FACTORS THAT AFFECT WOMEN'S PARTICIPATION IN LEADERSHIP: THE CASE OF ETHIOPIAN CIVIL SERVICE UNIVERSITY IN ADDIS ABABA

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ABSTRACT

In this study women's participation can be affected by lack of education and training, socio-cultural influence, women's attitude towards their capacity assuming that they are unfit to assume leadership position, males attitude of not accept women at supervisory positions. The organization can limit the factors that affect women's participation in leadership position like male and culture dominance, religion, and lack of educational access by applying the suitable policies and strategies. Descriptive survey was conducted from May 10-30, 2015 and those workers and leaders in Civil service University such as Instructors, organization manager, and Assistant director, Department Heads, Experts, Coordinators and Secretary participated. A total of 150 individuals were participated in the study. Simple random sampling technique was chosen to include the necessary number of respondents fairly and it was lottery method of sampling. Data was analyzed by using descriptive statistics which was measures of relative standing in percentile and presented by using tables, and the finding was compared. A total of 150 participated in this study with response rate of 100%. Large proportion of middle aged 28% ranged in between 31-35 which comprises in from the respondents and 52% of the participants were protestant religion followers. 12.5% of the respondents answered women are participating in decision making and 10% of the respondents said that women are participating in planning area. 70.6% of the respondents replied that women have confidence and competence to take over leadership responsibility by saving that they have good behavior not to interact in corruption. About 76% of the respondents are agreed that the women's participation in leadership is affected because the society gives priority for male during promotion in the culture.

KEYWORDS: Women's Participation, Leadership, Civil Service, Addis Ababa

Women constitute nearly half of the world population though many societies may boast that position of women in their respective societies will have been respectable, dignified or high yet better truth is that women suffer from one kind of discrimination or another everywhere and every time. Throughout history and in many societies women will have been showing similar experiences in developing countries, the problems of women, particularly those pertaining to their integration in the development process. The position of women in a society is an accurate index of the development of the society (A.A.W.A.O., 2006).

Findings explain women's rights, legal, political and social right for women equal to those of men. Among these rights are control of property, equality of opportunity in education and employment suffrage, and sexual freedom. The women's rights movement also known as feminism and women's liberation arose in Europe in the late 18 century. Women constitute half of the total population that will make their development and live of productivity vital to the nation's economic developments (Abebayehu, 1995). In developing

countries, According to the study women account for 60 to 70 percent of agricultural labor force in the rural areas. In these countries, the transformation of the economy is largely dependent on the quality of women's contribution. It is believed that improving women's status will have direct relevance to the status and welfare of the family and the nation. As another study one way of attaining high participation of women for national development is increasing their representation in status position. It is quite clear that there should be representation of women in status and decision making areas yet-several authorities indicate that women are underrepresented in leadership roles (Pandey, 2000).

In the past women have always been left behind in education program and economic development in particular in most Africa countries including Ethiopia the role had been limited to the house hold chores because of little or no economic value given to their contribution and what they actually do for the development (Bajdo and Dickson, 2001). Generally development with justices is expected to generate the forces that led to empowerment of various sections of population in a country and to place

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their status. Empowerment is a multidimensional process which should enable individual or a group of individuals to realize their fault identify and powers in all spheres of life. It consists of greater events to knowledge and resources, greater ability to plan their lives, belief and practices (CEDAW, 1994).

According to the other scholar Empowerment is an active procall, not a commodity to be transacted power cannot be given away as aims. Power has to be acquired once acquired it needs to be exercised sustained and preserved women have to be empower themselves. As pandy states empowering of women is pre-suppose a drastic, dynamic and democratic change in the perception of and exaction from women in our society to help women to attain economic independence is the first priority for the change. When a woman attains economic independence, she naturally becomes the misters of her own body and author of her own decisions (Chen and Li, 2005).

Even they should have apriority in employment and have some benefit in higher education to support this constitution of Ethiopia in 1987 article 36 states "The state shall provide women with special support particularly in education training and employment" so that they may participate in political, economic, social and cultural affairs on equal bases with men. Despite the efforts being made to improve women's participation in leadership changes are lot significant on their participation on management positions (Farid, 2007).

METHODS AND MATERIALS

Data Collection Period and Design

The research method used to carry out the study was descriptive survey. It was more appropriate to reveal the existing problems of women's participation in leadership.

Source of Data

The source of data were both Primary and Secondary sources. Primary sources were those workers and leaders in the selected organization such as Instructors, organization manager, Assistant director, Department Heads, Experts, Coordinators, Secretary and clerical workers. Secondary sources were literatures which were written documents observed or analyzed. They can provide valuable validation of other measures, either in support or disconfirmation of them.

Population of the Study

The population of the study was nine hundred two (902) number of workers that were found in Ethiopia Civil Service University.

Sampling Technique and Sample Size

The researcher used both simple random and purposively sampling techniques. The simple random sampling technique was chosen to include the necessary number of respondents fairly and it was lottery method of sampling. It was less expensive, less time consuming and it gave equal opportunities to all members of respondents to participate. In this case the respondents were Instructors, consultants, Experts, researchers, clerk, Team leader and secretary workers. The purposively sampling technique was chosen to get the needed information from the specific individuals on position such as leaders, managers, Department heads, and coordinators at different levels. The sample size was 150 in numbers or 17 percent and they were selected as they can represent the remaining total population of the study.

Instruments of Data Collection

The instruments employed to gather the data were the tools like questionnaire, interview and document analysis.

Questionnaire

Two types of questionnaires was used; mainly closed-ended questionnaires and fewer numbers of open-ended questionnaires. Both were prepared for the sampled respondents. Questionnaire was used because it provides a relatively simple and straight forward data to the study concerning value, attitudes, beliefs, motives and adopted to collect information from almost any human population. The questionnaire was administered to collect data from respondents (Farid, 2007).

Interview

The interview guides were developed based on the purpose of the study (research questions). Based on the interview guides (format) the researcher had developed open-ended (broader) questions that give more chance to the respondents to express their views, beliefs and perspectives. Then, a semi structured interview was conducted with the information. The interview was conducted depending on the convenience of the time and place for each interviewee and the researcher. The interview was conducted with each respondent such as organization head, manager, department head and coordinators in their organization.

Data Quality Assurance

In order to ensure whether the questionnaires are free from vague and irrelevant items, draft questionnaires were prepared and pilot-tested in 2 departments, other than those selected for the study. In accordance with the feedback obtained from the respondents, necessary

revisions were made and more clarifications included in the questionnaires. Accordingly, from the questionnaires prepared for respondents few items were deleted or canceled, and the others were modified.

Documents Analysis

Documents analysis was also employed to investigate or observe women's participation in leadership or decision-making and outcomes alignment. This instrument was employed to secure the necessary information about women's participation in leadership. These were documented files in different departments.

Methods of Data Analysis

The data that were collected through different instruments such as questionnaire, interview and written documents were analyzed by using descriptive statistics which was measures of relative standing in percentile and presented by using tables, and the finding was compared.

Definition of Terms

Empowerment: Give a lawful power or authority to somebody to participate fully in decision making and process that shape their lives (F.D.R.E., 1987)

Discrimination: Treating a person or group differently surely that another (F.D.R.E., 1987)

Gender: It is culturally determined pattern of behavior in terms of duties, obligations, and purgative assigned to male and female in society (F.D.R.E., 1987)

RESULTS

Socio-demographic Characteristics

Age composition of the respondents in Ethiopian Civil Service University is characterized by large proportion of middle aged whose age ranged in between 31-35 which comprises 42(28%) of the respondents; out of which 15(10%) are male and 27(18%) are female Most of the respondents are protestant and comprises 78(52%) of the respondents followed by Orthodox and Muslim 53(35%) and 19(12%) respectively and 86(57%) of the respondents are married. Only one of the respondents holds PHD and above which is male, and 15(10%) of the respondents have MA/MSC in which 4(3%). Concerning the work experience 8(5.3%) of the respondents have 1-5 years of the experience, while 39(26%) of the

respondents have 6-10 years of experience, 41(27.3%) of the respondents have 11-15 years of experience.

Current Position of the Women in Leadership Position

Regarding the current position the only one of the respondents is organizational manager or director or head, the other 25(16.6%) of the respondents are team leaders in which 12(8%) and 13(8.6%) are female and male respectively. Instructors are 14(9%) of them in which both female and male are equally participating, and the other 30(20%) are consultants in which above half percent are female participants, and the other 25(16.6%) are secretary in which all the respondents are referred as female.

Tasks of Women Participation Compare to Men

19(12.5%) of the respondents answered women are participating in decision making, where as 131(87.5%) of the respondents said that majority of males are participating in decision making rather than women, and 15(10%) of the respondents said that women are participating in planning area, where as 135(90%) of the respondents said that males are participating in planning area, 9(6%) of the respondents are said that women are participating in research planning, where as 141(94%) of the respondents said that males are participating in research planning.

Women Confidence and Competence to Make Over Leadership Responsibility

106 (70.6%) of the respondents replied that women have confidence and competence to take over leadership responsibility by saving that they have good behavior not to interact in corruption, but 44(29.3%) of the respondents are replied by saying women no confidence and competence to take over leadership responsibility based on the given idea. The other 124(82.6%) of the respondents are said that women can work with loyalty and faithfully through this they have confidence to take over leadership responsibility, but the only 26(17.3%) of the respondents responded no by saying women cannot work with loyalty and faithfully.

Table 1: Socio-demographic characteristics of the women's participation in leadership: the case of Ethiopian Civil service University in Addis Ababa, 2015

No	Variables			Number of respondents		
				Number	Number	%
1	Age Range	18-25 years		Male	8	5
				Female	6	4.3
		26-30 years		Male	10	7
				Female	14	9.6
		31-35 years		Male	15	10
				Female	27	18
		36-40 years		Male	7.5	5
				Female	17	11.6
		41-45 years		Male	4.5	3
				Female	15.4	10.3
		46-50 years		Male	6	4
				Female	13	8.6
		>50 years		Male	1.5	1
				Female	3.4	2.3
		Total		Male	53	35
				Female	97	65
2	Religion	Muslim			19	13
		Orthodox			53	35
		Protestant			78	52
		Others			0	0
		Total			150	100
3	Marital status	Married			86	57
		Unmarried			52	34.6
		Divorced			12	8
		Total			150	100
6	Qualification	PHD		Male	1	0.6
				Female	0	0
		MA/MSC		Male	11	15
				Female	4	10
		BA/BSC		Male	10	19
				Female	9	12.6
		Diploma		Male	33	43
				Female	10	28.6
		12 complete		Male	11	7.3
				Female	0	0
		Total			97	53
7	Service year	1-5		Female	7	8
				Male	1	5.3%
		6-10		Female	20	39
				Male	19	26%
		11-15		Female	21	41
				Male	20	27.3%
		16-20		Female	14	18%
				Male	13	27
		21-25		Female	22	14.6%
				Male	0	0
		Above 25		Female	13	8.6%
				Male	0	0
		Total		Female	97	150
				Male	53	13

Table 2: Current position of the of the women's participation in leadership: the case of Ethiopian Civil service University in Addis Ababa, 2015

No.	Variables	Response				Total	
		Female		Male		N	%
		N	%	N	%		
1	Director/manager/Head	-	-	1	0.6	1	0.6%
2	Team leader	12	8	13	8.6	25	16.6%
3	Expert	8	5.3	3	2	11	7%
4	Instructor	7	4.6	7	4.6	14	9%
5	Consultant	22	14.6	8	5.3	30	20%
6	Secretary	25	16.6	-	-	25	16.6%
7	Clerk	7	4.6	10	6.6	17	11%
8	Coordinator	8	5.3	10	6.6	18	12%
9	Legal aid Assistance	8	5.3	-	-	8	5%
10	Assistance director	-	-	1	0.6	1	0.6%
11	Total	97	65	53	35	150	100%

Table 3: Tasks of women participation compare to men of the women's participation in leadership: the case of Ethiopian Civil Service University in Addis Ababa, 2015

No	Items	Number of Respondents said			
		Yes		No	
		No	%	No	%
1	Decision making	19	12.5	131	87.5
2	Planning	15	10	135	90
3	Research planning	9	6	141	94
4	Leadership	19	12.5	131	87.5
5	Controlling	53	35	97	65
6	Routine manual work	138	92	12	8

Table 4: Women confidence and competence to make over leadership responsibility of the women's participation in leadership: the case of Ethiopian civil service university in Addis Ababa, 2015

No.	Variables	Response					
		Yes		No		Total	
		No	%	No	%	No	%
1	They have good behavior not to interact in corruption	50	33.3	44	29.3	150	100
2	They can work with loyalty and faithfully	74	49.3	26	17.3	150	100
3	Because they are weak	40	26.6	71	47.3	150	100
4	They have no confidence	31	20.6	77	51.3	150	100
5	Naturally they are gifted to bring new idea more than males	84	56	30	20	150	100
6	They fear	35	23.3	78	52	150	100
7	If they have given the chance of having better education	83	55.3	28	18.6	150	100
8	They are dominated by male and culture	68	45.3	60	40	150	100

Cultural Influence on Women's Participation in Leadership

About 114(76%) of the respondents are agreed that the women's participation in leadership is affected because the society gives priority for male during promotion in the culture, but 36(24%) of the respondents are disagreed by saying that the women's participation is not influenced through giving priority for male during promotion. The other 131(87.2%) of the respondents are said that the kinds of job that are determined by the

culture affect the women's participation in decision-making position, but about 19(12.6%) of the respondents are disagreed with the idea, 142(94.6%) of the respondents are agreed that the women's participation is affected as the society sees girls' education as unnecessary and unethical in the culture, but the only 8(5.3%) of the respondents are disagreed the idea.

DISCUSSION

Regarding the current position the only one of the respondents is organizational manager or director or head, the other 25(16.6%) of the respondents are team leaders in which 12(8%) and 13(8.6%) are female and male respectively. Instructors are 14(9%) of them in which both female and male are equally participating, and the other 30(20%) are consultants in which above half percent are female participants, and the other 25(16.6%) are secretary in which all the respondents are referred as female. At the last 8(5%) of the respondents are Legal aid Assistance which are only males and the only one of them is assistance director, this shows that the greatest percent female workers are at lower status. Even though the other high qualified status is proportionately occupied by women, it does not mean that their participation is significant. Here this shows that over half of the respondents have limited or no role at all decision making process of the activities. So it is better if the organization has to play a great role to increase their participation (A.A.W.A.O., 2006).

Therefore, this indicates that the majority status of women occupied by secretarial, clerk and manual work position. The higher position status occupied by women is very low.

According to higher officials of the University interview the placement of women in the organization and participation of them in professional jobs is almost none. Women participation in lower grade position is higher than that of the higher grade position. Structurally when we go up in the organization the number of the women decreases, this implies that the number of women in management decision-making position is low. The reason that the interviewees yield/provided for limitation of their participation are their previous educational background as the number of female educational participation is very low that affected to limit the number of women in higher professional jobs and management decision-making position. Taking individual countries and comparing the figures for Ethiopia shows that Ethiopia is still amongst the last in the world interims of women's political leadership participation at the highest decision-making levels. Therefore, it would be better if the organization play a great role around increasing the

women's participation in decision making process (Abebayehu, 1995).

As it is observed from this study that the majority of women are participating in low position area, but males are highly participating in higher position, this shows that there is a gap between women participation and males' participation or there are unequal proportions of participation as high emphasis is given to men rather than women. There should be some improvement given to women to participate equally like men. As higher officials in the organization interviewed that, females are less successful in their performance. This is the main constraints for females to bring them in managerial position. Basically all jobs have their own merit, managerial jobs are professional areas that require minimum of first degree with related experience. The cultural aspects did not allow participating in any administration as well as in any social interruption. This restricts women not to have the authority in leadership; men exercise the management roles in over all social direction of labor in all groups culturally the position of women is to stay at home (Pandey, 2000).

Further higher officials stressed that commitment of concerned body contributes in aggravating the gap in managerial positions. There is a negative attitude of men in position to accept women as a partner or as a member of trainee by reasoning out that women are not productive (efficient), this is still happening in different organization, even women themselves restricts not to have authority in leadership they pushes to men by saying " I am competent to hold this position". Due to the above mentioned factors women's participation in managerial position is insignificant; however, there are strategies and implementation progress that are encouraging and promising endeavors to promote the right of women to get care and to have access in jobs, training higher education and to choose the field of study as equal to men but females are still few in numbers to use this opportunity due to cumulative negative effect of different factors (CEDAW, 1994).

As it is answered most of the respondents replied that yes women have confidence and capable personality but the other respondents explain their idea negatively. For example the great amount of the respondents stated that women are not capable and confident to take over leadership responsibility because they are dominated by male and culture within the society of the organization. Generally, from the above respondents response we can understand that there are two types of thinking in the society, one is positive and other is negative. The positive thinking initiates the role of women to participate in

leadership responsibility, but the other negative thinking is prohibiting women not to participate in leadership role and this shows that the attitude of looking down on women's capacity to assume administrative and decision-making positions is not yet changed (Chen and Li, 2005).

As PE explains in the theory that patriarchal ideology bases its operation on the premises that women are biologically weak, and have to depend on men for survival. And also they lose their confidence because of cultural problems. This indicates that the women's confidence and competence to take the responsibility in leadership process is challengeable. By having these in mind the organization has to continuo to apply its best to build the women's confidence and competence to take the responsibility in decision-making. Therefore, as the most amounts of the respondents responded in the society there are the number of elements that affect the women's participation in leadership position within the culture of the given organization. This shows that the culture is one of the most factors that affect the women not to participate in leadership position of the organization.

The higher officials of the organization as they were interviewed that, the culture influence the women's participation negatively. They said that after a baby girl is born she is expected to follow the footsteps of her mother mainly to involve in domestic works, this is coming from family structure dawn wards from our ancestors. Through the cultural believes about the subordinate role of women in society, through harmful traditional practice, lack of access and control over resource gender based divisions of labor which intern results women to bear the burden of poverty and to insignificant participation in leadership; as far as women were considered as both physically and mentally incapable. But there is also positive thinking of culture about women's position by saying that they can act towards improving the lives of family positively and women are mothers they think thing as a mother. The results are two different thinking that culture creates which affected women not to participate in decision-making (Eshetu, 2000).

In general it would be better if the organization and society have taken in to account the problems of culture that affect women's participation in managerial position and try to overcome it as the government of the country has designed different policies strategies that are mentioned in Federal Democratic Republic of Ethiopia in article 35 that explains the state shall enforce the right of women to eliminate the influences of harmful customs. Law, customs and practices that oppress or cause bodily or mental harm to women are prohibited.

CONCLUSION

From the finding of the study, the researcher could draw the following conclusion.

The study shows that the women's participation in leadership position is highly affected and low when we compare with male participants in different level in the organization. This is happened because of commutative effect of different factors such as lack of education and training, socio-cultural influence, women's attitude towards their capacity assuming that they are unfit to assume leadership position, males attitude of not accept women at supervisory positions, socio-economic influence, the unfair work load being overburdened at home and work place, impacts of religion maintain women at low profile and others.

RECOMMENDATIONS

It would be better if the organization has to play a great role to improve females educational status that is to increase the number of women in higher professional jobs and management decision-making position. The organization can limit the factors that affect women's participation in leadership position like male and culture dominance, religion, and lack of educational access by applying the suitable policies and strategies that government has designed as the Federal Democratic Republic of Ethiopia in article 35 explains that the state shall enforce the right of women to eliminate the influences of harmful customs, Laws, and practices that oppress or cause bodily or mental harm to women are prohibited.

It would be better if the government facilitate to give reproductive health and proper parenting educations at family level, a mechanism of role modeling in which women gain experience of leadership at all levels, women should be provided leadership positions in all communal or society social affairs, intensive training on gender equality and equity for both genders and intensify an awareness raising forums by using different media and community social structure (kebeles Idire, Family, Church, Clubs, Newspaper, Television, Radios, Films and Dramas).

Abbreviation

AOR -Adjusted Odds Ratio

CLTS-Community Lead Total Sanitation

CLTSH-Community Lead Total Sanitation and Hygiene

MDGs - Millennium Development Goals

ODF -Open Defecation Free

SDGs-Sustainable Development Goals

Data Availability

The data used to support the results of this study is available upon request from the corresponding author.

Ethical Approval

The ethical review committee of Dilla University, College of Social Science, received ethical clearance. The letter of permission was then received from Civil service University.

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