lack of awareness

about political leadership. Therefore in Ethiopia women's are treated unequal with men during the past two decade additional women's are treated as the second citizen for instance during emperor Haile sellassie the women's have no right to elect and be elected as the political leader However today's world the women's have great opportunity to participate in decision making process and leadership therefore Recently the FDRE constitution per Article 35(6) states the women have the right to full consultation in formulation of national development policies, the designing and execution of projects, particularly in case of projects affecting the interests of women. The FDRE government has adopted various enhancing instruments to promote equal participation of women in every subject of the nation's decision making positions among which the FDRE constitution is the most promising and binding one which had ever been existed in the history of the country. However some efforts have been made still the participation of women in leadership and decision making position is minimal as per to their counterparts (Endale, 2014).

Even if this all factors are existed in our country some women's are play great role in political dynamics and they can play great role for Ethiopia wons decisive war against Italian force at the battle of Adwa. In this war women's like Tayitu and Zewuditu play the great role. Not only this in voluntary activity the women's role are high for instance Abebech Gobena, she has one of famous women to do create Ethiopian welfare intuitions for giving free voluntary activity to the society.

Currently in our country women's participation are highly developed and women's are playing influential role to doing effective leadership and decision making in over all the countries development.

CHAPTER THREE

3. Conclusion and Summery

3.1. Conclusions

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

The result of the studies show that most women occupied position in Ethiopia is process owner and secretary; the reason for low representation of women in such division is because of their educational status related to the job field. On the other hand, there are number of factors contributing for low women participation in leader ship and decision making, such as socio cultural factors, organizational barriers, gender stereotype educational gap and work place policy this affect women participation in leader ship and decision making. Because of the stated factors mentioned above women facing problems that hinder them to move up leader ship and decision making.

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