

**Women Participation in Management Position In The Case of  
Jimma Town Administration**

*Research submitted to the school of graduate studies of Jimma University*

*In Partial fulfillment of the award of the degree of masters of public  
management (MPM)*

By:

**BIRHANE LEMMA**

**Under the Supervision of**

**GirmawAssimie (PhD)**

**And**

**Gadise Amensis (MBA)**



**Jimma University, College Of Business and Economics Department  
of Management Program MPM**

**May, 2019**

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## **Declaration**

I declare that the research entitled: “women participation in management position in Jimma town administration” has been carried out by me under the guidance and supervision of Dr. Girmaw Assimie (PhD). The research thesis is original and it has not been submitted for the award of degree of diploma at any university or institutions.

Researcher’s Name

Date

Signature

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## **Certificate**

This is to certify that the research entitled: “Women Participation in management Position in Jimma Town administration” submitted to Jimma University for the award of the Degree of Master of public management (MPM) and is a record of valuable research work carried out by Birane Lemma, under our guidance and supervision

Therefore, we hereby declare that no part of this research has been submitted to any other university or institutions for the award of any degree of diploma.

Name of Main Advisor

Signature

Date

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Name of Co Advisor

Signature

Date

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## Approval Sheet of Thesis

As members of the Examining Board of the Final Open Defense, we certify that we have read and evaluated the thesis prepared by Birane Lemma, permitted “Women Participation in management Position in Jimma Town administration”.

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Name of Chairman	Signature	Date
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Name of External Examiner	Signature	Date
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Name of Internal Examiner	Signature	Date

## ***Abstract***

*The main aim of this study was to investigate the Women Participation in management Position in Jimma Town administration. To achieve this objective, explanatory survey design was used which were supplemented by both quantitative and qualitative data; the target population of the study was total employees existing in Jimma town administration those are 1125. The sample size of the respondent's was 295. Sampling techniques of the study was probability sampling specifically simple random sampling. The method of data collection was through survey method and the tools are questioners, interview and document analysis. The data obtained through questionnaire was analyzed quantitatively using descriptive, inferential statistical, regression analysis and correlations were used to analyze using SPSS version 20. The major findings of the study are management positions in Jimma town administration are mainly dominated by male managers and it is not attractive for women. Low participation of women in management position is attributed to different personal, socio-cultural and institutional factors. It was also found that socio-cultural beliefs and practices; family and home responsibilities as well as institutional factors affected women's participation in management. The correlation analysis shows the relationship between personal, socio-cultural and institutional factors and women participation on management position observed strong and positive relationship and the results of regression analysis show that personal, socio-cultural and institutional factors have a significant positive effect on the women participation on management position. The overall recommendation of the study was to improve women's hope, awareness creation program and bringing perceptual and attitudinal changes in all men and women should be conduct through providing training, workshops and experience sharing.*

***Keywords:*** *culture, education, institution personal women participation, and management position*

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## List of Abbreviations and Acronyms

<b>CEO</b>	Chief Executive Officer
<b>EOC</b>	Equal Opportunity Commission
<b>EFDRE</b>	Federal Democratic Republic of Ethiopia
<b>GDP</b>	Gross Domestic Product
<b>GTP</b>	Growth and Transformation Plan
<b>HDI</b>	Human development Index
<b>HIV</b>	Human Immunodeficiency Virus
<b>HR</b>	Human Resource
<b>HREOC</b>	Human Rights and Equal Opportunity Commission
<b>ILO</b>	International Labor Organization
<b>ICPD</b>	International Conference on population and Development
<b>ICT</b>	Information and Communications Technology
<b>KII</b>	Key Informant Interview
<b>MDG</b>	Millennium Development Goal
<b>PASDEP</b>	Plan for Accelerated and Sustained Development to End Poverty
<b>PTO</b>	Public Telecommunication Operator
<b>UDHR</b>	Universal Declaration on Human Rights
<b>UNFPA</b>	United Nations Population Fund
<b>UNDP</b>	United Nation Development Program
<b>WCYA</b>	Women, children & youth Affairs

# CHAPTER ONE

## INTRODUCTION

### 1.1 Back ground of the study

Women represent more than half of the world population and therefore; it is only fair that they should have equal participation and representation in world democracies. Their contribution to the social and economic development of societies is also more than half as compared to that of men by desirable quality of their dual roles in the productive and reproductive spheres (UNDP, 2015). The occurrence of women in management position worldwide brings development, and ensures social justice through gender equity at management and decision making levels (Panigrahi, 2013).

According to Nigist (2008), equal participation of women in management and decision making plays a crucial role in the advancement of women and without the active participation of women and the incorporation of women's perspective at all levels of decision making, the goals of equality, development and good governance can't be achieved. It was supposed that women's equal participation in decision- making is not only a demand for straightforward fairness or democracy but can also be seen as an essential condition for women's interests to be taken into consideration. Guarantee women involvement and representing them in management across sectors and throughout all government services is essential to build good governance, transparency, accountability, and to improve the quality of women's life .

United Nations economic commission for Africa (2013) asserts that women's equal participation is a necessary condition for the interest of women and girls to be taken into account and is needed in order to make stronger democracy, good governance and promote sustainable development. In line with this Eugenia (2010) stated that more women we will have in management positions in the world, the more stable and dependable world will have. Many governments realized that without the active participation of women at all levels of leadership; the goal of equality, development and peace cannot be accomplish. It is supposed that to ignore females participation in all aspects of social, political, and economic activities are a loose half of the potential of the world's population. It is also believed that ignoring female's participation in all aspects of social, political and economic activities is a loss of half of the potential labor force

of the world's population. In spite of that, a survey study conducted by UN in some countries of Africa, Asia, Latin America, and Eastern Europe shows excessively low percentages of women's participation in various ranking positions in many professions including management position (Alem, 2013).

According to UNFPA (2005) Women are a smaller amount participated and low represented in management positions in developing countries. Women's low access to information and media, less employment opportunity, organizational barriers attached by cultural factors reduce their leadership power in the society in general and in organizations in particular. Ethiopia is a patriarchal society that keeps women in subordinate positions. The socialization process, which settles on gender role, is partly responsible for the subjugation of women in the country. The differentiation in the ways in which individuals are treated through the socialization process due mainly to their sex status leads to the development of real psychological and personality difference between males and females (Haregewoin, 2003).

Women contribution in formal political structures and processes, where decisions regarding the use of societal resources generated by both men and women are made, remains of no consequence. Even though the evident commitment of the international community to gender equality and to the bridging the gender gap in the formal political arena, reinforced by the Convention on Elimination of All Forms of Discrimination Against Women (CEDAW) and the Beijing Platform of Action, there are only eleven women are serving as head of state and twelve are serving as head of government (Inter-parliamentary union, 2017). Women's underrepresentation in management positions may be recognized also to women's own decision not to apply for promotion, for a variety of reasons, such as lack of necessary aspirations, lack of awareness of the promotion system and a lack of confidence that they will succeed gender-based socialization, fear of failure, and lack of competitiveness (Chalchissa, 2012) .

However women represent half of the Ethiopia population, women's low participation in management and decision making is not only burning issue of Ethiopia but also a worldwide agenda, therefore, any political, economic and social activity that doesn't participate and benefit women cannot be fruitful for the reason that such activity is based on half the manpower, half the knowledge, half the effort, etc...of that which is available in the country. However, women's rights to equal contribution and benefits, with men, can't be seen separately from the overall

economic and political improvement in society, it is a well-known fact that women's rights need special attention in the change process (WCYA, 2013).

According to Afoz, (2010), the sustainability of the economy of a country depends on the extent of the integration of women in public decision-making, and the addition of their needs and interests in policy which eventually helps to ensure good governance. The studies show that, Ethiopian women experience from work stereotype and gender distribution of labor, more are live in in economically invisible work. For instance Hora (2014) Women experience lower socioeconomic condition in general and hence is marginalized from making decisions at all levels. On the other hand, women are poor in terms of access to resources, services and employment. They are underrepresented in the formal sector of employment; therefore the study was examined to show the factors those affecting women participation on management position. Factors that affect women's entrance to public organization management are different; these major barriers are socio-cultural, institutional, economic and related factors which are not unique to a given country or regions. But, there are also related factors that determine women's participation in public organization leadership in each country. One of such determinants is previous inequalities of women in education opportunity. In Ethiopia, educational access had almost exclusively been reserved for men in the past, but currently, the country's educational policy makes no distinction in gender (MOE, 1994).

## **1.2. Statement of problem**

Participation in management is a critical tool for empowering individuals; this is because involvement in political management empowers individuals to participate in formal political structures and processes. Women basically work more hours per day than men irrespective of income class which often leave heavy work burden on them and have a definite impact on women's mental health, and block their prospect in line of work (Chalchissa and Emnet, 2013).

Ethiopia is one of the countries which signed the international announcement affirming the legal rights and equality of men and women. In addition to this it has incorporated such a point in the Constitution in Article (9)4 which states that "All international agreements ratified by Ethiopia are an integral part of the law of the land" (Constitution of the FDRE, 1995). Ethiopian government has been committed itself to various international, national and regional, initiatives



to eliminate gender-based disparity in various sectors by introducing various policy directions and institutionalizing ministerial offices.

Oromia regional state is the biggest component units of Ethiopian federation in terms of geography and population. Regarding the administrative structure, Oromia national regional Government state has three levels of administrative units: zone, woreda (district) and kebele (the smallest governance units at grass root). Accordingly it comprises 21 zone administrations, 303 rural woreda administrations, 44 towns' administrations (5 town administrations are categorized level 1 with zone status and 39 town administrations are level 2A and 2B have wereda status) as well as 6,340 rural kebele administrations (BOFED, 2017).

Jimma town is one of the towns of Oromia region state, as a data from Jimma town administration public service and human resource office (2019) shows that out of 62 leadership position of council member's women leaders are only 14 and the rest 48 leaders were men. It implies that women leaders is only 22.5% the rest 77.4 percent is male. Similarly, when we see at kebele level out of 85 leadership position women's managers are 20 and the rest 65 managers are male. The figures show that 23.5 percent are women and 76.47 percent are male leaders. It shows that the dominance of men at the top and bottom level of leadership position. The leadership positions in Jimma town public organizations are mainly dominated by male leaders and it is not attractive for women. The contribution and involvement of women is insignificant, this low level of women's participation in management position affects women's life in general, because women's interest may not be reflected and addressed on decision making process of the patriarchal system.

Studies were conducted regarding women's participation in other regions and at a national level; For instance, Abebayehu (1995) conducted a research on "Women's Participation in Administration in Ethiopia". Among other things, Abebayehu (1995) found that "women had a low level of aspiration to management positions". The study also conducted only in specific urban areas (such as Harar, Bahir Dar, Awasa and Addis Ababa) as a sample. Another study also conducted by Birhanu (2011), in titled "women's participation in leadership in the case of Tigray Region." His findings revealed that women's lack of confidence and interest to hold leadership positions were among the main factors for their underrepresentation. As Birhanu (2011) and Abebayehu (1995) suggested further research at regional level to investigate the reasons behind underrepresentation of women in management positions, even though they have seen the

factors that influence at national and regional level. Therefore, the researcher attempts to explore in the case of Oromia region specifically at Jimma town administration due to the region is very large region and the factors that influence women participation on leadership positions different from the region to region and small town to large city. The researcher believed that further research needed to identify factors affecting women's participation on management in Jimma town administration. Hence, the main aim of this study is to investigate the major factors that have been affecting women to participate in management position in Jimma town administration.

### **1.3. Basic research questions**

The research was conducted to examine and answer the following research questions:

- What is the current status of women participation in management position in Jimma town administration?
- What are the effects of socio-cultural factors on women participation in management position in the study area?
- What are the effects of personal factors on women participation in management position in Jimma town administration?
- What are the effects of institutional factors on women participation in the study area?

### **1.4. Objectives of the study**

#### **1.4.1. General objective**

The general objective of the study was to examine the socio-cultural, personal and institutional factors affect women participation in management position in Jimma town administration.

#### **1.4.1. Specific objectives**

- ❖ To describe the current status of women participation in management position in Jimma town administration.
- ❖ To investigate the effect of socio-cultural factors on women participation in management position in the case of Jimma town administration.
- ❖ To examine the effect of personal factors on women participation in management position in Jimma town administration.
- ❖ To investigate institutional factors effect on women participation on management position in Jimma town administration.

## **1.5. Significance of the Study**

The findings of the study have both academic and practical implications for the future study on women and management in the country, Suggestion from the study will also show direction to for policy makers' new course in formulation and implementation of confirmatory action and other policies that might improve women's participation in management position. In addition, the study benefit women; it helps to understand factors that affect their representation in management position. The lessons may also have practical significance by provided that insights to policy makers concerned with sexual category equality in politics. It's also serving as stepping stone for the future researchers. It was also expected to enable scholars and policy-makers to design more progressive leadership programmers and policies aimed at ensuring equal participation of men and women in leadership position.

## **1.6. Scope of the Study**

The study focus on the factors affecting women's participation in management position in Jimma town administration, there is several factors cause for low number of women in the management positions, but in this research the researcher has chosen to focus on only how socio-cultural, personal and institutional factors for low representation of women in management position. It does not include other variables beyond the socio-cultural, institutional and personal factors such as economical factor, structural and behavioral factors.

Methodologically the study used survey method and design of the research is descriptive and explanatory method. The study area was conduct at only in Jimma town administration. The researcher selected the study area for a number of reasons. First, Jimma town administration is a good representative for the study due to Jimma town is the largest town in south west region of Ethiopia. Second, the researcher is well aware of the problem in the town (lived and worked in the town in some organization of Jimma town administration); other reason is that the researcher understands the native language that helps to get relevant information, additionally to save researcher money and time. Finally Jimma is easily accessible to the center of the country due to Jimma closely located to Addis Ababa.

## **1.7 Definition of Operational key terms**

- **Participation:** The term is use in this study to refer to the provision of equal opportunity to women to take part in the management and decision-making in the Jimma town

administration. It implies quantitative and qualitative participation of women in management position.

- **Leadership:** The influence an individual has, whether directly or indirectly, on followers or observers from his community or society (Rost, 1993).
- **Management:** Management refers to the attainment of organizational goals in an effective and efficient manner through planning, organizing, staffing, directing and controlling organizational resources (Daft, 1999).
- **Woman:** Female aged 18 years of age and above.
- **Gender:** Gender refers to the personal sexual identity of an individual, regardless of the person's biological and outward sex.
- **Gender equality:** This refers to equal opportunity and outcomes for women and men. It involves the removal of discrimination on grounds of a person's sex in process of claiming political leadership.

## **1.8 Organization of the Paper**

The paper is organized in five parts. Chapter one is about introduction of the study which contains background of the study, statement of the problem, objective of the study, significance of the study, scope and definition of key variables; chapter two is about review of related literature those are theoretically, empirically and conceptual frame work; chapter three is about research methodology of the study and chapter four was about data analysis and interpretation. Finally, Chapter five was dealt with summary, conclusion and recommendations,

# **CHAPTER TWO**

## **LITERATURE REVIEW**

### **Introduction**

This section broadly reviews literature on the previous related studies significant to the study topic. It discusses in detail the factors that influence women's participation in management position and some of the strategies that have been projected to improve their situation. It also outlines the theoretical, empirical review and conceptual frameworks.

### **2.1 Theoretical review**

#### **2.1.1. An Overview of Leadership**

Leadership: is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives (Yukl, 2010). Leadership has gone through many theories and study approaches to reach its today's status. These theories include trait (skills) theory, the behavioral approaches, contingency (situational) theory and the lately introduced transformational and transactional leadership theories (Ibid).

The trait approach was one of the earliest systematic attempts to study leadership. It emphasizes attributes of leaders such as personality, motives, and skills (Yukl, 2010). This theory essentially says that leaders are born with certain traits or characteristics that make them leaders (Bertocci, 2009). In other words, a person is born either with or without the necessary traits for leadership. According to Bertocci (2009) the behavioral approaches stressed that leadership can be studied and learned. That means it can be thought in terms of the manner in which the leaders actually behave as observed by subordinates. Task behaviors facilitate goal accomplishment while relationship behaviors help subordinates feel comfortable with themselves, with each other, situation in which they find themselves. The main purpose of this approach is to explain how leaders combine the two kinds of behaviors to influence subordinates in their efforts to reach a goal (Farahbakhsh, 2006). Situational (contingency) theory emphasizes the importance of contextual factors that influence leadership process. The major situational variables include the characteristics of followers, the nature of the work performed, the type of organization and the nature of the external environment (Yukl, 2010). In other words, it emphasizes the interactions

among leaders, subordinates and forces within the organization. Transformational theory maintains that leadership is a process by which leaders and followers raise each other to higher levels of morality and motivation. Leaders inspire their followers to transcend their own self-interests for the good of the organization. Transactional leadership theory assumes the subordinates motivated by money and simple rewards that dictate their behavior (Ibid). In general, from these, we recognize that no single theory holds a definitive view of leadership.

### **2.1.2. Meaning and Concept of Leadership**

There is no universal definition of leadership. Leadership is the process of encouraging and helping others to work enthusiastically toward objectives (Davis, 1989). It is the human factor that helps a group identify where it is going and then motivates it towards its goals. Without leadership, an organization would be only a gathering of people and machines, just as an orchestra without a conductor would be only musicians and instrument. Early research tried to identify the traits that differed between leaders and non-leaders, or between successful and unsuccessful leaders: Some studies focused on personality factors, like intelligence, ambition, and aggressiveness; others examined physical characteristics like height, build and attractiveness. However, no consistent agreements that are stable across groups and tasks have emerged despite continued attempts (Ibid, 2005).

Leadership behavior i.e. the way leaders engage in their activities or perform their role as a leader, and antecedents of behavior has been widely studied. It has been found that personal direction of leaders is associated with pattern of leadership displayed by individuals (Bass, 2008). Leadership literature has identified different styles of leadership based on leader's orientation towards task and people (Mitra, 2008).

Transactional leadership behavior is associated with the leader being more tasks oriented and with low consideration towards people. Transactional leadership is characterized by behavior associated more with the “agentic attributes” (Mitra, 2008). While transformational leadership behavior is associated with the leader having high consideration of people. It is characterized by behavior focusing on relationship and consideration of people and is associated with the “communal attributes” of feminine gender. Communal behaviors’ at work include being concerned with the welfare of others (i.e., descriptions of kindness, sympathy, sensitivity, and

nurturance), helping others, accepting others' direction, and maintaining relationships (Ibid). This indicating that gender characteristics impact on leadership behavior. Thus it could be influenced by the gender identification i.e. how individuals identify with characteristics attributed to males or females based on gender. People who see themselves as having more feminine characteristics are likely to exhibit the transformational leadership behavior. Hence, for this study the definition of leadership as a process of encouraging and helping others to work actively toward objectives is considered since the meaning of leadership is taking into consideration as facilitator (transformational leadership style) not as a power (transactional leadership style)

### **2.1.3. Leadership and Power**

Power refers to ability to control in such a situation (circumstances) when other human beings must obey and do what the duty requires. Power is the ability to impose one's will in social relations despite any resistance and without reference to basis of this opportunity. Political power is a definite aspect in relations between large social groups (Eba, 2012).

The exercise of political power is related to needs, interests which are complied with and implemented in social groups. The term "politics" refers to the exercise of power. It is used to describe the key interests of social groups, citizen participation in state duties and also to characterize the main directions in the operation (economic, national, social, cultural etc.) of the State and parties (Murnieks, 2003). Leadership can be defined organizationally and narrowly as the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are member (Yukl, 1994). Organizationally, leadership has a direct impact on the effectiveness of costs, revenue generation, service, satisfaction, earnings, market value, share price, social capital, motivation, engagement and sustainability. Leadership is even used as a universal means for any social problem. Leadership exists only in relationships and perception of employees involved (Yukl, 1994).

### **2.1.4. Leadership and management**

Naturally there is a great distinction between leadership and management. Leadership: Leadership is an influence relationship among leaders and followers who intend real changes that

reflect their shared purpose (Rost, 1993). Management: Attainment of organizational goals in an effective and efficient manner through planning, organizing, staffing, directing and controlling organizational resource. Leadership is sometimes said to be about people whilst management is talked about in terms control and creating predictable results. Unfortunately, management is today regarded by some as being a lesser skill than leadership. The reality is that managers must also lead people and so leadership of a kind is needed at every organizational level (Kotter, 1990). However that neither is better than, nor a replacement for, the other and that: the real challenge is to combine strong leadership and strong management and use each.

Management is about the control process, which ensures that lapses in performance are spotted and corrected through feedback. Managerial processes therefore must be as close as possible to fail-safe and risk-free. The leadership contribution is to motivate, inspire and energise people by satisfying basic human needs for achievement, a sense of belonging, recognition, self-esteem, control over one's own life and an ability to live up to one's ideals. Good leaders motivate people by making the vision relevant to the particular group, supporting the employee with coaching, feedback, role-modeling and by recognizing and rewarding success. Adair (2002) used the original word meanings to emphasize this: leading is about deciding direction, coming from an Anglo-Saxon word meaning the road or path ahead; knowing the next step and then taking others with you to it. Managing is a later concept, from Latin 'manus', meaning hand, and more associated with handling a system or machine of some kind. This same notion of looking outwards or inwards is captured (Bennis, 2003).

#### **2.1.5. Male's verse Female's Leadership Style**

Many research studies have assessed the styles of male and female leaders since the fifties and found that there definitely exists the difference in leadership styles. However, these differences take the form of highly overlapping distributions of women and men in other words, the differences are small (Eagly, 2013). One of the differences, is that, the female leaders are seen to adopt a more democratic and participative style than their male counterparts (Merchant, 2012).

Men in leadership positions are found to adopt a top-down style, in general. This is the command and control style. Although female managers are not generally more interpersonally- or communally-oriented than male managers, this tendency emerged to some extent in less male-



dominated roles, where the tendency for women to be more participative than men strengthened as well (Eagly, 2013).

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 (Eba, 2012). Although male and female administrators perform many of the same tasks in carrying out their work, different aspects of the job are emphasized 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 (Eagly, 1990).

There is strong evidence to support the tendency for women to adopt a more collaborative, cooperative, or democratic leadership style and for men to adopt a more directive, competitive, or autocratic style; this emerged in all types of studies, even if the selection criteria for leadership positions may even out the gender differences (Bass, 1994).

#### **2.1.6. The Nature of Males and Females**

A common interpretation of the behavior and relation between, men and women emphasized the importance of the biological maternal function of the female in determining the nature and content of her being. A women's early life is a preparation for becoming, and her later life is devoted to being, a successful wife and mother. Her activities, though not necessarily confined to the home, at least center around it, for her primary mission is to be a helpmate to her husband and to provide a warm and safe haven for her family. If she does work for pay, she will do best in jobs compatible with her household responsibilities and her feminine personality (Blau & Ferber, 1992). Men, on the other hand, are not constrained by their paternal function from fully entering the world outside the home. On the contrary, their natural role as provider and protector

spurs them on to greater efforts (Ibid). Thus, nature by itself has an impact for women for not to be influential to outside work and not make women more competitive in their assigned position.

### **2.1.7 .The women and management in Ethiopia**

From ancient Greek to today's history, surviving sources are devastatingly written by men for men. Temples, buildings and battle memorials all speak of a man's world. Even Athenian democracy which the modern world celebrates, denied women the power of making decisions by disallowing the fundamental right to choose their leaders through the right to vote (Brenda, 2015). Thucydides, a 5th century historian comments "that the greatest glory for women is to be least talked about by men, whether in praise or blame" (Scott, 2009). The range of female influence and experience in ancient history has slowly been brought to the fore; between the fall of Athens in 404 BC and the rise of Alexander the Great in 330s BC. Women who held only household responsibilities, moved to working outside as nurses, wool workers and grape pickers. A social aspect of the woman's role in ancient Greek was of divine power as priestesses or goddesses. According to Plato (1976) explains the economic and cultural roles of women during this time to have changed with the changing political period.

Ethiopia is a patriarchal society that keeps women in a secondary position (Haregewoin, 2003). There is a belief that women are passive, submissive, patient, and tolerant of tedious work and violence, for which culture is used as a justification (Hirut, 2004). Like many African Countries, the majority of Ethiopian women hold low status in the society. Different studies indicated the low status of women in developing countries in general and in Ethiopia in particular (Almaz, 1991). They have been left without equal access to education, training, and rewarding employment opportunities, and their involvement in policy formulation and decision making processes has been minimal. Obviously, women play a vital role in the community by taking care of all societal activities.

However, they do not enjoy the fruits of their labor and suffer from political, economical, societal, and cultural marginalization. According to Meaza (2009), although there are many women who have played important political and leadership roles in the history of Ethiopia, only few are visible in the existent literatures. The same source has indicated that women have played important political roles mostly by wielding proxy power through birth or marriage. In support to

this idea, as Teshome (1979) stated, in Ethiopian history, women did great contributions in both out and in door activities especially in battles and other activities. They have been actively participating in rural area in agriculture, commercial, undertaking reproduction and social responsibilities. However, their misfortunes of living in the shadow of men have hidden from view such highly notable performances. They have been forced to lose confidence in themselves and so have been unable to act on their own action directly concerning themselves.

Literatures describe that even if women's formal participation in the highest leadership position was formally closed, it is documented that throughout the world, women had played critical roles in times of wars and peace as community organizers and activists. Above all, for instance, in Ethiopian women history, contributions and brilliant leadership role which have Emperor Minilik's (1877-1913) first formal wife, Bafena and second legal wife Empress Taitu had played is unforgettable history and comes first when one talk about Ethiopian women contributions (Eba, 2014). For instance, Taitu was acted as the chief advisor of Emperor with particular influence in the area of foreign relations. She holds high profile in the history for patriotism and uncompromisingly pursuing Ethiopia's independence (Meaza, 2009). These historical facts make it clear that despite their strengths, contributions and demonstrated leadership abilities, it has never been easy for Ethiopian women to ascend to formal political power (ibid.).

Now a day 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 (Eba, 2014).

#### **2.1.8. Factors that Affect Women's participation on management Position**

There are several factors affect women's participation in management position includes personal, institutional, cultural and societal. These have been highlighted as major factors that prevented women from ascending to senior positions in the organizations despite being qualified. It has also been indicated that at personal level, factors such as lack of confidence and fear of public office are deterring women from taking senior management positions, at the institutional level, discriminatory recruitment, appointment and promotion procedures, political appointments,

unclear promotion criteria, absence of documented staff development policies for senior managers and few opportunities for further training deride women's participation in decision making. In addition, social, religious and cultural factors such as discrimination against female child education and general beliefs about women's domestic roles have been identified as eroding women's self-perception just as those women who succeeded in public domain were seen as failures in their domestic roles. Underrepresentation of women in senior leadership is problematic for several reasons. First, a lack of women in senior positions may discourage the lower-level women to aspire to an upper level position, because they feel that it is unsustainable at all. Highly qualified and experienced women may thus not apply for upper level positions. As a result, organizations lose the opportunity to capitalize on the skills and talent of a portion of their workforce. Further, when employees perceive a lack of women in upper management, they may form ideas about the understood values and culture of the organization, such as it is an "old-boys club," or discriminatory in its hiring and retention practices (Willis, 2000). Therefore there are so many reasons that obstacle women from moving to leadership position and from those factors some of them are described as follows:

#### **2.1.8.1 Social - Cultural Factors**

Willis (2000) 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 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. Cultural frameworks are not always imposed, but are open to manipulation and interpretation from many angles and sources.

According to 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 (Amrot, 1998). 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. As Amrot, (1998) the women manager confirmed it as follows: "... The 1990's have been named the decade of Women ...changes in values technology, labor availability the work force, life styles, public attitudes, family roles, globalization, legal requirements, company recognition, emphasis on team work and employee involvement are all factors that will enhance women's opportunity to compete and survive in tough economic time."

A significant social feature resides in the double if not triple responsibilities of women: In most countries, women are perceived to have primary responsibilities as wives and mothers. But in many cases, either as a result of a preference for personal development, or out of sheer economic necessity, women also go out to work in the employment market (Willis, 2000).

### **2.1.8.2 Institutional Factors**

According to 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 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 Miller (2006) leadership 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.

### **2.1.8.3 Personal factors**

#### **Low Self-confidence and self-esteem**

According to Karl (2012) the reason why self-confidence and self-esteem are connected is because if you have no self-belief and you doubt yourself and your capabilities you will not challenge yourself and you will stick with things which are safe and this was genuine by the study conducted in Turkey showed that women do not apply to be principals, even when they are as well qualified as the male applicants, at least in part, because they have negative self-perceptions and lack confidence in their qualifications and experience (Turan , 2006). This fear of being a leader is still even the educated female has the notion of masculine. Moreover Morris (2000); strengthens this "The perception of management as masculine prevents women from applying for promotion positions, because they believe they do not have the qualities to be managers as cited by Commbs, (2004) Attitude can be negative or positive hence, the importance of curriculum designers to represent images that create in girls and boys, positive attitudes towards taking different responsibilities, including leadership.

#### **Family and Home Responsibilities**

Family and home responsibilities, place bound circumstances, moves with spouses, or misalignment of personal and organizational goals were early contributors to women's lack of

administrative success, either because the demands of family on women aspirants restricted them or because those who hired believed that women would be hindered by family commitments. According to Shake shaft (1985), a direct impediment for females in attaining administrative positions is the reality based factor of family responsibility and the study documented family responsibilities as one reason why women were not choosing to enter administration.

Hewitt (1989) Personal and family impact ‘included the complexities and tensions of the role, the size of the workload, and the need to attend large numbers of meetings out of school hours. These factors interrupt into, and reduce, physical and psychological time and space which principals wish to allocate to themselves and their families. It would appear that an increasing numbers of senior leaders are re-assessing the extent to which becoming a principal enables them to maintain a preferred balance across the different dimensions of their lives.

#### **2.1.8.4 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 (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, 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, sectarian

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.

### **2.1.9. Strategies for Women Empowerment in management position**

#### **Provision of specific training**

According to ILO (2005) women leaders are supposed to be well versed in different fields including technical learning in their specific areas by taking or giving Knowledge-Based Training there should be concrete knowledge on the structure and function of the specific leadership system, where women leaders are working.

#### **Restructuring Social and Work Environment**

According to the ILO (2005) which is the primary means of action to improve the working and living condition of women and men, and promote equality in the work place organizations are expected formulate gender sensitive policies for both gender and social changes by: Improving women's access to training to help them run organizations effectively, Placing women in strategic positions, removing structural barriers and biases in their own policies and programmer to provide sound base for women empowerment, setting complementation of agreements and protection of women's right, develop clear recruitment and selection criteria for career.

#### **Affirmative Action**

Intended to eliminate and prevent discrimination and to offset disadvantages arising from existing attitudes, behavior and structures based on stereotypes by having commitment of members states of the UN are committed themselves to the equal representation of women and men in decision –making positions at all levels (ILO, 2005). As Young, (2005) suggested affirmative action in favor of women should not be considered as discriminatory against men.

#### **Gender Mainstreaming**

It is a means of integrating equality concerns across the broad in to all policy objectives in order to promote equality of all workers, irrespective of sex. The main areas of concerns are; Promoting and realizing fundamental principles and rights at work to ensure the principles of non-discrimination, creating greater opportunities for women and men to secure decent employment and income, enhancing the coverage and effectiveness of social protection for all in



order to improve socio-economic security of all people and Awareness raising and capacity building activities (ILO, 2005)

## **2.2 Empirical review of the study**

The research under taken by Oedl-Wieser (2008), on the title of The Rural Gender Regime in Austrian Case shows that the representation of women in the Austrian political arena differs considerably across level and place, at high political level more women are participating but at regional and local level very few women are active in politics. Additionally the findings of the research show that women are thus generally poorly represented in politics but this is especially true for the rural areas. This can be explained by the conservative rural gender regime and the ongoing male dominance in the areas of political and economic citizenship. Some changes may be witnessed in the domain of rural development were gender-sensitive projects have been implemented, but in many rural municipalities and especially in the agricultural world the gender roles are firmly established and not very flexible. This means that in addition to their professional and political work women are still primarily responsible for the household and care work. Women's involvement in politics often depends on the agreement of the partner. These circumstances make it much more difficult for women to be active in local politics than for men.

The study under taken by Mehrotra (2005) on the title of Gender and Legislation in Latin America and the Caribbean: shows that women barriers to leadership participations and decision making process are not restricted to the women in Latin America, but it is a political problem that exists throughout the world. The main finding of the study shows that Social and economic obstacles to women's participation include: the unequal partition of and responsibility for household work, the difficulty of balancing professional life and attention to the home, judgments emanating from their civic status, preconceived ideas about women and "their role", economic dependence, and relatively lower levels of education and formal training . The socio-economic and structural impediments to women's political participation must be immediately removed; as long as they continue in force, women's access to the decision-making process will be severely impaired and the constructive and positive energies of women will not be available for the betterment of the human condition.

Petty grove (2006) had made analytical research on the hindering Leadership challenges encountered by the Jordanian women. The major finding of her study shows that the gender roles in Jordanian society under the focus, and underlined the tribal structure as one of significant factors that effected women in public and privates sphere. In public sphere, it was found that tribal social structure affects women political activity and women's abilities to participate in the political activities. As the fundamental building block of the tribe, the critical aspects of tribal structure can be traced down to the family unit, it is widely understood that the family structure in Jordanian society create significant and social and strategic barriers to women's empowerment and participation as a decision-makers in the public sphere Within the family, women generally are not involved in making decisions, as gender roles within the family are based on patriarchal values. The data collected from the interviews made as the primary study sample shows, women could not theorize about the possibility of dissenting against their families. It was exposed that Jordanian women had no economic and educational barriers as a justification of their political backwardness. They were mobilized and organized themselves in various social organizations. Women have also equal access in terms of education and others social services provided by the state. But there are other challenges that can be attributed to their absence from political participation, particularly religious and culture.

Ogbogu(2012) under took the research on the title of "The Role of Women in Politics and in the Sustenance of Democracy in Nigeria". The main finding of the study shows that the obstacles that limited women's role in the political sphere, social culture is recognized as the most complex challenge that lies in front of women's political ambitions. The observed low trend in female participation in the politics is not unconnected with the fact that more male constitute the membership of the most political parties and therefore readily available to be voted for. Also this trend demonstrates that social construction of male and female roles in Nigeria such that male rule, while the female follow (Ogbogu, 2012). In the study, most of the females' respondents indicated that exclusion from political is emphasizing by the fact that most political party networking and caucus meeting are held in the nights. The timing of such meetings are unsociable hours are not appropriate for women. Due to the prevailing gender-related labour assignments in Nigeria and the multifaceted roles of women, they claimed that they are unable to attend such meeting where very crucial decisions are taken. In addition to this, politics are

characterized as a “dirty game” which is used as a cause to exclude women from political party network. The researcher has shown that economy is critical factor to women’s participations in politics. The number of men who have the kind money that is required to win election outweighs the women. This interaction is culturally unacceptable and is regarded as disrespect (Ogbogu, 2012).

The research done by Adhiambo-Oduol (2013) on the title of the challenges and opportunities of Kenyan women in the political participation; the researcher was identified in his study that socio-cultural beliefs, attitudes, biases and stereotypes are major barriers that prevent women from advancing to political spheres. These emphasize the superiority of men and the inferiority of women. They form the integral part of socialization process in form of gender education and training that men and women are exposed to from childhood. Another difficult barrier is the institutional framework guiding gender division of labour, recruitment, and vertical mobility. The study findings show that women are particularly disadvantaged with their labour often under-valued and under-utilized. Women are more likely to be employed than men, their average income is lower. Another obstacle confronting women is lack of enough participation and empowerment in decisions that affect their lives in political and social processes. He also notes that since men dominate public decision-making processes, it is the male values that are reflected in the decision-making bodies. Women are still under-represented in electoral politics.

The research done by Adonay (2014), on the title of women’s participation in public administration in Tigray: the main objective of the study was to assess the participation of women in public administration, specifically in Tigray by taking WoredaTahtayMachew. The main finding of the study shows the participation and involvement of women in public administration of woredaTahtayMachew is insignificant. This low level of women’s participation in leadership position affects women’s life in general, because women’s interest may not be reflected and addressed on decision making process of the patriarchal system. It may also lead them to be always dependent on men; it restrains them from enhancing their leadership and management skill. Additionally the findings also show that institutional policies are not hindrance to women to participate in leadership position in the study area rather the institutional cultures and practices adversely affect them. Despite to these cultural hindrances, the

government is trying to empower women's and enhance their involvement in the leadership position.

The other study undertaken by Getachew (2014) on the title of investigate opportunities and challenges of women's empowerment in leadership position in Endamehoni Woreda. The objective of the study was to assess the extent and growth rate of empowering women's participation in leadership positions and identify factors that hinder them from being leaderships and to come up with possible solutions in order to improve their participation by empowering them. The major finding of the research are there were no adequate measures taken for women's empowerment in leadership positions rate due to lack of strong commitment and attentions of politicians and governors officials, Factors that hinder women's participation in leadership positions were socio-cultural, educational, institutional and personal and family responsibility as well as other related issues were found to be the key and The main criteria used for woman's selection and placement into decision making structures leadership position performance appraisal, work experience.

The research done by Brenda (2015) on the title of factors determining women's participation in decision making in Zambia revenue authority: the main objective of the study was to examine the factors determining the participation of women in decision making in the Zambia Revenue Authority. The findings of the study are provided in a brief that social cultural factors influence the upward mobility of women in top management positions. The work place policies are also insensitive to women roles as mothers. It was further discovered that policies addressing gender imbalance are not being implemented. The study therefore established that organization policies, culture, limited access

### **2.3. Conceptual framework**

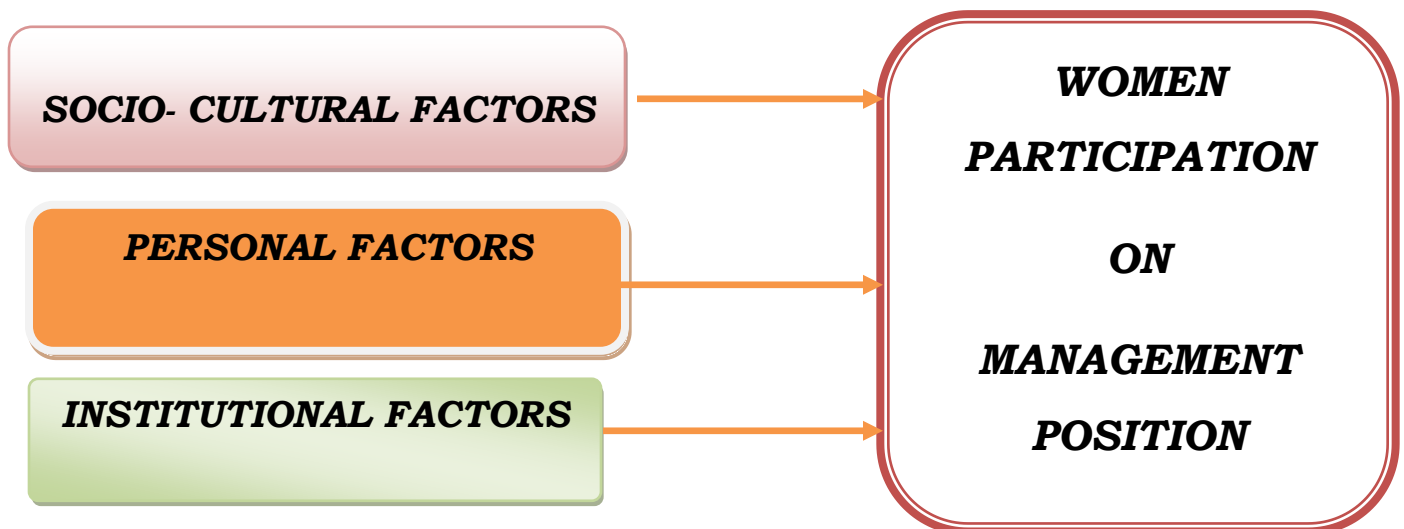
The study was based mainly on the feminist theory which recognizes the all-encompassing influence of gender divisions on social life and tries to understand women's marginalization and the structures in society that support this subjugation and subordination. The feminist perspective, looking at the many similarities between the genders, concludes that women and men have equal potential for individual development. Differences in the realization of that potential, therefore, result from externally imposed constraints and from the influence of social institutions and values (Osongo, 2004). The feminist theory highlights three broad perspectives in trying to explain the absence of women from senior management in any organization. The first

perspective is personal factors in which the scarcity of women in leadership positions is attributed to the psychosocial attributes, including personality characteristics, attitudes and behavioral skills of women themselves. The other personal factors that facilitate and/or constrain women to take leadership positions, self-esteem and self-confidence, lack of motivation and ambition to accept challenges “to go up the ladder”, women’s low potential for leadership, less assertiveness, less emotional stability and lack of ability to handle a crisis are identified. On the other hand, a number of other researchers have identified a number of factors that function as barriers to women’s career advancement. The study indicated the socio-cultural beliefs as the major barriers in this regard. These beliefs emphasize the superiority of men and the inferiority of women, an additional barrier is the institutional framework guiding the gender division of labor, recruitment and upward mobility.

The dependent variable is women’s participation in management position while the independent variables are: socio cultural factors, personal factors and institutional factors. The independent variables influence the dependent variable. Socio-Culture can suppress women and prevent them from participating in management position at the same time culture can empower women to participate in leadership position. Gender based participation violence also discourages women from participating in leadership position and its inverse is also true.

**INDEPENDENT VARIABLES (IV)**

**DEPENDENT VARIABLES (DV)**



*Figure 2.1: shows conceptual frame work*

*Source: own design 2019*

# **CHAPTER THREE**

## **RESEARCH METHODOLOGY**

### **Introduction**

This section describes how the study was conducted in order to achieve the desired objectives, it includes research design, study area, target population, sample size, sample techniques, source of data, method of data collection, validity and reliability of the instruments and method of data analysis. Finally it contains ethical issues that considered in the study.

### **3.1. Research approach**

This study used a qualitative and quantitative research approach. Research approach is mixed methods approach is one in which the researcher tends to base knowledge maintain on practical grounds. A mixed methods approach is one in which the researcher tends to base knowledge claims on pragmatic grounds. It employs strategies of inquiry that involve collecting data either simultaneously or sequentially to best understand research problem. The data collection also involves gathering both numeric information as well as text information (e.g. on interviews) so that the final database represents both quantitative and qualitative information. Additionally it helps the researcher for triangulation purpose. It employs strategies of inquiry that involve collecting data either simultaneously or sequentially to most excellent recognize research difficulty. The information collection also engages gathering both numeric information as well as text information so that the final folder represents both quantitative and qualitative information. In addition it helps the investigator for triangulation purpose.

### **3.2. Research Design**

The study was used descriptive and explanatory research design to analyze data and obtain adequate information about realities of the study. Descriptive research design deals on describing the characteristics of a particular individual, or of a group, in the case of this study the researcher will select to describe the status of women participation on management position in Jimma town administration. According to Kothari (2004) the emphasis of explanatory research is on studying a situation or a problem in order to explain the relationships between variables. In this case the researcher will use to examine the relationship between personal, socio-cultural and institutional

factors and women participation on management position, in addition to see their cause and effect relationship on each other.

### **3.3. Sources of Data**

Data was gathered both from primary and secondary sources. Primary data was collected a questionnaire is prepared for the employees in general which is the major primary source and interview. In addition to this, the secondary sources of data were used to strengthen the primary sources. Secondary and tertiary source of data was collected; secondary data is applied in the form of writing examination of different published as well as unpublished organization documents, A review of varies publication was conducted to find the facts about the factors that affect women's participation in management position in the Jimma town administration.

### **3.4. Target population**

Kothari (2004) uses the term “target population” to refer to the intended population covered by a study in a specific geographical area such as country, region and town in terms of age group and gender. Accordingly, the target populations of this research paper were all permanent employees which currently working in 31 sectors of Jimma town administration. their total number is 1125.

### **3.5. Sampling Techniques**

To decide on sample respondents from total study population, probability sampling (Simple random sampling) technique employed since it avoids biasness and helps to generalize data gained from sample respondents and avoiding an error which could rise from sampling. Therefore, simple random sampling (lottery method) method were used. This method was used because it ensures that each number of the target population has an equal and independent chance of being included in the sample.

### **3.6. Sample Size**

According to Kothari (2004) sample size should be optimum in which it fulfills the requirement of efficiency, representativeness, reliability and flexibility. The number depends on the accuracy needed, the population size, population heterogeneity and resources available. So, the sample size should be determined by using statistical formula. Of course, different authors use different formulas to determine the sample size of the study. For the purpose of this study, the formula set

by Yaman's 1967 was used to determine the sample size, which is reliable when the population size is known. The sample size is 295 which are determined using formula and the sample respondents were selected from the 31 sectors, by using the Yaman's sample formula for calculations of sample sizes.

$$n = \frac{N}{1 + (N)e^2} \quad n = \frac{1125}{1 + (1125)(0.05)^2} \approx 295$$

Where; N = Total population

n = sample size

e = level of precision

Source: Yaman's formula 1967

The conventional confidence levels of 95 percent were used to ensure a more accurate result and margin of error is 5 percent (0.05).

### **3.7. Method of Data Collection**

The method of data collection which employed in study was survey method, Survey research method were used because it is an appropriate method for measuring respondent's opinion and attitude towards the women's participation on management position. The data collection tool used to gather data from sample respondents is questionnaire, interview and document analysis.

#### **3.7.1 Questionnaire**

Questionnaire is an instrument by which information is obtained from respondents in written form. The questionnaire was prepared for all employees of Jimma town administration. Questionnaires were prepared in English and translated to Afaan Oromo in order to be easily understood for the respondents. The questionnaires have three parts; the was designed to collect information about the background of respondents like sex, age, academic qualification, and work experience and service years of the respondent.

#### **3.7.2 Interview**

In addition to the questionnaires the researcher was prepared interview questions to purposively selected women and children affair head and mayor of the town. The interview guide was enclosing semi-structured questions focusing on factors affecting women participation on



management position. Interview was selected because it helps to get some facts related to the issue under the study from top official of the town administration those implement the government policy and it also help for triangulation. The interview was used based on the assumption that the participants' perspectives are meaningful, and they have the knowledge in the area, and able to make precise points, and their perspective affect the success of the research.

### **3.7.3. Document analysis**

The study was used different written data those collected from various sources. Both qualitative and quantitative data was gathered in the form of secondary data. Secondary data gathered for the purposes of this study includes organization policy or procedure related to promotion, and reports of the organization as well as office of women and children affairs was used. In addition to the secondary data source, tertiary sources such as books, review articles, published reports, web site related to women and analysis essays was used for the study. Reviews of various publications were also conduct to find the facts about the factors that affect women's participation in management position.

### **3.7.4 Procedure of data collection**

The primary step in the data collection process will be to get motivation of the subjects to fill the questionnaire by self introducing. Once the subjects was to fill the questionnaire and able to return the papers within a short range of time to voluntarily collect the papers collaborating with leaders from each sector. Finally, questionnaires were distributed to each respondent and exception of few respondents those doesn't respond all most all of them were correctly filled and returned.

## **3.8 Validity and reliability of research instruments**

Reliability can be defined as the extent to which a measurement instrument yields consistent, stable, and uniform results over repeated observation or measurements under the same conditions each time (Bowling 1997). To ensure the validity of the study: Data was collect from the reliable sources, i.e. respondents who have experiences from Jimma town women and children office. Furthermore the study was examined by the advisor and other colleagues to determine its clarity. In this study, validity of instruments is ensuring by using simple language when constructing instruments for respondents to understand easily. One way of checking validity is by giving the research instruments to two experts in the area for review to see whether they were answering the

research objectives or questions that were to be investigate plot test was conducted out the respondents.

During the data collection process, all the interview schedules and questionnaires forms was verify by the researcher to check whether all the questions are properly answered to completion. Questionnaires were pre-tested by potential health workers respondents. It examined and checked by adviser and other experts who have knowledge about the study issue. This exercise ensured further validity of collected data. The reliability of the instrument was measured by using Cronbach’s alpha test. According to William (1986) them suggestion reliability test is performed to check the consistency and accuracy of the measurement scales. The internal consistency reliability results between 0.70–0.90 are generally found to be internally consistent. The reliability of the instrument was measured by using Cronbach’s alpha test. A reliability test is performed to check the consistency and accuracy of the measurement scales. According to William’s (1986) he suggested that the reliability coefficients of the Cronbach’s alpha result >0.9 excellent, >0.8 good, >0.7 acceptable, < 0.6 questionable, and < 0.5 poor.

The table 3.1: below indicates the computed internal reliability coefficients.

No	Detail description on the title of the questions	No of items	Cronbach’s alpha
1.	Socio cultural factors	5	0.848
2.	Institutional factors	6	0.932
3.	Personal factors	5	0.901
	Overall reliability result	21	0.941

The internal consistency reliability results the study was 0.90 that is classified under excellent categories.

### 3.9 Method of Data Analysis

The way of the researcher analyze the data, for understanding and successful accomplishment of the study, data collect from different primary and secondary sources were record, edited, organized, analyzed, interpreted and presented in relation to research questions. Data collected using the above mentioned instruments was analyze using both qualitative and quantitative. Quantitative data were interpreted through questionnaire survey and presented in graphs and tables with frequency distributions, standard deviation and means.

### 3.9.1 Descriptive Statistics

The researcher will use descriptive statistics like mean; standard deviation, frequency, and percentage were used to describe demographic data. Additionally to describe the status of women participation on management positions in Jimma town administration.

### 3.9.2 Inferential Statistics

Inferential statistics was used to identify the degree of correlation between the variables using Pearson's Correlation. Further regression analysis was done to determine the degree of relationship between personal, socio-cultural and institutional factors and women participation on management position.

### 3.9.3 Model specification

In this study multiple linear regression models were used to achieve research objectives. The basic objective of using multiple linear regression analysis in this study was to make the research more effective in analyzing impacts of personal, socio-cultural and institutional factors on the women participation on management position. According to Gujarati (1995) defines a regression function as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + u_i$$

Where Y is the dependent variable (women participation on management position)

$\beta_n$  is the coefficient of independent variables

$X_n$  is independent variables (personal, socio-cultural and institutional factors)

$U_i$  is error term.  $U_i$  can be described as;

$$U_i = Y - \beta_0 - \beta_1 X_1 - \beta_2 X_2 - \dots - \beta_n X_n$$

$\beta_1$  is the intercept term- it gives the mean or average effect on Y of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set equal to zero. Multiple linear regression model assumptions were conducted based on Gujarati (1995). Checking goodness-of-fit carry significant benefits for the research; because once the model is fitted, it is effective in describing the outcome of variables. Let summarize each assumptions one by one;

- 1. Multicollinearity:** it means the existence of a perfect or exact, linear relationship among some or all explanatory variables of a regression model. If there is perfect collinearity among the independent variables, their regression coefficients are indeterminate and their standard

errors are not defined. Therefore, independence of independent variables was tested by Variance inflation factor (VIF) and tolerance.

$$VIF(X_j) = \frac{1}{1-R_j^2} \quad \text{Tolerance } 1-R^2$$

Where;  $X_j$  = the  $j^{\text{th}}$  explanatory variables regressed on the other independent variables.  $R_j^2$  = the coefficient of determination when the variable  $X_j$  regressed on the remaining explanatory variable.

**2. Normality:** The distribution of residuals should be normal at each value of the dependent variable is one of multiple linear regression assumption. This means that errors are normally distributed, and that a plot of the values of the residuals was approximated a normal curve (Keith, 2006). According to Gujarati (1995)  $u_i$  are independently and normally distributed with mean zero and a common variance  $\alpha^2$  was given as;  $u_i \sim N(0, \alpha^2)$

**3. Homoscedasticity:** The variance of the residuals for every set of values for the independent variable is equal and violation is called Heteroscedasticity. This means that researcher assume that errors are spread out consistently between the variables. Symbolically described as follow;

$$\text{var} = \left( \frac{u_i}{x_1, \dots, x_k!} \right) \alpha^2$$

For all  $i$   $U_i$  is disturbance term or error term  $X_k$  is explanatory variable  $\alpha^2$  is the constant or homoscedastic variance of  $u_i$

### 3.10 Ethical considerations

These are principles or standards that protect the rights of participants in a research study. These considerations are therefore usually made to ensure that research involving human or living thing subjects is carried out in accordance with high ethical standards. These standards include voluntary participation, informed permission, and confidentiality of information, ambiguity to research participants and approval from relevant authorities such as independent review boards to conduct the research study (Resnik, 2005). In this study, participants will voluntarily allow participating and prospective research participants will fully inform on procedures, benefits and risks involved in the research after which they will voluntarily ask to fill informed consent forms to participate. They was guarantee of confidentiality of the information and to ensure this will

achieved participants will not asked to give their names or indicate anything on the research instruments that could be used to identify or link them to the study reports.

## **CHAPTER FOUR RESULTS AND DISCUSSIONS**

### **Introduction**

This part provides with the discussion of the final results and the process through which the results were obtained. This includes background information of respondents, the statistical methods of analysis i.e. descriptive analysis, correlation analysis, and regression analysis

### **4.1 Response rate of respondents**

The study targeted a total of 295 respondents. However, only 265 respondents responded and returned their questionnaires contributing to 90% response rate. According to Mugenda and Mugenda (2003) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent; therefore, this response rate is adequate for analysis and reporting. Regarding an interview two divisions, those are women and children affair office and mayor of Jimma town administration divisions are participated. The participants of an interviewee clearly share their idea and the practical knowledge for semi structured interview.

### **4.2. Demographic Characteristics of Respondents**

The first part of the questionnaire consists of four items about demographic information of the respondents. It covers the personal data of respondents, such as sex, age, educational background, and year of service in the bank. The following table will reveal the total demographic characteristics of the respondents.

Respondent Background	Category	Frequency	Percent
Sex of Respondents	Male	164	61.8
	Female	101	38.2
	Total	265	100
Marital status of the respondent	Married	133	50.1
	Single	81	30.5
	Widow	30	11.3
	Divorced	21	7.9
	Total	265	100

Age of Respondents	18 -25 years old	89	33.5
	26-30years old	94	35.4
	31-40 years old	56	21.1
	Above 45 years old	26	9.8
	Total	265	100
Educational Qualification of Respondents	High school complete	14	5.2
	TVET	25	9.4
	Diploma	81	30.56
	BA degree	109	41.12
	MA Degree	36	13.58
	Total	265	100
Respondents Service Year in current organization.	Below 2 Years	33	12.45
	2-4 years	52	19.62
	5-7 years	68	25.66
	8-10 years	87	32.87
	Above 10 years	25	9.4
	Total	265	100

Source: (Data obtained from respondents through questionnaire, 2019)

Table 4.2 shows that, (164) 61.8 percent of the respondents are male whereas (101) 38.2 percent of respondents are female. This shows valid percent confirms that in many of the Jimma town administration office are occupied by male employee rather than female employee since the researcher distributed questionnaires randomly without dividing any quota by gender. This implies that low number of women in the organization shows social, political, psychological and economic activities of the organization loose half of its potential of the sector growth.

The marital status of respondents shows that 50.1 percent were married while 30.5 percent were single, 11.3 percent were widowed and the remaining 7.9 percent are divorced. This implies that they are exposed to take family and societal responsibilities than males which in return affect the progress in management positions. Furthermore study of Bolzendah (2010) Empirical studies in the Netherlands and the USA suggest that married women participate less in management

position than single women. Single and Divorced women stated that their marital status would not hinder their participation in management. This occurs with the findings of that being divorced is linked to increase in women’s involvement in politics.

Regarding age of respondents 33.5percent were at the age category 18-25 years, 35.5 percent age category 26-30, 21.2 of them at the category of 31-45, and 9.8 percent of them were over 45 year. The data indicates that most staff was occupied by young employee, its opportunity for organization. This may be rationalized for that women are getting chances to join higher education only in recent years. This might also be efficient that in remote past year’s equity and access of education to girls were very low and they were not able to enter to higher education qualification categories.

The qualification of respondents was found to be 5.2 percent high school complete, 9.4 percent TVET, 30.56 percent diploma, 41.12 percent first degree and 13.6 percent second degree holders. It implies that respondent’s qualification is good they can answer the question and know factors affecting women participation on the management position.

Concerning the service year of respondents 12.45 respondents were with year service below 2 years, 19.62 percent of the respondents were with experience of 2-4 year, 25.6 percent between the year of 5-7, 32 percent of them have 8-10 year of service and the remaining 9.4 percent have more than 10 years service. This shows that women are highly concentrated at lower service years might be explained by that women are being late comers to the academic world. Once again their number was found greater in lower service year categories, while their men counterparts’ frequency count magnitude was at relatively highest service year categories, so they does not have full experience that affect their involvement in l management role.

### **4.3 Factors affecting participation of women in the management positions**

The analysis is based on the assumption Zaidatol (2009) comparison bases of mean score for five point Likert scale instruments is used to compare the mean value.

Table 4.3: Mean score measurement

No	Mean Score	Description
1	< 3.39	Low
2	3.40 - 3.79	Moderate



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Source: Zaidation (2009)

According to Zaidation (2009), the mean score below 3.39 is considered as low; the mean score from 3.40 up to 3.79 is considered as moderate and mean score above 3.8 is considered as high.

#### 4.3.1 Personal factors

This part focuses on respondent's opinions related to personal factors those include attitude of women toward them self and family and home responsibility. Based on the responses of respondents the descriptive analysis was performed to compare using mean and standard deviation.

##### 4.3.1.1 Attitude of women toward them self's

Table 4.4 Summary of respondents' opinion on attitude of women toward them selves

No	Attitude of women toward them self	No	Mean	Std. Deviation
1.	Lack of self-confidence of women hinders them to participate in leadership positions	265	3.8	1.127
2.	Women underestimate their abilities or perceive themselves as less skillful in leadership position	265	3.81	1.158
3.	Women consider themselves to have low level of acceptance than men	265	3.78	1.255
4.	Women perceive themselves that they are limited at lower tasks under men	265	3.82	1.151

*Source own survey, 2019*

Regarding item 1 in table 4.4, as reflected on the table it had the 3<sup>rd</sup> highest the mean scores 3.8. The respondent replied that lack of self-confidence is a 'major cause' that inhibited women's participation in management position. As the majority of the respondent confirms that women absence of self confidence influence their participation on leadership. This finding is supported by Kasier (2009) as he mention that "lack of self-awareness consider themselves to have low level of self confidence which affect women participation from the management.

Concerning item 2 in table 4.4, as reflected on the table it had the 2<sup>nd</sup> highest the mean scores at 3.81. Respondents rated regarding to women's under estimation of abilities or perceiving themselves as less skillful, a 'major cause' that kept women's contribution in management position. As the superior part of the respondent reply women below evaluation of their ability is also as the other problem for women under represent from the management participation. This finding points out that women's low self- concept and lack of confidence has sometimes put them in the position to underestimate their ability, which could be due to early socialization. This finding is supported by Ashebir (2014) concluded that women's perception and their self-concept has been among the challenges faced to attain management positions.

As it is indicated in table 4.4 item 3, women considering themselves to have low level of acceptance than men were rated as a 'moderate cause' with a weighted mean score of 3.78. With this view, majority of the respondent agreed that women have less popularity affect their participation in management. This, finding indicates that consideration of women to themselves have fewer acceptances as main issue impede women's involvement. Therefore, one may conclude from this finding that women underestimate their abilities due to the impact of personal factors. It reduces their ability to actively and effectively play a part in management arrangement. This finding is supported by Strachan (2010) concluded that culture and gender are interwoven and reduce women participation in management.

As it is pointed out in table 4.4 item 4, women perceive themselves that they are limited at lower tasks under men as a 'major cause' with a weighted mean score of 3.82. With this regard, majority of the respondent confirmed that women restricted to lower task affect their membership on management position. Thus, it reduces their ability to aggressively and successfully participate in leadership position. This finding is supported by Hirut (2014) she concluded that women perceive themselves as unskillful and passive in management, and this in turn leads them to confine themselves at lower tasks below their counterpart men.

#### 4.3.1.2 Family and Home Responsibility

Table 4.5 Summary of respondents' opinion on family and home responsibility

no	Home and family responsibility	No	mean	Std deviation
1.	Women's role of child bearing and taking care of family	265	4.01	1.035

	affects their involvement in leadership position			
2.	Women are more responsible than male to home or family related issues	265	4.24	.933
3.	Women’s support from family affects their participation in leadership position.	265	4.13	.990
4.	Women have minimal authority in controlling, commanding and managing of household properties than their counterparts	265	3.60	1.005

**Source own survey, 2019**

As presented on table 4.5, item 1, respondents were asked to rate women role of child bearing, and taking care of family as a factor for under representation, it had the 3<sup>rd</sup> highest grand mean score of 4.00, indicating the issue as ‘major cause’ that could perhaps prevent women’s entry into higher management positions. So, the researcher concludes from the finding that women’s giving care to family was a key cause that blocks their involvement in the leadership position. This finding is supported with Hana (2006) women are more responsible to home or family related issues than their male counterpart who in turn affects their participation in management.

Concerning item 2, on table 4.5, respondents were asked to rate their perception where women are more responsible to home and family related issues than men affect their participation on the management position. This issue was ranked 1<sup>st</sup> with a grand mean of 4.24, thus, the rated issue as a ‘major cause’ for the below representation of women in the management arrangement. Based on the findings it is safe to conclude that women have double responsibility that affect their participation on the management and this is a main reason hindering women’s entry to leadership position. This finding coincide with Shake shaft’s (2012) stated “In most families, women are still responsible for the majority of child-care and homemaking this affect their participation on the management.

In relation to item 3, on table 4.5, the absence of support and encouragement from family or partner as a factor for women’s participation had a grand mean score of 4.12, The respondents rating the item as a ‘major cause’ for the less than account of women in management. This implies that absence of adequate support from family especially partner is a chief cause for women’s scarce in the management position. In line with this, interviewees were asked to give

their opinion, and they explained that, support from husband is determinant. Except few, most husbands do not want their wife to be a leader and they blame their wives as if not paying attention to their family.

General, researcher conclude family and home related issue from the respondent response rate the average mean for all items in the above table was above 4.00 rating family and home responsibility as a major cause for women’s under representation in management roles. This means that women expected to give time for their family. Therefore, double responsibility affects women involvement in management position due to lack of support from partner, responsibility to family related issues and child bearing and taking of family care. The finding supported by Marshal (1985) home and family responsibility on women is also another factor for lack of aspiration to management.

### 4.3.2. Socio-culture factors

#### 4.3.2.1 Culture

The major best guess in the communities about women and their skill has been evidenced as determinant factor to women’s participation in management roles. In this section of the paper, an attempt is made to investigate whether socio-cultural factors such culture and education affect women’s level of participation in management roles and the findings were discussed here under.

Table 4.6: summary of respondent opinion on cultural

No	Culture	No	Mean	Std. deviation
1.	The community traditional culture does not favor women on management position, because they are believed to be mothers and home makers	265	4.07	1.007
2.	Participation of women in management is low because culturally women leadership is unacceptable by the society.	265	4.18	1.039
3.	Cultural attitude of society does not encourages women to think on key leadership position	265	3.9	1.112
4.	The community culture, females are appreciated more for their outward show and good character than for their competence and intellectual skills.	265	4.06	.998

*Source own survey, 2019*

In relation to item 1, on table 4.6 and respondents asked to rate community traditional culture does not favor women on management position, because they are believed to be mothers and home makers had a grand mean score of 4.07, The respondents rating the item as a ‘major cause’ for the under representation of women in management. In respect to this, lion share of the respondent agreed that society does not accept as true reality women to come on management this mean that community cultures do not be familiar with women on management.

In line with this data gathered through interview confirmed that the domination of men over women is yet prevailing specially in the leadership positions. In this respect, Meron (2003) finding support that cultural perceptions that say a women is less than men embodied in our culture that affect their exposure to the management.

Concerning item 2, on table4.6, respondents were requested to rate their observation the community culture, females are appreciated more for their outward show and good character than for their competence and intellectual skills at a mean score of 4.06, The respondents rating the item as a ‘major cause’ for the below demonstration of women in management position. In respect to this, above average of the respondent approved that community culture, women’s does not appreciated through their talent ,this shows that the community culture does not encourage women’s those have ability and skill rather than those beautifully, which have influence on women to come on management position.

Concerning item 3, on table 4.6, respondents were asked to response cultural attitude of society does not encourages women to think on key management position at a mean score of 3.9. In concerning to this, maximum part of the respondent approved that cultural attitude of society does not encourages women; this implies that community culture does not support women on management. This finding is supported by with Calvert (1996) the cultural and social assumption that women are less strong than men and therefore cannot hold managerial positions is common in many developing countries.

In relation to item 4, on table4.6, respondents were invited to price participation of women in leadership is low because culturally women management is unacceptable by the society. As reflected on the table it had the 1<sup>st</sup> highest grand mean score of 4.18, indicating the issue as ‘major cause’ that could perhaps prevent women’s entry into management positions. In regarding to this, majority of the respondent approved that involvement of women leaders is unacceptable

by the social order. This finding is supported by Brown (2006) men are more often socialized to preserve and seek professional success while women are socialized to nurture and support other as they assume the traditional role of mother and caretaker of the perfect.

#### 4.3.2.2 Education

Table 4.7 Summary of respondents' opinion on Education

	<b>Education</b>	No	mean	Stard. deviation
1.	Women had less training and educational opportunity than men in the organization	265	3.67	1.026
2.	Most women have low level of educational qualification than men.	265	4.03	1.160
3.	There is lack of knowledge development and training to women separately from the men in the organization.	265	3.84	1.272
4.	Lack of access to advanced education affect the progression of women to top management position	265	4.26	.959

*Source own survey, 2019*

As specify in table 4.7, item 1 respondents were requested to rate women had less training and educational opportunity than men in the organization. As reflected on the table it had the 4<sup>th</sup> grand mean score of 3.67, the respondents rating the item as a 'moderate cause' for the under representation of women in management. Therefore, the findings indicate that less training and educational opportunity in the past contributed to hinder women's participation in management. This means unequal access to education and training is one of the major factors hindering women's participation to the management position.

While indicated in table 4.7, item 2 respondents were invited to rate most women have low level of educational qualification than men. As reflected on the table it had the 2<sup>nd</sup> highest grand mean score of 4.03, indicating the issue as 'main cause' that could possibly avoid women's access into leadership. This indicate that education is an important factor to gain the benefit of political power and administrative power, because education influences the knowledge consciousness, personality, performance, attitude and skills, so lack educational qualification prevent women from leadership. To conclude the idea actuality of the respondent response shows that women

have near to the ground education level folks keep away from them from summit management role.

As show in table 4.7, item 3 respondents were requested to rate there is lack knowledge development and training to women separately from the men in the organization at the mean of 3.84. The finding shows that in the Jimma town administration there is lack capacity building for women separately. In line with this, data obtained from interview also confirm the above idea the participants of the interview refer that of course there is specific training was given by women and children office only for few women’s but the training does not include all women employee of the town, this show that training is given by government but there is no segregation of training based on gender which prevent women from leadership membership.

At the same time as point out in table 4.7, item 4 respondents were requested to rate lack access to advanced education affect the progression of women to top management position. As reflected on the table it had the 1<sup>st</sup> highest grand mean score of 4.23, indicating the issue as ‘major cause’ that could possibly prevent women’s entry into management positions. In respect to this, majority of the respondent approved there is lack of access of sophisticated education. Therefore the researcher concludes that lack of access of education affect women to get education opportunity which directly affect women involvement on the management.

### 4.3.3 Institutional factors

#### Motivation

This part of the analysis was effort to investigate the major possible motivation related question

Table 4.8: summary of respondent opinion on institutional factors

No	Motivation	No	Mean	Std. deviation
1.	There is lack opportunity of promotion for women leaders in the organization to the next level	265	3.45	1.02
2.	The community’s awareness does not recognizing women leaders “authority”	265	3.8	1.215
3.	Lack of incentive to women hinders their participation in management positions.	265	4.25	.978
4.	Adequate recognition does not given for strong (successful) women leaders by the organization workers	265	3.7	1.04

5.	Commitment of the organization to apply affirmative action in practice is low	265	3.84	1.03
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Source: own survey, 2018

Concerning item 1, on table4.8, respondents were asked to view their perception there is lack of opportunity of promotion for women managers in the organization to the next level at a mean of 3.45, The respondents rating the item as a ‘moderate cause’ for the under representation of women in leadership position. In respect to this, majority of the respondent settled that there is lack of opportunity of promotion; this implies that due to lack of promotion the new women’s are not interested to come on the management position which frankly affects their participation on the leadership. Relating to item 2, on table4.8, respondents were asked to view their insight the community’s awareness does not recognizing women leaders “authority “at a mean of 3.5, the respondents rating the item as a ‘moderate cause’ for the under representation of women in leadership position. From this finding the researcher concluded that community does not give recognition for women leaders that avoid women from management contribution.

In relation to item 3, on table4.8, respondents were asked to view their perception lack of incentive to women hinders their participation in management positions at a mean of 4.2, the respondents rating the item as a ‘major cause’ for the below representation of women in management position. From this finding majority of the respondent agreed that their organization does not give incentive to women to come on management that keep them from management.

Regarding item 4, on table4.8, respondents were asked to view their perception adequate recognition is not given for strong (victorious) women leaders by the organization workers at a mean of 3.8, the respondents rating the item as a ‘main cause’ for the less than representation of women in management position. In admiration to this, lion share of the respondent approved that there is problem of acknowledgment for strong women. This implies that there is no motivation for women managers those victorious this prevents women from membership on the management.

Concerning item 5, on table4.8, respondents were asked to view their opinion low commitment of the organization to apply affirmative action in practice at a mean of 3.87, the respondents rating the item as a ‘major cause’ for the under representation of women in management



position. In respect to this, greater part of the respondent approved that lack of commitment to apply affirmative action in practice. From this finding it's safe to conclude that organization does not effectively apply affirmative action in practice that has great contribution for women under representation from the management position.

#### 4.3.3.2 Policy and strategy of the institution

Table 4.9 Summary of respondents' opinion on policy and strategy of the institution

No	Policy and strategy of the organization	No	Mean	Std. deviation
1.	Clear policy and strategy that empower women and promote on the management position in the organization	265	4.27	1.090
2.	policy and strategy have problem on achieving women participation on management position	265	2.05	1.037
3.	Policy and strategy of the organization is not effectively implemented in the organization that empower women	265	4.24	0.97
4.	Implementers does not have knowledge of policies and strategy that could empower women	265	3.49	1.03
5.	Lack of careful monitoring and evaluation of the policy implementation that improve women's participation on management	265	4.30	1.014

#### *Source own survey, 2019*

Regarding item 1, on table 4.9, respondents were asked to rate clear policy and strategy that empower women and promote on the management position in the organization at a mean of 4.25, In respect to this, majority of the respondent decided that their clear policy and strategy.

In line with this the data obtained from interview also supports the above idea, they said that there are policies which address women in management position; there is a clear strategy in the Jimma town administration which states that there must be 50% women leaders in higher position and 30% in middle management positions. In addition to this there are also positive discriminations, priorities and quotas implemented in every governmental institution which aimed at avoiding the gender imbalance in management. This finding is supported by the finding

of Hana (2016) Ethiopian policy environment on female leadership system have a sufficient scope to the needs, concerns and safety of females while bringing them to leadership position.

Regarding item 2, on table4.9, respondents were asked to rate policy and strategy have problem on achieving women participation on management position at a mean of 2.05, In respect to this, majority of the respondent agreed that policy and strategy does not have problem. From this finding the researcher concluded that there is no a problem of policy and strategy in the organization to participate women on the management position. The finding is supported with Adonay (2014) policy and strategy of the Ethiopia government does not hinder women from participating in management positions rather it gives them priority.

Regarding item 3, on table4.9, respondents were asked to rate policy and strategy of the organization related to women participation on management position is not effectively implemented in the organization at a mean of 4.24, the respondents rating the item as a ‘major cause’ for the under representation of women in management position. In respect to this, majority of the respondent approved that policy and strategy is not effectively implemented ,this indicate that organization does not effectively implement policy and strategy which have contribution for women underrepresentation from the management participation.

Concerning item 4, on table4.9, respondents were asked to rate implementers does not have knowledge of policies and strategy that could empower women at a mean of 3.49, the respondents rating the item as a ‘moderate cause’ for the under representation of women in management position. In respect to this, huge amount of the respondent agreed that implementers do not have knowledge of policies and strategy. From this finding the researcher concluded that in Jimma town administration the implementer does not have awareness and knowledge of policy and strategy. Their lack of awareness was cause for small involvement of women on the management position.

Regarding item 5, on table4.9, respondents were asked to rate lack of careful monitoring and evaluation of the policy implementation that improve women’s participation on management position at a mean of 4.3, the respondents rating the item as a ‘major cause’ for the below representation of women in management position. In respect to this, large part of the respondent confirmed that there is problem of careful monitoring and evaluation of the policy. From this finding it’s safe to conclude that there is problem of monitoring and evaluation of the policy and

strategy that improve women participation on the management position this makes women below average from their participation on management.

#### 4.4. Association between dependent and independent variables

In this part of the analysis bivariate Pearson correlation coefficient has been used to examine the relationship between the dependent and independent variable. According to (Robert, 2008), Pearson correlation coefficients ranges between -1 and +.1, when 0 indicates no relationship between, -1.00 indicates a perfect negative relationship and +1.00 indicates a perfect positive relationship. For intermediary values the study uses Pallant (2010) guideline to determine the strength of the correlation, less than 0.1 indicate weak correlation, small correlation for value 0.1 to 0.29; medium/moderate for 0.3 to 0.49; and large for 0.50 to 1.00).

Table 4.10: shows correlations of personal, socio-cultural and institutional factors and women participation on management position shows

**Correlations**

		Women participation on management position	Personal factor	social factor	Institutional factor
Women participation on management position	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	265			
Personal factor	Pearson Correlation	.639**	1		
	Sig. (2-tailed)	.000			
	N	265	265		
social factor	Pearson Correlation	.751**	.282**	1	
	Sig. (2-tailed)	.000	.000		
	N	265	265	265	
Institutional factor	Pearson Correlation	.612**	.274**	.260**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	265	265	265	265

\*\* . Correlation is significant at the 0.01 level.

Source own survey 2019

From this analysis it can be noted that, personal, socio-cultural and institutional factors has significant and positive relationship with women participation on management. Therefore, they have positively correlated and strong association among each other.

#### 4.5. Multiple linear regression assumptions

Testing assumption of multiple linear regression analysis models is very important before running regression analysis. Some tests were conducted in order to ensure the appropriateness of data to assumptions regression analysis results were discussed in the following subtopics.

##### 4.5.1 Multi-co linearity Test

According to Gujarati (2003) Multicollinearity tests helps to identify the high correlation between explanatory variables and to avoid double effect of independent variable from the model. Predictor variable should be strongly related to dependent variable but not strongly related to each other. For this purpose variance inflation factor (VIF) and tolerance test were used to check Multicollinearity for variables if the value of VIF is less than 10 there is no Multicollinearity and on the other hand if VIF greater than or equal to 10 there is a serious Multicollinearity problem. In addition tolerance is an indicator how much of the variability of independent variable is not explained by the other independent variable in the model and is calculated using the formula  $1 - R^2$  for each variable.

Table 4.12 shows Multicollinearity

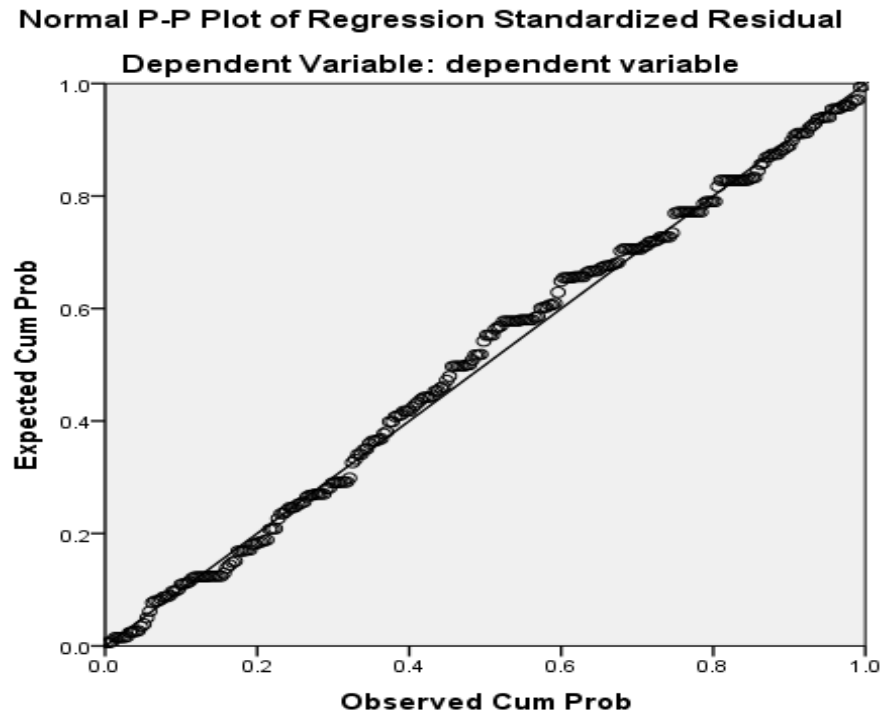
No	Variables	Tolerance	VIF(variance inflation factors)
1.	Personal factors	0.313	3.19
2.	Socio-cultural factors	0.253	3.95
3.	Institutional factors	0.242	4.1

Source own survey, 2018

Table4.8 shows the computation result that the value of VIF all variables were by far less than 10 and the value of tolerance statistics being above 0.1 they were accepted entered in to regression model for the estimation of variables.

### 4.5.2 Linearity Test

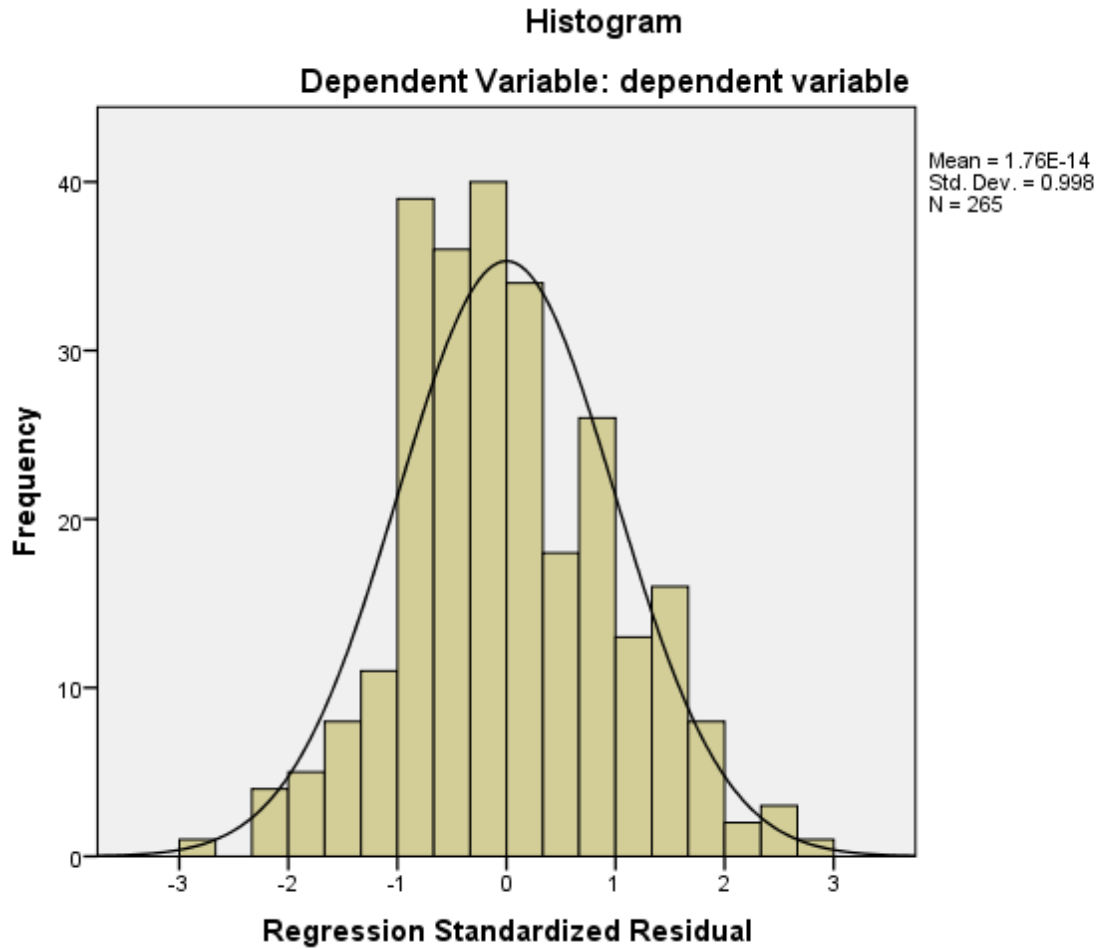
Linearity is used to check whether all the estimates of regression including regression coefficients, standard errors and tests of statistical significance are biased or not (Keith, 2006). There is no linearity problem on the data for this study as residuals follow a straight line.



(Source: Own Survey, 2019)

### 4.5.3. Normality Test

Normality assumption is around the mean of the residuals is zero and used to determine whether a data set is well modeled by a normal distribution or not and also to indicate an underlying random variable is to be normally distributed (Gujarati, 2009). Researcher was used histogram methods of testing the normality of the data. If the residuals are normally distributed about its mean of zero, the shape of histogram should be a bell-shaped and regression standardized residual plotted between -3.3 and 3.3. From the figure below data normality can be indicated.



Source; survey result, 2018

#### 4.5.4. Heteroscedasticity test

Heteroscedasticity is the equality or violation of the residuals for every set of values for independent variable. So the researchers assume that errors are spread out constantly between the variables. Heteroscedasticity problem exist when scatter plot is greater than 3.3 and less than -3.3. Therefore as it was indicated in figure below the data did not violate Heteroscedasticity assumption and instead it was homoscedastic.

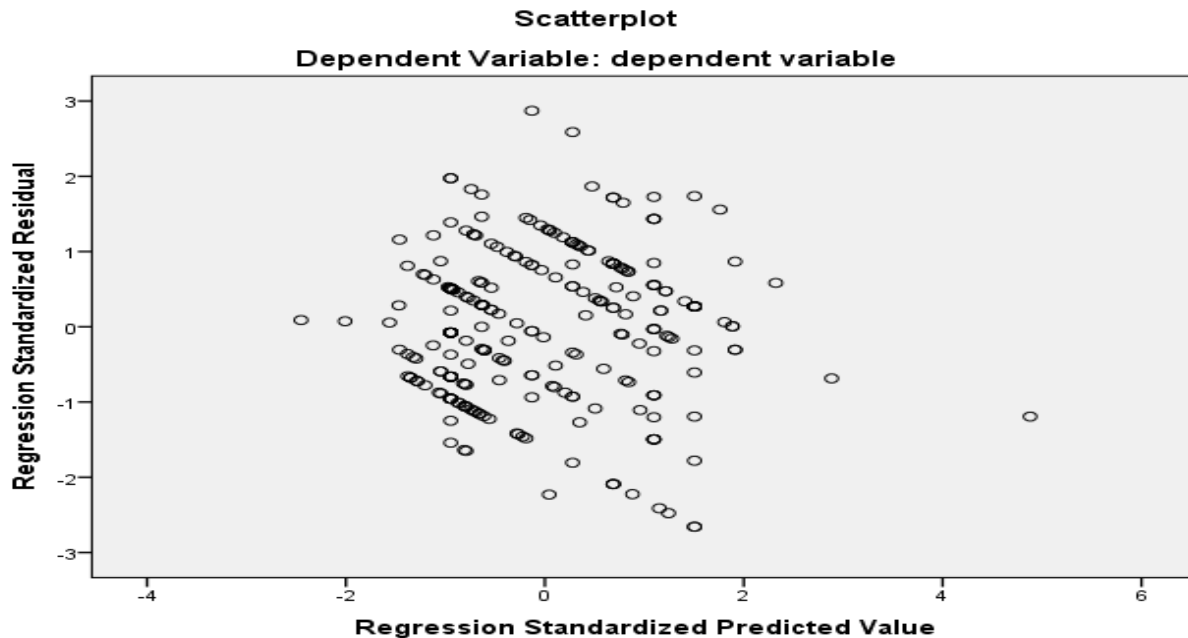


Figure4.7: shows scatter plot

Source own survey, 2019

#### 4.7 The effect of personal, socio-cultural and institutional factors on women participation on management position (Regression Analysis)

Through a correlation analysis it is identified that there is a significant relationship between the personal, socio-cultural and institutional factors and the women participation on management. To what extent the variance in the dependent variables will be explained by the independent variable is discussed here.

**Table 4.13: shows Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 <sup>a</sup>	.740	.739	.17949

a. Predictors: (Constant), personal factor, socio-cultural and institutional factor.

*Source: Own Survey, 2019*

Based on the above table the R value obtained for the regression was .860. The value of R square .740 and the value of adjusted R square is .739 indicates that 73.9 pct variations in the women participation on management have been explained by the personal, socio-cultural and institutional factors. To assess the statistical significance of this result or relationship i.e. the 73.9 percent variance in the women participation on the management position as a result of personal

factor, socio-cultural and institutional factor. The variation associated with the independent variables; therefore, there might be other factors which bring about 26.1 pct in the dependent variable.

Table 4.14: shows coefficient of variables

Coefficients						
Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.669	.285		2.347	.020
	Personal factor	.455	.163	.166	1.564	.019
	social factor	.595	.064	.568	1.810	.000
	Institutional factor	.386	.130	.151	2.196	.029
a. Dependent Variable: dependent variable						

Source own survey, 2018

The results in table 4.11 show that the largest influence on women participation on management position is the socio-cultural factors at beta value .595. This implies that socio-cultural factors at beta value of .595 which implies that a 1% increase in socio-cultural factors unit will cause a 59.5% increase in women participation on management position. Personal factor factors at beta value of .455 which implies that a 1% increase in personal factor factors unit will cause a 45.5% increase in women participation on management position. Institutional factors at beta value of .386 which implies that a 1% increase in institutional factor factors unit will cause a 38.6% increase in women participation on management position. So that in order to develop regression equation which fits with that are statistically significant, multiple correlation coefficient (R) and Beta coefficient value was tested. In general the regression equation model of this study summarized as; Formula

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + \dots + n$$

$$Y = 0.669 + 0.595 (\text{personal factor}) + 0.455 (\text{socio-culture factor}) + 0.386 (\text{institutional factor}).$$



## CHAPTER FIVE

### 5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Summary

- From factors influence women involvement on the management position are personal factors those; attitude of women toward themselves, women's lack of self-confidence, under estimation of their abilities and poor risk taker, consideration of themselves less acceptance were regarded as major causes that hinder their participation in management. Therefore, attitude of women towards themselves was rated as major cause for the underrepresentation with average mean score of 3.84.
- Home and family responsibility; related issue from the respondent response rate the average mean for all items are above 4.00 rating as a major cause for women's under representation. Therefore, double responsibility affects women involvement in management position. These factors have a lion share role in the underrepresentation of women's on management position.
- From Socio-cultural factors culture, the society traditional culture does not favor to women on leadership position, they also appreciated more for their outward show rather than intellectual skills, they does not encourages women to think on key management and culturally women management is unacceptable by the society are the major problem from culture. In wide-ranging, the average mean for all items was 4.05 rating culture as a major cause that seriously affect women's involvement in management.
- Regarding to socio-cultural factors the other is education; lack of training and educational opportunity, low level of educational qualification and lack of access to advanced education affects the progression of women to top management position. In broad, the average mean for all items was 3.92 rating education as a major cause that greatly affect women's contribution in management place.
- Amongst factors affecting women contribution on management are institutional factors from this motivation, lack of commitment of the organization to apply affirmative action in practice and related question response rate are above average mean for all items 3.8 rating motivation as a major cause for women's under representation in management roles .

- Regarding policy and strategy of the institution, policy and strategy does not have problem but there is problem of effectively implementation and additionally, lack of careful monitoring and evaluation of the policy implementation are the main problem. In universal, the average mean for all items was 3.82 rating it as a major cause that affect women's membership in management.
- The correlation analysis result is used to understand the degree of relationship between the personal, socio-cultural and institutional factors and women participation on management position. The variables in this study correlation coefficient among them is  $=.575$  that falls within the range of strong relationship. The direction of their relationship is positive sign that dictates a positive change in personal, socio-cultural and institutional factors can result in a positive change in the women participation on leadership position. From this analysis a strong correlation is observed among each other.
- Regression analysis results indicates the largest influence on women involvement in management position is the socio-cultural factors at beta value 0.595, personal factor at beta value 0.455 and institutional factor at beta value 0.386 respectively at ( $p=0.000$ )

## **5.2 Conclusion**

This study has noted and emphasized that, women participation in management position is critical for organizations in order to achieve their goals. Management positions in Jimma town public organizations are mainly dominated by male leaders and it is not attractive for women. The participation and involvement of women is insignificant. This low level of women's participation in leadership position affects women's life in general, because women's interest may not be reflected and addressed on decision making process of the patriarchal system. Democracy would be disrespect if half of the populations of country were left out and as a result of this losing half of the human resource is difficult to achieve the objective of the town.

Low participation of women in management position is attributed to different personal, socio-cultural and institutional factors. The socio-cultural factors are the main hindering factors for women's involvement in management positions. The culture of society does not support to women on management position, they also appreciated more for their outward show rather than intellectual skills, and culturally women management is undesirable by the society. Lack of education opportunity, lack of training and lack of access to advanced education is another

obstacle for women contribution in management position. Lack of self-confidence, under estimation of abilities and poor risk taking, less acceptance, lack of role model and poor confidence of women on their performance are also the personal factor for under participation in management position. Other personal factors, which affect women participation in management positions, are home and family related issue; double responsibility and lack of support particular for women from their family to come on the management position was the main obstacle for women to management position.

Complementary institutional factors related problem is also hinder women to the management position in line with this the concept that women are not good leaders is the predominated factor in the institutions and it is an obstacle for women's participation in management positions. Confusing organizational promotional procedures are also other related to institutional factors that affect the participation of women in management positions. Moreover the absence or improper implementation of affirmative action is another hindering factor for women's contribution in management.

Based on the correlation analysis the relationship between personal, socio-cultural and institutional factors and women participation on management position were strong and positive relationship and the results of regression analysis observed that personal , socio-cultural and institutional factors has a significant positive effect on the women participation on management position.

### **5.3 Recommendations**

- ✚ The government should realize the participation of women in management positions through its laws, policies and regulations by effective implementation.
- ✚ Public organizations should have to create conducive work environment and adjust them as suitable for women.
- ✚ Jimma town women and children office should develop and design gender sensitive workshops and training about family shared responsibilities and gender role perceptions that are conducted with men so as to make them more receptive to females.
- ✚ Women have to fill confident by their potential performance and compete equally with men in leadership positions. They have to use their own effort and upgrade themselves by education, knowledge and skills in order to fit to the leadership positions. They should

increase social networks through social medias and by creating inter personal relationship with both men and women in and out of their organization.

- ✚ One of the factors that limit women's participation is socio-cultural factor. One can clearly understand that these factors can affect social and psychological developments of women that in turn affect their participation in management. Therefore, Men should develop positive attitudes and think that women have equal ability with them and the society also should trust women's ability to lead through awareness raising, training and experience sharing.
- ✚ NGO and stake holders should have to encourage women leaders by providing technical support like mentoring, networking, and develop follow up mechanisms in which women's will practice their leadership roles. This can be done by empowering women and allowing them to take part in management and decision making and should encourage women education by upgrading their skills and these makes they better qualified personnel to participate in management.
- ✚ Family is the base for the society; hence they have to give equal chances in every matter for their children without considering their sex. The family and home responsibility can be minimized by having family-friendly policies to improve the pressures of home responsibility and create a culture of mutual commitment that make it easier to competent female leaders.

## **5.4 Limitation of the Study**

It is obvious that research work can't be totally free from restriction. The limitation of the study was geographically the research have be done only at Jimma town administration, if it would have been conducted at region and country in general, having comparable or similar context with wide area coverage and a much larger number of respondents would have provided much deeper and useful information concerning the factors affects women participation on management position. The further limitations were methodologically there are extraneous variables which were beyond the researcher control such as respondents' honesty; personal biases and uncontrolled setting of the study. The research instruments on factors affecting women participation on management position are not standardized. Therefore a validity and reliability test was being done to produce a credible measurement of the research variables. Other limitation of the research was the respondents' reaction towards the questionnaires. Due to the

main source of primary data were the organization employees and top management position and most of them does not timely responding which have an impact on the research schedules. Thus the researcher was forced to gather important information from the staff list and informants, and this made the data collection lengthy and difficult. The other problem was the access of denial to interview mayor and women and children affairs office of Jimma town administration that is mandated to nominate the leadership of the studied town. Even though the researcher planned to use tape recorder during the interview, respondents were not voluntary and the researcher was forced to use writing on notes. However, favorable situations were considered for the respondents to minimize situational factors that affect the quality of the data. However, to increase the reliability and accuracy of the finding the researcher was done beyond his potential expectation and effectively completes the research task successfully.

## **5.5. Suggestions for further research**

The study suggests that further research be done on the following:

- Effect of media on women participation on management position
- The influence of the economic factors on women's participation in management position.
- The influence of political factors on women's participation in management.

## **Interview result**

For this purpose, Jimma town mayor and women and children affairs office, were asked to explain. According to the interviewees' opinion, women have been given special attentions as per the government policies and programs in order to participate equally in all hierarchy the positions and other levels. To mention some strategic plans are gender sensitive, gender department is established at federal, regional and town level, positive discrimination is considered during selection and placement opportunities of education for women are widening, recruitment and selection criteria are gender sensitive. There is also collective agreement that is clearly stated that to give affirmative action at promotion time for women employee. If a woman has equal educational background and experience, she will get 5(five) additional points; and if they get equal point women get priority.

Women and Children Affairs office was providing continuous assertiveness and communication training for women employees in order to make them more capable in their assigned field. And also providing training for both staff and leaders in order to create positive attitudes regarding women's inequitable thoughts. On the other hand, the office has an ongoing process to increase the participation of women in different training aspects since most of the training is given to male employees. Despite these strategies in place, they are convinced that every vacancy notice is not gender sensitive and quota systems are not applied correctly. In general, it can be said that constitutional gender-related written policies are smart and they can play a great role in the effort made for women empowerment.

Besides, interviewees were asked that if they are likely to have such policies and strategies, why women are invisible in management positions to justify the question out of 62 leadership positions of council members, women managers are only 14 and the rest 48 leaders were men. It implies that women leaders are only 22.5% and the rest 77.4 percent is male. Similarly, when we see at kebele level out of 85 management positions, women managers are 20 and the rest 65 managers are male. The figures show that 23.5 percent are women and 76.47 percent are male leaders. It shows that the dominance of men at the top and bottom level of management positions. Their responses were that divided into two. Some responses were that since top management positions are occupied by men, they tend to propose men which are the reflection of the informal network of men, women are busy to take management positions due to home and family responsibility and male leaders do not believe in women's capacity; they cannot hold management positions. Of course, written policies are smart, gender departments are established, constitutional gender-related policies are clearly stated; however, they couldn't have translated in the needed way. Most of the management bodies at all levels are monopolized by men; hence decisions are made without women's participation. From this, it is possible to conclude that women's participation in management positions were influenced by leaders who are usually males, the working environment of the work is not conducive for women managers, the attitude of women toward themselves also has a problem; they don't believe in their performance, culture of the society also doesn't support women leaders and tends to maintain male dominance in the management position.

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## APENDEX-ONE

### QUESTIONNAIRES OF THE RESEARCH

#### **Questionnaire: women participation in management position in Jimma town administration.**

##### **Dear Sir/Madam**

I am a post graduate student in the department of management masters of public management. Currently, I am undertaking a research on “*women participation in management position in Jimma town administration*”. You are one of the respondents selected to participate in this study.

Thus, I would kindly request you to answer these questions. Your honesty and kindness would be of great help in many aspects. Finally, the information that you will share will be kept confidential and only used for the academic purpose, so no need of writing your name.

**Thank you in advance for your support and commitment**

##### **General Instructions**

- Read all the instructions before attempting to answer the questions.
- Please do not leave any of the questions unanswered.
- Please read all the questions and put tick mark (✓) on your responses that most accurately reflect your answers or write your answers in the space provided. If the space provided is not enough use back of the paper indicating the question number.

## QUESTIONNAIRE

### PERSONAL BACKGROUND

1. Gender: Male  Female
2. Age: 18 - 25    b) 26 – 30    c) 31 – 40    d) 41 – 50    e) 51 and above
3. Marital Status:
- a) Married            b) Single    c)Widowed            d) Divorced
4. Educational level:
- a) Elementary complete    b) Grade 10 complete    c)Grade 12complete    d)Certificate
- e)Diploma            e)Degree    f) Master and above
5. What is your current position in the organization?
- a) Head of office    b)deputy head Office    c)core processor    d)Expert    e)Secretary
- f)Cleaner    g)Guard    h)If other specify \_\_\_\_\_
6. How long have you been working in the organization?
- a) Below 5 year    b)5-10 years    c)11-15 years    d)16-20 years    e)21-25 years    f)26- 30years
- h)Above 30 years

### GENERAL QUESTIONS

1. Do you think that the numbers of women in leadership positions are few as compared to men in the Organization    A)Yes     B)No

## WOMEN PARTICIPATION ON MANAGEMENT POSITION

### PERSONAL FACTORS

#### Attitude of women towards themselves

The following are supposed to be women's attitude (self-concept) towards themselves. Thus, indicate the extent of your agreement on the following statements by putting "□" mark in one of the boxes provided for each possible factor.

**Use the following scales.**

**Strongly Agree (5), Agree (4), neutral (3), Disagree (2) and strongly Disagree (1)**

No	Attitude of women towards themselves	Rating Scale				
		1	2	3	4	5
1.	Lack of self-confidence of women hinders them to participate in management positions					
2.	Women underestimate their abilities and perceive themselves as less skillful and passive in management position					
3.	Women consider themselves to have low level of acceptance than men					
4.	Women perceive themselves that they are limited at lower tasks under men					
No	<b>Family and home responsibility</b>					
1.	Women's role of child bearing, and taking care of family affect their Involvement in management position (work load).					
2.	Women are more responsible than male to home or family related issues					
3.	Women's support from family (partner) affects their participation in management position.					
4.	Have you had any problem with your family when you are late to come					

	home, devote more time to office and going abroad					
5.	Marriage hinders active participation of women in management positions					

## ***SOCIO-CULTURAL FACTORS***

### **2.1 Culture**

No	<b>Culture</b>	Rating scale				
		1	2	3	4	5
1.	The community traditional culture does not favor women on management position, because they are believed to be mothers and home makers					
2.	Culture requires women to observe their male counterparts without much questioning					
3.	The community culture, females are appreciated more for their outward show and good character (behavior) than for their competence and intellectual skills.					
4.	Cultural attitude of society encourages women to think on key management position					
5.	Participation of women in management is low because culturally women leadership is unacceptable by the society.					
No	<b>Education</b>	Scale				
		1	2	3	4	5
1.	Women had less training and educational opportunity than men in the organization.					
2.	Most women have low level of educational qualification than men.					
3.	There is knowledge development and training to women separately from the men in the organization.					
4.	Academic qualification influence women to participate on management position.					
5.	Access to advanced education affect the progression of women to top management position					

### 3. INSTITUTIONAL FACTORS

#### 3.1 Motivation

No	Motivation	Scale				
		1	2	3	4	5
1.	There is opportunity of promotion for women leaders in the organization to the next level					
2.	The community's awareness in recognizing women leaders "authority"					
3.	Lack of incentive to women hinders their participation in management positions.					
4.	Adequate recognition is given for strong (successful) women leaders by the organization workers.					
5.	Commitment of the organization to apply affirmative action in practice					

#### Policy and strategy of the institution

1.	Clear policy and strategy that empower women and promote on the management position in the organization					
2.	policy and strategy have problem on achieving women participation on management position					
3.	Policy and strategy of the organization is effectively implemented in the organization related to women participation on management position					
4.	Lack of careful monitoring and evaluation of the policy implementation that enhance women's participation on management position					

#### General question

1	The overall participation of woman in management position is low					
2	Participation of women in leadership is low because culturally women management is unacceptable by the organizational workers					
3	opportunity of promotion for women leaders in the organization to the next level					



**APENDEX-TWO**  
**Interview checklist**

**Interview checklist for mayor and women and children affairs office**

1. Is their clear policy and strategy that empower women and promote on the management position in your organization?
2. Is the policy and strategy of your institution having problem on achieving women participation on management position?
3. Is the policy and strategy of the organization is effectively implemented in related to women participation on management position?
4. Is their careful monitoring and evaluation of the policy implementation that enhance women's participation on management position?
5. Do you think that women are equal participating in management position in the organization? If not why?
6. What are the major factors that hinder women from moving up to the management position?
7. Does the office have any involvement to enhance the contribution of women to management position?
8. What alternative ways do you think would encourage women to come to management positions?

4.1 Timeframe of the Research work

No	Activities	Duration of the research									
		sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1	Problem identification/topic selection	X									
2	Proposal writing		X	X	X						
3	Proposal submission				X						
4	Proposal defense				X						
5	Data collection					X	X	X			
6	Data analysis is & interpretation							X	X		
7	Writing the report								X	X	
8	Final Research paper submission									X	

9	Reporting the result /presentation										X
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## 4.2. Budget Estimate

When one conduct a given research he/she needs budget. This is to buy research materials and to get services. The followings are materials to be bought and services needed. Transportation, food and bed room, stationary and field tools

No	Material Name	Amount	Amount Of Money
<b>1</b>	<b>Stationer or</b>		400
	Note pads	10	400
	Pens	1 pack	100.00
	pencil	1 pack	100.00
	parker (marker)	Half pack	100.00
<b>2</b>	<b>Field tools</b>		
	Data collector per diam	1	5,000.00
	Camera	1	2000.00
	Recorder	1	1000.00
	Shoes	1	1000.00
	Bag	1	800.00
3	For food	-	1000.00
4	For bed room	-	2000.00
5	For transportations	-	2000.00
<b>6</b>	<b>Miscellaneous</b>		3,000.00
	<b>Total amount</b>		<b>22500</b>