

THE EXPERIENCES AND CHALLENGES OF MOTHERS IN LEADERSHIP POSITION IN CARING FOR THEIR CHILDREN: THE CASE OF BURAYU TOWN ADMINISTRATION.

BY: ADDISU KEBEDE

THESIS SUBMITTED TO SCHOOL OF SOCIAL WORK PRESENTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF SOCIAL WORK (MSW).

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This is to certify that the thesis prepared by Addisu Kebede entitled: The Experiences and challenges of Mothers in leadership position in caring for their children. Submitted in Partial Fulfillment of the Requirements for the Degree of Masters of Social Work (MSW) complies with the regulation of the university and meet the accepted standards with respect to originality and quality.

Signed by the Examining Committee:

Advisor	Signature	Date
External Examiner	Signature	Date
Internal examiner	Signature	Date

DECLARATION

I hereby declare that this thesis is my original work and that all sources of information used for the thesis have been duly acknowledged.

Addisu Kebede _____

Name of Student Signature

Place and Date of Submission: Addis Ababa University June, 2023

T**his thesis has been submitted for examination with my approval as a University advisor.**

Name: _____ Signature: _____ Date: June, 2023

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Acronyms

APA	American psychological Association
FGD	Focus Group Discussion
UN	United Nation
WHO	World Health Organization

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ABSTRACT

The study aimed at the experiences and challenges of mothers in leadership positions in caring for their children. A qualitative research method was employed to study the experiences and challenges mothers in leadership positions faced in their life journeys. In-depth semi-structured interview questions were conducted with six mothers in leadership positions and two FGD sessions were conducted with about ten purposively selected mothers based on the selection criteria. Thematic analysis was used to analyze the collected data. The collected data was carefully transcribed; repeatedly reading the transcribed data, carefully coded, organized, and emerged themes were presented in the finding. The key findings of the study were mothers feel happy for being mothers and they believe that God blessed them to give birth to continue the generation. They sacrifice to meet the basic needs of their children as well as to be successful in their leadership. Mothers in leadership positions face a unique set of challenges that can make it difficult to manage their personal and professional responsibilities. Long working hours, weak support systems, and lack of effective self-care were identified as the major challenges mothers faced in the course of performing family career and leadership responsibilities. To overcome the demanding nature of balancing multiple responsibilities, mothers employed different coping mechanisms. These coping mechanisms are sharing their feelings with their family, seeking support from their family and coworkers, working long hours during night time, Spending most of their time for self-care, sleeping, and leisure on child care, house courses, carrier, and leadership responsibilities. It also found that a support system is considered an important resource for mothers in leadership positions to better fulfill their leadership responsibilities.

Key Words: Work life balance, experiences, challenging, support system, family career.

Chapter One: Introduction

1.1. Background of the Study

Gender diversity in the workforce, especially in leadership roles, benefits businesses economically. The nations with the strongest economies are those that place a high priority on assisting working mothers and women in advancing their careers (Mills, 2017). According to Sultana and Noor (2011), women's labor force involvement has a significant impact on both the nation's overall economic development and their ability to meet the basic demands of their family members. The most major shift in labor markets during the past few decades, particularly in emerging nations, has been the substantial participation of women in the workforce. As of 2014, women make up 39.8% of the worldwide labor force (World Bank, 2014).

Though they are still underrepresented in leadership roles and viewed as an aberration when compared to men, women have made more progress than ever toward gender equality in both the household and professional spheres (Pranathi and Lathabhavan, 2021). Women may be badly impacted in various ways, including economically, socially, and mentally, by the underrepresentation of women in leadership positions of any form (Getachew, 2021). The possibility of social stigmatization and being branded as "loose or unfit" as mothers and wives must be taken into account by women who aspire to executive jobs. Many women decide against accepting jobs that would put them in the public eye because of such feelings (Rahel, 2013).

Due to the increasing participation rate of women in education, particularly at higher levels of education, the employment of mothers has expanded dramatically. In the poor world, mothers are thought to be the main contributors to the healthy growth and survival of children. The most significant members of the family are the mothers. They are the ones that spend the most time at

home with their kids compared to anyone else (Bajracharya, 2010). They must take care of their families, raise their kids, and participate in the workforce, all of which are significant responsibilities. It is crucial to consider maternal employment in the Ethiopian environment in order to understand how it affects the growth and academic performance of mothers and their offspring (Sofia, 2014). Married women compromise to maintain a healthy work-life balance despite this.

The obligations of professional employment frequently overlap with the domestic responsibilities of moms, such as meal preparation, child transportation, cleaning, childcare, planning and attending family and social events, and other domestic duties. Working mothers also have full leadership responsibilities at their place of employment on top of all of this. One of the main obstacles facing women in leadership is balancing their leadership responsibilities and family obligations (Parker, 2015). In addition, the mother's leadership qualities might have a significant impact on the child's degree of motivation, emotional stability, and attitude (Pranathi and Jagannarayan, 2021). The mother's role as a leader, which she can play in a variety of ways, has a significant impact on the child's sense of self, which in turn affects her potential either positively when the mother is encouraging, fair, and supportive or negatively when the mother is unsupportive, inconsistent, and critical (Pranathi & Jagannarayan, 2021).

Due to their engagement in formal education, women's participation in leadership positions has been rising in Ethiopia. Evidence suggested that women's representation in Ethiopia's House of People's Representatives increased over time, rising from 2.83 percent in 1995 to 7.7 percent in 2000 to 21.4 percent in 2005 to 27.9 percent in 2010 and to 39 percent in 2016 (World Bank, 2016). The increase in women's participation in leadership and governance was also found to produce noteworthy outcomes (UN Women, 2014).

Despite the rise in the number of women in leadership positions, societal and gender conventions still encourage women to have children sooner rather than later. The added demands and expectations that come with having a dual or triple role as a mother, an employee, or a leader are also felt by women who choose to work. Understanding the struggles and hardships that mothers in executive positions go through at home and at work is crucial. As a result, the current study aims to explore the lived experiences of women in leadership roles and to examine how these dual or triple obligations impact their quality of life and the lives of their loved ones.

1.2. Statement of the Problem

Despite having a significant impact on the nation's overall economic development, women face a number of challenges in balancing their dedication to their families with their obligations in the workforce and in positions of leadership. In the majority of traditional communities, women do all household chores and responsibilities, regardless of their employment status or position in the workplace. As a result, it might be difficult for working mothers to balance their obligations to their families with their professional obligations (Poduval and Poduval, 2009). A mother wishes she could spend more time with her kids. However, because women simultaneously fulfill the tasks of mother and leader at work, they might not be able to do it well (Sultana, & Noor, 2011).

The working mother must maintain the persuasive posture that her work is for the benefit of her family as much as for her own survival. However, this would fail to acknowledge the working mother as a vital component of society and a vital worker in her own right (Poduval and Poduval, 2009). Dual-tasking can potentially have a negative impact on workplace efficiency. Mothers who work in the academic sector and their delayed academic advancement in academic institutions have been the subject of some research (Poduval and Poduval, 2009).

According to a study in Korea by Mee1 and Young (2013) moms' various responsibilities have a significant impact on their psychological and social status. Working mothers may experience "aggression, guilt, work-family conflict, and isolation" if they become overburdened with domestic chores and stressed out by their many responsibilities. As a result, a lot of working mothers quit their careers in order to concentrate on household duties, such as childcare. Another study by Barclay (2010) in New Zealand found that working moms finish their first shift of paid employment before returning home and finishing their second shift of unpaid domestic and childcare duties. Women may feel guilty if they feel they are not devoting enough time and effort to their career or to their children, family, and social standards due to the conflicting expectations of being a "good" mother, wife, and worker. Regardless of their leadership experiences, mothers tried to strike a balance between work and family life, according to this result.

Additionally, Mee1 and Young (2013) discovered that when women receive less money, their performance and organizational responsibilities may be greatly reduced, which may have an impact on the production and efficiency of the company. By interfering with the development of essential mother-child ties and relationships, early maternal employment may lower the quality of mother-child interactions, according to another study (Fitzpatrick, 2008 as quoted in Singh, 2018).

On the other hand, a study by Firehiwot (2019) in the Ethiopian context regarding the personal life balance of married working mothers revealed that these women face numerous difficulties, including a lack of reliable support, a lack of reliable domestic help, economic hardship, a heavy workload, the lack of nearby daycare, long commutes, and gender roles. Working women frequently deal with stress brought on by the guilt of leaving their kids with a housekeeper, as well as a heavy workload and high expectations. Her research focused primarily on how working

mothers struggled to strike a balance between taking care of their families and working for a public organization.

According to a study on mothers' experiences in Ethiopia, women who have their husbands' support and who actively establish their value as professionals and leaders in society are more likely to succeed in school and the workplace than women who do not receive support from either their husbands or their family members (Sewit, 2014). In addition, a study by Meron (2018) to identify the difficulties faced by female executives in Ethiopian Electric Utility found that there is a significant gender gap in managerial roles, with women significantly underrepresented at the top and middle levels of the organization. As a result, women in the organization are strongly discouraged from entering and staying in managerial positions.

According to the empirical evidence presented above, few empirical studies have been done on the difficulties faced by working mothers who are also expected to fulfill the traditional roles expected of women, such as caring for their children and working as formal employees in private and public institutions. The effectiveness of mothers in leadership roles in managing their families and the transformation of their origins, however, has received very little research. As a result, the current study aims to investigate the lived experiences of mothers in leadership, the significance they ascribed to having children and serving as a leader in a government organization, the strategies they employ to effectively handle dual or triple responsibilities, and the coping mechanisms they create to deal with the difficulties they encounter while trying to balance raising a family and managing the organization.

1.3 Objective of the Study

1.3.1. *General Objective of the study*

To explore the lived experiences and challenges related to mothers in leadership position in managing the multiple roles of household and managerial responsibilities.

1.3.2. *Specific Objectives of the study*

1. To explore the experiences of mothers in leadership position in Burayu Town Administration.
2. To identify the challenges mothers in leadership position facing in Burayu Town Administration.
3. To pinpoint the coping strategies used by mothers to overcome the challenges of being motherhood and leader in Burayu Town Administration.

1.4 Significance of the Study

The study intended to investigate the experiences and the challenges of mother in leadership position. Therefore, the results of the study may help practitioners to understand the experiences, strength, motivations, and challenges of mother in leadership position, so that they can better plan future interventions in relation to the demanding nature of balancing leadership and managing household chores. This research is expected to provide valuable information that would enhance our understanding of the dynamics of caring for their children and fulfilling leadership role simultaneously. This study can contribute to the empirical knowledge and understanding of the current situation of mothers in leadership and family responsibility in the Ethiopian context. Furthermore, the results of this study may help policy makers, social workers and other non- government organizations who are working on

family and child care to provide training and psycho-social support for mothers in leadership position.

1.5 Scope of the Study

The current study's objective is to investigate and describe the actual experiences and difficulties faced by moms who are in positions of authority when it comes to raising their children in the Burayu town Administration of various governmental sectors. Geographically, the study will concentrate on mothers who hold leadership positions at Burayu Town Administration in various government agencies and business sectors. Additionally, the study will be focused on comprehending the lived experiences, perspectives, and opinions of mothers in leadership roles within governmental institutions. The study will also look into the difficulties moms encountered in juggling their dual obligations of giving their kids the best care possible and performing well in their leadership roles.

1.6 Operational Definitions of key Terms

Experience refers to knowledge and skill gained through practical involvement in activities.

Care-giving is the act of providing assistance and support for family member

Leadership refers the process of influencing others to understand and agree about what needs to be done and how to do it, as well as the process of facilitating individual and collective efforts to accomplish shared objectives.

Mother refers a woman who has a child, or a female that has produced young

Motherhood refers the state of being a mother, maternity. The state or experiences of having or raising child.

Challenge refers to a demanding task that calls for special effort or dedication.

1.7 Limitation of the study

The main goal of the study was to identify the difficulties that moms in leadership roles had while carrying out their duties as parents and leaders. The researcher only spoke with working mothers, not working fathers or mothers' spouses, which is the study's first restriction. As a result, the wives' information was either not gathered or was not included in the findings. Second, because the researcher only recruited a limited sample of participants, it is challenging to extrapolate the results to other populations.

Third, any study project may be constrained by researcher prejudice. Data collection, analysis, and interpretation may be influenced by my perspective and prior knowledge gained from reading other works of literature.

1.8 . Organization of the study

The study categorizes in to six chapters. The first chapter dealt about the introduction of the study. The second chapter also focuses on literature review or empirical finding. The third chapter give due attention to methodology of the study, methods of data collection and method of data analysis. The fourth chapters deal about the research findings. The fifth chapter deal about discussion the research findings. And the last chapter is focus on the conclusion and Implications.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1. Women in the Workplace

International development policy has recently begun to emphasize more the economic aspect of women's empowerment. As a result of its quantitative nature, the feminist agenda of gender equality and the empowerment of women have recently gotten stronger reception. (Kabeer, 2012).The economic dimension of women's empowerment, which describes the "multiplier effect" that women's empowerment has been found to have on development, is this quantitative aspect of women's empowerment. Generalizations concerning how women's employment affects economic growth must always be accompanied with a warning about the validity of the measure. Women's labor continues to be measured in extremely unreliable ways, which makes it difficult to grasp the connections between paid work for women, gender equality, and economic growth. After undertaking a multi-country study program on women's empowerment, Kabeer (2011) comes to the conclusion that there is still a significant information gap about women's paid and unpaid activity in all of its forms. The most significant finding from the research reported in Kabeer (2011) is that formal labor, or work that has some formal characteristics, has the most persistent and profound effects on women's ability for agency and voice (Kabeer, 2011). The aspects of formal work such as recognition, regularity of wages, social protection, voice and organization were found to the aspects of paid employment that have the greatest potential to empower women (Kabeer, 2012).

*2.*2. Roles and responsibilities of Mothers

2.2.1. *Women in the Home*

2.2.1.1. Motherhood

Mothering refers to the activity of parenting a kid and emphasizes the "active nature of maternity" (D'Arcy, 2011). Mothering expresses the ambiguous function of giving birth and nurturing a child. Mothering is connected with women since, in general, it is women who carry out the majority of the labor associated with mothering. Womanhood and motherhood are viewed as synonymous identities and categories. According to McMahon (1995 in Arendell, 1999), mothering is a woman's major identity as an adult and that identity reinforces her gender identity. Arendell, (1999), explored writing and research on mothering and motherhood in North America, notably in the United States, as part of her work on the theorizing of mothering and motherhood. She claims that although it is not usually the same person, the term "mother" can be ambiguously used to refer to both a woman who gives birth and a woman who actually raises a child.

The emphasis on social practices of nurturing and caring for others, involving dynamic activity and always changing connections, is a frequent feature in her formulations of mothering. As a result, the social status of becoming a mother is connected to the meanings and practices of mothering. In addition to being institutionalized in marital and family structures and practices, motherhood is also institutionalized in law and social policy (Arendell, 1999).

2.2.2.1. The Obligation of Motherhood

The maternal mandate gives women of all ages the directive that parenthood necessitates selfless commitment to children and a subordination of one's own interests to those of the family and children. The requirement presupposes that a woman voluntarily puts herself to her child-rearing responsibilities first; even when it entails giving up many other things she might find personally worthwhile continuing. Women who have young children and work outside the home are made to feel guilty by this mandate's force (Lindsey, 2005).

2.3.1. *Mothers as Primary Care Givers*

According to Bronfenbrenner (quoted in Paquette & Ryan, 2001), primary connections must be lifelong ones, like those with parents, and flaws in these relationships cannot be remedied by other partnerships. The secret to a child's improved development is to support their primary relationship. According to Digirolamo & Snyder (2008), the universal position of women as primary caregivers and reproductive agents establishes that they serve as the family's support system and matriarch. A woman is a man's social partner, the mother or grandmother who raises and cares for her offspring, a socializer, an educator, and the primary conduit for the social and cultural values she was reared with. In addition to being in charge of her husband and family's health and wellbeing, she is also in charge of the social family structure, the family's property, and the reproduction of the species (Digirolamo and Snyder 2008). For many health care initiatives to be successful and reach children, particularly those aimed at them, women must be involved. For instance, in order to receive medical care, several programs for children's nutrition, immunization, and management of respiratory or diarrheal disorders call for the mother or other primary caregiver to take the kid to a health facility. As a result, society and the existing health care system further the position of the woman as the primary caregiver by giving her more

duties. They may even place the blame on her if her husband or children do not receive proper medical treatment.

2.3. Working mothers

When mothers work in the workforce, they play a conflicting role. Working while being a mother, especially when the kids are small, is a complex and emotionally taxing situation. Women never fully get over feelings of guilt while leaving their child with someone else, despite wanting to change the world, be a mother and many other things, and show the variety of roles women can and do take on (D'Arcy, 2011). But once more, we see how women are divided in this argument: Who is in charge of the kids? Often women who earn less. Real and reciprocal feminist partnerships amongst women are made more challenging by the exploitation of women in domestic work, both within the developed world and between the developed and developing worlds (Gridley & Turner, 2010 as referenced in D'Arcy, 2011).

2.4. Maternal Employment and Its Impact on Mother-child relationship

Women have historically been seen as the less capable gender, both physically and mentally. Women's duties consequently tended to focus on running the home and raising kids. Women entered the workforce steadily over time and rose to positions of increasing responsibility. Fewer children are being raised by stay-at-home mothers now than ever before due to the increase in the number of women in the working. As De Jong.Young (2009), stated children require a lot of nurturing and attention. Moms need to establish a connection with their kids early on. A mother who remains at home with her kids has more opportunities to bond with them.

2.4.1 Quality Time and its Impact on Mother–Child Relation

Working women may not be able to spend much time playing with young children, which may have a negative impact on their psychological development. Contrarily, Bianchi et al. (2012) noted that while women who work outside the home do spend less time with their children than those who do not, the differences between the two groups are not particularly significant because working mothers make up for the time lost to housework, sleep, and leisure activities by spending more time with their kids.

Dunifon (2012) cites a number of causes and ways in which maternal employment may affect children. According to the researcher, parents' time and financial investments in their kids make up the total of their well-being. Money is used to buy things like school, healthcare, educational toys, and other things that are essential for a child's healthy growth. However, time investments in children can be divided into two categories: the quantity of time parents spend with their kids and the quality of that time. Each of these could be connected to maternal work..

Time spent with children and maternal employment are related; if the mother's time spent working was time that she would have spent with her children, this suggests that women who work outside the home spend less time with their children than those who do not. Additionally, it has been highlighted that moms who work might not have enough time to properly nurse or prepare wholesome meals for their early children, or to take advantage of government programs intended to enhance child nutrition. According to Lamontagne et al. (1998), women's responsibilities as caregivers and wage earners may conflict with one another due to the time constraints they encounter, potentially having a significant impact on the welfare of children.

2.4.2 Work Related Stress and its Impact on Mother Child-Relation

The types of employment in the regions where parents work have an impact on them. While middle-class parents investigate their children's motivations and the views represented by their behavior, lower-class parents concentrate on the behavior's immediate effects and outward qualities. Kohn saw a connection between these variations and the traits tied to the level of occupation. According to Bronfenbrenner (1990), parents' workplaces have an impact on their outlook on life and how they relate to their family. As a result, some features of their parenting are reflected in their professional lives. You will notice 18 examples of these impacts in children's talks, role acting, interactions, vocabulary, and perspectives as you observe them play.

2.4.3 Income and its Impact on Mother-child relationship

It's possible that parents from higher socioeconomic statuses are more likely to express warmth and affection toward their children, talk to them more, act democratically, value their children's opinions, and emphasize qualities like independence, curiosity, ambition, and self-control. According to Ryan, Fauth, and Brooks-Gunn, cited in Nagel & Allyn (2010),parents who are under "financial strain, depression and anxiety, marital discord, and disrupted parenting due to their circumstances may be harsher with, being less supportive, and more detached from their children."

2.5. Work life Balance Perspectives

Starting with the significance of comprehending the word "work-life balance" and how it is defined, it is important to note that there is no universally accepted, conclusive, or trustworthy definition of it. In the literature, balance has not been adequately defined. Work-life balance is not achieved by performing duties associated with one's many jobs, but rather by actively participating in each of them (American Psychological Association, 2004). Work-life balance is

a state of mind, not just something that relates to work and life. When a person is content with their level of functioning in all areas of their life including job, family, and leisure they are said to have achieved work-life balance (Kalliath & Brough, 2008). In its broadest definition, "work-life balance" is defined as a sufficient degree of involvement or ‘fit’ between the multiple roles in a person’s life (Hudson, 2005).

The interaction between paid job and other activities, such as volunteer work in the community and with families, leisure time, and personal growth, is what is meant by "work-life balance." job-family balance was described by Greenhaus, Collins, and Shaw (2003) as "the degree to which a person is respectively involved in and equally satisfied with his or her work role and family role." Work-life balance does not imply an equal split of time between work and personal obligations. But it all comes down to having a clear knowledge of both personal and professional responsibilities.

Two essential, pertinent everyday concepts—daily accomplishment and enjoyment—form the basis of an appropriate definition of work-life balance. These concepts represent the two contrasting values of life. According to Kanthisree (2013), one need the other in order to exist. According to a recent study by Iyer (2017) measuring women's work-life balance, married women find it extremely difficult to balance their personal and professional lives regardless of the industry they work in, the age group they belong to, the number of children they have, and their spouse's profession.

Eight out of the ten mothers who were surveyed said they enjoyed being working parents. In a similar vein, Whitehead's 2003 study on the career and personal balance of professional women in South Africa revealed that these women faced pressures and difficulties in their efforts to balance their many roles, regardless of their cultural backgrounds. In the study, 24 women were

interviewed; fifteen said they had a good balance in their lives, whereas nine said they didn't. The data analysis revealed several themes that relate to the phenomena of life-balance. According to the study's participants' comments, professional women's experiences with life balance appear to be ill-defined and constantly shifting.

A description of life balance for women in careers There are clearly many perspectives on life balance, and what one person considers to be in life balance may not necessarily be the same for another. According to participant's lack of life balance can result in less serious conditions like sleeplessness, exhaustion, frequent colds, and the flu as well as more significant conditions like panic attacks, depression, and cancer. Because every working mother has a different experience, Whitehead discovered that the imbalance between work and personal life cannot be the same for all of them. She also discovered that working mothers' wellbeing is negatively impacted by a lack of life balance.

2.5.1. Causes of Work Life Imbalance

Work-life imbalance is moderated by three factors: gender, time spent working, and family features. Due to the different perceptions of role identity, gender discrepancies may cause an imbalance in work and life. Men prioritize their professional obligations over their responsibilities to their families in order to support them financially, whereas women put their families first (Cinamon et al., 2002).

Long work hours brought on by "inflexibility, shifting in work requirements, overtime, or evening work duties" may cause an imbalance between family and work obligations (Byron and Kristin, 2005). It has been proven that "working time positively correlates with both work-family conflict and family-work conflict. This can be as a result of the subjective nature of satisfaction

measurement. Given this, working long hours may be perceived positively or badly depending on the person (Ford and others, 2007).

Family features include single employers, married or cohabiting employers, parent employers, and dual-earning parents (Ford et al., 2007). Working long hours makes it harder for parent employees to live up to their values in family-oriented activities, which in turn lowers family satisfaction.

2.5. 1.1. Role conflict

Ginnett (2019) classifies role conflict into three categories. The first is intra sender role conflict, which occurs when a person is receiving inconsistent messages or expectations regarding their behavior. These conflicts may originate from a variety of different places. The second type of conflict is called inter-role conflict and occurs when a single person is involved in two conflicting roles. The third person/role conflict arises whenever a role's demands conflict with the occupant's own expectations or values. As the projected role changes from early expectations, it may also evolve.

2.5.1.2. Triple role

Women have historically been assigned all tasks associated to upholding and managing family issues since they are viewed as nurturers and caregivers. Men view themselves as the family's main providers, and society also looks on them to do job duties that will provide income for the household. However, the character of the labor force has been evolving, and men's share of wage earners has been steadily dropping while women's share of housewives has increased (Sundaresan, 2015). Women in particular are being consumed by the demands of their dual roles in work and family.

This could perhaps be due to the fact that some moms find that working outside the home helps them maintain their identity, independence, sense of worth, and self-esteem as women. But continuing to work while having children can be difficult, leaving mothers worn out and unhappy. 2014 (Whelan) Women often take major responsibilities for child care in virtually every culture and community on the planet.

The woman had to divide her identity into three parts: the identity of the wife, the identity of the mother, and the identity of the woman as an individual in order to be a good mother. The woman views becoming a mother as a conscious transition from being an independent woman with selfish desires to a woman with three identities: an independent woman, a wife, and a mother, and she strives to fulfill the demands of all three identities (Nellemann, 2010). According to Nellemann's findings, when a woman gets married and has kids, she changes from being an independent woman to having to balance her employment with her responsibilities as a wife and mother.

2.6. Support and child care

Mothers frequently shoulder the majority of the parenting responsibilities alone. Mothers' reliance on relatives and friends for childrearing support varies along racial and cultural lines. According to African data, women who work for money spend less time on caregiving (both in absolute terms and in comparison to men) but the difference is not proportional to the time spent working (Samman, N. 2016). Therefore, moms are crucial for some of the participating mothers for very practical reasons in addition to the importance of a mother figure in regard to emotional needs (Marie, 2011). Contrary to the wonderful old joint families, modern nuclear families lack senior members, leaving the working mother with little choice but to abandon the child.in a day care centers.

Grandparents and other non-working family members supply the demand for childcare in Asian nations and in many joint family systems, taking over the task when the mother is at work. This extremely significant advantage, which occurs in joint families when child assistance is easily accessible from the family members themselves, not only acknowledges the working mother's importance as a member of the family but also gives her the support she needs to effectively carry out her multiple roles. (Linda, 2012) In addition, a study by Cross-Barnet and Bell McDonald (2015) about an intersectional perspective on parenting values among black married couples in the United States revealed that several African women regretted that there were no relatives living nearby to help with childcare and that they did not have family-based support.; and not having family-based care drove working African mothers to want to stay home to initiate appropriate values.

2.7. Challenges Faced by Working Mothers

Numerous studies have shown that maternity and family responsibilities in paid job have an impact on women's sustained engagement. Although family arrangements and the role of women vary between nations, some women still care for their families, according to research (Quaye, 2011). Some women place a higher importance on work and a career than others, despite the fact that many mothers place a greater value on childcare and family than a job. The support of family and the workplace have a significant impact on working mothers' decisions on child care (Novakovich, 2017). According to research on the reasons working mothers leave their jobs, a sizable proportion of women do so due to their obligations to their families (Sharma and Dhir, 2019).

Women typically prioritize their families over their careers when making these decisions (Verma, 2018). As a result, compared to their male colleagues, female managers' report significantly more friction between their personal and professional lives. Women managers' report more work-family conflicts, which increases stress, despair, and irritability. This shows that, despite larger challenges and similar career expectations for sexes, organizations and society rarely encourage and assist women managers (Novakovich, 2017; Madhavi & Vimala, 2011).

It can be difficult and stressful to manage a family when raising small children while both partners are working. It can be more difficult to balance one's obligations and goals outside of work with those within the workplace.(kanthisree,2013)The biggest issue for working mothers is raising a child. When the mother leaves the infant with a family member, a maid, or enrolls him or her in a playschool, the problem with pre-school care begins (Sharma and Dhir, 2019)

According to Warner et al. (quoted by Quaye, 2011), married women differ from single women not just in terms of where they live but also in terms of the social and economic roles they play in their home and in society as a whole. Due to the conflicting demands of job and family, women frequently have a harder time maintaining balance. To maximize their potential in all four spheres of life, working women must successfully manage their personal balance as well as the balance of their roles (Sundaresan. 2015).

Hurdles and issues that woman workers confront, as well as barriers that impede them from striving to higher positions. They discovered eight key contributing factors, including workplace discrimination, sexual harassment, psychological harassment, lack of travel safety for working women, a lack of family support, insufficient maternity leave, employment uncertainty, and workplace adaptability. Working women frequently experience significant levels of stress, which

can affect their relationships at home. Working women are under pressure to get to work on time, drop off their child at school, meet all of the children's deadlines, including getting them dressed and fed, and they are also squeezed for time to care for their homes at the same time.

2.8. Meaning and Concept of Leadership

The relationship between the issues and the notion of leadership is necessary in order to understand the concept of leadership in its entirety. The act of influencing followers' actions through communication and towards the accomplishment of some goal or goals is then described as leadership. A leader can instruct their followers on what has to be done and what should be done. Leadership is more than just choosing an organization's course; it also requires leaders to have the guts to uphold their values (Sundaresan, 2015). Overall, leadership refers to the interpersonal impact that leaders have on their followers through communication in order to achieve a specific objective or set of goals. The deep-seated opinions, convictions, and mindsets about gender roles have an impact on both men and women's capacities for leadership. Male and female leadership qualities and capacities should be evaluated on an individual basis rather than in light of stale gender stereotypes (Deloitte, 2011).

2.8.1 The Challenges of Women in Leadership in Ethiopia

2.8.1.1. Individual Challenge

There is widespread agreement that women make a substantial contribution to leadership, despite the fact that they face disparities virtually equally everywhere, which is seen as a squandered opportunity for creating inclusive economic progress. According to Haregewoin and Emebet (2014), Ethiopian society is patriarchal, placing women in a position of subordination. As a result, according to Hanna, Ethiopian women are seen as unassuming, submissive, resilient, and tolerant of tedious tasks and abuse, for which culture is used as an excuse (Hanna, 2015). Women have been denied equal access to chances for education, training, and gainful work, and their involvement in the creation of public policy and decision-making has been minimal. Women handle the majority of society affairs, which is an established truth (Haregewoin and Emebet, 2014).

In Ethiopian culture, women are expected to behave submissively, be quiet, keep a low profile, and minimize their professional accomplishments. Contrarily, contemporary attitudes regarding women demand that men be socialized to be self-assured, assertive, and self-promotional. As a result, women are forced to misjudge their own abilities, and they frequently find it difficult to confidently convey the extensive experience, education, and credentials they possess.

Women struggle in this area in the majority of competitive occupations that call for proof of ability because they have an incorrect assessment of their potential (Sharma and Dhir, 2019). This furthers the false narrative that most businesses have about placing women in positions of leadership.

2.8.1.2. Societal Challenge

Data from the Ethiopian Central Statistical Agency show that women make up 49.9% of the country's overall population. In the nation, 25.5% of women are the family's primary wage earners, and of those, 23% are from rural areas while 39% live in metropolitan areas. Despite making up half of the population, Ethiopian women lack access to possibilities for productive resources including basic healthcare, education, and employment. In addition, women make up less than 43% of the labor force and are more likely to engage in unpaid or otherwise invisible work (CSA, 2017). In addition to the workplace, family and their male counterparts are often blamed for the lack of support. When expected to attend public events that higher positions regularly require, women leaders bear an additional strain (Novakovich, 2017). The decision of whether to leave their young children at home or devote their entire attention to the responsibilities that their leadership position continually requires of them is frequently faced by women who are raising very young children (AAUW.2016 as cited in Sharma and Dhir, 2019). In most situations, women in Ethiopia give up running in the fast lane to their leadership

positions and choose to give their children their undivided attention because the responsibility of raising children is entirely on the shoulders of women, and there are virtually no support systems in the nation to share this burden of women. Accordingly, the lack of a support system, particularly in terms of child care, has been a major factor in Ethiopia's diminishing number of women in leadership positions across all industries (Annual Report of Ethiopian Women Lawyers Association, EWLA, 2017).

2.8.1.3. Organizational Challenge

According to the Central Statistical Authority survey from 2012, which Alemu's article cites, the biggest proportion of these underrepresented female employees 78% are involved in household tasks, with 59.3% of those duties being unpaid. Only 35% of the labor force overall is made up of women, according to this survey on the employment status of women in governmental, non-governmental, and private institutions (Alemu, 2014). While job discrimination against women may occasionally appear insignificant, it is actually obvious and against the law. This is evident in one of the job postings, which said that female candidates are favored because the role "requires filling in the responsibilities of a receptionist" (Novakovich, 2017). This is demonstrative evidence that most situations in Ethiopia treat the issue of women carelessly.

2.8.2. Women Leadership and Challenges in Developing Countries

Theoretically, female leaders in poor nations like Ethiopia are not supported at work by their peers and subordinates, which has a negative impact on their performance. According to Sekkat, Szafarz, and Tojero (2015), sociocultural views along with discriminatory property rights, which are mostly connected to unfair inheritance customs, are among the factors that prevent women from owning property in developing nations.

Diversity of thought is essential because it fosters an environment that is creative, energetic, and flourishing at work. Companies gain from having a variety of voices because different viewpoints and ideas are considered while making decisions, which leads to better judgments (Novakovich, 2017). According to studies, women need mentors and role models to help them become leaders and advance up the corporate ladder (Novakovich, 2017). It is clear that gender diversity improves business success in both industrialized and developing nations.

The poor legal protection framework is a major contributing factor to these discriminatory workplace practices. Surprisingly, a nation's financial development does nothing to address the gender gap in entrepreneurs' access to financing (Sekkat, Szafarz, and Tojerow, 2015). Lack of study on female leadership in developing nations is frequently brought up in developing nations. This is explained by the fact that there aren't many female corporate leaders and that they're hesitant to operate in a setting where women are in charge (Sekkat, Szafarz, and Tojerow, 2015). Thus, it is abundantly obvious from the aforementioned study's findings that there aren't enough women in leadership roles in both emerging and wealthy nations. Both types of countries have problems for women in leadership roles, while the severity and breadth of those challenges varies correspondingly.

Chapter Three: Research Method

3.1. Research Design

A plan or approach for doing research on certain phenomena is known as a research design. To address the research question, it may include integrating philosophy, investigative techniques, and other methodologies (Ngulube, 2020). Researchers that use qualitative methods are motivated to explain social behavior in its context in great detail (Bryman, éà&é). (Lapan et al., 2012) state. The interpretive viewpoint and the critical perspective are the two components of qualitative research.

The interpretive viewpoint focuses on learning about participants' beliefs and viewpoints from their perspective. In contrast, a critical perspective that is founded on an interpretive viewpoint also explores how power is invested in and used in social contexts. Researchers can examine social and individual behaviors from their point of view using qualitative research (Lapan et al., 2012). "Worldview" is defined by Lapan et al. (2012) as a general attitude toward the world and a set of beliefs regarding the nature of knowledge. Therefore, it is decided that a qualitative study methodology is the best way to comprehend the meanings mothers give to leadership, their motivation, their strengths, their challenges, and the coping mechanisms they employ to deal with the demanding nature of both motherhood and leadership.

In this study, phenomenology was used to analyze the experiences of mothers in leadership posts who are juggling their careers, families, and leadership responsibilities. The study used a qualitative research approach with phenomenology research and a descriptive design to explain

the experiences and problems of mothers in leadership positions from their point of view because it focuses on the lived experiences of mothers in positions of power.

3.2.2. Phenomenological Research

Phenomenology is a philosophy and a method of research that seeks to explain phenomena while also being able to interpret and provide context for human experiences (Qutoshi, 2018).

Through the use of phenomenology, a researcher can determine the true significance of participants' descriptions of a phenomenon as they relate to their own personal experiences. Phenomenology is a philosophy and a method that emphasizes the understanding of lived experiences. The process entails studying a small number of subjects through in-depth and sustained involvement to discover patterns and correlations of meaning (Mohajan, 2018, Creswell, 2009).

Phenomenologists investigate how people interpret their experiences and how these interpretations influence collective or societal meanings. In addition, phenomenological technique provides researchers with a perfect way to investigate many civilizations, oppressed communities, and distinctive occurrences related to a wide range of notions that develop in human existence (Sheperis, Young, and Daniels, 2010). The emphasis is on a deeper comprehension of phenomena that are ingrained in study participants' worldviews and viewpoints.

Phenomenologists work to fully comprehend the life-worlds of people before attempting to characterize that life-world as it relates to a specific experience. Before entering the participant's world, the researcher engages in a process known as bracketing in which they deliberately

consider, record, and then set aside any prejudices, biases, or learned sentiments they may have regarding the topic they are studying (Sheperis et al., 2010).

Researchers are urged to outline the precise actions they will take to avoid letting their personal experiences affect the way they gather and analyze data. Researchers are also urged to explain how they plan to fully comprehend each participant's particular lived experience (Sheperis et al., 2010). Therefore, as a first step towards capping one's perceptions, the researcher is urged to be receptive to self-disclosure of biased attitudes and beliefs. Additionally, the researcher is urged to support the significance of the participants' experiences by paying close attention, attempting to understand from the participants' perspective, and demonstrating this understanding with regard to any particular concept that a participant describes (Sheperis et al., 2010).Hence, to elucidate the lived experiences and challenges of mothers in leadership position phenomenology research deemed to be appropriate for this study.

3.2. Study Area

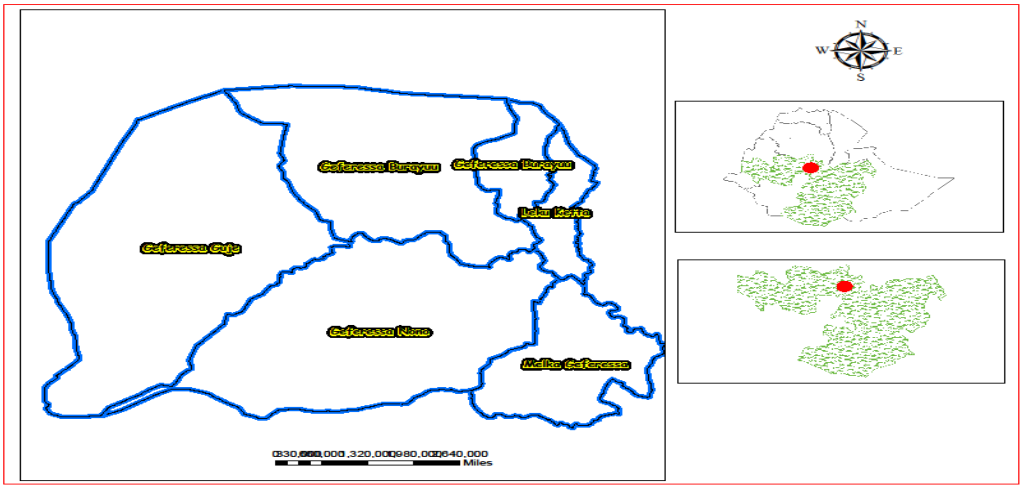
Burayu Town is situated 15 kilometers from the Addis Ababa city (Piazza) center, on the western outskirts of the capital city, along the Addis Ababa-Ambo route. The Town's maximum and minimum recorded temperatures are approximately 14°c, 22°c, and 6°c, respectively, which are indicative of a cold temperate climate.

Its borders are Sebeta Hawas District in the south, Welmera district in the west, Sululta town in the north, and Addis Ababa City in the east. Administratively, Burayu town was under Oromia Regional Administration.

One of the native trees to the area is thought to be the source of the name Burayu. The word "Burayu" is an Afan Oromo word that literally translates to "black wood." A sedentary semi-

pastoralist offshoot of the Tulama-Oromo known as the Gullale lived in and around Burayu around the end of the eighteenth century. They were the area's first settlers, according to some sources. The town's current layout is essentially linear and stretched along the Addis Ababa-Ambo route. The population numbers of town estimated 585,000+ and the width of town is 9,058 hectare. The town has 31 sectors; the cabinet member comprises 35 male, 16 female totally 51 head and V/ head cabinets' member under the town administration.

I chose Burayu Town Administration because of my proximity to and access to the area as well as my desire to locally contribute to the body of research regarding moms' numerous roles in juggling work and family, about which relatively little is known.



Burayu Town Map

3.3. Sampling Technique

Purposive sampling was used in the study along with a non-probability sampling strategy. In order to find volunteers from the study population, purposeful sampling was used. At this point,

respondents who best suit the study's goal and satisfied the inclusion requirements were be chosen on purpose base.

3.3.1. Study Population

According to Bhattacherjee (2012), a population is any group of individuals or objects (unit of analysis) that share the features being studied. The persons on whom the study is focused are referred to as the study population. The study design must include a description of why the study populations were selected, which includes their projected contribution to the study (Lapan et al. 2012). Study populations are always selected in relation to the study topic. Married women who now hold leadership positions (as members of Cabinet) in various government departments under the control of the Burayu town administration made up the potential demographic for this study. The administration of Burayu Town has 31 sectors. The cabinet member comprises 35 male, 16 female totally 51 cabinet member under the town administration. Therefore, 6 participants were interviewed and two FGD sessions conducted with 10 members discussants in the study.

3.3.2. Purposive sampling

When a researcher is looking for in-depth information in a novel field, they should employ purposeful sampling to identify the participants or instances that best represent the problem they want to investigate. This sample will offer perceptions into a field that has not yet been studied and will give a qualitative researcher rich data (Alston & Bowels, 2003).

According to Mack et al. (2005), the theoretical data saturation point (the point in data collection when new data no longer contribute additional insights to the study questions) is frequently used to calculate the size of a purposive sample.

3.3.3. *Data Source*

The researcher should consider both primary and secondary data while choosing the method of data collecting to be used for the study. The primary data are those that are gathered fresh and for the first time, making them unique by nature. On the other hand, secondary data are those that have already been gathered and subjected to the statistical process by another party (Kothari, 2004). To gather pertinent data about the experiences of mothers in leadership positions, primary data sources are used. In order to understand the experiences, motivation, balance of the dual or triple duty, and obstacles of mothers in leadership positions, face-to-face in-depth interviews and FGD were utilized as the key data sources.

3.4 Selection Criteria

The researcher will be able to learn more about the lived experiences, motives, and difficulties of juggling the triple obligations of moms in leadership positions through careful participant selection. The study's research subjects would be chosen on purpose to investigate the lived experiences of moms who hold leadership positions in governmental institutions. As a result, the following are the participants' inclusion criteria:

Mothers who volunteer to give a detailed account of their lived experiences as well as the complexity of motherhood and leadership in many contexts and who have a child or children.

Mother was also added, who has been serving as a leader in a government office for at least the previous six months.

3.5. Method of Data collection

3.5.1 .In-depth interviews

In-depth interviews, according to Mack et al. (2005), are a successful qualitative research technique for encouraging individuals to reveal their private thoughts, feelings, and experiences. They also give researchers a chance to learn about how people interpret and organize the outside

world. Few in number, the semi-structured and open-ended interview questions were designed to elicit the perspectives, thoughts, and opinions of the participants (Creswell, 2009). In this context, the open-ended interview questions were developed in accordance with the study's goals and research questions. With the consent of the interviewees, tape recordings of the interviews were made. Participants were questioned at their office with their informed consent. A minimum of 45 minutes and a maximum of 60 minutes will be allotted for each interview and tape recording.

3.5.2. Focus Group Discussion

Focus group discussions are widely employed as a qualitative strategy to comprehend social topics in depth. Instead of using a statistically representative sample of a larger population, the strategy seeks to collect data from a deliberately chosen group of people (Nyumba, Wilson, Derrick, and Mukherjee, 2017). Its goal is to learn in-depth information about a group's conceptions, perceptions, and ideas. Focus groups help to understand the phenomenon being investigated more thoroughly by revealing how people think. Two FGD sessions with a total of 10 participants were held with moms in leadership roles for the study's purposes. A minimum of 1: 45 hour and a maximum of 2:15 hours will be allotted for each Focus group discussions.

3.5.3. Data Collection Procedures

I set up the appropriate equipment for data collection, such as a tape recorder, cassettes, and stationery, in order to collect specific and pertinent information from the participants. I initially spoke with mothers who were passionate about leadership to acquire their permission and to go over the goals and procedures of the data gathering. According to Creswell (2009), discussions about the participants and the site during data collection procedures may touch on four different

topics: the setting (the location of the research), the actors (who were interviewed), the event (the subject of the actors' interviews), and the process (the dynamic nature of the actions taken by the actors within the setting). Permission to use the site and their support throughout the process of data collection including, selection of participants of the study based on the criteria and materials for interviews were prepared.

Second, I established a connection with study participants through an initial talk and facilitated the interview session at their offices in order to foster a trusting environment for data collection. Thirdly, before beginning the in-depth interview, the participants discussed and came to an agreement on matters such as the suitability of the setting or location for the interview, the purpose of the study, the duration of the interview session, the issues of confidentiality, and the need for written consent to participate in the study and to tape record the interview.

On the basis of the data collection plan, the data collecting procedure would then be continued. The participants choose the setting for the interview. This was done to allow them to choose a place where they feel comfortable to be interviewed or without the presence of other people.

3.6. Data Analysis

The first phase in qualitative data analysis, according to is organizing and preparing the acquired data for analysis by typing up field notes, interview transcripts, and classifying and categorizing the data into various types based on the information sources (Creswell. 2009),. The field notes and interview questions were meticulously organized and recorded. I could better understand the data's content and establish coding and themes if I looked through the arranged notes again. The acquired data were analyzed using thematic data analysis. Creswell (2009) asserts that the qualitative researcher organizes and codes the data or categorizes the text before giving the

information meaning after doing a thorough study of the data that has been gathered. It involved translation of the information which was collected in Afaan Oromo to English.

According to Padgett (2008), coding entails reading the transcript carefully and repeatedly in search of "meaning units" that are descriptively identified. After reading the transcribed data several times, I pre-code it by bolding and underlining significant sentences. Based on the participants' responses, I would choose key points for the first level of coding and name or label them. Then, in the second level, I brought together sub-themes that represented the research's findings and structured similar data. The data's sub-themes were honed and combined with the super-themes. In order to convey the findings, the themes were finally articulated in story style.

3.7. Ethical Considerations

To guarantee that the respondents feel at ease giving pertinent answers, the issue of individual anonymity and confidentiality is taken into account at every stage of the research process. According to Mack et al. (2005), obtaining an individual's informed consent is necessary for data collecting activities and goes beyond simple conversation. The researcher should inform the participants of the following, according to Mack et al. (p. 8, 2005): "The goal of the research, what is anticipated of a research participant, including the length of time likely to be required for participation, Expected dangers and rewards, including mental and social gains, The fact that withdrawal is always possible and comes with no consequences because participation is voluntary.

In light of this, I explained to the respondents the goal of the study. The respondents will be made aware that their participation in the interview process is entirely voluntary and that they are free to skip any questions they do not want to fully or partially answer. The participants'

workplaces were the location of the interviews. According to the participants' willingness, interviews were performed in private, in the participant's office. Male-female interaction's cultural implications will be taken into account. I employed pseudonyms for participants during the coding and recording of the data in order to protect their identity and privacy. And also I did not mention the name of their office to protect their identity.

3.8. Data Quality Assurance

In the qualitative research paradigm, the reliability of the research is essential. According to Creswell (2003), validation of the study findings should take place at various stages of the investigation. To ensure the validity of the research findings, I will pay close attention to every step of the research process. According to Creswell (2003, p. 204), the researcher should employ the following three methods to guarantee the validity of the study: First, the researcher gave a thorough explanation of the study's purpose, their responsibilities in it, the position of the informants, the criteria used in their selection, and the context in which the data were collected. In order to improve the quality of the data, additional methods of data collecting and analysis, such as triangulation, will be used. Finally, data collection and analysis strategies would be report in detail in order to provide a clear and accurate picture of the methods used in the study.

Knowing potential hazards and how to handle them when they arise in a research project is crucial for ensuring that it is trustworthy. The biggest obstacles to the credibility of a qualitative study may be the researcher and respondent biases (Padgett, 2008). Prolonged engagement was utilized as an approach to reduce the risks of reactivity in order to lessen respondents' biases and the risk of reactivity, in which participants may withhold information owing to the researcher's presence. I tried to comprehend the meaning, context, and lived experiences from their own viewpoints during the interviews and data analysis rather than relying on my preconceptions or

personal opinions and searching for a single, correct answer. In addition, the researcher collected the data without any research assistance to immerse myself in data collection, so that he understand and taken notes about the verbal and non-verbal responses of the participants. The collected data was analyzed carefully according to the plan of data analysis in order to assure the validity of the research.

Chapter Four: Finding

4.1. Background of the Participants

The study aimed to explore the experiences and challenges Mother Leaders faced in balancing the dual or triple responsibilities of leadership and household or domestic activities in their life journey. To ensure the objective of the study I approached and interviewed six mothers for interview who are in leadership position during data collection in different offices under Burayu Town Administration. In addition 10 other mothers on leadership position participated in two FGD sessions were participated in the study. These mothers voluntarily participated in the research. The participants identified themselves as a mother and leader; all of them met the predetermined inclusion criteria for the study, and they were willing to share their experiences with the researcher in relation to their motherhood and leadership experiences and challenges. The mothers were encouraged to talk about any of their experiences that were relevant to their double responsibilities. The participants were tried to explain all aspects of their experiences from the perspective of the meaning they give for motherhood and leadership. All mothers were interviewed in their offices and FGD were conducted at the office of town vice manager.

Table 1the demographic characteristics of the participants

S/N	Pseudo Name	Age	Educational background	Years since married	No of children	Ages of children	Career position	Year of working as a leader	Remark/ participation
1	Debora	29	BA degree	3	1	2	Head	3	Interview
2	Melala	28	BA degree	6	2	2,5	V/head	3	Interview
3	Jamila	29	BA degree	5	2	2,4	V/head	3	Interview
4	Faya	38	MA degree	12	4	2,4,7,11	Head	6	Interview
5	Nanat	35	BA degree	10	3	2,5,8	V/Head	5	Interview
6	Fenet	34	BA Degree	8	3	1,3,6	Head	4	Interview
7	Rahel	34	BA Degree	4	2	3,7	V/head	3	FGD
8	Jitu	30	BA Degree	5	1	3	Head	4	FGD
9	Hawi	32	MA degree	10	2	4,8	Head	4	FGD
10	Merob	35	BA degree	6	3	1,3,5	V/Head	5	FGD
11	Milko	40	MA degree	15	4	4,6,8,12	Head	7	FGD
12	Marta	40	MA degree	18	4	3,6,9,15	Head	8	FGD
13	Merry	28	BA degree	4	1	3	v/head	1	FGD
14	Meti	32	Bs degree	5	2	2,4	V/head	2	FGD
15	Yanet	35	MA degree	6	2	2,5	V/head	4	FGD

16	Soret	33	MA degree	7	3	1,3,6	Head	3	FGD

Participant Profiles

Debora is a twenty nine years old woman, she is married before 3 years. She has a 2 years old child. She holds BA degree. Debora works at the head of one office in Burayu town Administration for the last three years and she felt happiness in her work. She often works from Monday to Friday sometimes Saturday to accomplish certain assignments. The organization that she works for does not have any official work life balance policies and the organization is not providing special service packages to create conducive environment for the employees.

Melala is a twenty eight years old woman. She is married and stayed 6 years in marriage. She has 2 children age of 2 and 5 years. She holds BA degree. Melala works as a vice head of one office at Burayu town Administration for the last three years and she has ambivalent feeling on her work. She often works from Monday to Friday sometimes she works on Saturdays if urgent assignments are given from the Mayor office. The organization that she works for does not have any official work life balance policies and the organization is not providing special service packages to create conducive environment for the employees.

Jamila is a twenty nine years old woman. She has married and stayed 5 years in marriage. Her husband is a business man. She has 2 children age of 2 and 4 years. She holds BA degree. Jemila works as a vice head of one office at Burayu town Administration for the last three years and she has ambivalent feeling on her work because her husband does not understand her position. She often works from Monday to Friday and sometimes she work on Saturday if urgent assignments are given from the top manager. The organization that she works for does not have

any official work life balance policies and the organization is not providing special service packages to create conducive environment for the employees.

Faya is a thirty eight woman. She has married, and stayed in marriage for the last 12 years. Her husband is working in non-government organization. She has 4 children whose age of 2,4, 7 and 11 years. She holds MA degree. Jemila works as a head of one office at Burayu town Administration for the last three years and three years in other position before the position she has held. She is happy on her work because her husband's understand her position supporting to his effort. She often works from Monday to Friday and sometimes she works on Saturdays if urgent assignments are given from the top manager. The organization that she works for does not have any official work life balance policies and the organization is not providing special service packages to create conducive environment for the employees.

Nanat is a thirty five years old woman in her she was married, and stayed in marriage for the last 10 years. Her husband is self-employed. She has 3 children whose age of 2, 5 and 8 years. She holds BA degree. Nanat works as a head of one office at Burayu town Administration for the last four years. She feels fulfillment on her work because her husband recognize her position as important for the family. Similarly, she often works from Monday to Friday and sometimes she work on Saturday if urgent assignments are given from the top manager. The organization that she works for does not have any official work life balance policies and the organization is not providing special service packages to create conducive environment for the employees.

Fenet is a thirty four years old woman. She has married, and stayed in marriage for the last 8 years. Her husband is government employed. She has 3 children whose age of 1, 3 and 6 years. She holds BA degree. Fenet works as a head of one office at Burayu town Administration for the

four years. She feels happy on her work because her husband recognizes her position and supporting her in every aspect. Like other offices, she often works from Monday to Friday and sometimes she work on Saturday if urgent assignments are given from the top manager because members are expected on call or get ready all days. The organization that she works for does not have any official work life balance policies and the organization is not providing special service packages to create conducive environment for the employees.

4.2. Perception about motherhood experience

The perception of mother mothers theme emerged from the experiences of mothers in leadership position to see the viewpoints of mothers on caring for family and leadership roles. This theme mainly emphasized on mother's perception and experiences of being mothers on the basis of information obtained from participants.

4.2.1. Motherhood as God's Gift

Participants uncovered that motherhood is not only personal choice and aspiration of a women but it is a reward given form the almighty God. Motherhood is the highest and most blessed status women can experience in life. They admit, giving birth is considered as a unique gift that enables mothers to continue the generation. Jamila shared her experience as:

> *I always impressed on the wonderful creation of God to create woman and to give birth to continue the generation in this world. You see being motherhood is an amazing gift of God, because not all women give birth or a mother, only those who are blessed from the creator can get this status. I think, God deliberately blessed women to give birth to share love among mother and her child as well as to show us how much God loves human being*

According to FGD participants having children is considered as the sources every happiness in human life.

> *In this world, the real joy doesn't come from the accumulation of materialistic or cosmetic things or you may spend millions of birr to get happiness for yourself but all are nothing to bring joy. However, having baby will make you the happiest person on the earth. Whatever your situations are gloomy and desperate; the smile of your child/ children changes all things in to joyfulness life. If you have children, you have meaning in your life; you have something as a hope in your life.*

Whatever, keeping the balance of family care and leadership responsibilities are overwhelming activity, mother feel happy for the blessing of God or having children. Though, the working environment is distressing when they get back to their home and chat with their children, they forget the situation. Almost all participants stated that the unconditional love or affection of mothers for their child as well as the affection children display toward mothers build positive feeling of mothers for others people. Being a mother is a primary responsibility to address social and emotional needs of child or children. Mothers perceive that rearing of children have positive consequences for outcomes life satisfaction and well-being. Furthermore; sociocultural factors significantly influence women about the importance and status of motherhood in the society.

4.2.2. Mothers experience as Personal Sacrifice

4 participants reported that being motherhood is not only a source of contentment and achieving good mother, but they sacrifice to survive their children and their family. They make substantial sacrifices for the health and well beings of their children and better achieve their leadership role. All participants agreed on the expense of keeping the equilibrium of family and leadership roles. Nanat reported her experience below:

> *You see having children is very important and a sources of satisfaction in human live. But you cannot get something which gives happiness or good feeling without paying any efforts and exhaustions. Let alone having children, family and work place responsibilities, life itself is challenging and tiresome at this moment. I have little time for my children to caring and nurturing as a result of huge responsibility I held at work place. I sacrifice myself to care for my children. I always devoted to my family as well as to my career to fulfill my duties as a mother and as a leader. Actually, when a woman gives birth she begins to live for her child not for herself.*

All participants believe that being a mother is a source of blessing and honors but improbably it is very difficult to satisfy the basic needs of the children because of their dual responsibilities and lack of time for mothers to accomplish the entire activities. They stated as they devote every moment to the wellbeing of their children as well as to be successful in their managerial responsibilities. Fenet noted her experience as:

> *To me regardless of the demanding nature of managing both being good mother and effective leader, having children is a part of my life, I feel happy in everything related to my children. They gave me fulfillment in my family life because there would also be many challenges in my professional career. My activities at home would be to satisfy my children's needs in providing them with a sense of security and stability. As the time I sacrifice myself to be effective in my leadership position.*

Faya sacrifices herself because the love she had for her children. She considers the scarification she has experienced as a normal life not something as negative and leads her to disparate life situation.

2 participants noticed that they have experienced ambivalent feeling which is, characterized by contradictory emotions arising from the good feeling of being mothers and satisfactions that childrearing brings and their coexistence with challenging situation, hard work and exhaustion to satisfy the needs of their children. In addition, to physical and financial sacrifices a mother makes, emotional sacrifices to their children especially their infant or breastfeed child. Despite, the struggle to maintain the balance, mothers feel happiness than regret because of the socially expectation of good mothering responsibility as well as being blessed by children.

Melala explained as: - "*I committed my time and energy to care for my children and for optimum achievement of both family and managerial role''.*

Mothers who are committed and had support system to fulfill different roles are more likely effective in their personal life and leadership tasks. Role commitment may provide more opportunities for mothers to achieve their duties at optimum level and feel happiness in their life. Mothers' self-sacrifices for the happiness of their children and leadership responsibilities are directly correlated with mothers' satisfaction in the courses of caring for their children and being successful on their leadership. Mothers who committed and have support system to fulfill different roles are more likely effective in their personal life and leadership tasks.

4.2.3. Mothers Experience about work life balance

In this study participants gave meanings for work life balance based on their experience of before marriage and after marriage as well as before holding the leadership position and after holding leadership position. Dibora and Melala uncovered that family work balance mean when an individual effectively perform or fulfill both family responsibilities and work place leadership

responsibilities. Managing and integrating the two roles successfully may improve the quality life of mothers. Yanet from FGD participants said;

> *For me, work life balance is working both household activities and leadership responsibilities simultaneously. If I perform both responsibilities effectively without delaying one activity it is work life balance.*

Merry from FGD Participant noted as,*" To me work life balance is giving due attention and time for both responsibilities and being successful in fulfilling family needs and work place responsibilities"*

Mothers in leadership interviewed defined work life balance from their own perspective. In the above mothers define family work life balance working the dual responsibilities by giving equal time without affecting one another in the course of fulfilling the entire family roles and leadership responsibilities and burden.

On the other hand most of the mothers believe that they are achieving the balance with all its challenges and expense. Faya pinpointed that managing the two roles was impossible without the help of others family member.

> *"I managed my family life as mother with the help of my family support at home as well as at work place successfully. The support from my immediate boss and co-workers was a blessing. However, it is challenging to manage both as a wife, mother and employee. Though, I am expected to manage so many responsibilities at home and work place, I give more time for my leadership responsibilities by letting the family responsibility to my families.*

As the information obtained from focus group discussion uncovered that during pregnancy and after the mothers gave birth managing the dual responsibilities were very challenging and difficult event satisfying the needs of family. Fenet stated that:-

> *When I was pregnant and during postnatal or after gave birth, I used to give much time for my child and family life. And my work was somehow affected, but now my baby grown, I left with my family member and home maid. But, now I relatively mange my leadership roles and family responsibilities side by side.*

Mothers give meaning for work family balance as the compatibility and allocating equal time for leadership responsibilities and the entire huge family responsibilities. Though, mothers define family work balance based on their perspectives, some mothers described managing both responsibilities are not as easy in practice unless support provided for mothers in leadership position. Balancing both family work domains is directly related with the support mothers get from their family member and other relatives like, mothers and other relative at home. Good balance of family and leadership responsibilities can enhance the well-being of mothers and will also contribute to the success of the organization and the health of their families.

4.3. The Challenges Faced by Mothers in leadership

The aim of this theme is to get deep insight on the challenges faced mothers in leadership position on the bases of their lived experience. With this regard, working mothers in general, mothers in leadership position in particular face several challenges in the course of effectively managing the household roles as a mother, a wife and as a leader at government organization. In this study working long hour, weak social system and lack of time for self-care are some of the challenges mothers in leadership facing in their day –to- day activities.

4.3.1. Working Long Hour

Participants described that the managerial activities are not fixed on time. All participants stated that any cabinet members are expected to work day, night and weakened. The flexibility of work schedule disrupted their plan to stay with children and take part in social affair. Cabinet members are always expected to avail themselves and standby to work every day when they ordered by their Mayor. Fenet stated below

> *My work schedule is very strict and sometimes I couldn't spend more time with my children to care and nurture, but they want my love and care. I know this is my responsibility to give them love and care, but it is impossible for me to do so. You see being a cabinet member is challenging and wasting your time and energy for work than spending plenty of time with my kids. Commonly cabinet member are working all days of the week including Saturday and Sunday without rest. This contributed to work overload and tension in my life.*

Participants reported that balancing family and leadership responsibilities are very demanding and overwhelming as well as time consuming task. Faya and Nanat stated that lack of enough time to meet the needs of the family as a result of flexible work place schedule may hinder them to spend sufficient time with their children. Long working hour and spending more time at office may lead mothers to feeling of responsibility about failure to provide appropriate care and love for their children. As a result, majority of participants are burdened with excessive work in both their personal and work spaces. Melala reported that:

> *Being a mother and a leader is very challenging and scarifying your time and energy to balance both your family and work place tasks. I spent long hour at work place and*

doing different tasks. But I spend little time with my family and care for my children. I let my infant to domestic helper, I am not sure on the service she provided for my infant, but I couldn't have any option. Sometimes I supervise here in between my job to reduce my worry about my kids.

Mothers in leadership positions often have limited time to manage their multiple roles, which can make it challenging to prioritize responsibilities and meet deadlines. They may have to work longer hours or sacrifice personal time to meet their work obligations, than staying with their children, this may lead to feeling of guilty and burnout in the course their careers.

I weak up early in the morning, I am the first person to wake up to prepare breakfast for family and lunch for my children. I usually am sleeping at 12:00 mid night after I finished my household activities and weak up at 11: 00 early in the morning. Even I take some urgent works to my home to work at home. It is possible to say, I haven't any break whether daily, weekly or yearly even for my personal care.

Lack of leisure time and sufficient sleep at their home as a result of fulfilling the multiple roles of mothers may adversely affect the entire lives of mothers as well as the development of their children. Mothers who are subjected to long working hours and lack of sleep had less time to spend with their infants' even for breastfeeding and provide appropriate care and love for their children. This may negatively affect physical and cognitive development of children and later disturb their educational achievement.

4.3.2. Weak Social Support

Effectively managing work and family responsibilities requires support system from different actors around the family member and work environment. The social support provided for

mothers in leadership will play an important role in improving the health and wellbeing of mothers by reducing the work load and increasing the efficiency of their work. Majority of participants uncovered the importance of practical support from their family member, community as well as from their coworkers to alleviate some of the demands on their time and energy. However, some participants are not lucky to benefit from practical support by their family member in assisting with childcare or household tasks for better balance the multiple responsibilities they obliged to perform.

Despite the significance of support system for mothers in order to effectively manage the triple roles in the home and at work place, some participants reported that there are weak supports from their family member and from work place. With regard to this, Melela and Jemila reported that especially their husbands are not recognizing their managerial responsibility as a result the support they provided for them at home is insignificant. Dibora described her feeling of support provided for her as follow:-

> *I know support from different people either at home and work place in very much important for me to lessen the burden of work and to excel in leadership role. However, the support provided for me at home from my husband is very limited. My husband lets me to do all house hold activities except looking and caring for children. Without support, it is tedious to manage all household responsibilities and leadership roles simultaneously.*

Melala described that the supports from family member and coworkers are crucial to carry out the multiple roles she had at home and work place. She gives weight for psychology support from different actors in order to boosts up her satisfaction by reducing life stressors. Mothers in leadership positions may face unique challenges when it comes to managing their work and

caregiving responsibilities. Without support, they may struggle to find adequate childcare or may feel like they have to choose between their family and their career. This can lead to feelings of guilt, stress, and dissatisfaction with their job.

> *I need any support from my husband, relatives, neighbors, my boss and staff member. But the support provided at home from my husband is insignificant. He is not ready to help me, he is too rigid. He lets all household chores for me and domestic worker or helper. Let alone assisting me at home by doing different activities, he doesn't give me any psychological support like recognition and reward. Such support motivates me for better achievement in my leadership and caring my children. If I get emotional support from my husband and my boss, I can manage everything successfully.*

Mothers in leadership may face stress, anxiety, and other emotional challenges as they strive to balance their roles as both a mother and a leader. But the lack of both practical and emotional support can make it difficult for mothers in leadership positions to feel fulfilled in their work. Moreover, mothers in leadership positions who lack social support and resource may feel like they have to do everything on their own. This can lead to an increased workload and a sense of overwhelm which making it difficult to feel satisfied with their job. In addition, they may feel like they are not being recognized for their hard work or they are not able to achieve their goals because they do not have the support they need especially from their husbands and their Mayor.

4.3.3 .Lack of time for self-care

The respondents highlighted that self-care is an important practice for mothers to focus on personal care in order to maintain their health and well-being, and to be able to perform their roles effectively. By taking care of themselves, mothers can better manage stress, maintain their

physical and mental health, and cultivate a sense of fulfillment and satisfaction in their personal and professional lives. However, mothers in leadership positions who do not prioritize self-care experiencing negative effects on their physical and mental health, which can ultimately impact their ability to perform in their leadership role. This can lead to feelings of burnout, exhaustion and overwhelm, making it difficult to perform well in their leadership role.

> *I understand the importance of self-care, but I couldn't give priority for myself. Always I am busy and tied to leadership activities at office. Sometimes I stay in meeting till 2: 00 pm; after I go home some household tasks are waiting for me, so I have to perform the tasks. Not only this have had my children needed me for care and love. Sometimes we don't have time even to discus with my husband about our family. I do not have plenty of time to dress my hair, to get enough sleeping, eat my breakfast, and care for myself and other necessary personality as a leader. If do not have time for yourself you may not be successful in your life. Sufficient time is important for mothers to organize all the activities at home, office and outside.*

Poor self-care habits can make it challenging for mothers in leadership positions to balance their work and personal responsibilities. A participant revealed that time is an important resource for their personal care and balancing their family and professional responsibilities. They struggle to find time for themselves or their families, leading to increased stress and work-life conflict. Fenet reported the difficulties she faced regarding personal care in the courses of her leadership:

> *Often time I feel very tired when I get home at the end of the day. I do not have time to take care of myself. All the time I feel much about fulfilling my role at home and work. I am running to be effective and role model on my tasks. I have to manage several work-*

> *related tasks and household responsibilities. Most of the time, I bring home a lot of assignments as there are several administrative tasks that I need to handle within the deadlines. In addition, it is me who do everything at home. Because my husband also too busy in running his business.*

Jemila express her experiences of self-care in the journey of trying to balance the multiple roles of leadership and family.

> *I am a mother and a leader keeping my personality is very much important. However, I do not have time to fully apply, even I need time for washing my clothes, even bathing, hair dressing, having meal and other personal affairs. You see I am a leader and role model for other women, so my personality should manifest my position. So the incompatibility of my position and personality create some stress in my life.*

Five participants expressed that handling work related responsibilities and family commitment creates anxious and burden on their day to day activities and hinders to look about their personal issues. Mothers who are caring for their own personal life including, health eating, enough sleep and leisure time feel satisfaction and success in their job. From the information obtained from interview and focus group discussion participants who have social support and effectively manage their time more likely care for their personal issues and try to balance the multiple roles.

4.4 Coping Strategy

In order to effectively manage the demanding and challenge nature of family and leadership responsibilities, mothers in leadership position have using different coping mechanism in the course of fulfilling the multiple roles. The finding identified time management and seeking social

support are frequently used by mother to manage the challenges they faced in the journey of their leadership.

4.4.1 Time management

Achieving work-life balance can be a significant challenge, and it requires a combination of effective time management and flexible work arrangements. Time management is a critical coping mechanism that mothers in leadership positions may develop to minimize the challenges of balancing their multiple roles. Melala stated about her experience of managing the day to day activities of work place tasks and household chores:

> *Proper time management is important in every aspects of life, but it is not an easy task. Workload is an inevitable let alone having multiple responsibilities, it is demanding even for unemployed mothers. Being a mother itself is shouldering huge responsibility. When I am overloaded and stressed with multiple tasks, I list all most important activities of home and office. Then after I list the activities I prioritize based on their urgency. Then I do based on my plan, by doing this I reduce my tension and work burden and increased work efficiency.*

Participant employed prioritizing and focusing on single activity which is the most important and urgent work place activity to meet the deadline to reduce work stress and ineffectiveness. Faya reported her experience of time management as a coping strategy by focusing on one urgent work place task by avoiding performing multiple tasks. On the other hand, Jemila stated about her experience of workload management by delegating tasks to her coworkers or senior experts to get time for personal and family care. Deborah reported about the importance of time to maintain a healthy work-life balance below:

> *Time is important for everybody, but uniquely for mothers still uniquely for working mothers and mothers in leadership. To manage my time effectively, I used avoiding any barriers or destructions like social media addition, irrelevant talk with others, and irrelevant phone call for long time and others that affect my focus and consume my time.*

Participants also used time blocking as a means to control life stressors and burnouts. Fenet stated that I only focus on specific task and blocking other tasks and obligation until I finish that task. Therefore, effective time management can help mothers in leadership prioritize their responsibilities, manage their workload, and ensure that they are meeting their most important obligations.

4.4.2. Seeking Social Support

Unlike few mothers who don't have from their family member and work place, some participants who rely on family support reported that social supports were seen as crucial strategy to manage the overwhelming nature of their tasks and life stressors. Melala revealed the feeling about social support below:-

> *With regard to social support, I am lucky. I have young daughter who support me at home by performing different household activities. My husband also supports me in doing my work place activities at home. When I am overloaded by different activities, I delegate some tasks to my staff member. They are very cooperative.*

Two participants experiencing sharing their burden and psychological distress rose from workload and work family imbalance.

Sometimes life is full of challenge. When I get stressed and overwhelmed in trying to fulfill the two domains of family and professional careers, I share my feeling to my husband and my friends. In addition, I share to my boss and ask for advice.

Participants uncovered that discussing and sharing the secret with family member and colleagues reduce the tension and stress they are suffering. Obtaining social and psychological support from family, community and coworkers reduce life stressors and family and work related tensions. The finding pinpointed that not all participants employed seeking social support as coping strategy to manage the challenges they faced in the courses of their leadership experience. Participants who have no support system at their home and work places more likely used support as coping strategy to reduce the demanding nature of multiple responsibilities.

New finding in this study

Here I tried to uncover the new findings pertaining to experiences and challenges of mother leaders in balancing multiple roles of caring for their children and career responsibilities in the context of Burayu town Administration.

Thus, this study embraces the following new findings.

Mothers feel happy for the blessing of God or having children

Participants believed that motherhood is the highest and most blessed status women can experience in life. Mothers stated that giving birth is considered as a unique God's gift that enables them to continue the generation. Furthermore, the unconditional love or affection of mothers had for their child enables them to build positive feeling and caring for other people.

Mothers sacrifices to survive their children and their family

Mothers make substantial sacrifices for the health and well beings of their children and better achieve their leadership roles. They recognize the scarification as a normal life not something as negative that may lead them to stressful life situation. Furthermore, mothers feel happiness for the scarification than regret because of the socially expectation of good mothering responsibility as well as having or blessed by children.

Mothers in leadership faced different challenges in life

Participants identified long working hours, weak social support and weak personal or self-care as the main challenges they faced in the courses of managing the multiple responsibilities

Mothers who are subjected to long work hours and lack of sleep had less time to spend with their infants'. This negatively affects the physical and cognitive development of children and later disturbs their educational achievement.

Mothers employed different coping strategies to manage the demanding nature of balancing multiple roles

To overcome the challenges of managing multiple responsibilities, mothers employed effective time management and seeking social support as a coping strategy to mitigate the challenges they faced in the journey of keeping the balance of family and career responsibilities.

Mothers manage their workload and balance their multiple roles through effect use of their time including, setting priorities, creating a schedule, eliminating distractions, and taking breaks. In addition, discussing and sharing the secret with family member and colleagues reduced the tension and stress.

Chapter Five: Discussion

The study was aimed to describe the experiences and challenges of Mother Leaders faced in managing multiple responsibilities of leadership, household activities and caring for their children. The data analysis was organized on the basis of the research objectives. Accordingly, the detail account of the experiences and challenges of mothers in leadership position were presented in relation with the literature in this discussion. Mothers in leadership positions often have to juggle their demanding job and leadership responsibilities with the demands of caring for their children.

5.1. Perception about motherhood experience

Mothers in leadership positions face a unique set of experiences and challenges that can be quite different from those of their male or childless female colleagues. Almost all participants reported that motherhood or being a mother is regarded as a reward given form the almighty God to be mother and the most blessed status women can experience in life. Mothers believe that God blessed women to give birth to perpetuate the generation in the world. The unconditional love or affection of mothers had for their child enables them to build positive feeling and caring for other people.

Participants discussed that motherhood is not only a source of gladness and achieving good mother but they sacrifice to survive their children and their family. They stated as they devote every time to the wellbeing of their children as well as to be successful in their managerial responsibilities. They have experienced ambivalent feeling which is, characterized by contradictory emotions arising from the good feeling of being mothers and satisfactions that childrearing brings and their coexistence with challenging situation, hard work and exhaustion to satisfy the needs of their children. Similarly, a study conducted by Sundaresan, (2015) revealed

that Working mothers are stressed to reach work on time, to send her child to school and to reach all the children's deadlines on time including food and dress, and she is also pressed for time to look after her home simultaneously.

Despite, the struggle to maintain the balance majority of mothers feel happiness than regret because of the socially expectation of good mothering responsibility as well as being blessed by children. Mothers who committed to fulfill different roles are more likely effective in their personal life and leadership tasks.

Mothers' self-sacrifices for the happiness of their children and leadership responsibilities are directly correlated with mothers' satisfaction in the courses of caring for their children and being success of their leadership. Study conducted by Lindsey, (2005) confirmed that motherhood demands selfless devotion to children and a subordination of one's own life to the needs of children and family.

Participants assign different meanings for work life balance based on their experience after holding the leadership position. Few participants define family work balance from the viewpoint of fulfill both family responsibilities and leadership responsibilities. Others define by giving equal time without affecting one another in the course of fulfilling the entire family roles and leadership responsibilities. In addition, participants were stressed that managing the triple responsibilities are demanding and overwhelming activities and requires extra time and effort. Especially, during pregnancy and after the mothers gave birth managing the multiple responsibilities were very challenging.

The finding revealed that social support from family member and from workplace is found to be an important resource to manage the balance effectively. The current study is congruent with the

study conducted in India by Indira (2014) stated that social support is believed to have a positive impact on the working roles performed by women at work places by enhancing job satisfaction and creating balance, thereby eliminating work-family relationship. Mothers who are receiving social support from their husband, children and coworkers are more likely effective and happier in their personal life and their career. This may improve the health of mothers and their family member.

5.2. The Challenges Faced Mothers in Leadership Position

Participant work long hours without rest or weekly, monthly or annual break, but they are expected to work day, night and weakened. Participants stated that lack of enough time to meet the needs of the family as a result of flexible work schedule may hinder them to spend sufficient time with their children. Long working hour and spending more time at office may lead mothers to feeling of guilt about failure to provide appropriate care and love for their children. Mothers who are subjected to long work hours and lack of sleep had less time to spend with their infants' even for breastfeeding and provide appropriate care and love for their children. This may negatively affect physical and cognitive development of children and later disturb their educational achievement. Similarly, study conducted by Pranathi and Jagannarayan, (2021) confirmed that mothers in leader position can also have a great influence on the child's motivation level, emotional strength, and attitude in their life time.

The social support provided for mothers in leadership will play an important role in improving the health and wellbeing of mothers by reducing the work load and life stressors. Few participants received practical support from their husband and children in the courses of their careers. However, some participants reported that there are weak supports from their husbands,

family member and from their boss and coworkers. Few mothers reported that their husbands are not willing to support even in caring their children and providing psychological support so as to boost their self-esteem. Indra (2014) stated that effective use of time management strategies and the presence of social support from family, friends and neighbors are possible supports in enabling mother in leadership to manage the demands of their various roles.

They need more psychological support from their husband than practical support provided at home. Moreover, Mothers in leadership positions who lack social support and resource may feel like they have to do everything on their own. This can lead to an increased workload and a sense of overwhelm which makes it difficult to feel satisfied with their job.

Mothers who care for their personal life can better manage stress, maintain their physical and mental health, and cultivate a sense of fulfillment and satisfaction in their personal and professional lives. In this study, mothers exhibited low self-care in their life; this can ultimately impact their ability to perform in their leadership role. Work load and lack of time inhibit participants to personal care in their life. However, mothers who are caring for their own personal life including, health eating, enough sleep and leisure time have satisfaction and success in their career. In addition, mothers who received support from family member especially from their husband can better care for their personal life.

5.3. Coping Strategies used by Mothers in leadership

Time management is a critical coping mechanism that mothers in leadership positions may develop to help minimize the challenges of balancing their multiple roles. Effective time management can help these women prioritize their responsibilities, manage their workload, and ensure that they are meeting their most important obligations. By setting priorities, creating a

schedule, eliminating distractions, and taking breaks, mothers can manage their workload and balance their multiple roles more effectively.

Participants uncovered that discussing and sharing the secret with family member and colleagues reduce the tension and stress they are suffering. Obtaining social and psychological support from family, community and coworkers reduce life stressors and family and work related tensions.

A study conducted in India by Indra (2014) revealed that social support have a positive impact on the working roles performed by women at work places by enhancing job satisfaction and creating balance, thereby eliminating work-family conflicts. The current finding pinpointed that not all participants employed seeking social support as coping strategy to manage the challenges they faced in the courses of their leadership experience.

Chapter Six: Conclusions and Implications

6.1. Conclusions

The study aimed to explore the experiences and challenges of mothers in leadership positions in caring for their children in Burayu Town Administration. Accordingly, the finding addressed the objectives of the study below.

The experiences of mothers in leadership position in managing the multiple roles of household and managerial responsibilities.

Mothers told that being motherhood and raring of children is the blessing of God that makes them happier in their life. In addition, being a leadership can enhance their self-steam. Mothers sacrifices for the health and well beings of their children and better achieve their leadership roles. However, when they fail to satisfy the basic needs of their children and provide appropriate care for their infants, mothers felt guilt in their life for inability to manage the family and work successfully.

The challenges of mothers in leadership position in managing the multiple roles of household and managerial responsibilities.

Participants reported that long working hours and inflexible work schedule deterred mothers in leadership position to spend sufficient time with their children. Mothers who are subjected to long work hours and lack of sleep may expose to health problem. Similarly, children who do not receive appropriate love and care from their mothers may negatively affect the development and later impact educational achievement of children.

Mothers stated that their husbands are not willing to support even in caring their children and providing practical or psychological support so as to boost their self-esteem. Weak self- care is another challenge exhibited by mothers as a result of work load and lack of time for their personal care:

The coping strategies employed by mothers to overcome the challenges

To overcome the demanding nature of work- family balance mothers used time management and seeking social support from their family, friends and coworkers or their boss. Mothers who have social support from their family member experienced better care for their children and successful in their leadership than who had less support from their family member.

6.2. Implications

6.2.1. Implication for Social workers

Social workers can play an important role in supporting mothers in leadership positions by addressing the unique experiences and challenges that they face.

Social workers can provide individual and family counseling to help mothers in leadership positions navigate the challenges of balancing work and family responsibilities, managing guilt and pressure, and addressing discrimination and bias.

Social workers can address systemic barriers that prevent mothers from advancing in their careers, such as gender discrimination and bias, and work towards creating more equitable and inclusive workplaces.

Social workers can promote self-care strategies, such as mindfulness and stress reduction techniques, to help mothers in leadership positions manage their stress and maintain their well-being.

Social workers can educate and train employers about the unique experiences and challenges faced by mothers in leadership positions, and work with them to implement policies and practices that are more supportive and inclusive. By advocate the experiences and challenges of mothers in leadership positions, social workers can help to create a more inclusive and equitable workplace, where mothers can succeed and thrive both at work and at home.

6.2.2. Implication for Policy Makers

Policy makers can play an important role in addressing the experiences and challenges of mothers in leadership positions.

Policy makers can implement policies that support mothers in leadership positions, such as paid parental leave, flexible work arrangements, and affordable childcare. Policy makers can address discrimination and bias that prevent mothers from advancing in their careers, such as gender bias, and work towards creating more equitable and inclusive workplaces

Policy makers can support training and education programs for employers to increase awareness of the unique experiences and challenges faced by mothers in leadership positions, and to provide strategies for addressing these challenges.

By implementing these policy implications, policy makers can help to create a more supportive and inclusive environment for mothers in leadership positions, and support their ability to succeed and thrive both at work and at home. This can lead to a more diverse and effective leadership, and contribute to the overall well-being and productivity of mothers.

6.2.3. Implication for Researchers

Researchers can play an important role in advancing our understanding of the experiences and challenges of mothers in leadership positions, and in identifying effective strategies for addressing these challenges.

Conduct research on the unique experiences and challenges of mothers in leadership positions Researchers can conduct qualitative and quantitative research to better understand the experiences and challenges faced by mothers in leadership positions, including the impact of work-family conflict, discrimination, and gender stereotypes.

Identify effective strategies for supporting mothers in leadership positions: Researchers can identify best practices and effective strategies for supporting mothers in leadership positions, such as flexible work arrangements, supportive policies, and mentoring programs.

Researchers can evaluate the impact of policies and programs aimed at supporting mothers in leadership positions, to determine their effectiveness and identify areas for improvement.

Researchers can collaborate with employers, policymakers, and social workers to ensure that their research is relevant and applicable to the real-world challenges faced by mothers in leadership positions.

By conducting high-quality research and advocating for policy change, researchers can help to create a more inclusive and supportive workplace for mothers in leadership positions, and supports their ability to succeed and thrive both at work and at home.

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Appendix-1
Informed Consent Form to the Study Participants

I am Addisu Kebede I came from Addis Ababa University. I am here to interview mothers in leadership position. The study is for the requirement of Master's Degree in Social Work. The purpose of the study is to explore the study participants' experience related to the experiences of being motherhood and leader as well as the challenges they faced in trajectory of life. This research expected to generate information from women leaders by using in-depth interview guides and FGD. The interview begins with the exploration of the history of the participants. In addition, the interview deals with the participant's feelings and understandings regarding the meaning they give for mother and leadership, how they balance the multiple roles mothers are playing, challenges that faced the mothers as well as how they cope with these influences.

The data collection process fully considers your right of asking questions, and you have the right to withdraw from the interview at any time and for any reason. You have also the right not to respond to questions that seems uncomfortable to you. The confidentiality, risk and benefits of the research will be handled in the following way. The information you provide is fully confidential. All shared information is free from any personal identifier and it will be used only for research purposes.

To ensure confidentiality, the informants will be only identified using pseudo name. The interview will take 45 minutes to an hour. Upon your willingness, I would like to utilize a tape recorder and take notes during the interview to ensure quality of data. The recording made during the interview will be permanently deleted upon finishing the research project. If you do not want the tape recorder, I would like to thank you for your time and you will not be a part of this study.

Date _____If yes, Signature _____

Annex 2 : Interview Guide

The study is conducted to have a better understanding of women playing the role of wife, mother, employee and leadership.

1. **Demographic background**
2. Age _____
3. Marital status_____
4. No of children _____
5. Level of education _____
6. Carrier status(position)_____
7. Last promotion to leadership position_____

2**. The experiences of Mothers**

1. How do you explain motherhood? What is motherhood for you?

2. How do you manage your family? Caring for children, doing household chores and other domestic activities as a mother?

3. How do you explain leadership? Are you happy in your leadership? If yes, what makes you feel happy? If no, what makes you feel sad? Explain?

4. Are you successful in leading the organization? If yes, what are the contributing factors for your success? If no. what are the hindering factors/ for your failure?

5. What is family work balance for you? Or what does it mean for you?

Challenges

1. What challenges have you encountered in shouldering the dual responsibilities?
2. How does gender influence your experience as a leader in you organization and in your community?
3. Are you experiencing, or have you experienced conflict or stress from managing work and home responsibilities?
4. How the family pressure, commitment and spouse interest will affect your performance in your leadership position?

Coping mechanism

1. How do you handle or cope with the conflict or stress experienced from managing work and home responsibilities?
2. What efforts have you made to better balance work and home life?
3. With all the responsibilities that you have outside of work, in addition to your work demands, how do you find time for your own personal health and wellness?

Focused group discussion guiding questions

1. How do you describe both motherhood and being a leader?
2. What is Family work balance mean for you? Explain
3. As a mother, is there anything that prevents /challenging you from performing your work at organizational level, in individual level and structurally?
4. How do you manage the challenges faced you in your leadership activities?
5. Is there anything else to add?

Thank you in advance for your time!