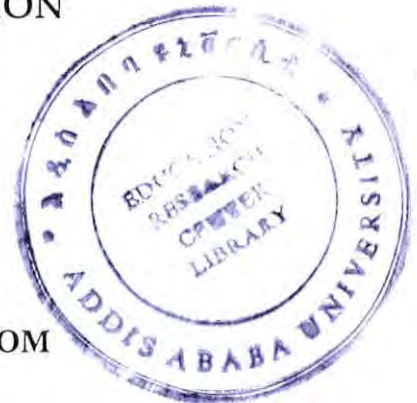


ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
COLLEGE OF EDUCATION AND BEHAVIORAL STUDIES
INSTITUTE OF PSCHOLOGY

CHALLENGES AND PROSPECTS OF WOMEN IN LEADERSHIP:
THE CASE OF SOME SELECTED ORGANIZATIONS IN ADDIS
ABABA CITY ADMINISTRATION

BY SELAMAWIT ADHANOM



JUNE 2010

PROSPECTS AND CHALLENGES OF WOMEN IN LEADERSHIP
THE CASE OF SOME SELECTED ORGANIZATIONS
IN ADDIS ABABA

**A THESIS PRESENTED TO THE SCHOOL OF
GRADUATE STUDIES, ADDIS ABABA UNIVERSITY
IN PARTIAL FULFILMENT FOR THE REQUIREMENT OF
MASTERS OF ARTS IN SOCIAL PSYCHOLOGY**

By

Selamawit Adhanom

June 2010

**CHALLENGES AND PROSPECTS OF WOMEN IN
LEADERSHIP IN SOME SELECTED ORGANIZATIONS**

IN ADDIS ABABA

By

Selamawit Adhanom

Approval of the Board of Examiners

Tefera Zewdie

**Chairman, Department of
Graduate committee**

[Signature]

Signature

Daniel Tefera

Adviser

ADDIS ABABA UNIVERSITY

[Signature]

Signature

Tefera Zewdie

Examiner



[Signature]

Signature

Table of content

Page

CHAPTER I

INTRODUCTION

Acknowledgment	I
List of Table	II
Acrimony.....	III
Abstract	IV
1.1 Background of the Study	1
1.2 Statement of the Problem	3
1.3 Objectives of the Study	4
1.4 Significance of the Study	4
1.5 Limitation of the study.....	4
1.6 Operational definition of terms -	5

CHAPTER II

REVIEW OF RELATED LITRATURE	6
2.1 Patriarchal Ideology and Women in Leadership.....	6
2.1.1 Historical Overview of Patriarchal ideology	6
2.1.2 Historical Overview of Women in leadership.....	8
2.2 Gender and Leadership Styles	10
2.3 Polices for Promoting Women in Leadership	12
2.4 Challenges.....	17
2.4.1 Socio Cultural Challenges.....	17
2.4.2 Organizational Challenge.....	19
2.4.3 Personal Challenges	22
2.5 Contributory Factors for Women to Hold Leadership positions	24

CHAPTER III

3 RESEARCH METHODOLOGY 25

3.1 Sources of Data 25

3.2 The Population, Sample and Sampling Technique 25

3.3 Instrument of Data Collection 26

3.4 Data Collection Procedures..... 28

3.5 Data Analysis 28

3.6 Ethical Considerations 29

CHAPTER IV

4. FINDINGS OF THE STUDY 30

4.1 Findings of In-depth Interview 30

4.1.1 Challenges That Women Leaders Face 30

4.1.2 Contributory Factors for Women to Hold Leadership Positions 39

4.1.3 Leadership styles of Women 40

4.1.4 Measures to be taken to Enhance Findings of Questionnaire
Women’s Share of Leadership..... 40

4.2 Findings of Questionnaire..... 42

CHAPTER V

5 Discussions of the findings..... 53

CHAPTER VI

6.1 Conclusions and Recommendations 64

6.1.1 Conclusions 64

6.1.2 Recommendations 66

References..... 68

Appendix A

Appendix B

Appendix C

ACKNOWLEDGEMENTS

First and foremost, I would like to express my sincere thanks to my advisor Daniel Tefera for his commitment and dedication to help me bring my thesis to this end. My work would have not come to this end had it not been for his tireless assistance and availability whenever I needed him in the office. I am very much thankful to my sources of information (informants and respondents) who are currently working in Finance and Economic Development Bureau, Education Bureau, Women's Affairs Office, Main auditor Bureau and Micro finance Bureau in providing information and for their patience during the time of interview questionnaire and document analysis . My special thanks also goes to Ato Fisha Abrha and Ato Eshetu Genemo for their dedication to read my thesis before I gave it to my advisor. I would also express my gratitude to the Graduate School for the financial support it rendered for the study. Finally, my deepest appreciation and heartfelt thanks goes to my friends Rehima , Elisa Tadesse and my sisters who continued to share with me their warm love , which was to me unswerving source of encouragement and strength during my stay in the Graduate School at Addis Ababa University .

List of Tables

Table -1	Summary of the Research Design	29
Table -2	Socio Cultural Challenges	42
Table -3	Organizational Challenges	44
Table -4	Personal Challenges	46
Table -5	Factors that Contributed for Women to hold Leadership Positions	48
Table -6	The Significance of Women's Participation in Leadership Positions.....	49
Table -7	Leadership Styles	50
Table -8	Measures to be Taken to Enhance Women Share in Leadership	51

ACRONYMS

CEDAW: Convention on the Elimination of Discrimination against Women

ECA: Economic Commission for Africa

FCSA: Federal Civil Service Agency

FDRE: Federal Democratic Republic of Ethiopia

ILO: International Labor Organization

MOE: Ministry of Education

MOFED: Ministry of Finance and Economic Development

NAP-GE: National Action Plan for Gender Equality

SDPRP: Sustainable Development and Poverty Reduction Program

TGE: Transitional Government of Ethiopia

UN: United Nations

WDIP: Women's Development Initiatives Project

Abstract

The study was aimed at exploring the challenges women leaders facing while assuming and performing leadership responsibilities of five governmental organizations in Addis Ababa. It also tried to find out the contributing factors for women to hold leadership positions, women's leadership styles and measures to be taken to enhance women's share of leadership. In-depth interview, questionnaire and document analysis were employed as the data collection instruments in the study. Participants of the study were 5 women who are in leadership positions of each organization and 130 subordinates of three organizations. The respondents for the survey were selected using simple random sampling. Purposive sampling technique was used for selecting women who are in senior leadership positions of their respective organizations. The findings of the study revealed that women leaders are facing many challenges in the studied organizations. Socio-cultural, organizational and personal challenges for women while assuming and discharging their leadership responsibilities. The main contributing factors for women holding leadership positions are personal performance and capability, their educational qualification, current political system and their experience. Finally, the main measure to be taken to enhance women's share in leadership positions mainly depends on addressing gender gaps in the country and raising the level of attention given for gender issues in the organizations.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In most societies women are regarded as they are created to serve the male partners and they are treated as the property of their husbands (Writh, 2001). Generally women experience unequal treatment in political social and economic matters in every nation. Although 50% of the world populations are women, their participation in formal political structure and process, their presence in decision making is low (Ray, 2005).

The number of women who work out side home is substantially increasing in many countries of the world but, their number in leadership positions remains negligible almost every where in the world (Ray, 2005). Their participation further decreases in the highest leadership position in which women constitute less than 10% of the total highest decision making positions world wide(Wirth, 2001).

Women scarcity in leadership and decision making sphere is a global phenomenon. Women both in developed and developing countries are underrepresented in leadership position of their nation (Whitehead, 2006), but there is obvious distinction between developed and developing countries. Women have wide access to education in the case of the former one, but educated women in developed countries also face challenges that hinder their participation in leadership and decision making positions.

African women perhaps assume the worst position the region in terms of their participation in decision making sphere (Cornwall, 2005). Most public wage employees in Africa are men. Women employment in the continent's formal sector is characterized by low status and low prospect of women for advancement. There are few women in leadership and fewer in decision making positions of both public and private sector.

Most researches indicate that, a number of factors are responsible for low participation of women in leadership. The first factor is socio-cultural factor and the second factor may be prejudice held by both men and women with regard to women's leadership ability. The third factor is associated with the behavior of the subordinates. Those women who

are appointed as leaders encounter prejudice, discrimination and abuse. Fourth, despite these problems some of appointed women consider themselves as incapable or it has made women believe that they do not possess leadership qualities.

Women's low participation in leadership positions in Ethiopia can also be expressed in different forms, including lack of opportunities to participate in leadership and decision making positions and their multiple roles have made them lag behind every endeavor (Meron, 2005). Furthermore, numerous and varied customs and traditions prevalent in the country continue to define women's appropriate behaviors which trigger interlocking forms of institutional exclusion of women.

Women perform major jobs like domestic work, child protection and different professional jobs but they are paid less. Barbara (2005). In most of the countries women's income is highly dominated by male members of their family and they do not control over their own finances. In fact, in many countries certain professions like public school teachers and public health workers, who have relatively low status, are largely dominated by women. In contrast higher positions such as university teaching and organization administration which are relatively high statuses, are dominated by men (Wirth, 2001).

Gender issues have got much more attention world wide today. Many researchers are highly interested in the issue of gender and have conducted various studies from different perspectives. Some of these studies are conducted by Federal Civil Service Commission, (2003) and Meron, (2005). Almost all gender discrimination problems have been assessed and many governments have included gender issues in their laws and made different policies to bridge the gender discrimination gap (Wirth, 2001). Despite these efforts, gender discrimination problems have not been uprooted because of many interdependent factors.

The 1995 constitution of the Federal Democratic Republic of Ethiopia also has taken a major step that guarantees the right of women in areas where women are discriminated against both in law and in fact. Moreover, in 1981 Ethiopia had ratified and adopted international conventions, such as the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), as part of its domestic law.

1.2 Statement of the Problem

Leadership is traditionally considered as men's occupation. Because of this traditional attitude women face many challenges to hold and progress in leadership, in addition to other barriers. In spite of this, in recent years the number of women in leadership has been increasing world wide (Wirth, 2001).

However, most of these women are concentrated at lower levels of the leadership position and they could not be able to break through the top leadership position.

Some scholars including Ray (2005) and Wirth (2001) explained that, gender role assigned at the family level and place women in low hierarchy. This gender status is maintained through low resource allocation to women by the state, society and family. This is reflected in the following social indicators, that is: - varying degree of gender disparities in employment, ownership of resources and politics in all countries. Additionally, women also find it hard to participate in politics and other spheres due to limited time they have because of their dual roles in the productive and reproductive spheres.

Women have been informal leaders, like mothers who direct their children's future, or teachers who built tomorrow's nation. But they are often unrecognized leaders. Their participation at the decision making level is very limited, minimal and confined to a very specific role (Rai cited in Meron, 2005). Here it is necessary to mention that, change is required, not only including and extending women's leadership by empowering them as a whole.

Even though much has been done on challenges of women leaders', emphasis was not given on how the challenges affect them to hold better positions. Taking this in to account, the study focused on identifying the challenges and how the challenges affect women leaders to account hold better position. Women in leadership are facing many problems from their families, societies and also work environment. There fore the aim of this study will be investigate the challenges and prospects of women in leadership in selected organizations in Addis Ababa.

1.3 Objective of the Study

This study aimed at investigating the challenges and prospects of women in leadership. Specifically the study attempts to:

- Examine the challenges that women leaders face in their organizations.
- Identify women leaders styles of leadership
- Investigate the major contributing factors for women's to hold leadership position.
- Find out the measures to be taken for women's to share of leadership positions.

1.4 Significance of the Study

A survey of literature on women's involvement in leadership sphere of Ethiopia shows that there is very little information about women's participation in leadership positions of different governmental organizations. Since this study focused on investigating the challenges and prospects of women in leadership, the findings of the study will help women leaders to become aware of the challenges they face, to look at the possible ways of mitigating the challenges and impediments for holding better leadership positions. The findings further inform administrators about the challenges of women leaders encounter and about the mechanism of rendering vital support, so as to narrow the existing gap in leadership position.

1.5 Limitation of the study

This thesis work might reflect some limitations. Among these, lack of comprehensive data in the study organizations and the scarcity of relevant sources related to gender and leadership in the Ethiopian situation have been the greatest challenges that the researcher encountered during the process of the study.

1.6 Operational Definition of Key Terms

Before going to the specific review of literature, some of the terms used in this research need to be clarified. There fore in this study:-

■ **Challenges:** - refers to factors that restrain women leaders from performing their duties effectively and holding better leadership positions.

■ **Prospects:** refer to the existing national policies and gender sensitive development plans that might facilitate or create conducive environment for women participating in leadership.

■ **Leaders:** - refers to individual who hold senior managerial position through nomination or merit in their respective office structure.

■ **Leadership:** - refers to influencing, guiding, facilitating and making decision on the matter of the organization.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

2.1 Patriarchal Ideology and Women in Leadership

2.1.1 Historical Overview of Patriarchal Ideology

Patriarchy is a particular form of household organization in which the father dominates the other members of the household (Sanday, 1994). The seventh century conservative political theorists also defined patriarchy as a system of rule in which the king's supreme authority was mirrored and reinforced by the father's supreme authority in his household (Randaw, 1982) that means males are head's of the family. Though the thought of universal nature of patriarchy or male dominance is overwhelming among a number of scholars, some writers have argued the existence of relaxed and egalitarian relationship between men and women in some ancient primitive societies. Proponents of this view often go to attribute the contemporary male dominance to the emergence of private property (Moghadam, 1996). But such views are often challenged primarily because evidences provided to support their argument are accounts of myths and archeological evidences of goddess worship. By now it is widely accepted that myths do not necessarily have a basis in human history.

In addition, it has been pointed out that although women of some matriarchal society had enjoyed economic and political powers, it was only men who could be their chiefs. This shows how male dominance was defined and identified in leadership (Hughes, 1995). Men's legitimacy and women's exclusion from public affairs had been advanced throughout successive historical eras.

During the ancient times, philosophers used to speculate women's inability to effectively perform public affairs. A well known ancient philosopher Aristotle in his writing has emphasized this view. He had argued that women along with their children possess only limited capacity for good and they are unfit to participate in public affairs. This had led to the development of ideological justification for relegation of women to domestic work (Randaw, 1982).

In medieval and early modern society also, vastly separated roles and domains were ordained for women and men. Women were suited to perform domestic tasks. This cultural construct called the cult of domesticity, provided explanation of men's place at work and women's place at home. Men are supposed competitive and aggressive to fit the public sphere. Women on the other hand perceived as innately nurturing and passive to provide comfort for family members (Bonvillan, 2001).

According to Nielsen (1995), the public-private divide has been served as ideological and factual ground for patriarchy to legitimate women's exclusion from public spheres. Similarly (Curran and Renzetti, 1995), explained it as; "the private- public dichotomy used to legitimize practices aggressive to women and degrade women's participation in public spheres.

Patriarchal ideology bases it self on the natural inferiority of women to men; women are considered as biologically weak and their survival depends on men. Men's leadership at all levels has been taken as the only legitimate leadership for the protection of women. This inferiority position given for women led them to confine to domestic sphere with little or no exposure to the public arena (Meron, 2005).

Like ancient and medieval periods, patriarchal social relation is apparent in contemporary capitalist society (Weedon, 2003). In the words of the author,

"All contemporary societies are male dominated and although the degree and expression of female subordination vary greatly, sexual asymmetry is presently a universal fact of human life (pp.9)."

Patriarchal social relation and capitalist economies are interconnected. In fact patriarchal systems predated the origin of capitalism existed in cultures with out capitalist economies but as capitalist economies developed; they incorporate and utilize the pre existing patriarchal relations. The marginalization of women serves the interest of both capitalist economies and patriarchal social system (Bonvillan, 2001).

Capitalism benefits by women's availability in the work force with relatively low wages and under unstable conditions. Women are willing to work for less pay than men because of their socialization in male dominated culture that make them to lose their self-worth (Mann and Crompton, 1994). They are thought to view themselves primarily in terms of family relationships, especially as wives and mothers rather than workers. In addition, women are socialized to be docile and obedient to male authority than to assume to be authorized to lead or order men (Nielsen, 1995).

2.1.2 Historical overview of Women in leadership

Renzanti (1995) and Johnson & shabazz(2007) stated that the contemporary world is male dominated in which gender power relations are clearly adjusted in favor of men. The prevailing internationalized patriarchal system systematically excluded women from every sphere of public life including leadership and decision making structures (Meron, 2005).

Renzanti (1995) argued that patriarchy is a system of male dominated and female subordination in economy, society and culture that has characterized much of known human history to the present day. There has been debate whether there was female domination and male subordination in history or not (Razavi and Hassim, 2006) and most writers argued and come to conclusion that much of the human history is characterized by male domination and female subordination.

Barbara (2005), noted that patriarchy is a system in which formal power over public decision and policy making is held by men. The writer further explained that it is the male domination of ownership and control at all levels in society, which maintains and operates the system of gender discrimination.

Similarly (Adler and Izrael, 1992) stated that: "Though women constitute around 50% of the world population, in no country they represent half or even close to half of the decision makers".

From 1950's onwards women have attended educational level comparable to those of men in many countries and have been increasingly hired in jobs previously reserved to men (Wirth, 2001). Currently women represented above 40% of global work force yet their share of leadership positions doesn't exceed 15%, and the more senior the position, the more glaring is the gender gap. National survey reveals that in the largest companies' world wide, women's share in the top leadership positions is limited to a mere 2-3%. This figure sharply contrasts with the high and increasing participation of women of in labor force (Wirth, 2001). Thus, women are scant in leadership position despite the arithmetic increase in their formal employment over the last few decades (Ravazi and Hassim, 2006).

In central and Eastern Europe, along with Canada and Newzland where women's movement accelerated and women's entry in a wide range of professionals, the proportion of managerial jobs held by women still low when it compares to their share of over all employments rate(Siltanen et.al, 1995). In Denmark and Israel in which women had more than 46% of the total labor force, their share of legislative, senior official and managerial jobs were less than 30%. In Brazil, also women leaders, directors, and managers in the highest companies of the country constitute only 3% of the total. In this and other industrialized countries, raising participation rate of women in labor force has increasing the chance for women's access to top leadership and decision making positions. Even though Scandinavian countries which are well known for high level of women's participation in political decision making activities and for their generous family support system, they have low participation of women in managerial jobs(Wirth,2001).

While women's share of over all employment is lower in a number of developing countries, there appears to be less discrepancy in their access to professional and managerial jobs than in some industrialized courtiers such as Austria, Germany, and Switzerland. In comparison with the above the proportion of women in leadership in some developing countries such as Colombia, Costa Rica, Philippines and Venezuela is less than in certain industrialized countries. Women leaders in these developed countries have better access to participate in leadership and decision making positions (Wirth,

2001). But this trend is not the same when it comes to the developing countries like Africa, where patriarchy is deeply rooted in society (ECA, 1996).

In almost all of African society, the traditional perceptions of women as inferior to men continue to invoke women's subordination in public affairs and they concentrated in lower decision making positions. Women academic achievement and roles are hardly acknowledged or recognized. Consequently, men dominate women in political, economic and academic sphere of the continent (Wirth, 2001). Besides (Meron, 2005) also stated that ,women have insignificant share in top leadership and decision making roles in most African countries.

The participation of women in the labor market of Africa is relatively low. Majority of women working in public sector of the continent are concentrated in professions such as teaching, nursing, technician and related services. While very few women occupy administrative and leadership positions (Meron, 2005).

There are very few women council mayors, parliamentarians and ministers, in Africa. Though women are found in parliament in almost all of African countries, their level of participation is extremely low. Their participation rate ranges 1.2% to 15.7% in Togo. The number of women who hold ministerial posts in 1994 in Zaire were 3% and in Burkina Faso 17% (ECA, 1996).

The above analysis reveals that very few women have been appointed to top management and administrative positions in public sectors of Africa. Further more, few of them are also in the political decision making positions. The absence of women in top decision making positions has brought serious implication for low participation in the socio-economic development activities in the continent (MOE, 2005).

2.2 Gender and leadership styles

Several studies have been conducted on women in leadership. The results of these studies are not the same while there are arguments that there are no gender differences in leadership style or behaviors between men and women. Some reported that men and women are different in significant ways in leadership. While others found no difference

between men and female leaders in their leadership roles. Roslyn cited in Brown (1979) argued that men and women are different in significant ways, with men being more aggressive and women being more perceptive to reality and likely to sustain interest in completing area job. Similarly, women are superior on transformational leadership and male in transactional style of leadership.

Early studies of differences between men and women in leadership found the difference is related to gender, men are more concerned on “task oriented” and women more concerned on” socio -emotional issue”(Brown,1979). Thus, feminine characters are more appropriate for “transformational leadership” and Masculine characteristics more appropriate for “transactional leadership (Barbara, 2005).

According to Hearn (1990) and Helgeen (1999) women and men leaders have different style in giving feedback for their subordinates and conflict resolution methods. Men tend to more comfortable with giving negative feedback. They have learned to control their emotions rigidly and often have difficulty in giving positive information to others (Hearn, 1990). Also noted some men leaders feel that employee should be given positive feedback only for superior work, that is, routine work doesn't deserve positive affirmation. Hence, some men leaders readily give negative feedback when employees do not meet their expectations or standards. Women on the other hand tend to be more comfortable with giving positive feed back. Because of their socialization, they find it important to please others and to gain their approval. As a result, they often over play the positive and under play the negative feedback. Other characteristics associated with women leaders is good conflict management skill. Most women leaders tend to adopt win- win approach to solve conflict. The approach enables both conflicting parties to win and it is considered as most effective method of resolving conflict (Hearn, 1990).

Women leaders are more likely than their counterparts to incorporate citizen input, facilitate communication and encourage citizen involvement in their decision making process. Women voice embraces the idea of responsibility, caring and interconnectedness, while men voice embraces adherence to rules and individualism. Women leaders are encourage participation; share power and information, enhance the self worth of those around them and energize others. They have greater sensitivity to

subordinate needs, a high level of compromise and a different approach to team work. They are more likely than men to attempt and facilitate communication between the employees. Generally, women leaders seem to utilize skills that further the democratic principles of “governing by the people” (Ray, 2005; Barbara, 2005; Fox and Schuhman, 1999).

The opposite position or argument for difference between men and women leadership perceives little or no gender difference in leadership styles. The result of some studies have indicated that the absence of significance difference in leadership behavior especially if they have the same role and the same position (Cornwall, 2005).

2.3 Policies for promoting Women in leadership (International and National context)

Many studies have indicated that gender inequalities are deeply entrenched in all societies and are produced through variety of practices and institutions including policy intervention. They pointed out that inequalities on sex are pervasive features of all societies; they are the product of socially constructed power relations, norms and practices. To tackle gender inequalities many initiatives have been made at international as well as national levels. Some of them specifically directed to enhance women in leadership while the majorities are targeted to reduce all forms of discrimination against women. Furthermore; internationally many initiatives have been taken to promote equal employment opportunities and to address other gender inequality problems (Wirth, 2001; Steans, 1998).

International level initiatives are ratified nearly by all nations as convention. These include international labor standards on women workers of 2000, which cover a broad range of labor matter and ILO standards on gender equality which involves discrimination (employment and occupation) convention, 1958, No 111 and equal remuneration convention, 1951, No 100, the maternity protection convention, 1919 No, 3 which was revised in 1952 and adopted in 2000, and declaration of equal opportunity and treatment for women workers, adopted by 1975. Among global action taken with in the United Nations Convention on Elimination of All Forms of Discrimination Against

Women(CEDAW) adopted in 1979, the 1995 fourth world conference on women which was held in Beijing platform of action which was specifically identified as the Beijing +5 special session of the General Assembly; “Women 2000: Gender equality, development and peace for the twenty century” which was held in New York (June, 2000); the 1993 UN General Assembly declaration on the Elimination of violence against women and the 1994 commission on human right which appointed a special “rapporteur” to examine violence against women are the most commonly cited initiatives. These conventions generally calls for equality between men and women in all aspects and reaffirmed that the right of women are an integral part of universal human rights (Wirth, 2001; UN, 2000; UNRISD, 2005).

In particular, signatory countries have committed to ensure *“the right to the same employment opportunities including the application of some criteria for selection ..., the right to free choice of professional and employment, the right to promotion, job security and all benefits and conditions of service and the right to receive vocational training and the right to equal treatment in respect to equal value”*.

In addition to international conventions, different policies and strategies have been formulated and identified. This is understood that all polices should embrace women and should have to address gender- based inequalities and constraints. Gender mainstreaming is found to be the most important mechanism.

Gender mainstreaming is about integration of women’s concern in all aspect of development planning by explicitly considering the actual and potential role of women in all sector of the economy and impact of all polices plans and programs on women vis-à-vis men. Most authors stressed the need to give concern for mainstreaming activities. They argue that, whether polices or programs are gender neutral their real impact will depend on the actual and potential role of women and men in the economy and their particular constrains and needs (Writh, 2001; UN, 2000; UNRISD, 2005).

In addition, Ethiopia has also ratified international convention such as the Convention of Elimination of Discrimination Against Women (CEDAW) in 1981 and since then the convention has been adopted as part of country’s domestic law. FDRE government also formulated women’s policy to emphasize women’s issues more. Ethiopia was also part of

the 4th world conference where the Beijing plan of action was ratified. Women's power sharing in politics and decision making was one concern of plan of action (Meron, 2005). Following the Beijing conference; Ethiopia had identified seven priority areas in order to ensure gender equitable development. Empowering women and increase their participation in leadership and decision making positions are among the seven critical areas (NAP-GE, 2006).

According to different sources, a number of policy declarations have stressed the need for women to take part in different economic, social and other sectors in order to bring about the desired change. As a result, policies which incorporated gender issues and concerns were issued for their implementation. These include the Federal Democratic Republic of Ethiopian Constitution, the national policy on Ethiopian women, national population policy, health and education polices and other sector polices and strategies.

First and foremost, the FDRE constitution adopted in 1995 has properly dealt with the issue of gender equality, equity and human rights in several articles. A separate article (35) has been included with the view to address the specific needs and problems of women. Article 35 (3) of the FDRE constitution cited in Ministry of Education's Gender Mainstreaming Guideline Document (2004, p.18) states as:

In recognition of the history of inequality, and discrimination of women in Ethiopia, women are entitled to remodel and affirmative measures. The purpose of such measures shall be to enable women compete and participate on the basis of equality with men in political, economic and social life, and to gain access in public and private institutions.

The National Policy on Women adopted in 1993 aims at facilitating conditions conducive to the speeding up of equality between men and women so that women can participate in the political, social and economic matters of their country on equal terms with men. It also emphasizes ensuring their rights to own property as well as their other human rights are respected and that they are excluded from the enjoyment of the fruits of their labor or from performing public functions and becoming decision makers. Following the declaration of the National Policy on Ethiopian Women, and in compliance with its

strategies, the challenge then was to create a government structure through which the implementation of the policy can be materialized. To this end, the Women's Affairs Office under the Prime Minister Office which actually now becoming an independent ministry (Ministry of Women's Affairs) has been established as a national machinery for the advancement of women. Consequently, women's departments at federal government agencies and women's affairs offices in all regional states including Addis Ababa has been established to create favorable condition for the implementation of women's policy and follow up and monitor various activities undertaken at regional level (Gemed, 2003).

The National Population Policy (TGE, 1993) also states raising the economic and social status of women by freeing them from the restrictions of traditional life and making it possible for them to participate productively in the larger community as one of its areas of focus. Removing all legal and customary practices militating against the full enjoyment of economic and social rights by women including the full enjoyment of property rights and access to gainful employment is also another important objective of the policy. According to Ethiopia's Education and Training Policy (1994) education will be geared towards reorienting society's attitude towards the value pertaining to the role and contribution of women in development. The mechanism set as strategy for this include: creating various channels of communication to promote girls education using available media and other channels. Moreover, efforts have been done to narrow the gender gap in different levels of the education system. For this reason different researches that have clearly identified problems of girls' education have been undertaken (MOE, 2004).

Another effort made by the government to address the issue of gender can be also seen from the point of view of the Women's Development Initiatives Project (WDIP) that offers particularly poor women in rural settings critical economic opportunities to help fight their desperate situation (SDPRP, 2002). This official document also states that recent changes in the family code, and attempts made by the sector ministries, commissions, and authorities to institute organizational policy guidelines to address gender issues within their operational framework, have resulted in an improvement in the

policy environment and programmatic directions. However, over time it has been observed that progress in women's lives is not proportionate to the progress made in the policy and legal environment. This calls for expediting the socio-economic development process with the required gender sensitivity in all development programs in general and that of exercising gender mainstreaming practice in particular. By and large, in order to enable women fully participate in the socioeconomic and political arena and benefit thereof, the existence of policies is a prime concern. In this regard, in view of the existing policy framework in the country, one can argue that there is a favorable policy environment to empower women in all aspects of life.

Despite all the national and international declarations, women in Ethiopia are still largely underrepresented in leadership positions at all levels. More and more women are engaged in informal employments and others are underrepresented in the middle and higher leadership position. The constitutional commitment of government to grant affirmative action has not been translated in to concrete action at all levels (NAP-GE, 2006). This indicate that the number of elected women representatives is still low both in house of peoples representative and regional councils. According to the 2000 election report of electoral board of Ethiopia, women constitute only 7.6% of the total seats in the house of people representatives, 6% in the house of federation and they represented 13.9% of the total regional council members. At kebele level, women represented 13.9% of the total seat (Meron, 2005).

In the 2005 election, women participation rate shows slight increase to 21.2% in the house of people representatives but the figure still remains far below the 30% target. In the executive branch of the governments (Ministers, Vice Ministers etc) women constitute 13 % (NAP-GE, 2006).

Inadequate representation of women in leadership position of our country is attributed to various reasons. Too little focus given to issues is considered as the basic reason. The 1993 women's policy of Ethiopia for instance lacks a focused analysis of the serious implication of the absence of women from the decision making, although the document mention women's role in decision making, insufficient number of educated women, and lack of proper implementation of policies is also other reason, even those educated

women who are on decision making positions lacks commitment to fight for the issue of gender equality (NAP-GE, 2006).

2.4 Challenges that women leaders face

2.4.1 Socio cultural Challenges

Gender socialization is a life long process by which individual learns the culture of their respective society through interaction, and become functioning members of the society. Gender socialization is part of entire socialization process by which each member of a given society learns gender appropriate “feminine” and “masculine” behaviors and act accordingly. In fact gender appropriate behaviors are not uniform through out all societies of the world but there also some similarities in this regard (Linda, 2005).

Gender socialization is a continuous process that begins at home in early child hood. In most cases pre school female children socialize to be passive, polite, shy, gentle and courteous. Boys on the other hand are encouraged to aggressive, active, independent, confident, and to view themselves powerful while girls tend to feel powerless (Pigford and Jhonesen, 1993). It is stated by different authors that culture determines the relative role of women and men (Barbaba.2005; Razavi and Hassim, 2006).

Almost all cultures of the world are dominated by patriarchy view that gives little room for women’s ability to participate in public sphere (Weedon, 2003). In most countries of the world men has been accepted the seeker and bread- winner while women are seen as passive, home bound and always yielding to men’s advance and ready to accept the dictate of men. It is elaborated that every society has its own roles that men and women expect to follow. This traditional assign roles begin to influence the behavioral and personality of individual in early years of life (Yalew, 2000). As Yalew (2000) mentioned men and women children start to assume different responsibilities and play varied roles at early age in Ethiopia.

Yalew (2000) underlined that because of cultural barriers and perception women are considered as inadequate, incompetent and inefficient in leadership activities. (Barbara, 2005) also shares the idea of Yalew and noted that societal (cultural) perceptions

influenced the way in which individuals interact with women leaders and some times interfered with their ability to perform their works as leaders'. In addition, society deems roles by assuming that suitable for a masculine individual and a feminine individual. For instance, in the past women were more likely than men works as telephone operators whereas men were hired as telephone linemen-distinct gender roles consistent with social expectations. In contrast care taking is considered to be sex role related to biological factor and therefore, one might predict a role unlikely to be greatly altered by societal influences.

Cultural practices play an important role in the allocation of resources by society and state for the women (Razavi and Hassim, 2006). In many countries, women can not procure bank credit or own property and have limited access to education because education and economic resources are allocated to women according to cultural values. For instance, in most societies, especially South Asian countries and Afghanistan, women's freedom of movement is restricted, which stops women from participating in trade business activities (Jhonson and Shabazz, 2007). In this case it is the culture of these particular societies that stops women from creating their own business and participating in any endeavor of the world.

East Africa is a place where patriarchy is deeply rooted in society. There is a strong link between religion and patriarchy to extent that no one knows which one gave birth to which (Linda, 2005). But patriarchy is there. According to Linda, patriarchy is the ideology that men are biologically superior to women, that women are biologically weak, and have to depend on men for survival, men's leadership at all levels has been taken as the only legitimate leadership for the protection of women. Hence, this cultural perception of women as inferior has led the women, to be confined to lower leadership positions and those women who are in top leadership positions face strong challenge from colleagues.

According to Meron (2005), due to deep rooted traditional beliefs about the subordinate role of women in society, both men and women may find it difficult to accord the top female public decision makers the respect and cooperation they require to be effective.

Therefore, these cultures and traditions that invest superiority in men are being acknowledged as the major draw back to Ethiopian women seeking leadership position.

In Addition, women have traditionally been restricted to certain numbers of professions and positions mainly with low status, income, and career possibilities (Moghadam, 1996). Similarly, according to Nawe (2004) most of employee in Tanzania, including in higher education are reluctant to promote women to leadership position because they are considered as weak, unable to work as men and require maternity leave inconvenient times).

Generally due to the deep traditional beliefs about the subordinate position of women in society, both men and women find it difficult to give the respect and cooperation for women who are in leadership positions and this traditional beliefs influence them to accept men as administers and leaders, even women them selves ready to accept men's authority whereas they undermine and question women's position of seniority (Meron, 2005).

2.4.2 Organizational Challenge

According to US census Bureau of statistics (2000), women in labor force, on average make 25% less salary than men do and also along standing argument is that, women face barriers preventing them from fair advancement in work place(Jhonson and Shabazz,2007).

Besides, discrimination occurs at many levels. For example, one explanation for the gender gap in pay is that women are less likely than men are to present themselves as candidates in commutative situations. Different scholars also stated the reason why, women hesitate to apply for advanced academic positions is that women do likely to say that, they are not prepared for the position and need more time to think about the position (Barbara, 2005). Furthermore, there is gender gap in pay, selection and promotion and also men are more likely to work at the highest level of management, where as women are in lower non managerial positions. In addition to a promotion gap, full time salaries are gender-differentiated in any institutions.

According to Acker and Feuvenger (as cited in Bonvillan, 2001) organizations are patriarchal institution that inevitably puts women in lower positions and certainly favor men. Supporting this idea, Bond as cited in Singh (2002) stated that the reason women assuming lower positions is in the structural factors of the organizations, it is not women and men are not equally capable and committed to assuming positions of leadership. Among structural factors discriminatory appointments and promotion practices; male resistance to women in leadership position; absence of policies and legislations to ensure participation of women and limited opportunities for leadership trainings and for demonstrating competence as the result of the power structure in the work place were mentioned as the main challenges for women's hold better leadership positions (Singh, 2002; Estelledisch, 2009).

More over, Hansot and Track as cited in Wirth (2001) mentioned that the chief source of male domination in any public sphere lie not in psychological make up of the individual but in the structure of organizations. Similarly Blackmore as cited in Nawe (2004) describes the situation of women as "outsiders inside" that is inside the organization but out side the "boys club". This implies that women are already inside the organizations but their level of participation is as those of women out side the organization.

According to Handley as cited in Linda (2005) one of the challenge for women's to discharge their responsibilities is exclusion from the informal network of men, Handley states that women can find them selves excluded from the useful network of male colleagues establish, and this in turn them from career promotion, new jobs and fruitful discussion and nomination for top leadership positions.

Doly and Hind as cited in Linda (2005) also find that the informal networks are central to the advancement of women in leadership. According to Nawe (2004) even where there is an acceptance of equal opportunities there are implicit disadvantages, in which females are absent in many areas where information is gathered and networking takes place. Thus female miss a lot of what is gained through this process (Nawe, 2004).

Two theories proposed to explain the salary and promotional gap are systematic or "glass ceiling" theory and the personal work and family choice theory. The glass ceiling

explanation- cases in which the talents and achievement of women elicit less recognition than similar abilities of men- is believed to keep women from top positions, whether in business and public spheres (Barbara, 2005).

Hokins as cited in Barbara (2005), suggested that from birth, girls are treated differently than boys, and it is this differential treatment that later creates problem for working women in competitive environment. Girls are more likely to be reinforced for dependent and passive behavior, whereas competitive pursuits and interest in masculine, areas of study such as: mathematics, science and computer technology are frequently discouraged. These differences in early experience, according to Hopkins, predict that women are less likely to attain powerful leadership roles.

The second theory is not independent of the glass ceiling theory; a hostile work environment has a potential to motivate women to make a different career choice. A hostile work environment refers to a workplace that is not family friendly. Many women make a conscious decision to leave the work place and stay home to raise their children, not only because of discrimination but also the requirement of an inflexible work place, such as long hours and extensive conflict with the needs of their family (Linda, 2005). In contrast a biological perspective argue that , male and female come into the world with a skill set and motivation to engage in sex-differentiated tasks. Cognitive development theory predicts that the tendencies to discriminate are reinforced by individuals' biological tendencies to organize their world along sex-role dimensions. Social learning (observation, imitation and subsequent reinforcement of behavior theorists such as Mischel and Adler cited in Barbara(2005) posit that, the systematic failure of individual to advance is a result of lack of role models as well as the patterning of reward and punishment under contingencies.

Affirmative action

If women are to achieve their leadership goals and hold top leadership positions in political and economic with men, the inclusion of women in all occupations in fair number is vital (Barbara, 2005). In line with this, affirmative action is a technique of personnel administration which creates a plan for integration- a plan that includes goals

and time table. It was originally developed to try to get women's in to jobs from which they were excluded. Women began to be included in work place affirmative action plans after the passage of the civil right act in 1964(Barbara,2005).

In the last few decades especially after the 4th world conference of women at Beijing in 1995, all states of UN are committed to achieve gender fair politics in their respective state. The participants of the conference committed themselves to equal representation of women and men in leadership and decision making positions at all levels. Gender affirmative actions are now increasingly viewed as important features of boosting women's access in leadership position through out the world (Ray, 2005).

In Addition, most countries set minimum target of 30% representation of women in political and public decision making structure. The goal of most countries is not only make parliaments and other institutions more gender representative but also to strengthen the capacity of women parliament members and decision making process.

According to Ray (2005) Affirmative action implemented by organization to appoint women in to leadership positions also increased vulnerability of women leaders to stress-related symptoms. This is because some organizations had introduced affirmative actions to increase the number of women leaders. The action often is not followed by career training and development programs. Most of women leaders, thus find lack of mentoring, networking and training as additional source of stress this led them to be harassed by colleagues and subordinates and consider them selves as unfit to leadership positions this in turn them suffer from lack of confidence.

2.4.3 Personal challenges

Personal challenges discussed as one of the challenges that women leaders face. Different authors discussed the personal challenges of women leaders in different ways. According to Shakessart (1989) home and family responsibility create obstacles for women in leadership in which the women not only must effectively manage all their tasks but also contend with male administrators who believe that women are unable to manage in a good manner and inappropriate for leadership positions. More over the high inflexibility of working day, the location of work could be difficult for working women

to balance dual expectations of their family and leadership responsibilities (Estelledisch, 2009). In addition to the above, when women presented as high status leaders in any organizations they face time constraints on their work and personal life (Nuray, 2007). This implies that because of gender division of labor women are busy by their multiple responsibilities, which in turn results in time constraints to fulfill all of their roles.

According to (Wirth, 2001) women work longer hours than men in nearly every country of the world and they are responsible to care for children, elderly as well as to handle the entire domestic responsibility. In most cases parenting role is given for women. Similarly, Adler and Izreal, (1998) stated that women are less likely to stand the social and the psychological cost of entering a time taking occupations such as: management and leadership. These experiences made women leaders experience conflict between work and family roles and this conflict put them in stress, which is not common among men leaders. The other personal challenges of women that hinders them to perform leadership responsibilities is family obligation, fearing of rejection by women who have been socialized to accept men as authority figures (Ray, 2005).

Similarly, Barbara (2005) explained the idea as follows:

“Women do not necessarily support each other. If women are at the top, you do not find things better because women who are in leadership, it doesn't mean that they will be supportive of other women”. As a result women leaders experience professional isolation. Fearing of such isolation and rejection from both genders, they do not aspire to occupy senior ranks. In addition, women themselves conclude that they are less likely than men to succeed in politics, economic and public sphere and other areas. In contrast psychologists engage in women's studies focused on that gender difference in the motive to achieve showed not be interpreted as women being less intellectual able but rather, their goals might be different because of distinction social pressure.

Time use studies conducted in Nigeria, Australia and Canada showed men spend 24 minutes per day on house work while women allocate more than 3 hours per day (Wirth, 2001). In Ethiopia women spend an average of 13-15 hours in house hold family maintenance activities (Meron, 2005).

2.5 Contributory factors for women's to hold leadership positions

Besides the challenges of women in leadership, it is important to focus on contributory factors for women to hold leadership positions. According to Razavi and Hassim(2006) candidates for top leadership positions are traditionally recruited from previous effective leadership roles they perform and based on their experience they get from the position. In addition, Hughes and Hughts (1995) revealed both men and women at the top leadership positions tend to be well educated, to be affiliated with “political families”, and to come from back ground of relatives, who are wealthy and privilege.

The importance of encouragements and support from their family is important for women to hold leadership positions (Estelledisch, (2009). Most of those women have done these because of the encouragements of some significant persons like mother, husband, principals (EstelleDisch, 2009).there fore encouragement by family members is one contributory factor for women to hold better leadership positions.

According to Madesen(2007), successful women leaders do not intentionally look for leadership positions, but instead worked hard in their current jobs and performed to the best of their abilities .

According to Madesen (2007) most of women in any organizations took leadership when they are successfully from the lower positions and based on their experience rather than coming to the top leadership positions immediately. Consequently each position that they go through provided them the opportunity to learn and develop essential knowledge and competences that have been imperative for their success to be in the top leadership positions (Madsen, 2007). This means that when women hold lower position, the experience that they get in lower leadership positions helps them to come to relatively to the top leadership positions. More over educational qualification of women and the political system of the country can be the other contributory factors for women to hold leadership positions.

CHAPTER THREE

3. RESEARCH METHODOLOGY

The study aimed at describing the challenges that women leaders encounters and the prospects they have. In order to meet this purpose, qualitative case study and quantitative survey design have been used. There are two main rationales to apply qualitative design of the study, primarily the absence of information on how women leaders cope up with different challenges in our country. Supporting this, Reinhartz (1992) stated that, qualitative research is appropriate and effective when little or nothing is known about the situation. The other rational is qualitative method is effective tool when target groups are vulnerable groups (Reinhartz, 1992). She further asserted that, the method is particularly important for studying women whose history had been either ignored totally or spoken by men. Thus, an in-depth qualitative study could better help to investigate individual perspective toward a given phenomenon with in its real situation.

3.1 Sources of Data

The necessary information has been collected using primary and secondary source of data. Women leaders and their subordinates served as primary source of information because of their appropriateness to give valuable information from their experience about challenges and prospects of women leaders. Guide lines of each organization and other written materials were secondary source of information for the study.

3.2 The Population, Sample and Sampling Technique

According to Civil Service Commission Document (2007), there are 185 women leaders in Addis Ababa City Administration in 42 organizations. From 185 women leaders, 20 of them are found in senior leadership position in their respective office structure. From 20 women leaders the researcher had selected 5. The participants position has been selected purposefully based on the authority and high responsibilities they exercise in their organizations. The other primary source of data, as indicated earlier, is a pool of subordinates of women leaders. Three organizations were randomly selected out of five. There are 280 subordinates of women leaders included in the study in these three

organizations. Out of this, 150 subordinates were selected using simple random sampling technique so as to allow equal chance for all subordinates in the respective organization.

In this study, non-probability sampling technique was employed to select the informants for the in-depth interview of the study. In this regard, the informants were purposively selected on the basis of the researcher's prior knowledge to get the required data. In other words, the researcher to choose purposive sampling technique based on the conviction that senior leaders, working in their respective organizations are included in the sample.

In purposive sampling the primary consideration is the researcher's prior knowledge on the typicality of the sample to provide the best information so as to achieve the objective of the study (Cohen, 1994). Here the researcher holds the view that women leaders are typical source of information about the challenges they face and major contributory factors to hold leadership positions and also gather information about what has been done previously and what is the planned to be done in the future so as to promote women's involvement in leadership positions of the studied organizations.

3.3 Instruments of Data Collection

To obtain the required information, the researcher used two data collection instruments, these are interview and questionnaire. Review of documents was also used to assess the guide lines of the organizations as supplementary instrument. The questionnaire has both close and open ended questions.

In-depth Interview

In-depth interview has been employed to gather information from women leaders about the challenges they are facing and how the challenges affected their leadership role. Researches noted that in-depth interview endorse researchers access people's idea, thoughts and memories in their own words than in the words of the researchers. Reinhartz (1992) stated as:

Women historically have been silenced; and they have not always had opportunity to tell their own stories, In-depth interview allow them to do so.

The interview was conducted in Amharic so as to make the conversation and discussion communicative and get more elaborated data. The in-depth interview was recorded using tape recorder and by taking notes. The transcription was carried out and translated in to English.

Survey Questionnaire

A survey questionnaire was used in this research as another form of data collection instrument. Questionnaire was prepared in English and translated in to Amharic. The questionnaire consisted of items that deal with respondents' background information, challenges of women in leadership, leadership styles, contributing factors for women to hold leadership positions & measures to be taken to enhance women's share of leadership.

Subsequently, a pilot testing was made on 10 randomly selected subordinates. Based on the responses of participants of the pilot study and comments from the adviser, some vague items were revised and some replaced by new items. For instance questions related to socio cultural and organizational challenges were revised. Moreover, two items were removed related to organizational challenges.

Document Analysis

Document analysis in qualitative research gives a way to see organizational records (Best and Kahn, 1996). The researcher therefore, selected this technique so as to find out whether the organizations guide lines refers some affirmative action to encourage women to hold better leadership position. In addition, document analysis was employed to explore the recruitment, appointment and promotion criteria of each organization so as to see the extent to which equal opportunities are available for both men and women employee to participate in leadership positions of the organizations.

The researcher used three instruments of data collection to triangulate the data and to minimize the occurrence of bias and distortion.

3.4 Data Collection Procedure

Participants in survey and in-depth interview were informed about the research objectives and they were primarily asked whether they are volunteered. Then after, only those who were volunteered allowed being involved in this research. During interview the interviewer use some inquiring questions to get reliable data from the interviewees. The interviewer approaches to create friendly environment to make them relax and catch their feeling easily. In order to get valid and reliable data, the questionnaire was prepared and translated in to Amharic to make the respondents easily understand. To collect relevant data and minimize errors during data collection it was decided to distribute for one organization per day.

Regarding to the questionnaire distribution, in the selected three organizations, one hundred fifty questionnaires were distributed for subordinates. Out which one hundred thirty of them were collected.

3.5 Methods of Data analysis

The data obtained through the aforementioned methods of data collection were organized in line with the objective of the research. Transcription and coding of the information from the interview was made. Similarly notes taken by the researcher during data collection were also organized and included to enrich the discussion of the findings. Data gained in the process of interviewing or from documents were analyzed using qualitative data analysis procedures that involved breaking down the information in to different themes and categories which appear to be important.

The results of questionnaire were analyzed using simple statistical tools such as percentage& frequency.

3.6 Ethical Issue

All participants in survey and in-depth interview were informed about the research objectives and they were asked to voluntarily participate in the study. They were also informed about the confidentiality of the information they provide. To facilitate the interview, tape recorder was used after having their full consent. However, two participants in the in-depth interview refused to be recorded so that their right was respected and note taking technique was employed.

Table-1 Summary of the Research Design

No.	Research method	Data collection instrument	Nature of sample	Sample size
1	Qualitative	In depth interview Document analysis	Women leaders	5
2	Quantitative	Questionnaire	Subordinates	130

CHAPTER FOUR

4. FINDINGS OF THE STUDY

This chapter deals with the analysis and discussion of the data gathered through interview document analysis, and questionnaire. In the first section of data gathered through in-depth interview, held with five women, who are in leadership position was analyzed and presented.

4.1 Findings of In-depth Interview

In this section, issues such as socio cultural challenges women are facing while assuming and performing their leadership role, causes of the challenges, attitude of family and subordinates towards them becoming leaders are addressed. In addition, issues related to personal challenges women are facing while assuming and performing their leadership, issues such as, strength and weaknesses of women leaders, reasons for not aspiring top leadership positions, how they balancing family and leadership responsibilities also presented. The results of the study related to the importance and implementation of affirmative action, informal network and trainings related to leadership were presented. Further more factors that encouraged women to hold leadership positions, leadership styles and measures to be taken to enhance women's share of leadership positions are presented as follows.

4.1.1 Challenges that Women Leaders Face

Socio Cultural Challenges

One of the objectives of the study is to assess and examine the major challenges or constraints that hinder women from assuming and performing their leadership responsibilities in organizations under study. In this regard participants of the study were requested to point out the challenges they encountered in their respective organization. The interviewees pointed out a number of socio cultural challenges or constraints they faced in the process of assuming and performing their leadership responsibilities.

According to the interviewees, culture plays a great role in women's perception of the roles they assume and also the perception of others toward female roles. Similarly in most cultures men are perceived as legitimate to lead while women are supposed to follow and it is men who often take leading and managing positions in different associations such as 'Idir' and 'Mehaber', while women in most cases are mere members.

Interviewees also explained that, at family level too, it is the father who has the mandate to decide on big domestic issues whereas the mother is expected to accept what her husband decides. The interviewees believe that these cultural practices affect men colleagues and subordinates perceptions. Besides, the interviewees stressed that, some male colleagues need women under the "shadow of them" that is, some male colleagues want to work on behalf of women leaders with the assumption that they can not perform the leadership responsibilities. It was stated by the interviewees, the negative attitude of male colleagues towards women leadership is not expressed directly and openly in front of women. Instead they express their feeling through certain undermining behaviors which could be understood by women themselves. For instance, one interviewee explained the following:

...Leadership position was difficult for me only when I saw the acceptance of male colleagues towards my leadership position. In addition to my personal life, I felt angry by the attitude of some male colleagues who made unpleasant comments on how I was given a leadership position and my ability to perform leadership responsibilities. Those things have a negative impact on my leadership role.

Another interviewee also mentioned that, the challenges of women in relation to exercising leadership roles are negative attitude of colleagues and lack of confidence and hesitation on the part of male bosses towards women's ability and competence to discharge leadership responsibilities. For instance, she said:

...When I was appointed to this position, everybody hesitated on my leadership ability including my neighbors. This had affected the interest I had to hold the position. Because of such doubt I started to feel that I am unfit to leadership, Besides, I came to understand that my boss was also undermining my ability. This is

expressed by, he usually work every activity by him self instead of implementing the planned activity with me. This and other challenges made me feel unhappy.

According to the interviewees, negative attitude of colleagues and lack of confidence on their ability to perform their leadership activities negatively affected their motivation during performing their responsibilities.

The other socio cultural challenge mentioned by the interviewees is the disrespect that women leaders encountered from their subordinates who were not comfortable to be directed by women leaders. According to the interviewees, this arises from a long trend of associating management with men, and men dominance in leadership which lead men to assume women leaders as snatchers of men's power and show unfriendly conduct to women leaders.

The interviewees repeatedly expressed that, men subordinates find it difficult to be directed by women leaders. Supporting the above idea, one of the interviewee disclosed her experience as follows: *"in most of the cases men subordinates felt threatened to be ordered by me and expressed their feelings differently"*.

The study also uncovered the kind of harassment women leaders faced from their subordinates. Interviewees explained that they faced verbal harassment from candidates who applied for the post advertised by the organization and who failed to qualify for the post. In addition, it was mentioned that most of them experienced harassment in the first few weeks of appointment. One interviewee who faced verbal harassment from subordinates explained that:

...I heard unpleasant words from the driver who was supposed to drive my car. Most of the time he didn't call my name he asked my secretary "is the dormant woman in" and I felt dejected to hear him.

Women leaders also face challenges and rejection from their husbands. The interviewees highlighted that this challenge was the most difficult to handle. They explicated the kind of confrontation they faced from their husbands whenever they happened to come late at night due to elongated meeting or urgent task they were carrying out. In addition, their

husbands did not understand when they have meetings at weekends and holidays. Their husbands accused them of not paying enough attention to family responsibilities. For instance one interviewee stated that:

...The attitude of my family is positive to some extent but sometimes, I face challenges from my husband, when I came late at night due to meeting. He considered that I didn't give enough attention to my family responsibility.

Beside this, interviewees mentioned that women themselves perpetuate male dominance in leadership positions because of the following mentions cause.

The first one is socialization. Interviewees mentioned that, women in the family and society brought up in different ways from that of men. Most families orient women to be dependant and introvert individuals, whereas men to be extrovert and independent, which in turn affects the attitude of both men and women towards them and others. In addition, interviewees explained that socialization gives a person an opportunity to internalize certain personal behaviors. These behaviors did not permit women to involve in leadership positions. Even if they are appointed, they are not confident enough and interested to hold the positions. For instance, one interviewee explained the impact of socialization as follows:

...Whenever I thought about leadership "men" comes to my mind directly. How could I think about "women" to be in leadership because I was socialized to assume men are naturally endowed with important leadership traits. As the same time, when a female is strong in any activity people call her as "men", 'wend nesh.' Thus, the person who had been grown up hearing such kind of expressions couldn't think of women in leadership. Because of these reasons when I thought about leadership immediately men comes to my mind.

The other cause mentioned by interviewees is the cultural setting of our community that undermines women's ability to perform their leadership responsibilities. They emphasized that women in most cases are not the right persons to assume leadership positions because they are considered as "not mature" to hold the positions. They further

clarified that, because of the influence of patriarchal ideology, women who hold leadership positions are considered as “unfeminine” usually face social rejection.

Besides, the traditional division of labor assigns women as housewives who are meant for reproductive purpose, like giving birth and rearing children rather than being considered as leaders. The other point by interviewees mentioning here is that, patriarchal ideologies negatively affect the society to accept women’s ability to perform leadership activities. As a result, both women and men colleagues as well as subordinates are not comfortable to be lead by women because they tend to associate leadership with men. Even the interviewees presuppose men when they think about leadership.

As a whole, the interviewees in this study stated that, the main socio-cultural challenges were negative attitude of colleagues and subordinates, lack of acceptance from their subordinates and colleagues, verbal harassment from their subordinates, colleagues and women’s perceptions of leadership as masculine domain and rejection from husbands. With regard to the root causes of the challenges, the study uncovered that socialization of women in the family and in the society, the prevailing cultural practices that appreciate the dominance of men, patriarchal ideology and hesitation of society towards women’s ability to perform their responsibility are considered as the challenges that women encounter while assuming leadership position and performing their leadership responsibilities.

Personal Challenges

An interview question was presented for interviewees to give their own comments on women leaders’ strengths and weaknesses while performing their leadership responsibilities. The aim is to assess whether women in leadership have their own problem that can affect their ability to perform leadership responsibilities. According to the responses of the interviewees, they were more serious on their work and they work hard to perform their leadership roles and were more concerned for their work because if they make certain mistakes it will be generalized as the mistake of the whole women. The interviewees also indicated that women leaders are more careful in every aspect of

leadership responsibilities as they try to avoid the stereotypical attitude of society specifically subordinates and colleagues. This in turn makes them to be overburdened.

Interviewees also mentioned the weaknesses of women leaders indicated that women consider themselves as unfit, less competent to perform leadership responsibilities and lack of confidence while making decisions. Most of the time, it is men than women leaders who receive automatic trust while carrying out decision making activities.

The other weakness they mentioned is that, women who are not in leadership positions and those who are in leadership positions did not necessarily support each other. This can be expressed by women who were in leadership position did not exert their maximum effort to bring women into leadership positions and women who were not in leadership positions encourage the other women who get out of the societal believes. In relation to this one interviewee said:

When I was appointed to be a leader, most of my friends and colleagues considered my action as unusual and unfeasible. Some of them advised me not to hold the position even if I have been selected. Most of these people who advised and warned me were women. We didn't support each other instead we stand against the one who hold leadership positions. In my opinion this is an indication that women ourselves favor men's dominance in leadership.

Similarly one interviewee mentioned the weakness of women leaders' as frustration they come across while they are assigned to leadership positions. For instance, she explained this as:

...One thing that I can mention as our weakness is the frustration we come across while we are assigned to leadership position. I think the main reason for this problem is our culture which encourages men to be courageous and strong and women to be submissive and weak. This fact is also illustrated in our proverbs like 's'et wede majet' that expounds the women role as limited to home and discouraging the role outside home environment. Due to this fact, we women for long time were acting in accordance to what we were told by the society since our childhood. During our childhood period our families, for instance, provide us with different play materials for boys and girls which have a potential

to determine the future of women. Due to this reason, we face lack self confidence. Hence, we resist accepting leadership position even if we are assigned to be leaders.

On top of that, interviewees mentioned traditional roles and division of labor affected the role of women as typically home makers even though they are employed. Moreover, the interviewees pointed out that married women are busier of domestic responsibility that will prevent them from assuming top leadership positions.

Similarly interviewees identified women domestic responsibilities as critical factors for women not aspiring to top leadership position. The interviewees responded that they have never aspired to assume top leadership positions because of their domestic responsibilities. The interviewees also asserted that, women are happier to go to their home after work than men do because of their domestic responsibilities. They extended their argument that, since most of them are married and mothers, they are less likely to aspire for top leadership positions. For instance, one interviewee currently working as deputy director in one of the studied organizations explained her idea as follows:

...I have never aspired to assume top leadership positions. Because top leadership positions require more time even out side the regular working times. As a mother, I want to have enough time to take care of my children. I had been delighted when I was a teacher because in the afternoon shift I was free to handle my domestic work and taking care of my children.

In addition to this, another interviewee mentioned time constrains to balance private and leadership roles as one of the major challenges women leaders are facing. Women's leadership role is a challenging task. It needs commitment and sacrifice. This is not due to lack of skill to exercise leadership roles but it is because of time limitation to balance personal and leadership responsibilities. Besides, she mentioned that she feels guilty because of spending more time on her jobs by reducing her family time.

Interviewees also stated that, they face stress because of conflict between family and domestic responsibilities. They made clear that stress attributed to the double role of women leaders led to defects in performing their duties on time. Such defects in performance, according to interviewee, are often associated with women's lack of skills

to run managerial responsibilities efficiently. Because people considered domestic activity as easy and have no effect on women's office work load. Such thinking comes from devaluating domestic responsibilities. The interviewees further explained that in the long run, the burden of both domestic and leadership responsibilities will give rise to women voluntary termination of leadership positions and let alone assuming top leadership positions.

In general, the findings revealed that the presence of conflict between leadership roles and private roles, time constraints to balance multiple responsibilities, lack of confidence, gender division of labor and lack of support among each other were found to be major personal challenges of women in leadership positions.

Organizational Challenges

The informal network of men and the absence of women in the informal network is one of organizational challenges for women assuming better leadership positions. According to interviewees, relationship through informal network creates opportunities for men to assume top leadership positions. They further asserted that even though women are well experienced and qualified, they are excluded from informal networking because of women's multiple roles and patriarchal relationship. The absence of women in the informal network impede them to access valuable information about different jobs and as the same time they miss a lot of what is gained through this process.

Regarding the essence of affirmative action, interviewees stated affirmative action is compensating women's past discrimination that hindered them from competing with men equally. Interviewees also elaborated their ideas as, some leaders and subordinates including women understand affirmative action in a negative way. Supporting this, one interviewee stated "since our office is women affairs, we experienced different problems from different organizations, especially in recruitment and career promotion." Those problems have been emanated from misinterpreted of affirmative action. One interviewee explained her experience as:

...Let me give you one example, one kebele posted a vacancy with out clearly stating the criteria. The only mentioned point was "women applicants are not encouraged". We asked them the reason why? The Keble chair man said that, it is hard for women to apply in such kinds of time consuming jobs. Due to long maternity leave and asking frequent permissions when their children are sick, it terribly affects the work they assign to do.

Similarly another interviewee explained about affirmative action and its implementation as:

...My point with regard to affirmative action is quite different from others. I felt that affirmative action is not something given to women by the society rather the society should give back to women which had already taken it before. . With regard to whether affirmative action is properly implemented or not, even if we are trying to improve the implementation of affirmative action, I can't say that it is properly implemented.

Similarly, interviewees reported that, even though they have tried to implement affirmative action, they are not in a position to implement it properly. This is because of the previous patriarchal culture of the organizations which favor men in leadership as well as the previous inefficient administrative system. The interviewees also emphasized that, some subordinates misinterpreted affirmative action. Because of these reasons women who came to leadership position through affirmative action are considered as unfit, weak and harassed by colleagues of the organizations. Moreover, regarding the organizations plan for the future to bring women to leadership positions, interviewees mentioned that, they are more encouraged by the recent reforms taken by the government such as the establishment of women affair office in every organization.

Regarding provision of training, the interviewees stated that assigning women in leadership position without providing adequate trainings exposes them to be harassed by their subordinates. These forces them to consider themselves as unfit for leadership positions. In fact, the interviewees mentioned that, when they are assigned as leaders in the current organization, they have got a chance to participate in some training though it is not adequate. For instance one interviewee who has MA in organizational leadership said:

...When I was a unit leader of one school, I took trainings. But in the current organization, I didn't have the chance to participate in any of the trainings. Thus the government should organize trainings for women as a form of capacity building. Additionally, the trainings should create conducive environment for women to participate in the informal network that would enhance access to information.

To sum up, the findings showed that the pervious inefficient bureaucratic system of the organizations, subordinates lack of awareness about affirmative action, lack of training and the informal network of men forced women to hold lower leadership positions. In addition, even though women who are in senior leadership positions tried to change the previous bureaucratic system of the organizations, they are not in a position yet to bring visible change because of aforementioned reasons.

4.1.2 Contributory Factors for Women to Hold Leadership Positions

Interviewees were asked to point out factors that contributed to their access to leadership positions. The interviewees mentioned a number of contributing factors which helped them leadership positions.

Interviewees mentioned that, their performance and capability played crucial role for holding leadership positions. They do not simply assume for leadership position, rather the leadership position they are assuming is the result of hard work and strong commitment to perform to the best of their abilities. As they explained, most of the women are appointed to the leadership position due their performance while they were in lower leadership positions. For instance, one interviewee expressed her idea as follows:

... I think my special effort exerted in the previous leadership positions contributed a lot to the current position. Even if I had grown up in patriarchal society that always undermined women's ability and performance in out side works my own effort was an important to be appointed for the current leadership position.

In line with this, other interviewees pointed out that, the experiences they accumulated while they were working in different organization contributed a lot to hold the current leadership position. This is to mean that their involvement in different activities was an opportunity to be appointed as leaders.

In addition to the above, interviewees mentioned that, educational qualification is another important contributing factor to hold leadership position. Moreover, interviewees stated that, the current political system helped them to have the position because the policies encourage women's involvement in any endeavor.

Generally, the findings obtained through interview indicate that the major contributory factors for women to hold leadership positions are: personal performance and capability, educational qualification and the current political system.

4.1.3 Women's Leadership Styles

Regarding their leadership behavior, interviewees mentioned that, they are responsible, serious and devoted to their leadership roles and at the same time work cooperatively with subordinates. Furthermore, they don't want to force subordinates. Instead they better encouraged subordinates to work cooperatively and prepare plans together. For instance, one interviewee explained as follows:

... what I feel about my leadership behavior is I prefer working through discussion with my subordinates, because delegating responsibilities reduces the burden of work vested on a single individual. Moreover, I am good at listening to the ideas raised by subordinates for better performance of our organization.

The finding of the interview indicated that women leaders are sociable, share responsibilities involve and mobilize employee in order to attain their goals.

4.1.4 Measures to be taken to Enhance Women's Share of Leadership

Regarding measures that should be taken to enhance women's share of leadership positions, interviewees mentioned that, measures to be taken to enhance women's share of leadership position should start in lower school years of the student. The interviewees added that,

female's secondary positions started in elementary and high school level in relation to success to education. Similarly, when women's participation and achievement in education reaches the level of men, the opportunities of women to be employed could be enhanced. Additionally, if the number of women employees increases, their opportunities to be nominated as leaders could also be improved. Moreover, interviewees stated that increases the number of women in education and also women participation and achievement in education should reach the level of men.

An additional measures to be taken to enhance women's share of leadership positions, interviewees recommended creating network and giving training for women in the organization to develop their leadership skills, and encouraging women who were not participate in leadership. Similarly, one interviewee stated that capacitating women's skills through training and improving educational qualification of women are other measures to be taken to enhance women's share of leadership position. For instance, she explained this as:

...Most of our culture is dominated by patriarchal ideologies and beliefs. To alleviate the problem of these patriarchal ideologies government has a responsibility to change these beliefs by creating awareness through different medias and by sharing the experience of role model women leaders. Besides, the government should monitor weather or not the policies are implemented properly in every organization. In my opinion the government has to set criteria to evaluate leaders who are in leadership position like "what special considerations have been made by your organization to bring women to leadership positions.

Inline with this, interviewees stated that encouraging women who are in leadership positions and addressing socio-cultural challenges are important measures to enhance women's share in leadership positions. Moreover, another interviewee mentioned that, proper implementation of affirmative action in the organizations and set clearly stated recruitment and promotion criteria are measures to be taken to enhance women's share of leadership.

To sum up, the findings indicated that, the main measures to be taken to enhance women's share of leadership are increasing women's participation in education, addressing socio-cultural challenges and designing recruitment and promotion criteria's are long term measures. Whereas giving training for women in the organization to develop their leadership

skills, and encouraging women, who have never participated in leadership and proper implementation of affirmative action are some of relatively short term measures which can be taken by responsible bodies.

4.2 Findings of Questionnaire

Socio Cultural Challenges

Table -2: Responses of Participants on Socio Cultural Challenges.

No.	Items on socio-cultural challenges in relation to leadership?	Responses	N	%
1	Who comes to your mind when ever you think of a leader? Why?	men	110	84.6
		women	-	-
		both	10	7.6
		Their sex doesn't come to my mind	10	7.6
2*	If your answer is 'men' your reasons are?	Men often dominate leadership positions	90	69.2
		Society consider leadership as men's job	20	15.3
		Men are naturally endowed with leadership trait	80	62
		Men are considered as culturally given to such position	20	15
3	With which sex are you comfortable to be obeyed? Why?	Men	110	84.6
		women	-	-
		both	15	7.6

		Doesn't matter	-	-
4*	If your answer is 'men' your reasons are?	Men are charismatic to obey	100	76.9
		Men are socialized to be leaders this can help them to lead properly	-	-
		Men are naturally fit to such position	80	61.5
		There is no reason	-	-

NB: * Multiple responses

As depicted in the above table (84.6%) of the respondents reported that, when ever they think of leaders, men come to their mind. (7.6%) reported both. In addition, the research participants were asked the reason. As indicated in the same table (69.2%) of respondents considered men dominate leadership positions, as a reason while (62%) of them reported that men are naturally endowed with leadership quality and the remaining (20%) reported that, society considers leadership as men's job and also the inherent belief that men are culturally assigned such position.

Respondents were also asked to which sex they are comfortable to be directed and why. As a result (84.6%) reported to men and (7.6%) to both, but none of them choose women. With regard to the reasons (76.9%) reported that, men are charismatic to obey and (61.5%) of the research participants said that men are naturally fit to such position.

Organizational Challenges

Table -3: Responses of Participants on Organizational Challenges

No.	Items on organizational challenges in relation to leadership	Responses	N	%
1 *	What is your idea on the major factors that account for less participation of women in leadership position of your organizations	Organizations lack of commitment to implement affirmative action	20	15.3
		Inflexibility of work environment	40	30.7
		The informal network of men	100	76.9
		The absence of women in the informal network	87	66.9
2 *	What do you understand by the term affirmative action in relation to leadership	It is the strategy to increases women participation in leadership	30	23
		It increases the number of women leaders	85	65.3
		Try to get women's in to job which they are excluded	10	7.6
3 *	Which statement is correct in your opinion about the importance of affirmative action to increase women participation in leadership	To compensate women's past discrimination that hinder them not to compete with men	-	-
		It need to be done for those who fulfill the minimum requirement	10	7.6
		The action may let unfit women to ascend leadership positions	82	63

		Implementing such policies adversely affect men's aspiration such position	28	21.5
		The actions are neither use full nor harmful	20	15.5
4	Can one say that the system in your organization are gender sensitive in recruitment and promotion	Yes	15	11.5
		No	115	88.5
5 *	Please explain your reasons	Attitude of hiring bodies toward females discharge their responsibility is negative	10	7.6
		Organizations doesn't give appropriate and practical consideration for gender issues	20	15.3
		Gender discrimination during appointment and promotion in the organizations	50	38.4
		There is no visible appointment criteria in the organizations	100	76.9

NB: * Multiple responses

As shown in Table -3(76.9%) and (66.9%) of respondents reported that the major factors that account for less participation of women in leadership are the informal network of men and the absence of women in the informal network respectively.

Besides, research participants were asked of their understanding of the term affirmative action in relation to leadership. About (65%) reported that, it represents increases the number of women leaders and (23%) of them reported that, it is a strategy to increase women participation in leadership. The same table also revealed that, the majority of the respondents (63.5% and 21.5%) reported that affirmative action may let unfit women to ascend to leadership position. They also argued that implementing such policies adversely affect men’s aspiration of such positions. None of them believed that, affirmative action compensates women’s past discrimination that hinder them not to compete with them.

In addition, as shown in table-3 respondents were asked whether or not the system in their organization is gender sensitive in recruitment and promotion. 88.5% of respondents reported that, no, it is not gender sensitive and only few (11.5%) study participants said yes our organizational system is gender sensitive in recruitment and promotion. With regard to the reasons why the system in their organization is not gender sensitive, as depicted in the same table above(76.9%0 indicated that, there is no visible appointment criteria in the organization and (38.4%) explained that, there is gender discrimination during appointment and promotion in the organization are the reasons.

Personal Challenges

Table-4: Responses of Participants on Personal Challenges

No	Items on personal challenges of women in relation to leadership	Responses	N	%
1 *	In your organization if women are assuming lower leadership position, what do you think the reasons are?	Women are less competent to assume senior leadership positions	-	-
		women have multiple	105	80.7

		responsibilities		
		Women do not improve their educational rank to hold higher positions	20	15.3
		Women are weak to challenge the management stress	5	3.8
2 *	What is your idea on the major problems that impede women leaders to discharge their responsibilities in your organizations?	Time constraints to balance private and leadership roles	15	11.5
		The presence of conflict between leadership and family responsibilities	90	69.2
		Less confidence when they make decisions	10	7.6
		Women leaders are not challenging the stereotype that only men are to fit to leadership positions	100	76.9

NB: * Multiple responses

As it is mentioned in table-4, women respondents were asked to report the reasons why women are assuming lower leadership positions. Accordingly, (80.7%) of the respondents reported that, it is due to the fact that women have multiple responsibilities. Very few respondents(15.3%) and also (3%)of the study participants reported that lack of interest to improve their educational level to hold higher position and because women are weak to overcome the management stress respectively On the other hand, none of the

respondents reported that women are less competent to assume senior leadership positions.

As indicated in table-4, respondents were also asked to express their idea on the major problems that impede women leaders to discharge their responsibilities in the organization. The majority of the respondents (76.9%) reported that women leaders are not challenging the stereotype that only men are fit to leadership positions and (69.2%) of them reported that the presence of conflict between leadership and family responsibilities as one factor that hinder women from assuming top leadership positions. Moreover, few of them,(11.5%) and (7.6%)responded that time constraints to balance private and leadership roles as well as less confidence when they make decisions as deterring factors respectively.

Contributory Factors

Table-5 Factors that Contribute for Women to Hold Leadership Positions.*

No.	Responses	N	%
1	Women's performance and capability	70	53.8
2	Women's educational qualification	115	88.5
3	positive attitude of the top administrative bodies	20	15.3
4	Women's experience and seniority	100	77.9
5	Post discrimination(affirmative action)	10	7.6
6	Political system	82	63
7	Support and encouragement from their husband	90	69.2

NB: *Multiple responses

As it is mentioned in the table-5, respondents were asked to mention the contributory factors for women to hold leadership positions. Accordingly (88.5%) reported that, women educational qualification and (77.9%) of the study participants also mentioned that women's experience and seniority are the main contributing factors for women to hold leadership positions. (69.2%) of them explained that support and encouragement from their husbands and (63% 0of them reported that political system and (53.8%) of participants of the study also reported that women's performance and capability are considered as contributing factors. Few of the respondents (15.3%0 and (7.6%) reported that, positive attitude of the top administrative bodies and positive discrimination (affirmative action) also mentioned as contributory factors to hold leadership positions respectively.

Table- 6 Subordinate's Opinion on the Significance of Women's Participation in Leadership Positions.

No.	Responses	N	%
1 *	If women participate in leadership the organizations goals are effectively achieved	10	7.6
2	It doesn't matter whether women participate or not	28	21.5
3	Women should participate but the top decision making should be apprehended by men	82	63
4	If women participate in leadership it secures the principle of gender equality	20	15.5

NB:* Multiple responses

With regard to subordinates opinion on the significance of women participation in leadership positions, as depicted in table-6 the majority of respondents (63%) reported that, women should participate in leadership but the top decision making position should

be apprehended by men. (21.5%) of the study participants have the opinion that, it doesn't matter whether women participate or not. And (15.5%) of them reported that the participation of women in leadership positions ensures the principle of gender equality.

Women's Leadership Styles

Table-7: Responses of Participants on Women's Leadership Styles

No.	Items on the leadership styles of women leaders	Responses	N	%
1	How do you explain your relationship with your female boss	Positive	100	77.9
		Negative	30	23
2 *	If your answer is positive the reasons are	Women leaders do not oppress subordinates	90	69.2
		Women leaders speak softly when giving orders	10	7.6
		Women leaders make people work being involved in it	30	23
		Women leaders properly treat their subordinates	-	-
3 *	In your opinion what kind of leadership behavior your boss has	Consider subordinates interest and motivate subordinates	112	86.1
		Do not cooperate with their subordinates	-	-
		Do not consider subordinates interest	-	-
		Cooperate with subordinates	18	13.9

NB:* Multiple responses

As mentioned in Table7, respondents were asked to explain their relationship with their boss. (77.9%) reported that, it is positive and (23%) it is negative. Besides, they were

asked to explain the reason for positive relationship they have. As indicated in the same table 7 (69.2%) reported that women leaders do not oppress subordinates and 7.6% it is because women leaders speak softly when giving orders and (23%) of them said women leaders make people involved in it. But none of them said women leaders are properly treated their subordinates.

As indicated in the table 7 respondents were also asked what kind of leadership behavior their boss has (86.1%) of them reported that, their boss considers subordinates interest and motivates them. Only (13.9%) reported that, their boss cooperates with them. But none of them reported that, their bosses do not cooperate with subordinates and also do not consider subordinates interest.

Measures to be taken to Enhance Women’s Share in Leadership

Table-8, Responses of Participants on Measures to be taken to Enhance Women’s Share of Leadership. *

No.	Responses	frequency	%
1	Develop women’s leadership skills	29	22.3
2	Sharing experience by creating network	50	38.4
3	Providing training for women in relation to leadership	82	63
4	Increase women employee	30	23
5	Changing the attitude of society	100	76.9
6	Gender sensitive training for the community of the organization	10	7.6
7	Positive discrimination affirmative action for promotion and appointment	8	6.1
8	Increases women participation in education	90	69.2

9	Enhance women qualification in education	82	63
10	Creating leadership program and then recruiting and empowered the would be leaders of the organizations	10	7.6

As shown in Table 8 respondents were asked to put their recommendations to enhance women's share of leadership. Majority of them,(76.9%) reported that, changing the attitude of society and (69.9%)of the study participants reported that increasing women participation in education as measures to be taken to enhance women share of leadership. and other (63%) of them responded that providing training for women in relation to leadership. The other (63%) of respondents recommended that, enhance women qualification in education and other few of respondents (38.4%) recommended sharing of experience by creating networks as the main measures to be taken to enhance women share of leadership. other few participants of the study (23.3%) reported that women's skill in leadership should be upgraded, and the rest (7.6%) of respondents recommended that gender sensitive training for the community of the organization and the other (7.6%) of them reported positive discrimination (affirmative action) for promotion and appointment should be implemented and (6.1%) of them creating leadership program and then recruiting the would be leaders of the organizations respectively.

CHAPTER FIVE

5. DISCUSSIONS

➤ Socio-Cultural Challenges

Ethiopia is one of the developing countries where gender disparities exist in the family, in the society and at work place. The main causes for socio-cultural challenges mentioned were socialization of women in the family and in the society, gender division of labor and patriarchy were the root causes for women not to hold better leadership position and fulfill their leadership responsibilities.

Regarding socialization, interviewees mentioned that, women in the family and society were brought up in different ways from men. Most families orient women to be dependant and introvert individuals whereas men to be extrovert and independent, which affects the attitude of both men and women towards them and others. Because of the above mentioned causes, the challenges of women in relation to exercising leadership roles are negative attitude of men colleagues towards women leaders and their ability to fulfill leadership responsibilities. It was mentioned that some male colleagues need women to be under the “shadow of” them. This challenge was mentioned by all women interviewees. These findings are most likely appearing to comply with the analysis of Ray (2005).

The research result of (Ray, 2005) in Nigeria shows that, societal (cultural) norms and expectations influenced the way in which employees interact with women leaders and sometimes interfered with their ability to perform their works as leaders. It was stated by the interviewees that, the negative attitude of male subordinates toward them are not openly told in front of them; instead it is usually said indirectly through certain undermining expressions and behaviors which could be understood by women themselves.

In addition to the interview results, the figures on Table-2 shows that (92.3%) of respondents reported that they are comfortable to be obeyed by men leaders and the reasons they mentioned by overwhelming majority of the survey participants (76.9%)

responded as men are charismatic to be obeyed. This arises from the long age trend of associating leadership with men. Thus, associated leadership mainly with men and women leaders do not always get trust and support from colleagues and men's dominance in leadership led men to consider leadership as men's power and show unfriendly conduct to women leaders. Additionally, as shown in Table -6, more than half of respondents reported that, they support women's participation in middle and lower decision making structure but they assume men should dominate the final decision making power. This shows that colleagues interest to maintain the prevailing men's monopoly of the top decision making positions of the studied organization. Consequently, that's why women who are in top decision making positions face strong challenge from their subordinates and colleagues.

This analysis complies with the idea of Linda (2005). According to her, East Africa is a place where patriarchy is deeply rooted in society. There is a strong link between religion and patriarchy to extent that no one knows which one gave birth to which. But patriarchy is there. According to Linda, patriarchy is the ideology that men are biologically superior to women, that women are biologically weak, and have to depend on men for survival, men's leadership at all levels has been taken as the only legitimate leadership for the protection of women. Hence, this cultural perception of women as inferior has led the women to be confined to lower leadership positions and those women who are in top leadership positions face strong challenge from colleagues.

Interviewees responded that, men come to their mind when ever they think of leaders. The reason they mentioned was men who often take leading and managing roles including in traditional associations like 'edir'. They also explained that, in family level too, it is the father who has the mandate to decide on big issues. These led them to associate leadership with men.

Supporting the interview results in Table- 2 showed that 84.6% of the respondents responded that men come to their mind when ever they think of leaders. The reason given by nearly 73% of the survey respondents is that, men often dominate leadership positions and 69.2% of respondents reported their reason that, men are naturally endowed with leadership trait. This finding is in line with the idea of Yalew (2000) which revealed that,

almost all cultures of the world are dominated by patriarchy view that gives little room for women's ability to participate in public spheres. Additionally, Weedon (2003) stated that in most countries of the world men has been accepted as seeker and bread winner while women are seen as passive, home bound and always yielding to men's advance and ready to accept the dictate of men. These traditional assigned roles begin to influence the behavior and perception of individuals. Similarly Meron(2005) also stated that, men are perceived as administrators and leaders, even women themselves to accept men's authority where as they undermine and questioned women's position of seniority.

To sum up because of patriarchal ideology of the society women who are in leadership associated leadership with men in the studied organizations. In addition to the above mentioned idea, women interviewees mentioned that subordinates are not comfortable to be obeyed by them. This implies that women leaders lack acceptance from subordinate.

➤ **Personal Challenges**

Information gained from the interview indicated about their strengths that, they were more serious on their work and also work harder to be successful. They worked hard to efficiently perform their leadership roles and were more concerned for their work because if they make certain mistake, it will be generalized as the mistake of the whole women.

Hence, the above implication is concurrent with the analysis made by Nuray (2007) who revealed that high status women leaders in any organization must work very hard and be successful in order to be accepted by other colleges, superiors, subordinates and eventually with in the organizations and society.

In addition, the findings revealed that women consider themselves as unfit, less competent to perform leadership responsibilities. They further asserted that, women themselves perpetuate male dominance in decision making arena. The other weakness they mentioned was that women do not necessarily support each other.

Since all the interviewees are young, married and have kids, who need close caring from their parents, time limitation to balance private and leadership roles was mentioned as another challenge of women leaders. In general interviewees indicated that, women's

leadership role is a challenging task and need commitment and sacrifice not because of lack of skill to exercise leadership roles but because of time limitation to balance personal and leadership responsibilities. Thus, domestic responsibilities can be taken as critical factor for women's not to assume top leadership positions.

Similarly the figure in Table-4 indicated the reasons why women are assuming lower leadership positions. 80.7% of the respondents mentioned because women have multiple responsibilities.

In this regard, Adler and Izereal (1998) noted that, in most cases parenting role is gender specific. Mothers than fathers requires closely available to children and working mothers are less likely to participate in "time consuming" occupations like top leadership. The above information implies that traditional roles and division of labor are still given for women and women's role is typically home maker even though they are employed.

Moreover, the information pointed out that, married women leaders are busier to balance leadership and personal responsibilities. Some scholars stated that, women work longer hours than men in nearly every country of the world and in most cultural setting in the world they are responsible to care for children, elders as well as to handle the entire domestic responsibility (Wirth, 2001).

The figure in Table-4 indicated the major problem of women leaders to perform their leadership responsibilities. 76.9 % of the respondents reported that, women leaders are not challenging the stereotype that only men are to fit leadership positions and another 69.3% of the respondents reported that, the presence of conflict between leadership and family responsibilities as a major problem. The interviewees also explained that, women leaders often face personal problems which are not common among male counter parts. They emphasize women leaders' double roles stress out of family and leadership responsibilities. This implies that the traditional gender role expose women leaders to double role stress while men are supposed to concentrate on their office duties. Both women and men leaders experienced stress as a result of their leadership position but women leaders often face conflict between work and family roles.

The interviewees pointed out that, they face stress due to their double role which affected their performance in public office. Such defects in performance, according to interviewees often wrongly associated with women's natural incapacity to run managerial responsibilities. This is mainly because people considers women domestic activities as easy or have no effect on women's to fulfill their leadership responsibilities. Therefore, the findings are in agreement with the analysis made by (EstelleDisch, 2009)which Stated that, the high inflexibility of working day, the location of work could be difficult for working women to meet the dual expectations of their family and leadership responsibilities. In addition to the above, Nuray(2007) ,also explained that because of gender division of labor women are busy by their multiple responsibilities, which results in time constraints to fulfill all of their roles.

It is worth to mention that, if women who are in higher leadership position are more influential, the negative attitude of subordinates will be high. Fearing of isolation from both sexes, they do not aspire to occupy senior ranks. In addition, the information gained from the interview about their strengths indicated that, they were more serious on their work and also work harder in order to be free from stereotypical attitude of subordinates. On the contrary the result collected from the survey indicated that, the major problem of women leaders is that women are not in a position to challenge the stereotypical attitude of society.

➤ **Leadership styles**

Various research findings confirmed that most of the time women leaders prefer transformational leadership styles. For instance, Fox and Schulman, 1999 revealed that women leaders are more likely than their male counter parts to incorporate citizen input, facilitate communication and encourage citizen involvement in their decision making process. Women voice embraces the idea of responsibility, caring and interconnectedness and they are more participative and encourage participation. Similarly this study is in agreement with Barbara,(2005)which stated that, feminine characteristics are more appropriate for transformational leadership.

In line with the above, the findings of the study demonstrated that, women are responsible, serious and devoted for their leadership roles. Similarly interviewees mentioned that, they are sociable, share responsibilities and work cooperatively with their subordinates in order to attain their goals. Similarly, as it was indicated in Table-7, 77.9% of survey respondents stated that they have positive relationship with their boss and 69.2% of them mentioned the reason, women leaders do not oppress their subordinates.

In addition to the above, 86.1% of the survey respondents mentioned women bosses are consider employee interests and motivate subordinates.

➤ **Organizational challenges**

The informal network of men and the absence of women in the informal network is one of the challenges for women to hold better leadership positions.

According to interviewees, informal network create an opportunities for men to come to top leadership positions. Even though women are well experienced and qualified, they are dominated by men in the top leadership positions because of the established network of men. This findings is concurrent with the study of Nawe(2004) who revealed that even where there is an acceptance of equal opportunities there are implicit disadvantage in which men had more fully developed informal network in different occasions between colleagues. This helped them for their career development whereas women do not get a chance to participate in the informal network. Thus, they miss a lot of what is gained through this process.

Similarly the interviewees pointed out that; they didn't get adequate training concerning leadership even though trainings enable women to be confident and competent in any challenging situations. It also enables women members of the informal network and helped them to be nominated to top leadership positions. Even though nomination of leaders through informal network is unfair, women multiple roles and patriarchal ideologies do not give them a chance to actively involve in the informal network and having opportunities to be selected for leadership positions. This means if women are able to involve in the informal network they might have the opportunity to be nominated

for leadership positions. This is because nomination for leadership positions does not have formal and visible criteria.

Similarly, the result of questionnaires in the above table shows that, 76.9% of respondents reported that the informal network of men is one of the challenges for women to hold better leadership positions. And 66.9% of respondents also responded that the absence of women in the informal network as the second challenge for women to hold better leadership positions.

Regarding affirmative action the findings indicated that, affirmative action is a system which helps to bring women's to leadership positions from which they are excluded.

In the manner interviewees stated that, affirmative action is essential to compensate women's past discrimination that affects them not to compete with men. So in their organization they tried to implement affirmative action, but they didn't say that they are implementing it properly. The interviewees also emphasized that, some subordinates misinterpreted affirmative action. Because of this women came to leadership through affirmative action considered as unfit, weak and harassed by their colleagues in the organizations. Similarly, as shown in Table-3, 65.3% of respondents misinterpreted affirmative action as a strategy to increase the number of women leaders. Because of this more than half of respondents 63% assumed women's coming to leadership positions through the implementation of affirmative action may let unfit women to ascend to leadership position. This is to mean that the majority of respondents assume those women who came to leadership position through affirmative action as unfit to take the position. Others 21.5% perceived the action as it is being implemented at the expense of men. 15.5% of the respondents are neutral to the action. This might be due to lack of awareness about the importance of implementing affirmative action. These analyses comply with the idea of Ray (2005).

According to him, affirmative action implemented by the organizations to appoint women in to leadership position also increased vulnerability of women leaders to stress-related symptoms. This is because some organizations had introduced affirmative action to increase the number of women leaders, the action often is not followed by career training

and development programs. This led them to be harassed by their colleagues and considered as unfit to leadership positions.

In a nutshell, the main findings obtained through questionnaire on the essence of affirmative action and its importance for women to hold leadership are in line with the findings obtained through interview.

Interviewees reported that, they have tried to bring women to leadership positions, but still there are gender gaps in the organizations. It is not only because of external factors but also internal factors of the organizations too. As it was argued, even if they tried a lot to bring other women to leadership positions, since the organizations was lead by men less attention has been given for appropriate and practical consideration of gender issues. Because of this it was difficult for them to bring change in short period of time. Similarly the data gained through document analysis indicated that, there are no visible & transparent criteria for recruiting and promoting individuals to different leadership positions and absence of clearly established criteria is mentioned as a weakness of the organization in relation to absence of formal and practical consideration of gender issues.

Similarly the response of interviewees also indicated that, they are more encouraged by the recent changes, like the establishment of women affair office in the organizations and as women leader, they planned for the future to cooperatively work with this office to make leadership positions gender balanced. Inline with this, the figures in Table-3 indicated that, 88.5% of respondents reported that, the organizations system are not gender sensitive in recruitment and promotion. The reason mentioned is that, 76.9% of them responded there are no visible appointment (recruitment) criteria in the organizations.

As a whole the data obtained through interview, questionnaire and document analysis identified organizational challenges as: the absence of visible criteria for recruiting and promoting employees for different leadership positions. The other organizational challenge is the pervious inefficient bureaucratic system and the organizations inefficient administrative system which impede women to bring other women to leadership

positions. In addition, even though women who are in leadership positions have tried to change the previous bureaucratic system of the organizations, they are not in a position to bring visible change because of aforementioned long trend factors of the organizations.

Besides, the guide lines of each organization was examined to check if there are special considerations so as to bring gender balance in leadership spheres of the organizations but the only consideration referred in the recruitment and promotion Guideline says “one of the representatives of recruitment and promotion committee to be female”. Except this statement the issue of gender and leadership is not taken in to consideration through out the guideline. Additionally, there are no visible criteria for recruitment and promotion of employees. This led bias in the recruitment and promotion.

➤ **Contributory factors for women to hold leadership positions**

Despite the challenges that women leaders face, there are also contributory factor for women to hold leadership position in the studied organizations. Interviewees stated that, the main contributory factors to hold leadership positions are their job performance and their experience that they obtained from different organizations. This is to mean that, the reason for being visible is because of their effective involvement in different activities, due to this reason they have got opportunities to be nominated as leaders.

In addition to the interviewee’s results, the figure in Table-4 revealed that, 87% responded that, the contributing factors for women to hold leadership positions were their performance and their capability. The findings indicated that, women were not simply assigning to be leaders; rather their success and performance in their day to day activities and their cumulative capability in different organizations contributed to hold the position.

The findings coincide with the idea of Estelledisch, 2009, according to him, successful women leaders do not intentionally look for leadership position, instead worked hard in their current jobs and performed to the best of their abilities. Besides, he argued that, most women in any organization took the leadership in direct path through their participation in lower leadership positions rather than coming to the top positions immediately. Consequently each position provided has an opportunity to learn and develop essential knowledge and competence that have been very important for their success in top leadership positions (Estelledisch, 2009).

In addition to the above idea, educational qualification of women was mentioned by the interviewees as the main contributory factor to hold leadership position. Similarly As shown in Table-4, 88.5% of respondents mentioned that educational qualification of women is one of the contributory factors for holding the leadership positions. 77.9% of respondents considered their experience and seniority and another 69.2% of respondents mentioned that, support and encouragement from their family and husbands as an important factor for holding the leadership position. And another 63% stated that, the current political system is also an important contributory factor for women to hold leadership positions.

In a nutshell, the main findings obtained through questionnaire on contributing factors for women to hold leadership positions are inline with the findings obtained through interview.

➤ **Measures to be taken to enhance women's share of leadership**

With regard to measures to be taken to enhance women's share of leadership position findings revealed that it should start in early grades. Interviewees mentioned that when women's participation and achievement in education reaches the level of men, the opportunities of women's to be employed could be enhanced. This means when the number of women increases in the organization, their opportunities to be nominated as leaders could also be improved. Similarly the figure in Table-8 indicated that, 69.2% of respondents stated increasing women's participation in education as a measure to be taken to enhance women's share of leadership.

The other measure to be taken to enhance women share leadership positions was providing trainings for capacitating women's leadership skills. The interviewees stated that, developing women's leadership skill is important in the sense that even though women are visible, active and responsible in the absence of leadership skill, they might be dominated by men, who have life long experience in relation with public roles.

This finding is similar with some measures taken in some common wealth countries, where trainings in relation to leadership skills were given (Singh, 2002). According to his argument, in England, the quality of women in leadership program (QWIL) established to enhance women's organizational awareness and leadership skill to promote their participation in leadership position and related activities in the organizations decision making process. It helps them to develop women's personal strategies for balancing carrier and personal life.

Similarly as indicated in Table-8 63% of respondent's state that developing women's skill through training and 63% of them enhance women qualification in education and the other 38.4% recommended sharing of experience by creating network are measures to be taken to enhance women's share of leadership positions. Besides, 76.9% of the respondents reported that changing the attitude of the society is one of the main measures to be taken to enhance women's share of leadership positions.

In general, the findings of the study indicated that, the main measures that should be taken to enhance women share of leadership positions are increasing women's participation in education and changing the attitude of society are long term measures whereas giving training for the existing women in the organization to develop their leadership skills, and encouraging women, who do not get a chance to participate in leadership are some of relatively short term measures which can be taken by the studied organizations.

CHAPTER SIX

6.1 CONCLUSION AND RECOMMENDATION OF THE STUDY

This section deals with conclusion and recommendations of the study. First and foremost, the following specific conclusions are made based on the findings of the study.

6.1.1 Conclusion

Recently the number of women in leadership positions is slightly increasing. Even if the number of women in leadership is increased, while they assume leadership positions they face a number of challenges.

As indicated in the findings of the study, there are different challenges women leaders are facing while assuming and performing their leadership responsibilities. These are socio cultural challenges such as: negative attitude of colleagues and subordinates, lack of acceptance from their subordinates and colleagues, verbal harassment from their subordinates, colleagues and women's perceptions of leadership as masculine domain. With regard to the root causes of the challenges, the study uncovered that, socialization of women in the family and in the society, the prevailing cultural practices that appreciate the dominance of men, patriarchal ideology and hesitation of society towards women's ability to perform their responsibility as the root causes of the challenges that women's encounter while assuming leadership position and performing their leadership responsibilities.

In relation to personal challenges, the presence of conflict between leadership roles and private roles, time constraint to balance their multiple responsibilities, lack of confidence, gender division of labor and women's lack of initiation to support each other are the main challenges for women while assuming and performing their leadership responsibilities. Similarly, the absence of clearly stated criteria for recruiting and promoting women, lack of awareness about affirmative action, lack of clearly established recruitment criteria and lack of proper implementation of affirmative action are also considered as organizational challenges for women assuming and performing leadership responsibilities. Besides, the pervious inefficient administrative system of the organizations was also a challenge in the

sense that, it makes women not to exert their maximum effort for other women to bring to leadership positions.

Even though there are different challenges women leaders are facing, personal performance & capability and their experience were mentioned as the major contributing factors for women to hold leadership positions. In addition to this, educational qualification of women and the current political system were also the contributory factors.

Apart from the above mentioned contributing factors, women leaders are more democrats, share ideas and more sociable. Moreover, women leaders use transformational leadership style.

Finally it is important to mention that, the main measures that should be taken to enhance women's share of leadership is realizing the women's access and success in education and increasing the number of employee in the organizations, which helps them to easily promote to next level. In line with the above measures, redress the socio cultural challenges that affect women's assuming top leadership positions are the main measures should be taken by the organizations.

In addition, formulating gender policy, establishing clearly stated criteria for recruiting and promoting individuals for leadership positions are additional measures that can be taken by the organizations under consideration. Beside this, encouraging women, who did not get the opportunity to participate in leadership , giving training to develop their leadership skill for those women who are in leadership and proper implementation of affirmative action are measures to be taken to enhance women's share of leadership positions.

In general, women's share of leadership of the organization goes along with better addressing gender gap in the country and level of attention for gender issues in the organizations.

6.1.2 Recommendations

On the basis of findings and conclusions drawn the following recommendations are made.

Gender balanced decision making structure is important to make decisions gender sensitive and to make the organizational environment gender friendly. The studied organizations thus should increase women participation at all levels of leadership positions by taking affirmative action through setting special criteria for women aspirants of leadership positions and giving pre-job and on-job leadership trainings.

In order to avoid bias in recruitment and promotion of leaders through informal network, organizations need to have established recruitment and promotion criteria for each and every leadership positions and ensure that it is gender sensitive.

Responsible bodies should exert maximum effort to make the organization more gender friendly in relation to nomination of individuals for leadership responsibilities. The organizations should also plan both long term and short term actions to narrow gender gap in leadership positions.

Due to their socialization, women often have no exposure to leadership experiences. So women should get assertiveness and leadership trainings so as to build their confidence and interest to hold leadership position.

The organizations in collaboration with women affaire bureaus should work hard in order to change the patriarchal out look that associate leadership with masculine domain.

Women who are facing socio cultural challenges should believe that, they can go after what they want and they have the ability to reach their goals in their own way. Similarly, women who are in leadership needs to focus on their achievement of goals rather than giving attention for the negative attitude of some individuals in the organizations.

Similarly, women themselves need to be ready for assuming top leadership through alleviating their personal challenges.

The organizations in collaboration with women affairs office should give awareness creation training on role of women leaders to the community. This can be part of creating discourse about gender and leadership in the organizations.

References

- Adler, J. N., & Israeli, N.D. (1992). *Women in Management*. World Wide.London: Shar Pvt. Inc.
- Adler, S.et al. (1993). *Managing Women*. London: Row Smith Ltd.
- Barbara, R. (2005). *The Economic Emergence of Women*. New York: Palgraue Macmillan Publication.
- Bateman, T., & Shellscot. (2002) *Management: Connecting in the New Era*, 5th Edition. New Delhi: Tata McGraw-Hill
- Best, W., & Khan, V.(1993). *Research in Education*. New Delhi: Off Set Press.
- Bonvillan, N. (2001). *Cultural construction of Gender*. London: Prentice-Hall press.
- Brown, L. (1979). *Women and Business management*. *Journal of Women in Culture and Society*, 5: 266-288. Available at:www.Jstor.Org. Accessed on Jan.10, 2010.
- Cohen, L. (1994). *Research methods in education*. New York: Rout Ledge Press.
- Cornwall, A. (2005). *Gender in Africa*. London: Indian University Press.
- Curran, T., & Renzetti. (1995). *Women Men and Society*. Boston. A Simon and Schster Company.
- Jhonsen, R. D., & Shabazz, A. (2007). *Perspectives on Race, Gender and Empire*. New York: N.V. Palgraue Macmillan Publication.
- ECA (1996). *A Manual on Gender and Gender Mainstreaming*: Especially Prepared for ECA Staff Members African Center for women, unpublished, Addis Ababa, Ethiopia.
- Estelle D.J. (2009). *Reconstructing Gender: A Multicultural Anthology*. New York:

Mc Graw-Hill, NV.

FCSC (2007). *Federal Civil Service Commission Statistical Report*. UnPublished, Addis Ababa.

Federal Democratic Republic of Ethiopia, Ministry of Education Women's Affairs Office (2005/6). *National Plan for Gender Equality (Nap-GE)*. 2006-2010. Addis Ababa.

Federal Democratic Republic of Ethiopia. *Women's Policy* (1993). Un Published paper, Addis Ababa.

Fox, R. L., & Schuhmann R. A. (1999). *Gender and Local Government: A Comparison of Women and Men City Managers*; *Public Administration Review*, 59: 231-142. Available at:www. Jstor. Accessed on Organization, feb. 21,2010.

Gemeda Alem. (2003). *Gender Analysis and Planning Methodology: Gender Planning and Mainstreaming Training* Organized by Amhara Regional State Women's Affairs Office, Unpublished, and Bahir Dar, Ethiopia

Hearn, J. (1999). *Men and Masculinities and Gender Equality in UK Universities*. Helsinki: Helsinki University Press.

Hughes, S., & Hughts B. (1995). *Women in the World; From Pre History to 1500*. London: Helmsman.

Helgeen, S. (1999). *The Female Advantage: Women's Ways of Leadership*. New York: Doubleday.

Linda, L. (2005). *Gender Roles; A Sociological Perspective*. New Jersey: Pearson Education, Inc.

Madsen, S. R. (2007). *Women University Presidents: Career path and Educational Background*. Volume5-issue1. Retrivedfeb 23, 2010 from www://academic leadership org/new publish.

Merone Genene. (2005). *Women in Leadership, Decision Making and Politics*. Reflection

Document of the forum of Gender number 7, Addis Ababa: Panos Ethiopia.

Moghadam, M.V. (1996). *Patriarch & Development; Women's Position at the End of 20th C.* USA: Oxford University Press.

MOFED (2002). *Ethiopia: Sustainable Development and Poverty Reduction Progra.* Federal Democratic Republic of Ethiopia, Addis Ababa.

MOE. (2004). Assessment of Gender Mainstreaming Practice in Some Regions, MOE, Women's Affairs Department, Addis Ababa

Mann, R.& Crompton. (1994). *Gender and Stratification.* Cambridge: Polity Press.

Nuray, S. (2007). *Advanced Women in Leadership on Lines Journal: High Status Turkish Women Administers in Higher Education.* 25 Retrieved January 21, 2010 from [http:// www. Advanced Women.com](http://www.AdvancedWomen.com) (aw) Summer 2007/Senemoglu.htm

Nawe, J. (2004). "Strategies for Enhancing Women's Participation at the University of Dare Salam, Tanzania" In Zeleza, P & Olukoshi, A. (eds) *African Universities in Twenty-first Century.* Dakar: Lightning Source Printing. CODESRIA.

Nielsen, M. C. (1995). *Sex and Gender in Society.* USA: Wave Land Press.

Pigford, A., & Jhonson, S. (1993). *Women in School Leadership.* Lancaster: Technomic publisher.

Ray, C. (2005). "Gender Women and Leadership" In Gil (Ed). Agenda: Women and Leadership Number, 65.

Randaw, L. (1982). *Women and Poltics; an International Perspective.* London: Macmillan.

Reinhartz, S. (1995). *Feminist Method in Social Research.* Oxford University Press.

Singh, J. (2002). *Women and Management in Higher Education; A Good Practice Hand Book, Paris:* UNESCO. From [http://www. UNESCO. Org/education/](http://www.UNESCO.Org/education/) Singh.pdf

- Siltanen, et al. (1995). *Gender and Inequality in Labor Market; Occupational Concentration and Segregations*. Geneva: International Labor Office.
- Steans, J. (1998). *Gender and International Relations: An introduction with Black*
Well Publishers Ltd.
- Sanday, P. (1994) *Female Power and Male Dominance on the Origin of Sexual Inequality*. New York: Cambridge University Press.
- Shakessart, C. (1989). *Women and Educational Administration*. New Delhi: Sage
Publication.
- UN (1995). *Beijing Plat form for Action*.
- UNDP (1996). *Women in Africa: Profiles of Leadership*. New York
- UNRISD (2005). *Gender Quality Striving for Justice in UN Equal World*. France
Vaudeville Ermelita V., 1995, Break through and Challenges of Making the
Philippine Government Work for Gender Equality, Institute of Development
Studies, Bulletin 30.UK: Sussex.
- Weedon, C. (2003). *Feminism: Theory and the Politics of Difference*. London: Black well
Publishers.
- Whitehead, S. (2006). *Men and Masculinities*. New York: Polity Press.
- Wirth, L. (2001). *Breaking Through the Glass Ceiling: Women in Management*. Geneva:
International Labor Office.
- Yalew Endawoke (2000). *Sex Role Stereotypical Attitude of Society Towards Female as
Leaders*. Unpublished Thesis.

Appendix A

Demographic information of interviewed participants

Distributions of interviewed participants by age, marital status, educational level, work status.

Number	Age	Marital Status	Level of Education	Work Experience	Status
Case one	40	married	MA	18	Bureau head
Case two	36	married	MA	13	Bureau head
Case three	35	married	BA	16	Bureau head
Case four	49	married	BA	17	Vice bureau head
Case five	27	married	MA	5	Agency head

Appendix B

Demographic information of survey respondents

The following table number 2 explains about the demographic information of 150 survey respondents who responded for the questionnaire used to collect data for quantitative approach.

Distribution of respondents by age, sex, educational level, year of experience.

Demographic Data		Sex		Total
		Male	Female	Total
Educational level	Certificate		5	5
	Diploma	10	25	35
	Degree	55	12	67
	MA and above	20	3	23
	Total	85	45	130
Work experience	1-5	15	10	25
	6-10	25	20	45
	11-15	20	10	30
	Above 15	25	5	30
	total	85	45	130

Appendix C
Addis Ababa University
College of Education and Behavioral studies
Institute of Psychology

These in-depth interview guides, Questionnaire and document analysis are prepared to collect data for master thesis on “Prospects and Challenges of women in leadership in selected governmental organizations in Addis Ababa.” The objective of this study is to assess the challenges of women in leadership in line with contributing factors in selected governmental organizations in Addis Ababa. In order to attain the stated objectives of this thesis work, collecting relevant and reliable data is highly significant. Thus, in-depth interview guides and questionnaire are prepared to the respective informants of the study.

Accordingly, this paper consists of three parts:

A/ In-depth interview guides prepared for women who are in leadership positions.

B/ Questionnaire

C/ Document Analysis

Interview guides prepared for women leaders.

SECTION I General Information

1. Age 25-30 30-40 Above 40

2. Level of Education

Diploma Degree MA and above

3. Marital Status

Single Married Divorced

4. Work Related Information

- Name of organization-----

- How long have you worked here-----

- Name of your position-----

SECTION II Questions Regarding Challenges

1. What challenges are you facing as a result of assuming leadership positions?
2. What are the causes of the challenges you are facing?
3. How do you express the attitude that your family, colleagues and subordinates when you become a leader?
4. Who comes to your mind when ever you think of leadership positions? Why?
5. Have you ever aspired to assume top leadership positions? Why?
6. What are the major strengths and weaknesses of women leaders?
7. How do you balance work and family responsibilities (productive and reproductive work)?
8. What barriers do you think can hinder the involvement of women in leadership positions?
9. What do you understand about affirmative action? Do you think that affirmative action properly implemented in your organization?
10. Have you ever attend any leadership trainings?
11. As a woman and leader what special considerations have been made by the organization to bring women to leadership positions?
12. What is the organizations plan for the future to make leadership positions gender-balanced?
13. What do you recommend measures to be taken to enhance women's share of leadership positions?

Appendix D
Addis Ababa University
College of Education and Behavioral Studies
Institute of Psychology

Dear respondents, this Questionnaire are designed to survey the prospects and challenges of Women in Leadership in Addis Ababa. The study is basically used for academic purpose. And hence, your responses are very critical for the success of the study. I would like to ensure you that your response will be kept confidential. There fore, please answer the question honestly. I thank for your cooperation in advance.

SECTION I

1. Encircle the name of your organizations

A/ Finance and Economy Bureau

B/Main Auditor Bureau

C/Micro Finance Bureau

2. Sex Male Female

3. Level of Education

>8 9-12 Certificate

Diploma Degree MA and above

4. Service years

1-5 6-10 11-15 Above 15

SECTION II Encircle the letter of your opinion. You can encircle two or more letters as far as they are of your choice.

1. Who comes to your mind when ever you think of leader?

A/ Men

B/ Women

C/ Both

D/ Their sex doesn't come to my mind

2. If your answer to question number 1 is "A" your reasons are

A/ Men often dominate leadership positions of the organizations.

B/ Men are naturally endowed with leadership trait

C/ Men are culturally given to such positions.

D/ Men than women have confidence to hold leadership positions.

9. What do you understand by the term affirmative action in relation to leadership?
10. Which statement is correct in your opinion about the importance of affirmative action to increase women participation in leadership?
- A/ To compensate women's past discrimination that hinder them not to compete with men
- B/ It need to be done for those who fulfill the minimum requirement
- C/ The action may let unfit women to ascend leadership positions
- D/ Implementing such policies adversely affect men's complimenting such position
- E/ The actions are neither use full nor harmful.
11. Can one say that the systems in your organization are gender sensitive in recruitment and promotion?
- A/Yes
- B/ No
12. Please explain your reasons
13. What is the Contributing Factors for Women's holding Leadership Position
14. In your opinion what is the significance of women's participation in Leadership positions?
- A/ If women participate in leadership the organizations goals are effectively achieved
- B/ It doesn't matter whether women participate or not
- C/ Women should participate but the top decision making should be held by men
- D/ If women participate in leadership it secure the principle of gender equality
15. How do you explain your relation ship with your boss?
- A/Positive
- B/ Negative
16. If your answer is positive the reasons are
- A/ Women leaders do not oppress subordinates
- B/ Women leaders speak softly when giving orders
- C/ Women leaders make people work being involved in it
- D/ Women leaders properly treated their subordinates
17. In your opinion what kind of leadership behavior your boss has?
- A/ Consider subordinates interest and motivate subordinates

B/ Do not cooperate with their subordinates

C/ Do not consider subordinates interest

D/ Cooperate with subordinates

18. What measures to be taken to enhance women's share of leadership?

Thank you

DECLARATION

I, the undersigned, declare that this thesis is my original work and has not been presented for degree in any other University and that all sources of materials used for this thesis have been duly acknowledged

Name of the Student: Selamawit Adhanom


Signature ----- Date -----

Place: Addis Ababa University, Ethiopia

Date of Submission:

This thesis has been submitted for examination with my approval as a university advisor

Name of Advisor: Danel Tefera

Signature  ----- Date 27/06/2010

