**ASSESSEMENT OF THE FACTOR THAT HINDERING WOMEN INVOLVEMENT IN LEADERSHIP IN HOSSANA TOWN ADMINISTRATION**



**A RESEARCH PROPOSAL SUBMITED TO THE DEPARTEMENT OF MANAGEMENT FOR REQUIREMENT OF BACHELOR OF ARTS (BA) DEGREE IN MANAGEMENT**

**WACHEMO UNIVERSITY**

**COLLEGE OF BUSINESS AND ECONOMICS**

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# CHAPTER ONE

# 1. INTRODUCTION

## 1.1 Background of the Study

Modern industrialized time, legal and cultural practices combined with the inertia of long stand religious tradition had restricted women’s entry and involvement in leadership. Economic dependence on males and consequently the poor socio-economic status women’s had restricted them from joining in the employment sector, it was stated by the main factors which have contributed for such disparities includes: structural barriers, unequal socio-economic opportunities and inadequate assess to mentors and support networks (Meaza ,2009),

## However, though the 20th c public perception of aid work shifts as the work force gradually moved to white colour jobs that do not require heavy labour. Restriction on female access to participate in the work force including the wage gaps, access to employment inequality, and most identified with developing national and imbalance access to the capital variable but identified as a difficulty in both industrialized and developing nation. Now a day, female will be embarking on promoting the leadership post in growing numbers, many organizations employment women initiatives to help advance in to leadership position. Despite this encouraging trend which they formally excluded, there is a still concern whether they can satisfactorily perform that they have ability and capacity as well as interact successfully with peers, subordinates and superior without any negative influence due to their sex. In fact all leaders regardless of sexual status face certain ups and downs, but females often have additional challenges and obstacles that the male counterparts are less likely encounter; the intention of this research was to assess the challenges faced by the women involved in leadership (Robert Kneed, 2009).1.2. Statement of the Problem

There is a number of factors that hinder women involvement in leadership positions including cultural and backgrounds of the society. Cultural thinking of a society and expectations of the male and female can highly differ depending on the setting background. Another factor that affect the people a great deal by the setting they grew up in the expectation placed up other as they will maturing and experience that they want through (Sagen, 2009).

The culture in all professions and business organization is academic. A number of collation this has developed concerning innate difference between men and women is has become so much part of the culture that the majority accept the illusion. There will related qualities attributed to the Feminine personality of the region such as weak, emotional, compassionate and passive in expert and all other quality of a loser in participation of leadership or management. Most of them will both washed by negative image in to believing that is educated and will caver women becoming undesirable.

The separation they fear may not be wholly from men but also from other women. Even in the regional organizations will predominantly large in number, higher the rank, prestige’s or power, the smaller the number of women assumes in leadership poison. The study will be providing all overview of the factors that commonly hind’s women in assuming or improving in leader ship position. This study will conduct on Hadiya zone, Hossana town administration office. To assess this problem related to factor hindering women involvement in the leadership.

## 1.3 Research Question

* What are the leadership challenges faced by women?
* What are the challenges faced by women in assuming leadership position and its causes?
* Is there inequality in career development of women in leadership position?

## 1.4 Objectives of the Study

### 1.4.1. General Objectives of the study

The main objective of the study is to assess the factors that hindering women involvement in leadership position at Hossana town administration.

### 1.4.2 Specific Objectives of the study

* To identifying challenges faced by women in leadership position.
* To investigating challenges faced by women when assuming on leadership and its causes.
* To identifying inequality of opportunities in career development in leadership.

## 1.5. Significance of the study

This study may be helps to increase women awareness for leadership position. Additionally, the investigation probably supports the whole community or the society through encouraging and developing women professional capacity and engagement level. Finally, the study may cater other future researchers in the area of women leadership challenge and their involvement.

## 1.6 Scope of the study

This study focused on factors hindering women involvement in leadership position in Hossana town administration for the year 2023/24. Additionally, respondents of the study have been selected using census sample survey because of the population is small numbers.

## 1.7. Limitation of the study

The following were the major limitation that the researcher had been faced during the study.

* Unavailability of some of the respondents at the planned time.
* Shortage of information to support the research to the background of the organization
* Unwillingness of some of the employee to respond what they have been asked.
* Failures of the respondents to answer the question appropriately and timely.

## 1.8. Organization of the paper

The paper is organized in to four chapters. The first chapter presents the introduction part which reflecting background of the study, statement of the problem, research question, objective of the study, significance of the study, scope of the study, limitation the study, organization of the paper and ethical consideration. The second chapter deals with review of related literature. The third chapter deals with research methodology including research design, target population, method of data collection and data analysis. The fourth chapter deals time schedule and budget breakdown.

# CHAPTER TWO

# 2. Review of Related Literature

Women comprise about 49.9% of the estimate Ethiopian population of 77.1 million (CSA, 2007). Among the total heads of households, 25.5% are females with 23% of them in rural and 39% in urban areas. Like their counterparts in developing countries, women in Ethiopia face a set of multiple cross cutting and interrelated problems. These problems limit Ethiopian women access to productive resources, basic health service, educational and employment. Hence most of them do not participate in decision making process (Sosena and Tsehai, 2008).

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

## 2.1. Leadership and Power

Power refers to ability to control in such a situation where other human beings must obey and do what the duty requires. According to M. Weber, power is the ability to impose one’s will in social relations despite any resistance and without reference to basis of this opportunity. In any society individual play some roles, and one of such is the role of leader. Usually a leader is the one who bears the biggest responsibility. It is the most powerful role in an organization (Byers, 1997). The most common opinion about leaders is that they deal with everything and give directions: leaders have power, all the gains and pursuing an objective is only an object of interest of leaders (Gardener, 1990). Other employees called followers, even if they are leaders of a lower group or fulfil some duties of a leader. The concept of leadership involves relationships deeply rooted in social settings requiring leadership theory and research to integrate leader attributes and behaviour within contextual aspect of leader emergence and effectiveness (G. Yukl, 1998: G. Yukl& Howell, 1999).

According to Khabel and Victor (2008) leadership can be defined organizationally and narrowly as the ability of an individual to influence, motivate and enables others to contribute toward the effectiveness and success of the organization of which they are members. Organizationally, leadership has a direct impact on the effectiveness of the costs, revenue generation services, satisfaction, earnings, market revenue, share price, social capital, motivation, engagement and sustainability.

## 2.2 Women and Leadership in Ethiopia

A woman is an adult female human being, as contrasted to men, an adult male and girls a female child. The term woman (irregular plural, woman) is used to indicate biological sex distinction, cultural gender role distinctions or both. Ethiopia is a patriarchal society that keeps women in a subordinate position (Haregewoin and Emebet, 2003). There is a belief that women are docile-submissive, patient and tolerant of monotonous works and violence for which culture is used as a justification. Like many African countries, the majority of Ethiopian women hold low status in the society. Different studies indicated the low status of women in developing countries in general and in Ethiopia in particular. They will be denied equal access to education, training and gainful employment opportunities, and their involvement in policy formulation and decision making process has been minimal. Obviously, women play a vital role in the community by taking care of all social activities. However, they do not enjoy the fruit of their labour and suffer from political, economic, social, and cultural marginalization. Almaz, 1991; Hirut, 2004; Mekuria et al 2005).

Literatures describe that even if women formal participation in the highest leadership positions was formally closed, it is documented that throughout the world, women had played critical roles in time of wars and peace as community organizers and activists. Above all for an instance an Ethiopian women history, contributions and brilliant leadership roles which have emperor Minilik’s (1877-1913) first formal wife Bafen a and second legal wife emperor Taitu had played is unforgettable history and comes first when one talk about Ethiopian women contribution. For instance: Taitu was acted as the chief advisor of the emperor with particular influence in the area of foreign relations. Leadership is even used as a universal means for any social problem. Leadership exists only in relationships and perceptions of employees involved (yukl, 1994). In order to define leadership it is important to understand relationship (Kouzes and Posner, 1995). Leadership is a process of when one individual affects the rest of the group in order to achieve defined aims of the organization or group (Byers, 1997).An idealistic opinion of the theoreticians on the phenomenon of leaders would as follows: leaders must be able to guide and point the vision with confidence and everyone must be ready to believe that this leader is able to achieve the aim. Most often this role is executed by men. Leadership should not be mixed up with status. It is not quite like that status stands apart from a leader, however very often position brings along only symbolic values and traditions which do not increase the role of a leader (Gardner, 1990). For example, a nations awaits a manager to govern a state, yet his/her high position does not imply that his/her leadership is going to be successful Status is a value, importance or a prestige attached to a position or a role in an organization. Leader is not the same as a manager, although these two notions get confused different roles of a manager and a leader may be explained with an example of authority. Weber (1947) links authority with legitimacy. People will accept leadership voluntarily as long as they believe that this leadership is legitimate.

She holds high profile in the history for patriotism and uncompromisingly pursuing Ethiopia’s independence (Meaza, 2009). These historical facts make it clear that despite their strengths, contributions and demonstrated leadership ability, it has been never easy for Ethiopian women to ascend to formal political power. Now a day the EDRE government has adopted various enhancing instruments to promote equal participation of women in leadership and decision positions in nations among which the EFDRE constitution is the most promising and binding one which had even been existed in the history of the country. However, some efforts have been made still to their counterparts.

## 2.3. Leadership theories

### 2.3.1. Transactional/management theory

It is based on a system of rewards and punishments (Charry, 2012).The jobs of the leader are informing what is expected from the follower by doing or by not do doing it. It exists when leaders guide or motive their follower in the direction of established goals by clarifying role and task requirements (Lamb, 2013).

### 2.3.2. Transformational theory

It is the direct opposite of the transactional theory (Burns, 1978). It is a process that changes and transforms individuals (Northouse, 2001) both the leaders and follower raise one another to higher levels of motivation and morality. Such leaders exceed their own self-interest to others for the good of the group, organization, or country (Bass, 1985).

### 2.3.3. Behavioral theory

It is based on the belief that great leaders are made, not born (Mann, 1965). This leadership theory focuses on the actions of leaders not on intellectual qualities or internal states. According to the behavioural theory, people can learn to become leaders through training and observation. In this theory leaders focused on\_ task oriented or person\_ oriented behaviours.

## 2.4 General Situation of Women in Ethiopia

Women comprise about 49.9% of estimated Ethiopian population of 77.1 million (CSA, 2007). Among the total heads of households, 25.5% are females with 23% of them in rural and 39% in urban areas. Like their counterparts in developing countries, women in Ethiopia face a set of multiple, cross cutting and interrelated problems. These problems limit Ethiopian women’s access to productive resources, basic health services, and education and employment opportunities. Hence most of them do not participate in decision making process (Sosena and Tsehai, 2008).

In general, women in Ethiopia occupy low status in the society. In spite of their contribution to the well-being of their family and community affairs in general, women experience lower socio-economic status as a whole. Women are facing multiple form of deprivation. Gender based discrimination, lack of protection of basic human rights, violence, lack of access of productive resources, education and training, basic health services and employment are wide spread (National Committee for Traditional Practices Eradication(NCTPE), 2003).Ethiopian women suffer from work stereotype and gender discrimination of labour, more are occupy in economically invisible work.

## 2.5. Challenges Faced by Women Leader

### 2.5.1. The Challenges of Family Responsibility

It is common lament that women are expected to juggle a demand of career and family with constant criticism for failure to achieve perfection for women. Manager the constant struggle to balance their responsibility in both professional and personal area can be overwhelming especially given the lack of support the receiver and constant fight they have (N. Power, 1993).

### 2.5.2. The Domestic Share

The centrality of family life is a major variable in any society in determining the cost for women sector manager career and consequently the likelihood of achieving that position. In a society in which the marital and birth rate are high, the divorce rate is high, the family is major focus of ceremonial and other social event, the mother hood requires that the mother be eminently available for her children. Women are less likely to be able to afford the social and psychological costs of entering a time greatly occupation such as management (J. Alder, 1998).

### 2.5.3. Culture

The culture tradition defines each country normative predisposition or ground rule. Customs and religious law were secure high management position and their recognition of women independence status in the right grand J. Alder, 1998).

### 2.5.4. Mistrust by Subordinates

Being manager is greatly lies as successful interaction with peers, subordinates and superiors. Although it can be exact that gender is an important aspect of superior subordinate’s relationship. It is not quite that simple to know. But trust being a dependent variable for team group working for its important influence on interpersonal relationship with in organization. Interpersonal relationship within organization trust is generally found to be necessary.

## 2.6. Supporting Action that Woman to Overcoming Challenges

### 2.6.1. Parental Benefits

The pattern of allowing mother to take as period of maternity leave of a few months when they are paid most of their salary combined with longer unpaid period is now becoming norm throughout (Sisterly, 1993).

### 2.6.2. Child Care Facilities

Child care program will also spark a great deal of public interest recently, when people think organizational involvement in child care their first through is usually of onsite company sponsored day care centre while some organizations have choose this option may other care are financially incapable of providing this (J. Alder, 1998).

### 2.6.3. Intensive Training Program

Education is understandable an important request for women’s success to management positions in most countries particularly at the upper and middle levels. Formal education plays more important role where managers are recruited through channels (J. Alder, 1993). For those women who inspire to management, it takes more than skills such as time management delegation problem solving negotiation and assertiveness. It takes commitment, management positions and the ability to set and achieve goal and take risk (Sisterly, 1993).

### 2.6.4. Help from Organization

#### 2.6.4.1. Flex Time Arrangement

Flex time is the best known type of program designed to help alleviate work family conflict.

#### 2.6.4.2. Other Beneficial Arrangements

Permanent part time allows employees to work a part time schedule for permanent part time benefits. Job sharing between two employees shares one full time position by splitting responsibility in to two part time jobs. Cafeteria style, organization policies that has gained popularity is a flexible benefit plan, this type of policy allows employees to have the same choice type of benefit they would profile from a limited number of option of they choose the rational situation for going an extensive benefit plan in order to receive extra pay (Vinnie Icombe, 1995).

## 2.7. Benefits the Society Empowering in Management Position

For those women who aspire to management be said that personal goal and aims their highly contributes to the work force that is unique. A woman may differ in style, approach or attributes in mastering the basic functions of management planning, organizing, staffing and controlling are essential to women become effective managers (Sisterly, 1993).

Against the obstacles generated from traditional prejudice and gender stereotyping. Motherhood is a central face many women lives. It shapes the relationship with other people, their opportunities, their leisure activities and their individual entities. This hardly sparing when one little will be writing about women experience as mothers that women should have babies and provides child care generally regarded as the norm in our society (Rechard Soul, 1993).

Women acknowledge that they spent less time on their career and more time in house hold and child care responsibility that did their husband, let these some women did not believe that their marriage were incapable. However, it is not clear if these women were answer of the inequalities or if they not considered traditional house hold division on labour by sex to be unfair (J. Alder, 1998).

# CHAPTER –THREE

# 3. RESEARCH METHODOLOGY

**3.1 Research Setting**

This study will be conducted in Hossana town, which is located in the southeastern part of Ethiopia, 231 km away from Addis Ababa in the southeastern direction within the Hadiya zone of the central Ethiopian regional state. It has an altitude and longitude of 7°33’N and 37°51’E with an elevation of 2177 meters above sea level.

**3.2 Research Design**

The purpose of this study will be to assess factors that hinder women’s involvement in leadership in the case of the Hossana town administration office. The study will use a descriptive type of research. The reason for choosing a descriptive type of research is to describe and assess existing situations of women. Bickman and Rog (2007) suggest that descriptive studies can answer “what is” or “what was” questions, and in general, “why” questions.

**3.3 Target Population, Sample Size, and Sampling Technique**

The target population of this study will be all Hossana town administration office employees, with a primary focus on women working in the office. There are a total of 31 workers in the office. Among them, 16 are males and 15 are females. The sampling technique in this study will be a census survey because the population size for the study is small.

**3.4 Method of Data Collection**

The researcher will collect data from both primary and secondary sources. Primary data will be collected through open and close-ended questionnaires and interviews. The questionnaire will be distributed to employees of the organization, and interviews will be conducted with the administrators of the organization. Secondary data will be collected by reviewing official reports, documents about the organization, books, magazines, and other related sources.

**3.5 Method of Data Analysis and Interpretation**

The researcher will analyze the data using qualitative and quantitative methods. The data from documents and in-depth interviews will be transcribed and presented in narrative forms. The quantitative data collected through questionnaires will be presented in tables and percentages.

**Chapter Four**

## **4.1.TIME SCHDULE**

The activities of the study are arranged in a fixed period of time from the beginning of proposal preparation up to the research submission and presentation are described in order to carry out the study properly.

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | Aug | Sep | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | Apr. |
| 1 | Writing proposal |  |  |  |  |  |  |  |  |  |
| 2 | Correction of paper by advisor |  |  |  |  |  |  |  |  |  |
| 3 | Writing review of literature |  |  |  |  |  |  |  |  |  |
| 4 | Questionnaire writing |  |  |  |  |  |  |  |  |  |
| 5 | Data collection |  |  |  |  |  |  |  |  |  |
| 6 | Organizing data |  |  |  |  |  |  |  |  |  |
| 7 | Data analysis |  |  |  |  |  |  |  |  |  |
| 8 | Writing conclusion and recommendation |  |  |  |  |  |  |  |  |  |
| 9 | Correction of paper by advisor |  |  |  |  |  |  |  |  |  |
| 10 | Typing final paper |  |  |  |  |  |  |  |  |  |
| 11 | Submission of final paper |  |  |  |  |  |  |  |  |  |

Table 1. Time Plan

# **4.2.** **BUDGET PLAN**

It is one of the most important cost plans to carry out any research without extravagance while conducting the whole research. So for this study the budget for various activities are shown below.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| S.NO. | Description | Unit &Unit Cost | Multiplying Factor(MF) | Total Cost\ETB | Remark | |
| 1 | Supply Related Expenses | | | | | |
| 1.1 | Photocopy (Literatures and questionnaire) | 1 | 300\*3 | 900 |  | |
| 1.2 | Stationary Material Costs and binding | 300 |  | 300 |  | |
|  | Part 1 total | | | 1200 | |  |
| 2 | Transport cost during data collection | 50 | 10 days | 500 |  | |
|  |  |  | Part 2 total | 500 |  | |
| 3 | Communication Cost |  | | | | |
| 3.1 | Mobile and CDMA card | 50 | 5 days | 250 |  | |
|  |  |  | Part 3 total | 250 |  | |
|  |  |  | Subtotal (part1-3) | 1950 |  | |
|  |  |  | Contingency (10%) | 195 |  | |
|  |  |  | GRAND TOTAL | 2145 |  | |

Table 2. Budget plan.

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