



An Assessment of Women Participation in Leadership Positions in Public Institutions

A Case of Selected Public Institutions in A Wolaita Zone

Tesfaye Barge Koyra

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Preface

Women encounter multiple challenges in attaining leadership positions due to various factors. The purpose of this research is to examine the determinants affecting women's participation in leadership roles and to explore the possibilities of enhancing their involvement. This study is grounded in the observation that the number of female leaders is significantly lower than that of male leaders, both at the national level and within public institutions of the Wolaita zone.

The study aimed to identify the factors hindering women's participation in leadership and to analyze the challenges they face in pursuing such positions within Wolaita Zone public institutions. For this purpose, both primary and secondary data were collected through questionnaires, focus group discussions, and reviews of printed documents from multiple sources. A multistage sampling technique was applied to select respondents from the target population.

The findings reveal that women are substantially underrepresented in higher-level leadership roles, primarily due to political factors, followed by government policies and organizational barriers. In contrast, personal or individual barriers were found to be the least significant contributors, followed by socio-cultural challenges.

To address the existing gender gap in leadership, public institutions are encouraged to implement affirmative action policies, such as reserving quotas for women at the entry level and establishing clear criteria for managerial appointments. The government should also prioritize academic merit alongside political commitment when assigning both women and men to leadership roles. Additionally, it should strengthen legal and policy frameworks to promote women's participation, ensure strict enforcement, and introduce programs that help reduce the challenges of balancing work and family responsibilities.

The study further emphasizes the importance of creating women-friendly leadership environments—for instance, ensuring that meetings conclude on time and within working hours. Moreover, sustained efforts must be made to increase women's representation in leadership positions and to monitor implementation processes aimed at achieving gender parity across all decision-making bodies.

Keywords: Women's participation, leadership positions and Public Institutions

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Chapter 1: Introduction

1.1 Background of the Study

With the recognition of the human right to participate in all decisions that define the lives of men and women comes the argument for the involvement of women in leadership and management. It is this right which underpins the ideal of equal participation in leadership and managerial or decision-making among men and women. Every gender understands its situation well, and so women know their situation better than their counterpart men, therefore, they should participate as men do to have their views and perceptions effectively incorporated at all levels of decision-making from the local to the global perspectives (Miranda, 2015).

More than half of the world population is made up of women. By virtue of their dual roles in the productive and reproductive spheres, women also contribute to more than half of the social and economic development of societies, compared to men. Yet their participation in formal political structures and processes, where decisions regarding the use of societal resources generated by both men and women are made, remains insignificant (UNDP Report, 2016).

Recognizing the importance of the gender equality issues, the United Nations and its specialized agencies have paid timely attention and expressed their preparedness to address the concerns related to gender equality in extensive manner. The principle of equality of men and women was initially recognized in the United Nations Charter in 1945, followed by the Universal Declaration of Human Rights (1948).

Numerous global conferences, particularly the Fourth World Conference on Women (1995), the Cairo Conference on Population and Development (1994) and World Summit for Social Development (1995) have acknowledged that, notwithstanding the progress achieved at the national and international levels to improve the status of women, there are still gender and gender-specific discrepancies, particularly in terms of participation in executive and electoral political positions. The low participation of women in these positions affects the progress in improving the legal and regulatory environment for

promoting gender equality since very few women are influencing the legislative processes (OSSREA, 2014)

Gender equality has been one of the issues of concern particularly in African socio-economic and political scenario since the time immemorial. It is not a boon to allot women equal status as that of her male partner, it is a birthright with which, the women are blessed. A woman has the right to live in dignity, and in freedom from want and from fear. Empowering women is one of the most important tools for advancing development and mitigating poverty or backwardness (OSSREA, 2014). It becomes next to impossible to ensure the health and productivity of families and close gaps in opportunities for the next generation without empowering women. Gender equality is one of the eight Millennium Development Goals, which underline its importance. The other seven goals can barely be realized, if gender equality is not achieved — or pursued with commitment and means determinedly.

To make matters worse, the factors that influence women to not participate in leadership roles vary across the globe and change with the complex nature of the environments they live in. In most developing countries, women take on roles of support and are usually not seen in prominent leadership positions. Traditional and persistent barriers have been shown to hinder the active pursuit of women to obtain positions of leadership (M. Bullough, 2018).

According to Nzekwe (2019), women are a strong force in development. They have emerged as a deliberate social force whose engagement in the struggle for development has yet to be comprehensively analysed. Every nation, developed or developing, has recorded the involvement of its womenfolk in its development as a nation. (Igbokwe, 2013), posit that women as agents of social and economic upliftment of any given society are evidenced in their contributions at home and their immediate environment. Despite the cruel traditions and discrimination against women, due to their natural capabilities and endowments, women were intrinsic to the national construction. In our own society, while the menfolk maintain supremacy in the political, economic and social arenas, women still lift their heads up to be counted and stamp their places in the grand scheme of things.

According to Endale (2014), Ethiopia is party to all major human right treaties including the most important women's conventions, i.e., CEDAW which calls for equal participation of women in public decision making, Beijing Declaration and Platform of Action (BDPA), which requires governments to attain a 30% benchmark for women's representation in all public decision-making positions (Meaza, 2009:42). Furthermore, a number of writings contend that participation by women in decision-making around the world is to some extent on the rise, albeit if compared with previous decades. Yet, as more and more strides have been made towards stringing women to gain access to public

spaces, perhaps it is an understatement to say that women have only quite recently been outside the orbit of formal leadership for this and that reason.

The Ethiopian government has committed itself to different domestic, regional, and global initiatives and set various policy directions and institutionalized ministerial offices in efforts to remove gender-based gap in different sectors. To mention some the creation of the Ministry of Woman's Affairs, the National Development Bank (NDB), the Gender Mainstreaming Guideline; initiatives of Gender Mainstreaming in education, the sector ministries and employment processes. One of the major goals of the SDG also focuses on gender equality with the target of eliminating gender disparity in education, employment, and political participation by 2030 (Gojjam A. & Manjit S, 2015).

In Ethiopia females are 50 of the population and contribute 50 to subsistence production. However, they are subject to gender discrimination in every aspect of their life than any other women in any part of the world in economic, social, cultural and legal aspects (Gojjam A.& Manjit S, 2015). Even though Ethiopia was one of the countries that endorsed the declarations that claim for the legal rights and equality of men and women, the existing literature evidenced that there are few women as and men are taking part in the decision-making process especially on public matter.

As a forward towards brining women to the from by empowering them, Ethiopia has been introducing various strategies in the recent years (Ogato, 2013). Gender equality and the empowerment of women, particularly among minority groups, were implemented in various ways to ensure fair participation. According to Ogato (ibid), improving community livelihoods, promoting women's empowerment, and advancing gender equality serve as essential foundations that contribute to poverty reduction and the sustainable enhancement of overall quality of life.

The taste and propensity of the women leadership in the proceed of the organization life cycle are believed shows its influence on the efficacy efficiency of the organization included. Unlike women in economically developed countries with high level of financial empowerment and a demanding voice of audience and public reaction, women in less developed countries are dominated by cultural and economic factors letting them to restrict themselves from speaking out for their right and demand for better position the society (Essays, 2018).

As pointed out in UN Women Annual Bulletin 2018, undergraduate enrolment rate of women stands at 34% although Government of Federal Democratic Republic of Ethiopia is undertaking huge transformation in addressing girls' and women's empowerment by narrowing gender gap; boosting women's political participation notably in gender equality and women's empowerment.

Ethiopia is one of the signing members of the Beijing Declaration and Platform for Action that aim to achieve gender equality for all women and girls stands and falls with empowering and guaranteeing the rights of those who have been pushed to the margins by decades of structural discrimination on the basis of gender, class and ethnicity, among others (Women's Rights In Review 25 Years After Beijing, 2016).

Tigist (2015) argues that the majority of Ethiopian women engaged in low profile positions like many African Countries. The low position of women in developing countries and especially in Ethiopia is attributed to sociocultural influences they encounter in the form of denial of access to education, exclusion from training, discriminative employment practices, and also less participation of women in policy making are the main causes for their being low. On the other hand, educational gap, lack of recommendation, lack of confidence from the women side and absence of clear and transparent promotion criteria were identified as the factors that contribute to the limited number of women in Leadership in one of the private banks in Ethiopia (Miheret, 2019).

Hana (2015) also raised factors such as lack of support from supervisors, few numbers of female candidates in the pipeline, inflexible working hours, family commitments & difficulty in balancing work and household responsibility underlying the fact that women's career advancement to the leadership position is not affected only by one factor but with a combination of social, organizational and personal factors.

Hence, the main aim of this study is to assess the major factors affecting women's participation in leadership and leadership positions in Wolaita Zone public sectors, so as to advance women's contribution in leadership and management roles at the different levels.

1.2. Statement of the Problem

Overall, only 21 per cent of government ministers were women throughout the world - with just 14 countries with 50 per cent or more women in cabinets. With an annual increase of just 0.52 percentage points, gender parity in ministerial positions will not be achieved before 2077 (UN Women, 2022).

Nations refer to a number of international declarations to deal with the gender imbalance. But the outcome is not good enough especially in developing country where women are treated as homemaker and responsible to look after children. Fewer women are at the top areas of organization throughout the world since the variation of the gap is far bigger in the developing nations than developed ones.

The employment of women in public establishments of Ethiopia is still a problem; data indicate that government offices are employing fewer women than men. For example in

2017 stats, you can see that employees across all sectors, only 49% were women and 51% were men. Besides, the government itself had only 42 per cent of total employees as women. However, the Ethiopia population structure shows that female makes the majority of the population (URT, 2017).

Contrary to being considered as risk averse, women are considered as risk aware which is leading to opening of a new window to consider them in leadership positions including in the selection of Board of Directors (Felista, 2013).

Although women make up 46.6% of Ethiopia's total labor force, according to World Bank data (2019), their representation in top leadership roles within the public sector remains very limited, similar to many other organizations. While institutions often claim to uphold equal employment opportunities, in practice these policies are implemented selectively, which restricts women's chances of advancing within organizational hierarchies. This disparity is evident in the small proportion of leadership positions held by women across both public and private sectors over time.

1.3. Research Questions

This study was guided by the following research questions;

- A. To what extent women participation in leadership and managerial positions at Wolaita Zone?
- B. What are the factors affecting women participation in leadership and managerial positions at Wolaita Zone?
- C. What are challenges faced by women in their struggle towards leadership and managerial position and what should be done in order to combat them?

1.4. Objective of the Study

1.4.1 General Objective

The main objective of this study is to Assessment of Women participation in Leadership Positions in public institutions in a selected public institution in a Wolaita zone.

The specific objectives of the study are:

- 1.To examine the extent of women participation in leadership positions at public institutions of Wolaita Zone

- 2.To identify the most affecting factors that hinder women participation in leadership position at public institutions of Wolaita Zone
- 3.To examine challenges faced by women in their struggle towards leadership position.

1.5. Significance of the study

This study aims to raise public awareness regarding the current status of women in leadership within public institutions. As no prior research has specifically examined this issue in the Wolaita Zone, the study seeks to highlight both the existing conditions and the challenges faced in the area. It also intends to provide insights for policymakers on how to address these challenges by incorporating the suggestions and recommendations shared by the respondents.

It will also highlight on the constraints women leaders and managers face in trying to occupy operative leadership roles in their places of work. Women don't necessarily rely on men to do everything for them so it's important to know about special initiatives that women themselves put up and how those are translated into actions in support of the movement.

The study established the causes of women marginalisation in different leadership positions and recommended on the remedies that would bring an end to the problem. The questions aim to reflect barriers to women participation as form of decision-making and to accessing higher levels of rank thus the final outcome will be helpful for policy action and public awareness and other stakeholders. Similarly, the opinions of the respondents will be captured through open ended question to gather more information.

Moreover, the finding of this research will be used for the public institutions as a base for improving the human resource strategic planning. Lastly, this work was expected to serve as a basis for going on research project to be researched by other researchers in relation to the subject matter, which is an international one lately.

1.6. Scope of the Study

The study concentrated on barriers to women participation in leadership positions in the public sector. The research also considered women participation in leadership and management position and the moves made by the women in combating challenges that hamper their entry into the leadership and management posts. The study area was limited in public institutions taken from Woliata Zone, one among 11 Zones of the Southern Nation Nationalities and People state

1.7. Organization of the report

This thesis is structured into five chapters. Chapter One introduces the study, presenting the background, problem statement, objectives, significance, and scope. Chapter Two reviews the related literature, encompassing both theoretical and empirical perspectives. Chapter Three outlines the research methodology employed in the study. Chapter Four discusses the findings and analysis. Finally, Chapter Five provides the summary, conclusions, and recommendations.

1.8. Definitions of Key Terms

i. Leadership

The concept leadership in itself is broad and has therefore been defined differently by different scholars, it is people's perception of what it is in a given community.

This study adopted the definition given by Gribbin (1981) who defined leadership as an attempt at influencing the activities of followers through the communication process and toward the attainment of some common goal(s). The term communication in the definition highlights the importance of persuasion and influence, enabling people to willingly perform tasks that contribute to achieving organizational goals (Rauch & Behling, 1984). In this study, decision-making roles such as heads of departments and offices are also regarded as leadership positions.

ii. Management

In this study, a manager is defined broadly as one with responsibility for planning, organizing, directing, and controlling people and other organizational resources to achieve desired objectives.” achieve the predetermined objective at any levels of organization, here it can be either public institutions or private body.

iii. Public Institutions

A public institution is a facility that either functions as an organizational component of a government entity or operates under the authority and control of a government unit has ultimate administrative control. In this study, this includes Woliata Zone administration public institutions. For instance: Education, Health, justice, agriculture, Women and social affairs, and other government offices.

iv. Participation

So if you look up the word participation in the Cambridge dictionary, you will find that it is virtually a matter of the fact of taking part in or becoming involved in something. The participation of women in leadership or management positions in this context refers to women taking part as leaders or in management positions in public institutions.

Chapter 2: Literature Review

2 Introduction

It is subdivided into four subsections which are the definition of important concepts, theoretical review of literature, review of literature empirically, and the conceptual framework as well as the gap in the research. In the initial part of the theory relevant leadership theories are presented that were taken over by the study. The empirical literature review indicates the opposite or different results from other scholars and from different nations, which is also seen in relation to women in managerial and leadership roles. That is then followed by the section of Conceptual framework that explains the connection between women in leadership positions and the barriers. The literature review is instrumental in crafting the gap of your research.

2.1. Theoretical Literature review

This study is anchored in the Feminist Theory of Leadership, which is explained in detail below.

2.1.1. The Feminist Theory

Feminist Theory of Leadership acknowledges the collective impact of gender divisions in social life and furthermore seeks to illustrate the marginalization of women and the systems in society that perpetuate this oppression. The feminist perspective, however, emphasizes the many similarities that exist between the sexes and, generally, argues that men and women have equal potential for individual development.

Differences in the realization of that potential, therefore, must result from externally imposed constraints and from the influence of social institutions and values (Osongo, 2004).

The broad perspective is highlighted by the feminist theory as noted by (Osongo,2004) in trying to explain the absence of women from senior leadership and management in

many organizations. This viewpoint is an individual factor in which the shortage of females in leadership and managerial roles is due to the psychological and social features, including personality traits, behavioral skills and attitudes of women themselves. Personal factors facilitating and/or inhibiting women to adopt leadership positions include; self-confidence and self-esteem and motivation and ambition to take on challenges.

The society gets greyed over with an illusion that women are supposed to perform only those tasks which they could better perform and allow the more magnified professional tasks like leadership and management as the specific tasks reserved for men. So women are just a cook at home and home care taker they don't get opportunity to involve in other economic and social events by which they can receive and develop self-confidence and competitive capacity like men.

Remember that the brain of a human learns and adapts to what he/she is exposed to more often; Some processes are complicated and takes time to learn on how to do them. The leader is limited by the complexity of these tasks and situations. These tasks are not brought to their attention and the idea of impossibility is fed to their mind as the society leads and convinces them that these are tasks that men do and thus, few of them get engaged into such activities like asking for leadership positions and being in management tasks. Almost all the women have a lot of household chores which in a sense makes it difficult for her to focus on her work as a leader or a manager.

In addition, women face different natural situations through their life cycle, namely, the monthly menstrual periods and the period of natural births. The biological situations in women lead to the biological behavioral reactions in women, for example, women are in their moody time when they are in their monthly periods times, and when they are in their duration of pregnancy. In addition to this, the duration of breast feeding women are expected to breast feed and therefore do not participate fully in their leadership and management roles. The other situations, which can limit the women in performing the work in full are the social situations which generally included home caring, in case if someone from the family is suffering from a medical condition, the husband will proceed to continue with their work but the wife will stay back home in order to care of the circumstances. The society will be treated them, as these leaders are not performing. That said, it does not mean that women are unable to perform; given equal opportunity and time as men they could do better than what they do now.

As for this study, women leaderships are less effective sometimes observed by the society due to society perception and organizational structure which segregates women to get involved in other functions called men function.

2.1.2 Male's verse Female's Leadership Style

If the style of men is different from women, it does not mean that either style is superior to the other. This disparity is partly due to men viewing leadership as commanding while women view leadership as connection. Although male and female administrators perform many of the same tasks in carrying out their work, different aspects of the job are emphasized (Grove & Montgomery, 2008). The same study shows that Women love the relationships, the sharing, the process — Men love getting shit done, reaching for the goals, the hoarding of information, the winning. Literature presents that men seem to be using the traditional top-down administrative style; whereas women are more likely to transform a person's self-interest into the goals of the organization by increasing feelings of self-worth, involvement, and sharing of power and information. This leadership which is needed to thrive in the current state of continuous change, and crazy globalization, increased share of work from women & other marginalized communities.

2.1.3 The Nature of Males and Females

Another reading of the male-female dynamic centred on the biological maternal function of the female as determinant of the nature and meaning of her existence. A woman has an upbringing in preparation for becoming, and later a life of being a good wife and mother. While her activities, at least, primarily revolve around the home if not confined to it, for her first and foremost mission is to be her husband's helpmate and to offer warmth and safety for the family. If she does work for pay, she will do best in jobs compatible with her household responsibilities and her feminine personality (Blau & Ferber, 1992). Unlike men, fathers are not free to enter the non-domestic world at will. By contrast, the urge for provider and protector to pull their weight (Ibid) So because of woman nature itself, no one have impact for women that they could not be so influential to outside work and this could not makes women more competitive in the certain position where they play.

2.1.4 Gender Difference: Do Male and Female Leaders Adopt Different Style?

i. The 'Yes to Differences' Position

For instance, particular authors such as Rosener, Butterfield and Grinnell, Eagly et. al. (extracted from Collins & Singh, 2006) propose that society adopts an overarching representation of gender roles which have been constitution over a social learning process. These socialisation practices foster abilities, characteristics and behaviours that differ between men and women and which are, in the opinion of many men and women themselves, at odds with those needed in top management.

Helgesen, (cited in Collins & Singh, 2006) asserts not only women but also men have different management styles which one may benefit from and the different style helps the organization. Women, according to her, tend to seek a new lens, which means pinpointing the problems and creating new solutions. Women leaders, relative to men,

are more inclined to share power, make decisions and solve problems on the basis of shared ideas and information, and promote participation and expression. Provide consensual working, not hierarchical structure — Enjoy and discuss women, but free spirit works, so no matter, prefer to work as implementation for plans of work the distribution of hierarchical structure as men generally favour hierarchical systems of structure, women enjoy working for consensual passing. So, she describes this as ‘the female advantage’ (Ibid, p. 12).

In the same vein of thought, Rosener (as cited in Collins & Singh, 2006) explains the style adopted by women as interactive leadership style defined by behaviours representing powersharing, energizing, encourage participation, mutual trust and respect, and increasing self-worth. The women described themselves in ways that define transformational leadership-moving followers to change their own self-interest into the interest of the group through concern for a larger objective, she says. In contrast male managers were more harse in their functional powers and in their powers resting by virtue of their position through authority. Or to put it differently, men are also prone to using the transactional leadership method. Her view is that women have traditionally fulfilled the role of supportive others and this shapes how they lead.

ii. The ‘No Differences’ Position

While several studies consistently highlight Regarding behavioral and personality differences between male and female managers, some scholars argue that there are no significant distinctions. gender-based distinctions. For instance, in examining gender and transformational leadership, Komives (as cited in Collins & Singh, 2006) found that both male and female managers demonstrate similar levels of transformational leadership, with both groups emphasizing the importance of a collaborative approach grounded in consensual relationships for effective leadership.

In the same way, Ferrario (2006 cited in Collins & Singh, 2006) reported that while research investigating explanations for women falling short of being leaders had often addressed differences between men and women, Ferrario could not find proof that men and women led differently. Again, when the data is analyzed separately by the raters being subordinates of the leaders (subordinate rating of leaders), there is no evidence that men utilize more transformational behaviour than women.

Overall, while the evidence may be mixed, many authors illustrate a gendered leadership style where men tend to be autocratic and use a command and control style of leadership, and women prefer a more consensual, empowering, participative and team-oriented approach to leadership. Simply put, women use transformational leadership style more often. This is the kind of leadership which is the most suitable in the prevailing scenario

of continuous change and rapid globalization, along with the increased participation of women in labour market & other underprivileged groups. Both perspectives agree that women continue to be underrepresented in top leadership roles

2.2 Empirical Literature Review

This section addressed the results of different papers by different authors which could be read within and outside Africa and these results related to what was being studied in Ethiopia.

2.2.1 General Situation of Women: Population & Literacy Level

However, despite the fact that there are different endeavours to counteract destitution and lack of education around the world, the disparity between the created piece of the world, and the other part of our reality is communicated in any way. However in the developed countries kids start the school at very little age when they learnt reading and writing. However, the other side of the reality show that all the countries on the laser planet are not such changing to achieve education accessible where the literacy rate – the number of people who will read and write at least 15 years old – today is very low.

Given an overall balance of countries, this would mean that literacy rates overall are high, largely on the back of the developed world (such as the European community which essentially has over a 100% literacy rate). According to World Population (2020), among the world population the literacy rate of youth at least 15 years old and above falls at 86.3% while Males have a 90% literacy rate and females with 82.7%. But Africa as a continent comes in the second position of low literacy rate after South and West Asia. Two third of the illiterate adults all over the world were female. According to world population attributed to Literacy Rate by Country Population the female population of Ethiopia is 50.6 and literacy rate of the country as of 2015 stood at 51.8%. As a result of this cultural influence, a number of families prepare their female children to be shy, gentle and dependent whereas they nurture their male children to be autonomous and bossy and defensive. This in turn shapes their attitude about themselves and reflects throughout their life according to Tigist (2015).

2.3 Extent of Women Participation in Leadership and Management Positions

Women's participation in leadership and management roles remains limited, with an inverse relationship observed between seniority and the proportion of women in such positions. UNICEF is one of the international organizations which has made some steps

which requires senior-level expertise on gender and targeting parity in senior leadership as one of the five gender equality benchmarks against which the organization is evaluated (UNICEF, 2019). A task force reviewing the UN as a whole has set 2026 as the target year for parity at all levels across the system (United Nations, 2017). The idea behind this is to encourage women to be part of senior decision making.

In OECD countries, women represent 57 percent of the government workforce, equating to 65 percent of secretarial positions, 35 percent of middle managers and 27 percent of top managers in 2010 (OECD & EUPAN, 2015). As of October 2017, 16 out of 21 directors in the OECD and 7 out of 8 heads of agencies and special entities were men (OECD, 2017c). The data reveals that women's participation declines as the level of seniority increases, with higher-ranking positions largely dominated by men. The underrepresentation of women in decision-making roles is a global concern. Even in developed OECD countries such as Australia, Austria, Denmark, Chile, Canada, and the Czech Republic, similar patterns can be observed. Empowering women remains a universal necessity, as their unique needs and perspectives are best articulated by women themselves. This underscores the importance of ensuring representation from both genders in senior decision-making positions.

In respect of bilateral aid agencies, where the proportion of aid going to gender equality work is quite mixed, the picture was more mixed for the three of the ten donors—although women were still well-represented, as at 2015. In the United States, the US Agency for International Development has an incentive program to promote women interested in gender issues, and 44 percent of senior Foreign Service posts are filled by women, 13 relative to 53 percent of all staff (USAID, 2016). In the United Kingdom, only 43 percent of senior civil service roles in the Department for International Development (DFID) are held by women, despite women constituting 55 percent of the department's total workforce (DFID, 2016). Similarly, in the Department of Foreign Affairs and Trade (DFAT), women account for 57 percent of the overall staff, yet they represent only 34 percent of the senior executive service and just 27 percent of heads of missions and posts. Australian figures show. The organization has identified internal cultural constraints that may be hampering women from applying for more advanced positions (DFAT, 2019).

In October 2017, out of 193 UN countries, 11 had a woman serving as head of state and had a woman as head of government (UN Women, 2017). The nearest anyone else gets to parity within parliaments is in the Nordic countries, where women account for 41 percent of single house parliaments — still but a modest number, but a better number than practically everywhere else. In all other regions, fewer than three in ten parliamentarians are women: 28.5% in the Americas, 26% in Europe excluding Nordic countries, 24% in sub-Saharan Africa, 19% in Asia, 18% in the Pacific and 17.5% in the Arab States (Inter-Parliamentary Union, 2017).

2.4.1 The Women and Leadership in Ethiopia

i. During Haile Selassie Regime

Political survival in Ethiopia was fed by these religious values as Ethiopian society is a profoundly religious one prior to the 1974 revolution. It was the belief of Orthodox Christianity that was predominant at the time that formed the ideological base of the ruling monarchs. The system of stratification placed women at the bottom of the hierarchy, who were expected to bow down to men as the highest authority and never question the intentions of their husbands, fathers or any male relative. The Fetha-Negest (Biseswar, 2011) also articulated this hierarchy:

“First, he [the judge] must be a man... the requirement of being a male is based on the consideration that man is the master of a woman, as said by the Apostle[Ephesians 5:23]. The office of a judge belongs to the superior rather than the subordinate; because a man is more intelligent, he must judge”.

This indoctrination became so entrenched over the centuries, that it became embedded within culture. By this way, women inequality has been canonized as universal within traditional patriarchal ideology.

Thus, as per Fetha-Negest women had the ideological autocratic power to control none of them could fight the emperor. By that they simply meant the Emperor had no program, and no issue of women moving with the Emperor. Women did have organized activities, most of which were operated by non-governmental (NGOs) institutions: The Ethiopian Women's Welfare Association, the Ethiopian Officers' Wives Association, and the Ethiopian Female Students' Association

These Associations, however, were only partial but only in cities. The monarchy also did not enact specific measures for women's emancipation nor did make an efforts to change the gender traditions domain in society, because that was the order at that time. As a result, they exerted little or no influence on government policies, laws, regulations or development programs. As for the majority of the educated women (there were very few at the time), they were also not woke to their own issues and could not go beyond being functional to the society, fulfilling their feminine roles (Ibid).

While, the first parliament was created in Ethiopia during Haile Selassie governance, not any women had an opportunity to nominate [herself], an Australian lady by the name, Jill Baff had said in her working paper. Latter, only 2 women in 1965 and 5 women in 1969 have occupied the imperial's parliament and the senate which had 250 and 125 seats respectively (Yalem, 2011).

ii. During the Dergue Regime

The Political Dynamics changed To a communist course after the Dergue (The Military Government) officially took Political Power in the country since 1974 officially introducing itself from Monarchy based Political orientation. REWA (Revolutionary Ethiopian Women's Association) was established by proclamation, but this was too monolithic and too much a part of the Dergue to be genuinely useful to women. In reality, however, its initial establishment served to solidify the power of the Dergue. The interests of women were not a priority on its agenda and was not intended to affect a government's policy or allow women to benefit from development programs. As a result there was little improvement in the lives of Ethiopian women, whether in the social, economic or political sphere, especially of those who lived in the rural areas (Yalem, 2011).

Although a number of development agencies, especially NGOs focusing on relief and rehabilitation work have tried to integrate women as issue into their work programs, it did not yield the desired results. It was because the earlier government did not focus on women development which should be priority and develop environment for women development programs.

The Dergue was very clear that it would not suffer any opposition from anyone in attaining what it wanted. In the first year, women activists engaged with state structures, such as peasant associations and the women's commission, to advance the agenda of mobilizing rural women in certain regions. They took advantage of the opportunities that were around during that time. But that did not last long. A distortion of the image of the course and behaviour of the emancipation of women, also has assumed complete monopoly the Dergue over the emancipation of women since then. Within this woman question, the very idea of changing the female and male spheres was absent. In fact, these were found to be enforced and exploited to the maximum by the institutional arm of the Dergue representing all women in the country, namely the Revolutionary Ethiopian Women's Association (Biseswar, 2011).

iii. During the EFDRE Regime

Now when the EPRDF became politically powerful in the country in 1991, things seemed bright. The space that the multitudinously state would proclamation the Dergue was displaced by a multitude of laws that paved the way for opportunities for society. Initially, these laws promised much freedom and space to the people (Biseswar, 2011).

The ruling party established a national women's machinery in the form of Women's Affairs Offices (WAO) and bureaus to strengthen women's participation and empowerment. In addition to this machinery, the EPRDF government also introduced several other initiatives aimed at promoting and protecting women's rights. These

include the promulgation of a very liberal constitution containing women's explicit rights, the signing of international treaties regarding women's rights and the introduction of affirmative measures to promote women's advancement (Yalem, 2011).

The new Federal Constitution of Ethiopia was ratified in 1995, which articulated various articles of legislation that translate into renewed commitment to the gender policy and legislative support to women. For instance, Article 25 does not allow discrimination on the basis of gender. Article 35, the most exhaustive of the provisions on women's rights, has nine subprovisions. These include restrictions on the equal rights enjoyment; marriage equality; right to positive action; protection against harmful tradition practices; maternity leave; equal involvement in planning and execution of programs; equal property rights; equal rights at work; and the full access to reproductive health care services.

Besides the above provisions, other constitutional provisions that directly relate to the protection of the rights of Ethiopian women are found under articles 7, 33, 38, 42 and 89 respectively. In addition to domestic efforts, the Ethiopian Gov't has always been a front-runner in terms of signing the international conventions.

It did not stop there. To have an article of this nature in the constitution that could domesticate the aforementioned international treaties was indeed very promising, when the constitution was promulgated. In 1995 constitution, Article 9(4) provides that; "all international agreements ratified by Ethiopia are an integral part of the law of the land". There are additional steps taken Several measures were introduced by the EFDRE government to advance women's rights, including the revision of the family law in 2000, the revision of the penal code in 2004, and the amendment of the labor law. Additional initiatives included the launch of a social welfare policy in 1997, the adoption of an education policy, the formulation of a national health policy in 1993, the promulgation of a national population policy, an HIV/AIDS policy, and several other related reforms

In addition, Article 3 of the constitution grants women the right to vote and to be elected, thus equalizing their participatory role in the decision-making process. To this end, a number of intervention programs in terms of advocacy, lobbying and awareness raising have been implementing focusing on the women participation in the decision making structures of the country. There is, of course, a lot of work still to be done, but the presence of women — especially in the parliament, but also in regional councils — speaks volumes.

Women's involvement in decisionmaking was also greatly promoted through the Civil Service Reform Programs. Sex-discrimination Article 13(1) of the Civil Service Proclamation No.262/2002 prohibits discrimination amongst job seeker based on sex. It has also mentioned an order of puxunoof, stating that in case of equal marks scored by

a female and male candidate, preference will be given to the female candidate. Consequently, the presence of women decision-making positions has increased rapidly.

Thus, representation of women in the different decision-making positions during the current regime (i.e.at Legislative, Executive and Judiciary) levels are shown below:

Table-2.1 Representation of women in the different decision-making positions in Ethiopia

Election Year	Female		Male		Total
	Number	Percentage	Number	Percentage	
2005	117	21.00	430	79.00	547
2010	152	28.00	395	72.00	547
2015	212	39.00	335	61.00	547
2021	235	43.00	312	57.00	547

Source: Ethiopia National Election Board 2021.

Table-2.2 Representation of women in the different Ministerial positions in Ethiopia

Year	Ministers				State Ministers			
	Female		Male		Female		Male	
	No.	%	No.	%	No.	%	No.	%
2010	3	14	21	86	4	8	45	92
2015	3	14	21	86	5	10	45	90
2021	10	50	10	50	11	19	46	81

Source: Ministry of women's, Children and Youth Office 2021 report

Table-2.3 Representation of women in Federal courts in 2019 in Ethiopia

Court type	Gender	Top Positions				Lawyers	
		President		Deputy			
		No.	%	No.	%	No.	%
Federal Supreme Court	Female	1	100			6	25
	Male			1	100	18	75
	Total	1	100	1	100	24	100

Federal High Court	Female					16	33.4
	Male	1	100	1	100	35	66.6
	Total	1	100	1	100	51	100
Federal First Instance Court	Female			1	100	34	40.5
	Male	1	100			50	59.5
	Total	1	100	1	100	84	100
Total	Female	1	33.3	1	33.3	56	35
	Male	2	66.7	2	66.7	103	65
	Total	3	100	3	100	159	100

Source: Ministry of Women's, Children and Youth Office 2019 report.

2.4 Empirics On Factors Hindering Women Participation In Leadership And Management Position

Hora (2014) conducted a study titled “Factors affecting women participation in leadership and decision making position in Ethiopia”. The findings revealed that in public institutions, most women had lower levels of education and were concentrated in non-decision-making positions. Education emerged as a key barrier, as in many societies male children are given priority in school enrollment over females, a disparity that extends into adulthood and contributes to differences in leadership capacity and career development. The study further identified several obstacles preventing women from attaining public leadership and decision-making roles. These include socio-cultural attitudes, insufficient experience, heavy domestic responsibilities, negative perceptions of women’s leadership abilities, and the absence of female role models to inspire younger generations.

According to (Sechonge,2013) the performance of women leaders is very good with regards to participation, accountability, rule of law, fairness, and responsibility. The study showed that perception on women leaders is changing and also went further to analyze what contributes to the performance of women leaders Key challenges include lack of support, weak commitment, corruption, sexual harassment, heavy family responsibilities, and political interference. This study shows that women are not indolent but can do wonders as men have done, especially in leadership but it is the mentality of men which pull women down. However, the above aspects by Sechonge need to be

initiated from outside to flush out the mentality, so that women can also contribute to leadership and managerial posts at par with men in future.

Bayush Berhanu (2020) conducted a research on an investigation of factors responsible for the barriers that face women in their progression to senior leadership positions in Ethiopia. Barriers to women's access to senior leadership positions. One of the obstacles to women being able to take up executive positions is that the inequality between men and women as a global historical issue. From the very beginning, women have been compounded by poverty, which equalized them in the economic, social and political spheres. Birkti G. Micheal (2014) They also conducted research on Social and Cultural Barriers to Success: The Female Premier: Women and Leadership Positions: Social. Further work is needed on strategies to change women themselves so that they will have the confidence to achieve leadership position so that they do not wait to be offered leadership post but should rather go and compete for the position themselves.

Anyesh et al (2017) on his study titled "Factors affecting female's participation in the leadership position in RMG Industry Bangladesh". This study measured the use of succession planning, flexibility, and communication to maintain women involvement in the leadership position in the Ready Made Garments. Methods: Cross-sectional data from 250 employees with intermediate and masters education level. The findings revealed that over 90 percent of participants assessed the support for female engagement in leadership and management roles reflects in succession planning, flexibility and communication level used. Nsubuga (2008) conducted a study on the analysis of leadership styles and school performance of secondary schools. The study suggested that democratic style of leadership be used which includes sharing of the decision-making power with the employees, get employees opinion in attaining organizational objectives. The participation matters because no one knows what women needs better than a women herself which will help in bringing the positive change to the society. Democratic style of leadership gives an equal chance to both gender, and thus both men and women will have their representative in decision making processes

The three categories of barriers (individual, organizational and societal) are used as an explanation of women's minimal presence in leadership/management positions (Hanna 2015). These three categories of barriers that are discussed as follows:

2.4.1 Societal factors

It is customarily that society set the standards and expectations in all aspects of one's life that affect people from following their aspirations (Mirza and Jabeen, 2011). For instance, in most of the countries women are recognised as family caretaker and her professional work soon becomes secondary which is a drawback. On the other hand the breadwinner role is typically given to men that is, he is the family head. Bringing change in the way the society think, perceive and accept the gender issue is a difficult

and time taking process due to the fact that societal factors is hidden in the culture and tradition of a country (Elsi, 2013). There remains a prevailing belief that gender-related issues continue to serve as significant barriers to women's career advancement. Especially in the developing world, socially accepted norms prescribe that women's appropriate behaviors should be nurturing, caring, and cooperative and it is less appropriate for women to be aggressive or assertive in getting deserved developmental or promotional opportunities (Eagly and Carli cited by Hanna 2015).

In her research to investigate the challenges and factors hindering women from occupying leadership and management position in Ethiopian financial sectors, Tigist (2015) identified that the time women spend to socialize in the society, household responsibilities, lack of support for child care, low access to education and enrolment of women and absence of gender policy at country level as some of the societal factors that affect the number of women that succeed in the leadership position. It further suggested policy frame work to promote equal opportunity in education and training of women from a young age. Family commitment is also one of the factors that Hanna (2015) identified in her study to identify the factors that contribute to the underrepresentation of women in leadership position. Be it through ameliorating government functioning in societal awareness and gender-sensitization workshops integrated into the national educational curriculum, promoting feminine equality, devising and executing supportive policies as well as national aspirations, and changing societal culture and belief through persistence and awareness generation are but the recommendations also reported by the same research.

Worku (2017) through his study to identify the challenges and gaps as related to executive women in public institutions in Ethiopia, mentioned that the longstanding traditions among the society affected women from competing with men for an equal opportunity, both in terms of professional and academic development regardless of the practices of the organizations. It resulted in men and women having an unequal chance to take on executive management roles. They also stated that factors such as family responsibility and socio cultural impacts prevent women from climbing up the organizational ladder.

Dina (2019) in her study of gender equity practices and women in leadership found that the attitudinal bias on gender issue not only tends to become a problem for women but also specific positions are considered as only meant for men. To gap for this so gender analysis need to be implemented and to work to be done on gender awareness. In addition, legislation and policies related to employment equity, human rights, access to affordable day care and reproductive rights have a profound impact on the ability of women to advance in the workplace (Diversity Institute, 2012).

Despite the government taking the initiative, the number of women in decision making positions is still very low in Ethiopia. In the rural part of the country, women are not only entangled in other detrimental traditional beliefs, culture, and attitudes but they also live within a system that confines them to the margins of the Ethiopian society, limiting their capability and advancement in different aspects of life, including working career. They may carry a carrier and have an education but still for a working female, the household duties and child caring remains the responsibility on their head.

Haregewoin (2003) argues that such kind of societal discrimination is one of the barriers that limit women from progressing. On the other hand, for a female leader, it requires determination and commitment to balance effectively execute their responsibilities (Worku, 2015). Despite being unable to support themselves as well as being more socially responsible, men now have the security of another job and pressure is on men to boost the billboard demand for the quality of life it needs to support women outside the home, but with his age there's been little change in the number of men keen to share unpaid work - the family duty. Similarly, the societal discrimination in stereotyping based on gender contribute the achievements of women and thereby create a psychological barrier that limit the number of women in the leadership position with an effect in their performance (Bahiru, Bruktawit and Mengistu, Abeba Beyene, 2018).

2.4.2 Organizational factors

The formal expectation of an organization strengthens the individual employee belief along with the shared values for an employee group as part of the organizational culture that ultimately enhances the career development process of employees, or it creates a bottleneck in such process. According to Elsi (2013), organizational culture, having a strong effect on the performance of the organization and on the people in the organization, can be defined in different ways and have different characteristics. Culture may also shift 18 when the company meets new trends or changes in the business world or leadership change. Organizational structures inhibit women's entry to and advancement in the workplace (Fagenson, Jabeen and Jadoon cited by Hanna 2015). Societal/systemic factors are reflected in organizational and institutional practices. Some of the organizational factors that hinder women's anticipation to leadership position include women friendly policies, lack of flexible work arrangements, absence of women from decision making bodies and lack of networking and mentoring opportunities (Jabeen and Jadoon cited by Hanna, 2015). Just like these barriers will be vastly different between any two organizations. Studies also show that prevalent Gender bias in recruitment, succession planning, promotion, and performance evaluation ensures that females do not rise up to positions of leadership.

Oakley (2000) in her article mentioned corporate practices as a major obstacle for women career advancement. Part of this gender imbalance is the result of bias toward

males during recruitment, retention and promotion, she said. Similarly, ILO (2004) described corporate culture as a fundamental reason for women's absence from management and leadership positions in that it restricts women career development, particularly the lack of family-friendly policies at the workplace, obliges them to prioritize their family life over paid work. To be considered as equally competent with men candidates, women are expected to perform far better as per Hanna (2015).

Work-life balance is another individual barrier to women career progression due to their multiple roles in handling a career and a home and family (Judith, 2010). Essentially, women ditch their personal life for challenging careers and pursue their professional career to climb upwards in the organizational hierarchy. This created a curious phenomenon where performance in research was thought to be higher if women had more balanced work and personal life relationship as damage caused by failing to succeed in either one of these things outweighed the advantages. As explained by Lyness & Judiesch (2008), there is a positive relationship between the professional work and personal life of women in accomplishing their responsibilities. Here, in order to help women balance their life with their work responsibility, an organization can contribute via different arrangements such as flexible working hour and the like (Shagvaliyeva and Yazdanifard, 2014). Due to their dual role at their home and office, women face many difficulties to balance their responsibility, perform better and progress in their leadership position (Judith, 2010). Furthermore, the long hours, late meetings, and last-minute requests often required by leadership positions can cause conflict with the responsibilities faced by women at home (Diversity Institute, 2012).

This can be done by lightening the burden of the employee along with their family through some actions for support.

According to Thompson, Beauvais, and Lynes as cited by Bahiru, Bruktawit and Mengistu, Abeba Beyene (2018), in order to have a favorable organizational culture in terms of work-life balancing, it is expected to develop shared beliefs, assumptions and values between an organization and its employees. This can be done by lightening the burden of the employee along with their family through some actions for support.

Miheret (2019) also identified absence of clear and transparent promotion criteria as organizational practice that limit the number of women in their career advancement. The author advised top management to be open-minded enough to employ women who qualify, developing systemic promotion criteria to lessen bias and changing the Bank's strategic position, policies and laws and regulations such as inclusive of women.

Another study by Hanna (2015) that aimed in identifying the factors that contribute to the underrepresentation of women in leadership, identified limited number of competent candidates in the pipe line as an organizational factor contributing to the few number of female leaders in an organization.

2.4.3 Individual/Personal Barriers

Self-factors contribute to traits, attitudes and ability of the women employees. Personal factors include readiness in terms of education and work experience, self-image, motivation and ambition to accept challenges, confidence, willingness to take risks, assertiveness, emotional stability and ability to handle a crisis (Onsongo, Gender Advisory Council cited by Hanna 2015) Lack of confidence and career ambition have been cited as factors in preventing women from moving into senior and executive positions also. A study by Institute of Leadership and Management (ILM) revealed that low level of ambitions and expectations limit women managers from moving forward (ILM, 2011). In addition, when women demonstrate characteristics that are associated with leadership (confidence, self-reliance, dominance and self-promotion); they face a criticism because of incompatibility between perceptions of the leader role and the female gender role (Eagly and Karau, 2002). Developing the confidence and positive attitudes of women must be a road that a family should follow to bring female leaders in to the picture with an ability to lead without scarifying their personal life according to Elsi (2013). This can also be solved by allowing men and women to associate with strong gender balanced type businesses in leadership positions.

In Ethiopia, women's lack of assertiveness and lack of commitment by the few women in decision making positions to fight for issues of gender equality combined with insufficient number of educated women were identified as reasons for the limited number of women in decision making positions (MOWA cited by Hanna 2015). Many literatures provide evidence to indicate that the lack of supervisor's recommendation regardless of the education and tenure is one of the personal factors restricting the career development of women.

Though its effect is minimal, Miheret (2019) identified lack of supervisor's recommendation as one of the factors that keep women off the leadership track. The reason is that to be promoted to most of the managerial and supervisory functions in most organizations, a recommendation from the immediate supervisor is pre-condition to the promotion. Women on the other hand to care for their home and family members in addition to their professional work, which is a constraint for female employees to stay longer in the office, participate in late meetings; limit themselves from field and weekend assignment (Diversity Institute cited by Hanna 2015.)

In organizations lacking family-friendly policies, women with family responsibilities are less likely to receive supervisor recommendations, regardless of their education or professional expertise. Furthermore, Hanna (2015) has concluded that, the limited number of women in leadership position is not a result of one factor but a combination and chain effect of all the three, organizational, societal and individual factors.

2.5 Conceptual Model

Based on the reviewed literature and background studies, the factors influencing women's involvement in leadership and managerial roles in the region can be categorized into two main frameworks:

1) Personal factors These include challenges and limitations at the individual level, such as inadequate educational attainment, lack of motivation to pursue leadership roles, limited exposure to role models, fear of failure or conflict, low self-confidence, fear of harassment, pressure from spouses, and heavy household responsibilities. Personal commitment to family care and the perception that politics or leadership is “dirty” also discourage participation.

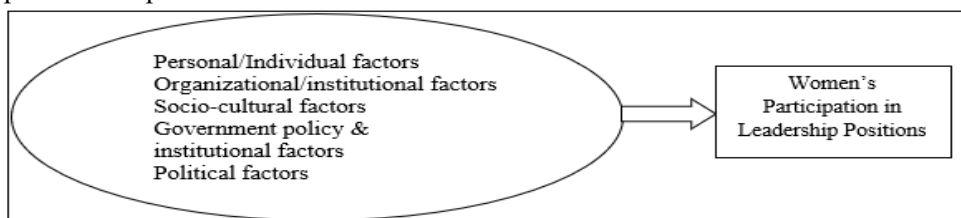
2) Socio-cultural factors These arise from broader societal structures and expectations. They encompass traditional gender roles, cultural and religious norms, and the belief that decision-making is primarily a man's domain. Women are often confined to the roles of wife and mother, face restricted opportunities to engage with male peers, and encounter skepticism about their leadership abilities. The lack of family and community support, limited networking opportunities, the perception that both men and women dislike working under female leaders, and the tendency to subordinate women further reinforce these barriers.

3) Institutional factors (government policies with regard to gender equality, examples include: long hours, unsupportive environment to bring women into leadership, non-competency-based leadership role assignment, bias against women in promotions, low female solidarity.

4) Political factors (“Open political competition, respect for civil liberties, independent media, low levels of corruption, and a strong rule of law; alongside challenges such as male domination in politics, political parties, and culture, as well as gender biases within male leadership.”)

5) Organizational factors (working hours, lack of support to put women in leadership, competence assignment of leaders, women to promote them, etc poor disunite)

The conceptual framework provided a clear focus on the study variables. It highlighted the various factors that hinder women's participation in leadership and management positions at public institutions in Woliata Zone.



Source: Adapted from literature

Figure-2.1 Conceptual framework of the study

Figure 2.1 illustrates the variables under consideration, where women's participation in leadership roles is treated as the dependent variable. The factors influencing this participation are considered independent variables and are categorized into five levels: personal or individual factors, socio-cultural factors, and institutional factors.

2.6 Research Gap

There is a little literature on women's engagement in the public institutions in Ethiopia and specifically in the selected study areas of Woliata zone administration. The literature reviewed during the course of this research largely emphasizes broader gender-related issues. However, studies that specifically address women's roles and experiences in the public sector are relatively limited. Ethiopia, Woliata Zone administration are lacking.

Chapter 3: Research Methodology

This section provides a brief explanation on how the research was conducted. It is further divided into sub-sections area of the study, that depicts how the place is appropriate for the study, population of the study, with the identification of the unit of analysis, sample size and, sampling technique, that illustrates the process through which the sample in use is obtained and how the size of the sample is chosen, data type and data collection; that elaborates the type of data that were used and appropriate methods that were employed in the data collection process.

Finally, the data collected organized, summarized and interpreted The data were analyzed using the Statistical Package for Social Sciences (SPSS, version 20.0). Descriptive statistics, including frequency counts of managers and percentages of women managers, were employed to illustrate the status of women in management positions public institutions. A qualitative analysis was also conducted to complement the data collected through interviews and observation methods registers report of the public institutions.

3.1 Research Design

The research design employed in this research is descriptive and exploratory design which was intended to fetch data from respondents based on their perspectives and views regarding aspects influencing women's participation on leadership and managerial roles. Respondents' perceptions explored through a qualitative research method. As qualitative method is useful for exploring and understanding the meaning individuals or groups ascribe to a social or human problem so it helps to define the perception of different employee and manager regarding women marginalization in participation in various decision-making positions.

Kombo and Tromp (2006) point out that “descriptive studies are not only restricted to fact findings but may often result in the formulation of the important principles of

knowledge and solution to significant problems. They are more than just a collection of data.”

Among the mixed-method approaches, this study employed the Concurrent Triangulation Strategy. In a concurrent triangulation approach, the collected both quantitative and qualitative data at the same time and then compares the two databases to determine if there is confirmation, disconfirmation, cross validation, or substantiation (Brayman, 2010). The model is largely applied as a way to balance out the strengths of one method against the weaknesses of the other (or conversely, the strength of one further adds to the weaknesses of the other)

3.2 Study Area Setting

Study area Wolaita zone is one of the 14 zones of the Southern Nation Nationalities Region (SNNPR), which in turn is one of the 11 other regional states of Ethiopia. Wolaita Sodo is 330 KM south of Ethiopian capital Addis Ababa and the capital of the Wolaita zone. Wolaita zone is located between the latitudes of 06051' and 07035'N and longitudes of 37046' and 3801'E. The Wolaita Zone consists of 16 woredas and six city administrations and 372 Kebeles. Based on the population projection conducted by the Central Statistical Agency of Ethiopia (CSA,2020), the zone has a total population of 5,385,782 with an area of 451,170.7 square kilo meter. Among the total population of the zone female count is 2,698,261 and male count is 2,687,021. As per from Ethiopia Mini Demographic and Health Survey, 2019 there are 6 Hospitals, 72 health centers, 348 health posts, 510 schools, 6 municipalities' administration and other public sectors offices in 16 woreda offices and Zonal administration. And also, there are 52,348 employees working in public sectors at different positions.

3.3 Population under the Study

Target population refers to all the members of a real or hypothetical set of people, events or subjects to which a researcher wishes to generalize the results of the study (Ngechu, 2004). The target populations of this study are all public sector offices of Woliata Zone which contain 52,348 employees of the region. Sample units included Leaders, gender focal persons, female employees, and human resource managers. Blank (1984), defines a sample unit as “the basic unit containing the element of the population to be sampled. It may be the sample itself or a unit in which the element is contained.”

3.4 Sources of Data

In order to achieve the aim of this research, data was gathered from primary and secondary sources. Structured questionnaires to collect Primary data and open ended questions to collect Qualitative data. questionnaires from respondents employed in health, Education, Agriculture, women and social affairs and Justice bureau of Woliata Zonal Administration.

Secondary source of data was collected from Various published and unpublished organizational documents, such as human resource data and other documented sources from the organization's website public institutions was considered in addition to books, articles, published reports, and journals related to the research topic.

3.5 Sampling Technique

The sampling design sought to answer whether a sample or a census should be used, the sampling approach to be used for a sample and the best sample size to be used (Mugenda & Mugenda, 2003). This refers to how the sample units will be selected. Since it was difficult to cover all existing Woliata Zone public institutions, five sectoral Offices such as the Education Bureau, Health Bureau, Agriculture Bureau, Justice Bureau, and Women and Children's Affairs Bureau were purposively selected. to cover a total representative of the public sectors. These public-sector institutions were selected purposively because they share large number of diversified employees which account about 78% of the total employees of the region (Zonal Human resource data, 2021).

To get the determined sample size, Stratified Sampling Technique used to select Woredas and town administrations and respective public sectors. There is another sample method called stratified sample method in which the whole population is divided into smaller groups called strata. The population in this study will be stratified into departments, as the profession of top managers, employees (Female), human resource managers and gender focal points, in Wolaita zone public institutions so as to have a suitable quantity and unprejudiced group of reps gathered through each branch of the house or choice.

The purposive sampling technique was also used to select Woreda and town administrations public sectors employees of both genders in unbiased manners. This technique was used to select limited number of female leaders, employees and other senior leaders of the selected public sectors. Based on stratification, researcher divided the zone into four clusters and City administrations based geographical vicinity and homogeneity. Out of five clusters six districts were selected and out of six city administration and Zonal administration, 3 were selected for sampling unit. See below table 3.1 & 3.2

Table 3 1: Cluster Sampling of Woreda & Town administration offices

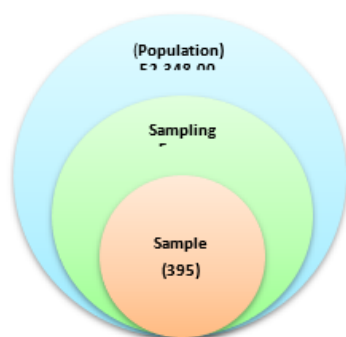
SN	Custer	Composition/ Woreda	No. of Woreda/town administration in the cluster	No.of districts Selected	Proportion	Selected Woreda
1	North	Boloso Bombe	4	1	25	Boloso Sore
		Boloso Sore				
		Damot Pulasa				
		Damot Sore				
2		Kindo Koysha	5	2	40	Humbo Abala Abaya
		Hobicha				
		Humbo				
		Abala Abaya				
		Offa				
3	East	Damot Weyde	4	2	50	Damot Gale
		Diguna Fango				
		Damot Gale				
		Sodo Zuria				
4	West	Bayra Koysha	3	1	33.3	Bayra Koysha
		Kawo Koysha				
		Kindo Didaye				
5	City and Zonal Administration	Sodo	8	4	50	Areka Boditi Sodo Wolaita Zone
		Boditi				
		Areka				
		Tebela				
		Gesuba				
		Bele				
		Wolaita Zone				
	Total		24	10		

Table 3.2 Sample Institutions

SN	Cluster	Woreda/Town/Zone administration	Institution selected from region/zones, towns and woreda
1	North	Boloso Sore	Health
2	South	Humbo	Education
		Abala Abaya	Agriculture

3	East	Damot Gale Sodo Zuria	Women and social affairs Justice
4	West	Bayra Koysha	
5	Central City and Zonal Administration	Areka Boditi Sodo Wolaita Zone	One from each woreda, zone and Town administration

Figure 3.1 Population, sample frame and Sample of the study



$$n = \frac{N}{1 + Ne^2}$$

Where n is sample size required, N is the size of the target population, e is the margin error which is 0.05.

$$= \frac{31,220}{1 + 31,220(0.05)^2} = \frac{31,220}{1 + 0.7805} = \frac{31,220}{1.7805} = 39$$

As indicated, the sample size for the population is: 395 and the study will use purposive sampling method to select elements

3.6. Data collection instruments

Data of type primary has been collected using questionnaire, unstructured interviews, & semi-structured interviews.

3.6.1 Questionnaire

The questionnaire was a fast way of obtaining data as compared to other instruments (Mugenda & Mugenda, 1999). The questionnaire is prepared for public institution employees. This questionnaire included three sections, including the first section on general information of the study, the second section about the profile of the respondent, and the third main section which contains detailed questions that are relevant with the

study. The questionnaires prepared for both women and men consisted of a combination of close-ended and open-ended questions, presented simultaneously to obtain objective information answer with the help of close ended questions and acquiring the respondents view through open-ended and to capture the respondents' views through open-ended questions. In total 395 self- administered English version Questionnaires were distributed to both female and male managers as well as non-managers employed in publish institutions in Wolaita zone.

3.7 Methods of Data Analysis

Data obtained by questionnaires were entered into Statistical Package for Social Sciences (SPSS version 2.0) software and processed by using descriptive statistical tools results. The data was described in terms of percentage, tables, pie chart and mean values. Qualitative descriptions were employed for data generated from Focus group discussion. Quantitative or qualitative method was used to analyze secondary data depending on its type. The last step was to compare, contrast and validate the data analyzed in both qualitative and quantitative approaches.

3.8 Validity and Reliability Analysis

3.8.1 Validity

Another properties or characteristic is the validity of dependent variable that specify if the measuring instrument or in this case questionnaire is said to be valid or not when it measure what it fixture to measure. This research was focused on reliability as an apparent measure in which a measure with high quality standards means that it is reliable information that identifies what it has to identify. Also by face validity the information that respondents provided on their view about the hindering factors that limit the number of women in leadership position on its face indicates measures for the construct of interest. The literature reviewed supported such fact and thus evidenced the construct interest to be ensured via the content validity check as the most visible factors affecting the participation of women in leadership position was covered by the questionnaire.

3.8.2 Reliability

Cronbachs Alpha, first proposed in 1951, is one of the most commonly Reliability (internal consistency) estimators were used in both pure and applied researches. Internal consistency of an instrument refers to the correlation of different items of the same test. This correlation is the degree to which a set of items intended to measure the same construct generate the same score. Internal consistency can range from zero (no internal

consistency) to one (perfect internal consistency) for Cronbach’s Alpha, computed with correlations between all items in pairs.

Conventions suggest that alpha of 0.6-0.7 represents an alpha value of 0.7 or higher indicates an acceptable level of reliability, while 0.8 or above reflects a very good level. However, values higher than 0.95 are not necessarily good, since they might be an indication of redundancy (Hulin, 2001).

Therefore, the reliability analysis was performed to analyse the reliability of each variable by using the Cronbach's Alpha. Results shown in the following table confirm that the overall values were exceeding acceptable limit i.e. 0.6. Therefore, this is the construct reliability which acceptable values of α are in the range of 0.7 - 0.95 which also indicates that internal consistency is met —so $\alpha = 0.78$.

$$\alpha = \frac{N * \bar{c}}{\bar{v} + (N - 1) * \bar{c}}$$

Where:

N = number of items

$\bar{c}$ = mean covariance between items.

$\bar{v}$ = mean item variance.

Table 3.3 Alpha Reliability statistics for total data

SN	Measures/Factors	Cronbach alpha value	No. of Items
1	Personal/Individual factors	0.624	10
2	Organizational/institutional factors	0.735	9
3	Socio-cultural factors	0.623	18
4	Government policy &institutional factors	0.623	3
5	Political factors	0.623	5
	Overall Value	0.728	45

3.9 Ethical Consideration

The researcher will promise to carry out processes which are ethical moral and proper throughout the process of research. The data were collected voluntarily with the full

consent of the respondents, after clearly communicating the purpose and objectives of the study. The same was clearly mentioned in the cover page of data gathering instrument such that the respondents have a clear idea about the research study, answer and respond out of his/her free will and free consent with an assurance for allowing the respondent to respond without his/her name or unique id being mentioned so as to the assure that his/her response is purely for the academic purpose, having no link with their professional work and it will not be shared with the internal or the external organizations to maintain the confidentiality of respondents opinion.

Chapter 4: Data Presentation, Analysis and Discussion

4.1 Data Presentation, Analysis and Discussion

In other words, data analysis is assessing data by means of analytical and logical reasoning with the purpose of examining each component of the data given. Evidence from multiple sources is collected, examined, and then analysed in order to produce some a specific finding or conclusion (<http://www.businessdictionary.com>)

Results and Discussion– This chapter presents the used data with adequate analysis and how they were collected. This indicates the results of the study in order to provided answers to the research questions in relation to the study objectives. Feminism that would converse the core issues of the research, namely the factors affecting women’s participation in leadership.

4.2. Response Rate

The researchers distributed a total of 395 questionnaires during the study period. Of these, 365 were returned, yielding a response rate of 92.4%. However, 30 questionnaires were discarded due to incomplete data. Consequently, 365 valid questionnaires from respondents working in the selected public institutions were used for the study.

4.3.1. Demographic Background of Respondents

In this preliminary analysis, the characteristics of the respondents are summarized. Related to this purpose, there some indicators of respondents’ characteristics, such as gender, age, work experience, educational qualification, and position in the respective organization and experience in their respective field stated.

		Frequency	Percent (%)
Educational background of the respondents	Certificate	12	3.3
	Diploma	116	31.8
	First Degree	229	62.7
	Second degree and above	8	2.2
Experience of the respondents in the current position	1-5 years	60	16.4
	6-10 years	114	31.2
	Above 10 years	191	52.3
Job position of the respondents	Leaders/Management	55	15.1
	Human resource unit	37	10.1
	Employee	227	62.2
	Gender Focal person	46	12.6
Age category of respondents	20-29	132	36.2
	30-39	145	39.7
	40-49	71	19.5
	50 and above	17	4.7
Gender of respondents	Male	164	44.9
	Female	201	55.1

Table 4.1: Demographic Details of the Respondents

Table 4.1 indicates that the majority of respondents were male (55.1%), while females accounted for 44.9%, suggesting a nearly balanced gender distribution. In terms of work experience, 52.3% of respondents had more than ten years in public institutions, 31.1% had between six and ten years, and 16.4% had one to five years of experience. Regarding their positions, 62.2% were employees, 15.1% held leadership roles, 10.1% worked in human resource departments, and 12.6% served as gender focal persons within the selected public institutions. Educationally, 62.7% of respondents were first-degree holders, 31.8% had diplomas, 3.3% held certificates, and 2.2% possessed a second

degree or higher. These findings suggest that most respondents were well-educated and experienced professionals.

4.3.1.1 Gender distribution by Position

The following two figures present the total number of employees as well as the representation of women employees in different managerial positions within public institutions.

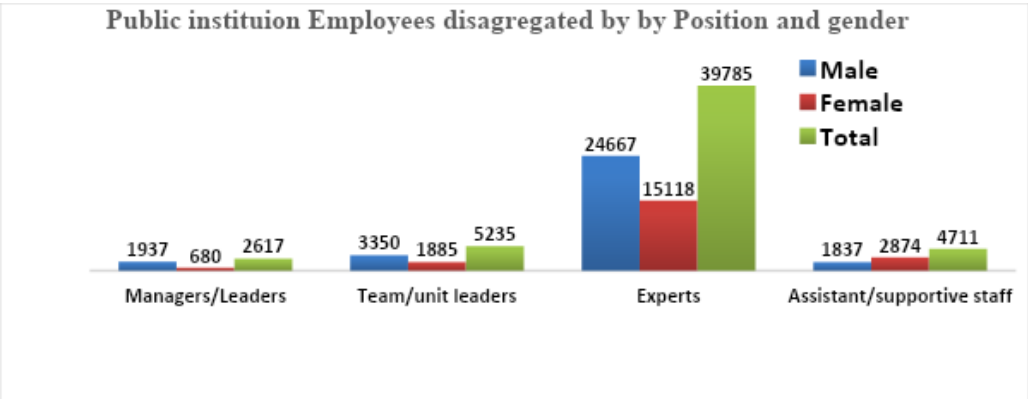


Figure 4.1 Public institution employees disaggregated by position and gender

4.3.2. Data Analysis based on Respondents Opinion

In this study, the method of data transformation proposed by William G. Zikmund (1997, pp. 440–451) was applied to convert the original data into a format more suitable for analysis and aligned with the research objectives. According to Zikmund, the response categories “strongly agree” and “agree” should be merged into a single category, while “strongly disagree” and “disagree” should also be combined into another category. For this study, a five-point Likert scale was used, anchored as follows: 5 = **Strongly Agree**, 4 = **Agree**, 3 = **Neutral**, 2 = **Disagree**, and 1 = **Strongly Disagree**. This transformation resulted in the reduction of the five-point scale into three categories. Based on this transformed data was analyzed using Likert’s summative score for an attitude scale consisting of three statements was calculated as outlined below.

Grand mean of the response is calculated as: $\mu = 5*(f5) + 4*(f4) + 3*(f3) + 2*(f2) + 1*(f1)$

Total number of respondents

Where: μ = Grandmean

f = frequency of the value

If the overall mean score (μ) is higher than 3, which represents the neutral point, it indicates that respondents tend to show slight agreement. When the mean falls below 3, it suggests a tendency toward slight disagreement. A mean value equal to 3 implies that respondents remain neutral and neither agree nor disagree.

4.3.3. Women's Personal Factors Affecting Their Participation in Leadership Positions

As shown in the annex-2(table 4.2) of this report, for at home work mean of burden of women is 3.3 bigger than 3 For instance, this result suggests that respondents think that household work pressure of women has influenced women in leadership at the Woliata zone. Likewise, the averages of fear of failure (3.0) as well as management challenges and fear or unsupportive husband (3.6). The average was just over 3, this implies that the participants think that the fear of failure and managerial and fear/unhelpful husband play into under representation of female leaders in public institutions of the Woliata zone.

The least cited personal factors affecting women leadership are perception of politics as unimportant by women and women lacking role models. Likewise The personal factors identified include women's low academic qualifications (mean = 2.30), the perception that politics is unimportant for women (mean = 2.20), and the absence of female role models (mean = 2.40). among others but have less than 3. It implies that these factors are not relevant in impacting women as she joins for the leadership roles

Moreover, personal factors was elaborated by the participants on the FGD sessions, by far one of the biggest constraint for women to sit on the highest leadership and managerial levels, that requires a lot of experiences and managerial capabilities.

Individual reasons articulated by the respondents were lack of confidence due to the socio-cultural environment they grew up in, shouldering most of the house responsibility compared to their male counterparts, overly reliant on men to perform certain functions at home, school or office encouraged them to form a submissive character. The opposite case was reported by respondents who had also confirmed that women tend to be linked to excessive commitment to save one's marriage; sometimes, reluctant to spend a night

abroad even stamping, fears have arisen that family life will be chaotic. Although women specific characteristics as a barrier of women participation in leadership position in public institutions of the Zone is limited, the triple burden where women bear is the key determinant for women horizontal mobility if it affect the time they have to spend on political activism or even time to be free and relax. It can therefore be inferred that women are risk averse with respect to management/leadership that work burden of women at home does not allow her to advance to top leadership positions i.e. carrying the lion's share of responsibilities at home in comparison with their male counterparts causes them to develop a passive manner.

4.3.4. Analysis of Socio-Cultural Factors Affecting Women's Participation in Leadership Positions

As it has been depicted in the *Annex-3 (Table 4.3)* of this report, Out of the 19 presumed socio-cultural factors considered, participants perceived the negative regard towards female discrimination (average mean=3.2) or dual roles in the productive and reproductive areas (average mean=3.2) or the claims of women superior to men (average mean=3.1) on authority to greatly influence their involvement in leadership roles of the Zone. Out of 19 socio-cultural factors the lowest average mean (less than 3) that the respondents perceived to be insignificant in hindering women's participation in leadership positions were: treating women only as wives and mothers 2.1, religious barrier 2.3, and women who get into leadership are trouble makers 2.5, fear that women will Always cause things to go wrong 2.6 and belief that women suppose to be led but not to lead 2.5, men seen as decision makers 2.6.

As it also provides a mean average aspect concerning the belief that women are born to give birth and sew and the subordinate of the society with the mean value of 3, indicating close to the middle ground where the respondent does not want to comment about the issue of factors related to women in leadership position in terms of mean average.

Moreover, responses from FGD sessions show that misperceptions of the society about the potential of women to lead and their ability to take up managerial positions have also impacted negatively on women in their efforts and willingness to hold managerial or leadership positions and make their contributions to the progress and development of the region. As stated by the participants, the society thinks that women, be it educated or uneducated, will not reach anywhere. Some of the wrong cultural beliefs and attitudes are so deep-rooted that they contribute to the under representation of women on decision-making positions till today. According to the respondents, even some 'educated' husbands do not allow their wives to access formal education, and participate

in public decision making forum. If the wife is not willing to get involved in politics as a substitute, or there is any need for her to be out late at night, her marriage will be at risk since most husbands will suspect any woman of adultery at least with one other man

The participants have also reiterated that society as a whole and women especially lack faith in women managers. Nonetheless, the results have revealed an encouraging trend with regard to Religious influences on women's leadership and managerial roles which respondents have stated has now weakened partly due to the influence of technology but also efforts made by the media. Hence, it be inferred that while women can lead the mindset of the society is still in infant in trusting women leaders and women themselves lacks confidence and faith on women leaders. This ensures that women in decision-making positions go unnoticed.

4.3.5. Analysis of Organizational Factors Affecting Women's Participation in Leadership Positions

No.			Frequency	Percent (%)	Total points	Mean (μ)
1	Long working hours(after & before regular working hours)	Strongly disagree	44	12.1	1227	3.36
		Disagree	61	16.7		
		Neutral	78	21.4		
		Agree	83	22.7		
		Strongly agree	99	27.1		
2	Assignment of leaders are not competency based	Strongly disagree	38	10.4	1289	3.53
		Disagree	52	14.2		
		Neutral	73	20.0		
		Agree	82	22.5		
		Strongly agree	120	32.9		
3	The cultures of organizations have been shaped by men	Strongly disagree	74	20.3	1047	2.87
		Disagree	88	24.1		

		Neutral	75	20.5		
		Agree	68	18.6		
		Strongly agree	60	16.4		
4	Absence of trust on women leaders	Strongly disagree	91	24.9	986	2.70
		Disagree	101	27.7		
		Neutral	55	15.1		
		Agree	62	17.0		
		Strongly agree	56	15.3		
	Results in General					3.12

Table 4.4: Organizational factors perceived affecting women's participation in leadership positions.

The results show that the mean scores for leader assignments not being based on employee competency (3.53) and long working hours beyond regular schedules (3.36) were both above the neutral value of 3. This indicates that respondents considered these two factors as the major organizational barriers contributing to the underrepresentation of women in leadership positions. In contrast, the mean scores for organizational culture being shaped by men (2.87) and lack of trust in women leaders (2.70) were below 3, suggesting that these factors were perceived as having relatively less influence compared to the others.

The FGD sessions had a participant validate that organizational culture also plays a part in stifling women from entering positions such as the supreme leadership and managerial which require a great degree of leadership and managerial skills as well as sound decision making capabilities. Participants have also referred to organizational culture in general and omnipresence of patriarchal ideology in particular as impacting women leadership and managerial duties. The research findings have shown that men managers are not favour of women empowerment; they prefer women on low position irrespective of their qualification that require managerial and leading skills. As reported by the respondents, the appointing committee does not pay attention to women academic qualifications and experiences while appointing. Instead, it values women who are lackadaisical in their personal conduct and will cater to their lust — who can be fawningly docile in a land of moral corruption and bureaucratic rot. Some men managers,

feel, certain managerial posts are only meant for gentlemen; however, they do not have any scientific evidence to support their perception. However, this study has stated one of the most important limitations impeding women leadership and managerial positions, the high sexual orientation or sexual attitude of men (top management) (up to the extent of divorcing his/her own wife) while appointing women managers in different organizations.

Hence, the leadership assignment/ appointment and women empowerment practices are more of gender biased and not competency-based practices at organization level. Moreover, the discouragement of “Long working hours, both before and after regular office time, contribute to the lower participation of women in leadership positions.”.

4.3.6. Analysis of Political Factors Affecting Women’s Participation in Leadership Positions

However, major political The factors hindering the representation of women in leadership positions include favoritism in leadership selection and assignment (average mean = 3.63), unclear promotion policies for leadership positions (average mean = 3.28), limited support from politicians and leaders for women to attain leadership roles (average mean = 3.12), and male-biased political appointments to leadership positions (average mean = 3.01) for women to reach to leadership positions (average mean = 3.12), and male biased political assignment to leadership positions (average mean = 3.01)(as seen in the annex-3 (Table 4.5)). However, the respondents perceive that the fear of politics and taking on the responsibility by women (average mean= 2.80) are less important causes responsible for the underrepresentation of women in leadership positions.

FGD results sought to further substantiate the belief that politics-related factors have also contributed significantly to the low representation of women at the leadership level.. In the opinions of the participants, the political space is completely closed for women who are not members of the ruling political party, regardless of their degree and work experience. These are political transgressions that have dissuaded competent, political-neutral women from participating in the governance of the region that could have contributed their share of intellects and knowledge in the developmental agenda of the region. Additionally lack of quota system in selection of minister cabinet of government has also one of the considerable limitation and leader schemes are selected on the basis of network rather than on the brain, qualification and expertise. Consequently; the inference about the selection, assignment and promotion into leadership positions The region is characterized by a lack of transparency and accountability, coupled with evident gender bias. Furthermore, the data suggests that the support of politicians and leaders in promoting women to leadership positions is minimal or largely insignificant.

4.3.7. Analysis of Government Policies Affecting Women's Participation in Leadership Positions

No.			Frequency	Percent (%)	Total Points	Mean (μ)
1	Inadequate implementation of affirmative actions to bring women in to higher positions	Strongly disagree	59	16.2	1131	3.10
		Disagree	70	19.2		
		Neutral	80	21.9		
		Agree	88	24.1		
		Strongly agree	68	18.6		
2	Not fully implementing the gender equality policies at all levels	Strongly disagree	51	14.0	1218	3.34
		Disagree	62	17.0		
		Neutral	66	18.1		
		Agree	85	23.3		
		Strongly agree	101	27.7		
	Results in General					3.22

Table 4.6: Government policies and regulations affecting women's participation in leadership positions.

The table 4.6 given above, indicates that respondents are satisfactory to the statement. In terms of government policies and regulations stage, the major reasons for underrepresentative of women employees. Barriers to women's participation in leadership positions include the incomplete implementation of gender equality policies at all levels (average mean = 3.34) and the improper application of affirmative action measures to promote women into higher levels of the hierarchy (average mean = 3.10).

In addition to that, FGD result shows that there is a gap between government regulation and its implementation about gender fairness. Participants stated that rules and regulations are being broken or that rules and regulations are not be followed in the intended way and this is impacting women to occupy leadership positions. Therefore, it can be told that the policy pursued by the government is underimplemented in public institution which the purpose is to put women in leaders position. So the problem still persists within its implementation.

4.4. Analysis of Results in General

The overall effect of women related factors in four broad categories women Personal factors, socio-cultural factors, organizational factors, political factors, and government policies is reported in the following figure.



Figure 4.2: Factors affecting women’s participation in leadership positions as perceived by respondents source: own survey date

On the above Pie chart, it clearly shows, what are the key contributors and their percentage in blocking women to become a Leader of this region. Thus, political factors mean average 3.17, mean average 3.22 implementation of government policies, and organizational factors mean average 3.12., and organizational factors with an average mean 3.12. The constitution of the Federal Democratic Republic of Ethiopia (FDRE, 1995) incorporates the article which states the affirmative action’s entitled for women. . Articles 35 of the FDRE constitution the rights assigned for women Nationally, there are some more policies and procedures, focussing on women. However, as the data clearly suggest, these policies and instruments are not being fully established in public organizations located in Woliata zone public institutions.

Oppositely, all those factors including Personal, socio-cultural, organizational, political, and government policy factors have been found affecting significantly the underrepresentation of women on top level leadership and managerial position which need high leadership and managerial attribute as it has been confirmed by the participants

on the FGD sessions. For FGD, the galvanizing role the participants seem to be unimpressed with (including that of women leaders) criteria for appointing leadership may not emphasise on individual capabilities. Based on their informal networks rather than on the direct leadership competences of the individuals concerned; local ruling party offices recruit leaders along these lines, they believe.

They sense that the perception of society and culture for women's leadership has improved. The respondents perceive the women to be true to their work and are less involved in malpractices such as rent seeking as the men of their family.

The qualitative data result (questionnaire and FGD) indicates that women appointed to leadership positions do not persist in these roles as long as their male counterparts owing to a host of challenges and obstacles faced in the process. The former includes the personal, socio-cultural, and organizational factors about these women discussed above. All that said, there are a few examples where someone might have qualms about relocating away from home to go on field trips, or to go home for meetings because it might put their families at risk in some way. Apart from these, women leaders when they are made to imagine that they are involved with top leaders (males) through defamation, then they may not come to take up their posts anymore. Specialised support, such as training designed specifically to mentor women leaders, has also been cited.

4.5. Analysis Based on Gender of respondents.

4.5.1. Women’s Personal Factors Affecting Women’s Participation in Leadership Positions

Gender respondents	of		Frequency	Percent (%)	Total points	Mean(μ)
Male		Strongly disagree	42	25.15	424	2.54
		Disagree	39	23.35		
		Neutral	49	29.34		
		Agree	28	16.77		
		Strongly agree	9	5.39		
		Total	167	100.00		
Female		Strongly disagree	88	44.44	415	2.10
		Disagree	38	19.19		
		Neutral	46	23.23		

	Agree	17	8.59		
	Strongly agree	9	4.55		
	Total	198	100.00		

Table 4.7: Low academic qualification of women

The female respondents similarly disagreed (grand mean=2.45) that the low academic qualification of women has no effect on the involvement of women into leadership positions (Table 4.7). This in a way shows that academic qualification of the women not low and women can fight for leading positions.

Gender of respondents		Frequency	Percent (%)	Total points	Mean(μ)
Male	Strongly disagree	48	28.57	415	2.47
	Disagree	44	26.19		
	Neutral	36	21.43		
	Agree	29	17.26		
	Strongly agree	11	6.55		
	Total	168	100.00		
Female	Strongly disagree	97	49.24	390	1.98
	Disagree	44	22.34		
	Neutral	28	14.21		
	Agree	19	9.64		
	Strongly agree	9	4.57		
	Total	197	100.00		

Table 4.8: Perception of politics as unimportant by women

The average mean on how often politics are seen by both male and female respondents as unimportant by women is less than 3 (indicated in table 4.8 above). This shows The respondents indicated that the perception of politics as unimportant by women has no influence on female leaders. So, we can say that, women view politics important and they are willing to participate in politics.

Gender of respondents		Frequency	Percent (%)	Total points	Mean(μ)
Male	Strongly disagree	33	19.6	437	2.60

	Disagree	56	33.3		
	Neutral	36	21.4		
	Agree	31	18.5		
	Strongly agree	12	7.1		
	Total	168	100.0		
Female	Strongly disagree	61	31.0	482	2.45
	Disagree	40	20.3		
	Neutral	59	29.9		
	Agree	21	10.7		
	Strongly agree	16	8.1		
	Total	197	100.0		

Table 4.9: Lack of interest to seek leadership positions

Table 4.9 above shows the will of respondents (male and female) on whether lack of interest to Born of women leadership with specific objective of sin trying to do so. The information in the Table 4.9 reveals that Both male and female respondents do not strongly agree that women's lack of interest in seeking leadership positions is the most significant factor contributing to their underrepresentation in leadership roles. From this one may conclude women of Wolaita zone are willing to involved in leadership if the chance is provided creating an equal opportunity for men and women.

Gender of respondents		Frequency	Percent (%)	Total points	Mean(μ)
Male	Strongly disagree	16	9.5	520	3.10
	Disagree	47	28.0		
	Neutral	38	22.6		
	Agree	39	23.2		
	Strongly agree	28	16.7		

	Total	168	100.0		
Female	Strongly disagree	34	17.3	600	3.05
	Disagree	32	16.2		
	Neutral	56	28.4		
	Agree	41	20.8		
	Strongly agree	34	17.3		
	Total	197	100.0		

Table 4.10: Fear of failure and management challenges

It can be seen from the results that the average of answers for male is 3.10 and for female it is 3.05 which is more than the expected average 3. This suggests that women's fear of failure and difficulties in leadership is impacting on women in getting into leadership roles. As a result, one may infer that women are unwilling to face and overcome management difficulties.

Gender of respondents		Frequency	Percent	Total points	Mean(μ)
Male	Strongly disagree	13	7.7	573	3.39
	Disagree	34	20.1		
	Neutral	34	20.1		
	Agree	50	29.6		
	Strongly agree	38	22.5		
	Total	169	100.0		
Female	Strongly disagree	39	19.9	606	3.09
	Disagree	30	15.3		
	Neutral	41	20.9		
	Agree	46	23.5		
	Strongly agree	40	20.4		
	Total	196	100.0		

Table 4.11: Work burden of women at home

As shown on table 4.11 above the average of the responses provided by both male and female are 3.39 and 3.09 respectively which is greater than the expected average 3. Workload of women with respect to homes indicates that women are lagging in leadership position. From the above results, it is obvious that the largest contributor that hamper the female presence in leadership roles is women work load at home.

Gender of respondents		Frequency	Percent (%)	Total points	Mean(μ)
Male	Strongly disagree	41	29.1	363	2.57
	Disagree	37	26.2		
	Neutral	22	15.6		
	Agree	23	16.3		
	Strongly agree	18	12.8		
	Total	141	100.0		
Female	Strongly disagree	51	22.8	684	3.05
	Disagree	27	12.1		
	Neutral	47	21.0		
	Agree	57	25.4		
	Strongly agree	42	18.8		
	Total	224	100.0		

Table 4.12: Fear of sexual harassments of counterpart male leaders

As shown in the same table 4.12 above, the mean for male respondents is 2.57, suggesting that the fear of sexual harassment of counterpart male is not one of the top reasons for the underrepresentation of women as leaders. While the mean of female respondent was 3.05, reflecting that fear of sexual harassment of counterpart male is a factor affecting female too to a great extent in lack of woman in executive job. While FGD result with male-female employees show that presence of fear toward sexual harassments of complementary leaders is among justifications that make women absent from leadership position.

Gender of respondents		Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	18	10.8	526	3.15
	Disagree	36	21.6		
	Neutral	40	24.0		
	Agree	49	29.3		
	Strongly agree	24	14.4		
	Total	167	100.0		
Female	Strongly disagree	26	13.1	640	3.23
	Disagree	25	12.6		
	Neutral	64	32.3		
	Agree	43	21.7		
	Strongly agree	40	20.2		
	Total	198	100.0		

Table 4.13: Fear/unsupportive husband

The issue by item responses (both male & female) are in unison and is shown in the table 4.13, above. Here the mean for both male & female was 3.15 and 3.23 respectively which is more than 3. Clearly, the respondents consider lack of support/fear of husband from women to be one of the main reason for the scarcity of women in the leadership role. I would thus conclude that women are not wanting to hold/ attain the highest positions of leadership because they are fearful/have an unsupportive husband.

Gender respondents	of		Frequency	Percent (%)	Total points	Mean(μ)
Male		Strongly disagree	20	11.9	488.00	2.90
		Disagree	40	23.8		
		Neutral	56	33.3		
		Agree	40	23.8		
		Strongly agree	12	7.1		
		Total	168	100.0		
Female		Strongly disagree	54	27.4	625.00	3.17
		Disagree	14	7.1		
		Neutral	28	14.2		
		Agree	46	23.4		
		Strongly agree	55	27.9		
		Total	197	100.0		

Table 4.14: Fear/unsupportive family

As the above Table 4.14 shows that answer of the question is average mean for male respondents was 2.9 that less than mean average, i.e., 3 but in case of female that was 3.17 that is greater than mean average, i.e., 3. This suggest that male respondents believe that fear/unsupportive family is the reason for women to underrepresented in leadership positions, however, female respondents assert that fear/unsupportive family is the cause of underrepresented of women/s in leadership positions.

Gender respondents	of		Frequency	Percent (%)	Total points	Mean (μ)
Male		Strongly disagree	31	18.2	470	2.80
		Disagree	42	25.0		
		Neutral	41	24.4		
		Agree	38	22.6		
		Strongly agree	16	9.8		
		Total	168	100		
Female		Strongly disagree	61	37.8	513	2.60
		Disagree	38	19.7		
		Neutral	39	22.3		
		Agree	36	13.5		
		Strongly agree	23	6.7		
		Total	197	100		

Table 4.15: Less confidence of women in their ability

Looking at the result in table 4.15 above, the average of the answer from Male and Female respondents are 2.80 and 2.60 respectively which is lesser than the expected average of 3. This shows that there is a tendency towards disagree whereas less confidence of women in their ability is not taken as the reason which prevents women from coming forward to leadership positions. So one can conclude that women are confident in their ability and it actually is individual women ability which does not seem to make a different confidence to be come into leadership positions).

Gender respondents	of		Frequency	Percent (%)	Total points	Mean(μ)
Male		Strongly disagree	25	14.9	480	2.86
		Disagree	46	27.4		
		Neutral	44	26.2		
		Agree	34	20.2		
		Strongly agree	19	11.3		
		Total	168	100		
Female		Strongly disagree	52	26.4	522	2.65
		Disagree	46	23.4		
		Neutral	44	22.3		
		Agree	29	14.7		
		Strongly agree	26	13.2		
		Total	197	100		

Table 4.16: Fear of political interference

The respondents (both male & female on the item in IS with regard to decisions as seen in Table 4.16 above are in disagreement. Here, the mean for item answers was 2.86 for male and 2.65 for female, both lesser than mean 3. This is the first point in which respondents suggest that the fear of political interference is not a primary reason in why women are underrepresented in leadership.

Gender of respondents		Frequency	Percent (%)	Total points	Mean(μ)
Male	Strongly disagree	38	22.6	416	2.48
	Disagree	55	32.7		
	Neutral	47	28.0		
	Agree	13	7.7		
	Strongly agree	15	8.9		
	Total	168	100.0		
Female	Strongly disagree	85	43.1	440	2.23
	Disagree	36	18.3		
	Neutral	39	19.8		
	Agree	19	9.6		
	Strongly agree	18	9.1		
	Total	197	100.0		

Table 4.17: Lack of role model women

The above table 4.17 indicates the pattern of respondents as regards decision making (Items) is in opposition - both for male & female. In this paper, the means for answered item were as follows: 2.48 for male and 2.23 for female with also less than average mean score of 3. This result implies that according to the respondents, absence of role model women is not what affects women taking on leadership roles.

4.5.2. Organizational Factors Affecting Women's Participation in Leadership Positions

Gender of respondents		Frequency	Percent (%)	Total points	Mean(μ)
Male	Strongly disagree	21	12.5	552	3.29
	Disagree	25	14.9		
	Neutral	40	23.8		
	Agree	49	29.2		
	Strongly agree	33	19.6		
	Total	168	100.0		
Female	Strongly disagree	22	11.2	686	3.48
	Disagree	34	17.3		
	Neutral	37	18.8		
	Agree	35	17.8		
	Strongly agree	69	35.0		
	Total	197	100.0		

Table 4.18: Long working hours before and after regular working hours

As per Statement 4.18 given above, it is in agreement with both Male and female respondents. Female respondents at average mean 3.29 and male respondents 3.48 which worth more than 3 and even between 3.01 and 4 conveys the perception that working long hours before and after regular working hours is a main This factor limits women's participation in leadership positions. It indicates that long working hours, including those beyond regular office hours, add to the workload already carried at home, thereby discouraging women from assuming leadership roles

Gender of respondents		Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	19	11.31	579	3.45
	Disagree	32	19.05		
	Neutral	26	15.48		
	Agree	37	22.02		
	Strongly agree	54	32.14		
	Total	168	100.00		
Female	Strongly disagree	18	9.14	725	3.68
	Disagree	17	8.63		
	Neutral	45	22.84		
	Agree	47	23.86		
	Strongly agree	70	35.53		
	Total	197	100.00		

Table 4.19: Assignment of leaders is not competency based.

It implies that the male and female respondents in the above Table 4.19 are in consensus to the statement. The mean value 3.68 and 3.45 for female and male respectively shows that the assignment of leaders in the region is not based on the competence of employee and considered as most important obstacle in the way of women participation in leadership position. So it follows from the figure above that it is questionable to appoint someone to play the role of a leader in the region.

Gender of respondents		Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	29	17.3	457	2.72
	Disagree	61	36.3		
	Neutral	31	18.5		
	Agree	22	13.1		
	Strongly agree	25	14.9		
	Total	168	100.0		
Female	Strongly disagree	18	9.1	723	3.67
	Disagree	17	8.6		
	Neutral	46	23.4		
	Agree	47	23.9		
	Strongly agree	69	35.0		
	Total	197	100.0		

Table 4.20: The cultures of organizations have been shaped by men

Table 4.20 below indicates that female respondents strongly agree with the statement while male respondents disagree with the statement. 71 before adjustMean: 0.340304 in order average mean value of 3.67 more than 3 considered as The reason for the underrepresentation of women in leadership positions is culture of organizations have been shaped by men Female respondents On the other hand, male respondents with an average mean of 2.72, which is lower than 3, do not consider this as the most influential factor for the underrepresentation of women at leadership positions.

Gender of respondents		Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	48	28.6	400	2.38
	Disagree	59	35.1		
	Neutral	23	13.7		
	Agree	25	14.9		
	Strongly agree	13	7.7		
	Total	168	100.0		
Female	Strongly disagree	44	22.3	583	2.96
	Disagree	41	20.8		
	Neutral	33	16.8		
	Agree	37	18.8		
	Strongly agree	42	21.3		
	Total	197	100.0		

Table 4.21: Absence of trust on women leaders

Table 4.21 shows that the majority of Both male and female respondents disagreed with the given statement, as reflected by the mean score of for male respondents was 2.38, while that of female respondents was 2.96, indicating that women were more inclined to believe that female leaders are trusted at the organizational level. This suggests that, if given the opportunity to assume leadership roles, women leaders may be perceived as more trustworthy than their male counterparts.

4.5.3. Political Factors Affecting Women's Participation in Leadership Positions

Gender of respondents		Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	38	22.6	455	2.71
	Disagree	48	28.6		
	Neutral	29	17.3		
	Agree	31	18.5		
	Strongly agree	22	13.1		
	Total	168	100.0		
Female	Strongly disagree	30	15.2	645	3.27
	Disagree	40	20.3		
	Neutral	32	16.2		
	Agree	36	18.3		
	Strongly agree	59	29.9		
	Total	197	100.0		

Table 4.22: Male Biased Political Assignment

The mean difference from the table 4.22 above, reveals Female respondents (mean = 3.27) agreed with the statement, while male respondents (mean = 2.71) disagreed. Female respondents perceive the assignment of leaders in the region as male-biased political appointments, which contributes to the underrepresentation of women in leadership positions. Under-representation in leadership positions. On the other hand, male respondents believe that leader assignments in the region are not male-biased and do not perceived as a key driver of women underrepresentation in top positions.

Gender of respondents		Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	27	16.1	537	3.20
	Disagree	31	18.5		
	Neutral	30	17.9		
	Agree	42	25.0		
	Strongly agree	38	22.6		
	Total	168	100.0		
Female	Strongly disagree	27	13.7	668	3.39
	Disagree	35	17.8		
	Neutral	28	14.2		
	Agree	48	24.4		
	Strongly agree	59	29.9		
	Total	197	100.0		

Table 4.23: Unclear promotion procedures to leadership

Based on the results presented in Table 4.23, both male and female participants expressed agreement with the statement. The responses show that women (mean score = 3.39) and men (mean score = 3.20) perceive the process of promotion to leadership roles as unclear, identifying it as a significant barrier to women's involvement in leadership. This suggests that the region's promotion practices are not transparent.

Gender of respondents		Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	32	19.0	468	2.9
	Disagree	34	20.2		
	Neutral	52	31.0		
	Agree	29	17.3		
	Strongly agree	21	12.5		
	Total	168	100.0		
Female	Strongly disagree	48	24.4	530	2.7
	Disagree	35	17.8		
	Neutral	62	31.5		
	Agree	26	13.2		
	Strongly agree	26	13.2		
	Total	197	100.0		

Table 4.24: Fear of politics and responsibility

As seen in the table 4.24 over here, the response is disagree for both male and female respondents. Fear of politics and responsibility by women as per male respondent is neutral (mean=2.9) and female respondents believe that this is not a political factor affecting women (2.7). So from this we can learn that womens doesnt shy away from politics and responsibility.

Gender respondents	of	Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	18	10.71	612	3.64
	Disagree	17	10.12		
	Neutral	30	17.86		
	Agree	45	26.79		
	Strongly agree	58	34.52		
	Total	168	100.00		
Female	Strongly disagree	19	9.6	723	3.67
	Disagree	22	11.2		
	Neutral	40	20.3		
	Agree	40	20.3		
	Strongly agree	76	38.6		
	Total	197	100.0		

Table 4.25: Favoritism in leadership selection and assignment

As shown in Table 4.25 above, it seems that the statement was agreed by both male and female respondents. The average mean value of 3.67 and 3.64 for female and male respectively indicates that biased selection of leadership position and gender specific assignment of the region are recognized as the factors placing a significant barrier on the achievement of leadership positions of women [8]. So, one can infer from this figure above that the whole idea of appointing someone to be the leader of the region is under suspicion.

Gender respondents	of	Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	33	19.6	483	2.88
	Disagree	35	20.8		
	Neutral	43	25.6		
	Agree	34	20.2		
	Strongly agree	23	13.7		
	Total	168	100.0		
Female	Strongly disagree	31	15.7	652	3.31
	Disagree	34	17.3		
	Neutral	33	16.8		
	Agree	41	20.8		
	Strongly agree	58	29.4		
	Total	197	100.0		

Table 4.26: Inadequate support of politicians and leaders to bring women into leadership Positions

From Table 4.26 above, it is which male respondents mean(i.e. 2.88) are in mind of disagreement to the statement and female respondents (i.e. 3.31) are in agreement to the statement. From this, it can be interpreted that female respondents feel as if the women have failed to reach the top tier of power because of poor behaviour by the region's politicians and leaders. In comparison to respondents above, male respondents contend that lack of support at the level of politicians and leaders to get women into top roles cannot be seen as a hindrance.

4.5.4. Government Regulations and Policies Affecting Women's Participation in Leadership Positions

Gender of respondents		Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	26	15.5	532	3.17
	Disagree	30	17.9		
	Neutral	35	20.8		
	Agree	44	26.2		
	Strongly agree	33	19.6		
	Total	168	100.0		
Female	Strongly disagree	24	12.2	692	3.51
	Disagree	31	15.7		
	Neutral	31	15.7		
	Agree	42	21.3		
	Strongly agree	69	35.0		
	Total	197	100.0		

Table 4.27: Not fully implementing the gender equality policies at all levels

As closer look in to the Table 4.27 in above the same it can be observed by the average means of male and female respondents for the agreement with the statement. The finding indicates that both the male and female respondents agreed that the main reason affecting women the most from moving into leadership positions remains the incomplete implementation of the gender equality policies at all levels. Therefore, we can say that some policies implemented through the government seem not to be applied as they should be in public institutions of the region in the field of gender equality.

Gender of respondents		Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	25	14.9	504	3.00
	Disagree	38	22.6		
	Neutral	38	22.6		
	Agree	46	27.4		
	Strongly agree	21	12.5		
	Total	168	100.0		
Female	Strongly disagree	31	15.7	642	3.26
	Disagree	33	16.8		
	Neutral	36	18.3		
	Agree	48	24.4		
	Strongly agree	49	24.9		
	Total	197	100.0		

Table 4.28: Absence of affirmative actions to bring women in to higher positions.

From Table 2.28 above, it can be seen that the mean of both female and male respondents (i.e. 3.26 & 3.0) are in agreement to the statement that inadequate implementation of affirmative actions to promote women into higher positions. This indicates that both male and female respondents believe that the inadequate implementation of affirmative action to promote women into higher positions is a major reason for their underrepresentation in leadership roles. However, male respondents argue that the inadequate implementation of affirmative actions to bring women into higher positions is not the hindering factor to advance women into leadership positions.

The comparative assessment between men and women showed that these are the core bottlenecks preventing women from taking up leadership roles

No	Attribute of factors	Male (average Mean)	Female (Average mean)
	Women's personal factors		
1	Fear of failure and management challenges	3.1	3.05
2	Work burden of women at home	3.39	3.09
3	Fear/ unsupportive husband	3.15	3.23
	Organizational factors		
4	Long working hours before and after regular working hours	3.29	3.48
5	Assignment of leaders are not competency based	3.45	3.68
	Political factors		
7	Unclear promotion procedures to leadership positions	3.2	3.29
8	Favoritism in leadership selection and assignment	3.6	4.3
	Government policies barriers		
9	Not fully implementing the gender equality policies at all levels	3.17	3.51
10	Inadequate implementation of affirmative actions to bring women into higher positions higher positions	3.0	3.26

**Table 4.29: Major factors affecting women's participation in leadership positions
(Comparison of Male and Female respondents)**

Male and female respondents highlighted several key reasons behind the underrepresentation of women in leadership roles, which can be grouped into personal, organizational, political, and policy-related factors. Personal challenges include balancing heavy household responsibilities, lack of spousal support, fear of failure, and management difficulties. Organizational barriers arise from extended working hours beyond the regular schedule and leadership appointments that are often not based on merit. Political obstacles involve unclear promotion procedures and favoritism in leadership selection. Additionally, respondents overwhelmingly agreed that gender

equality policies are not fully or effectively implemented across all levels, further limiting women's advancement into leadership positions.

4.6.1. Organizational Factors

Job position of the respondents	Alternative responses	Frequency	Percent (%)	Total points	Mean (μ)
Leaders/ Management members	Strongly disagree	4	8.2	157	3.20
	Disagree	12	24.5		
	Neutral	12	24.5		
	Agree	12	24.5		
	Strongly agree	9	18.4		
	Total	49	100		
Human Resource Managers	Strongly disagree	9	23.1	127	3.26
	Disagree	3	7.7		
	Neutral	8	20.5		
	Agree	7	17.9		
	Strongly agree	12	30.8		
	Total	39	100		
Employees	Strongly disagree	22	9.6	796	3.48
	Disagree	36	15.7		
	Neutral	49	21.4		
	Agree	55	24.0		
	Strongly agree	67	29.3		
	Total	229	100		
Gender Focal persons	Strongly disagree	9	18.8	155	3.23

	Disagree	8	16.7		
	Neutral	8	16.7		
	Agree	9	18.8		
	Strongly agree	14	29.2		
	Total	48	100		

Table 4.30: Long working hours after & before regular working hours

As shown in Table 4.30 above, employees (3.48), Human resource managers (mean = 3.26), leaders/management members (mean = 3.20), and gender focal persons (mean = 3.23) all have an average mean that is above 3 meaning they all agree with this statement. This result indicates that being required to work extended hours both after and before normal working hours is the largest barrier to women entering leadership roles. Therefore, it can get concluded that the long working hours after & before normal working hours is restricting/discouraging women from taking leadership positions.

Job position of the respondents	Alternative responses	Frequency	Percent (%)	Total points	Mean (μ)
Leaders/ Management members	Strongly disagree	2	4.1	164	3.35
	Disagree	11	22.4		
	Neutral	15	30.6		
	Agree	10	20.4		
	Strongly agree	11	22.4		
	Total	49	100.0		
Human Resource Managers	Strongly disagree	6	15.4	137	3.51
	Disagree	5	12.8		
	Neutral	7	17.9		
	Agree	5	12.8		
	Strongly agree	16	41.0		
	Total	39	100.0		
Employees	Strongly disagree	25	10.9	828	3.62
	Disagree	28	12.2		
	Neutral	39	17.0		
	Agree	55	24.0		
	Strongly agree	82	35.8		
	Total	229	100.0		
Gender Focal person	Strongly disagree	4	8.3	174	3.63
	Disagree	5	10.4		
	Neutral	11	22.9		
	Agree	13	27.1		
	Strongly agree	15	31.3		
	Total	48	100.0		

Table 4.31: Assignment of leaders are not competency based

As stated in the Table 4.31 above, that employees (3.62), human resource managers (3.51), leaders/management members (3.35) and gender focal persons (3.63) in each of the respective respondent employee categories all agree with and average a greater than 3 mean for the statement. This finding indicates that lack of competencybased assignments of leaders is an important factor that affects women participation in

leadership positions. Hence, one can argue the assignation of the regional leaders is dubious.

Job position of the respondents	Alternative responses	Frequency	Percent	Total points	Mean (μ)
Leaders/ Management members	Strongly disagree	9	18.4	124	2.53
	Disagree	20	40.8		
	Neutral	8	16.3		
	Agree	9	18.4		
	Strongly agree	3	6.1		
	Total	49	100.0		
Human Resource Managers	Strongly disagree	8	20.5	117	3.00
	Disagree	8	20.5		
	Neutral	7	17.9		
	Agree	8	20.5		
	Strongly agree	8	20.5		
	Total	39	100.0		
Employees	Strongly disagree	41	17.9	686	3.00
	Disagree	45	19.7		
	Neutral	62	27.1		
	Agree	36	15.7		
	Strongly agree	45	19.7		
	Total	229	100.0		
Gender Focal persons	Strongly disagree	15	31.3	125	2.60
	Disagree	7	14.6		
	Neutral	13	27.1		
	Agree	8	16.7		
	Strongly agree	5	10.4		
	Total	48	100.0		

Table 4.32: The cultures of organizations have been shaped by men.

4.32, it can be seen that men have shaped organizational cultures is preventing women from taking leadership positions (2.53) and gender focal persons (2.6) whose mean value

is lower than the consensus. While human resource managers (3.0) and employees (3.0) were neutral to the statement, their average mean equals 3. These findings suggest that cultures of organizations created and led by men are not the key drivers for underrepresentation of women to leadership roles in organizations. Hence, the appointment of leaders of the region stands questionable.

Job position of the respondents	Alternative responses	Frequency	Percent (%)	Total points	Mean (μ)
Leaders/ Management members	Strongly disagree	11	22.4	115	2.35
	Disagree	24	49.0		
	Neutral	4	8.2		
	Agree	6	12.2		
	Strongly agree	4	8.2		
	Total	49	100.0		
Human resource Managers	Strongly disagree	10	25.6	113	2.90
	Disagree	7	17.9		
	Neutral	5	12.8		
	Agree	11	28.2		
	Strongly agree	6	15.4		
	Total	39	100.0		
Employees	Strongly disagree	58	25.3	625	2.73
	Disagree	61	26.6		
	Neutral	33	14.4		
	Agree	39	17.0		
	Strongly agree	38	16.6		
	Total	229	100.0		
Gender Focal persons	Strongly disagree	13	27.1	128	2.67
	Disagree	10	20.8		
	Neutral	12	25.0		
	Agree	6	12.5		
	Strongly agree	7	14.6		
	Total	48	100.0		

Table 4.33: Absence of trust on women leaders

Table 4.33 above, shows the average mean of which is less than 3, indicates that all employees of respondents (2.73), human resource manager (2.90), Leaders and management members (mean = 2.35) and gender focal persons (mean = 2.67) disagreed with the statement. This result indicates that a lack of confidence in women leaders is not a significant factor. very big barriers on women to fill positions of leadership. Therefore, we can deduce is that when women do get to leadership they can be trusted more.

4.6.2. Political Factors

Job position of the respondents		Frequency	Percent (%)	Total points	Mean(μ)
Leaders/ Management Members	Strongly disagree	6	12.2	137	2.80
	Disagree	18	36.7		
	Neutral	8	16.3		
	Agree	14	28.6		
	Strongly agree	3	6.1		
	Total	49	100.0		
Human Resource Managers	Strongly disagree	6	15.4	134	3.44
	Disagree	7	17.9		
	Neutral	4	10.3		
	Agree	8	20.5		
	Strongly agree	14	35.9		
	Total	39	100.0		
Employees	Strongly disagree	43	18.8	703	3.07
	Disagree	48	21.0		
	Neutral	45	19.7		
	Agree	36	15.7		
	Strongly agree	57	24.9		
	Total	229	100.0		
Gender Focal person	Strongly disagree	14	29.2	126	2.63

	Disagree	14	29.2		
	Neutral	4	8.3		
	Agree	8	16.7		
	Strongly agree	8	16.7		
	Total	48	100.0		

Table 4.34: Male biased political assignment

As shown above in Table 4.34, human resource manager respondents (average mean=3.44) and employee respondents (average mean=3.07) are in agreement with the statement; however, the mean of leaders/management respondents (2.80) and Mean of Gender Focal Persons (2.63) who are respondents are in disagreement with the statement. It depicts that human resource manager and employee respondents from the region view the male biased political assignment of leaders as the primary cause of women underrepresentation in leadership positions. In contrast, the view from the leaders/management and the gender focal persons respondents is that the problem of female underrepresentation in leadership positions is not mainly due to politically motivated male patterns of assigning leaders.

Job position of the respondents		Frequency	Percent (%)	Total points	Mean(μ)
Leaders/ Management Members	Strongly disagree	2	4.1	158	3.2
	Disagree	14	28.6		
	Neutral	9	18.4		
	Agree	19	38.8		
	Strongly agree	5	10.2		
	Total	49	100.0		
Human Resource Managers	Strongly disagree	7	17.9	131	3.4
	Disagree	3	7.7		
	Neutral	8	20.5		
	Agree	11	28.2		
	Strongly agree	10	25.6		
	Total	39	100.0		

Employee	Strongly disagree	37	16.2	769	3.4
	Disagree	36	15.7		
	Neutral	35	15.3		
	Agree	50	21.8		
	Strongly agree	71	31.0		
	Total	229	100.0		
Gender Focal person	Strongly disagree	8	16.7	147	3.1
	Disagree	13	27.1		
	Neutral	6	12.5		
	Agree	10	20.8		
	Strongly agree	11	22.9		
	Total	48	100.0		

Table 4.35: Unclear promotion procedures to leadership positions

As we see the table 4.35 above human resource manager (average mean=3.4), employee (average mean=3.4) and Leaders/ management (average mean=3.2) respondents agree to the statement, but focal gender persons respondents average mean (3.1) is neutral to the statement. The analysis also showed that lack of clarity in the promotion process towards leadership positions is impacting women at taking leadership positions within the region. Hence one of the possible explanation lies with the fact that how much lack of clarity there is for women about the promotion processes into leaders so that they stand out as represented in leadership position.

Job position of the respondents	Alternative responses	Frequency	Percent (%)	Total points	Mean (μ)
Leaders/ Management Members	Strongly disagree	6	12.2	129	2.63
	Disagree	15	30.6		
	Neutral	20	40.8		
	Agree	7	14.3		
	Strongly agree	1	2.0		
	Total	49	100.0		
Human Resource Managers	Strongly disagree	7	17.9	117	3.00
	Disagree	3	7.7		

	Neutral	18	46.2		
	Agree	5	12.8		
	Strongly agree	6	15.4		
	Total	39	100.0		
Employees	Strongly disagree	58	25.3	638	2.79
	Disagree	38	16.6		
	Neutral	61	26.6		
	Agree	39	17.0		
	Strongly agree	33	14.4		
	Total	229	100.0		
Gender Focal person	Strongly disagree	10	20.8	130	2.71
	Disagree	12	25.0		
	Neutral	15	31.3		
	Agree	4	8.3		
	Strongly agree	7	14.6		
	Total	48	100.0		

Table 4.36: Fear of politics and responsibility

The responses show that employees (mean score = 2.79), gender focal persons (mean score = 2.71), and leaders or management (mean score = 2.63) disagreed with the statement, since their average ratings fell below 3. In contrast, human resource managers recorded a neutral stance with a mean of 3.0, as reflected in Table 4.36. Overall, leaders, gender focal persons, and employees do not view fear of politics or responsibility as the reason for women's limited presence in leadership roles within the region. This suggests that women are willing and prepared to assume leadership positions.

Job position of the respondents	Alternative responses	Frequency	Percent	Total points	Mean (μ)
Leaders/ Management Members	Strongly disagree	2	4.3	165	3.51
	Disagree	3	6.4		
	Neutral	17	36.2		
	Agree	19	40.4		
	Strongly agree	6	12.8		
	Total	47	100.0		
Human Resource Managers	Strongly disagree	8	21.6	135	3.65
	Disagree	3	8.1		
	Neutral	1	2.7		
	Agree	7	18.9		
	Strongly agree	18	48.6		
	Total	37	100.0		
Employees	Strongly disagree	21	9.3	842	3.70
	Disagree	26	11.5		
	Neutral	43	18.9		
	Agree	45	19.8		
	Strongly agree	92	40.5		
	Total	227	100.0		
Gender Focal person	Strongly disagree	6	13.0	157	3.41
	Disagree	7	15.2		
	Neutral	9	19.6		
	Agree	10	21.7		
	Strongly agree	14	30.4		
	Total	46	100.0		

Table 4.37: Favoritism in leadership selection and assignment

The average mean of the statement is above 3, whereas the employees of all respondents ranked (3.70), human resource manager(3.65), leaders/ members of management(3.51), gender focal person (3.41) have disagreed on the statement from the table 4.37 above. This finding is indicative of internal talent preference and favoritism in leadership selection and allocation of the region, which is the principal reason affecting

promotion of women to leader positions. Hence, selection and assignment of leaders is not merit-based but biased, and based on informal networks.

Job position of the respondents	Alternative responses	Frequency	Percent	Total points	Mean(μ)
Leaders/ Management Members	Strongly disagree	10	20.4	129	2.63
	Disagree	14	28.6		
	Neutral	10	20.4		
	Agree	14	28.6		
	Strongly agree	1	2.0		
	Total	49	100.0		
Human Resource Managers	Strongly disagree	7	17.9	127	3.26
	Disagree	7	17.9		
	Neutral	4	10.3		
	Agree	11	28.2		
	Strongly agree	10	25.6		
	Total	39	100.0		
Employees	Strongly disagree	39	17.0	729	3.18
	Disagree	38	16.6		
	Neutral	52	22.7		
	Agree	42	18.3		
	Strongly agree	58	25.3		
	Total	229	100.0		
Gender Focal person	Strongly disagree	8	16.7	155	3.23
	Disagree	8	16.7		
	Neutral	10	20.8		
	Agree	9	18.8		
	Strongly agree	13	27.1		
	Total	48	100.0		

Table 4.38: Inadequate support of politicians and leaders to bring women in to leadership

As indicated in Table 4.38 above, the average mean from the human resource managers (3.26), employees (3.18), and gender focal persons (3.23) are greater than 3, which implies that all the respondents agree to the statement. Respondents of leaders/management member (2.63) disagree to the statement.

4.6.3. Government Policies Barriers

Job position of the respondents	Alternative responses	Frequency	Percent (%)	Total points	Mean (μ)
Leaders/ Management Members	Strongly disagree	5	10.2	164	3.35
	Disagree	8	16.3		
	Neutral	12	24.5		
	Agree	13	26.5		
	Strongly agree	11	22.4		
	Total	49	100.0		
Human Resource Managers	Strongly disagree	7	17.9	131	3.36
	Disagree	6	15.4		
	Neutral	5	12.8		
	Agree	8	20.5		
	Strongly agree	13	33.3		
	Total	39	100.0		
Employee	Strongly disagree	32	14.0	777	3.39
	Disagree	35	15.3		
	Neutral	41	17.9		
	Agree	53	23.1		
	Strongly agree	68	29.7		
	Total	229	100.0		
Gender Focal person	Strongly disagree	6	12.5	154	3.21
	Disagree	12	25.0		
	Neutral	7	14.6		
	Agree	12	25.0		
	Strongly agree	11	22.9		
	Total	48	100.0		

Table 4.39: Not fully implementing the gender equality policies at all levels

As indicated in Table 4.39 Above, employees of all respondents (3.39), human resource managers (3.36), leaders/management members (3.35), and gender focal persons (3.21) all agree to the statement which has a mean score of above 3. The finding reveals that no implementation of Gender equality policies at all levels of the region continues to be the biggest barrier to women's advancement in leadership. From this, we can conclude that government policies which are related to gender equality is not implemented properly according to what the government considers right.

Job position of the respondents	Alternative responses	Frequency	Percent (%)	Total points	Mean (μ)
Leaders/ Management Members	Strongly disagree	7	14.3	152	3.10
	Disagree	8	16.3		
	Neutral	13	26.5		
	Agree	15	30.6		
	Strongly agree	6	12.2		
	Total	49	100.0		
Human Resource Managers	Strongly disagree	5	12.8	134	3.44
	Disagree	6	15.4		
	Neutral	7	17.9		
	Agree	9	23.1		
	Strongly agree	12	30.8		
	Total	39	100.0		
Employees	Strongly disagree	39	17.0	712	3.11
	Disagree	42	18.3		
	Neutral	49	21.4		
	Agree	53	23.1		
	Strongly agree	46	20.1		
	Total	229	100.0		
Gender Focal person	Strongly disagree	7	14.6	149	3.10
	Disagree	13	27.1		

	Neutral	9	18.8		
	Agree	6	12.5		
	Strongly agree	13	27.1		
	Total	48	100.0		

Table 4.40: Limited affirmative actions to bring women in to leadership positions

As shown in Table 4.40, employees (mean = 3.1), human resource managers (mean = 3.38), and leaders/management members (mean = 3.02) all expressed agreement with the statement, since their average mean scores are above 3. This suggests that the inadequate implementation of affirmative action measures aimed at promoting women to senior positions is viewed as the primary reason for the underrepresentation of women in leadership roles. The findings further imply that only minimal efforts have been made so far, and much more needs to be done to ensure women are placed in positions of influence. A sector-wise comparison of job categories also highlighted that, according to HR managers, employees, leaders/management, and gender focal persons, several key barriers continue to prevent women from advancing to leadership positions.

No.		Leaders	Human Resource Management	Employees	Gender Focal points
	Organizational factors				
1	Long working hours after & before regular working hours	3.2	3.26	3.48	3.23
2	Assignment of leaders are not competency based	3.35	3.51	3.62	3.63
	Political factors				
3	Unclear promotion procedures to leadership positions	3.2	3.44	3.4	3.1
4	Favoritism in leadership selection and assignment	3.51	3.65	3.7	3.41
5	Inadequate support of politicians and leaders to bring women into leadership		3.26	3.18	3.23
	Government policies barriers				
6	Not fully implementing the gender equality policies at all levels	3.35	3.36	3.39	3.21
7	Limited affirmative actions to bring women into higher positions	3.1	3.44	3.11	3.1

**Table 4.41: Major factors affecting women’s participation in leadership positions
(Comparison by job positions of respondents)**

The table above clearly showed that majority Leaders and management members, human resource managers, employees, and gender focal persons perceive that the underrepresentation of women in leadership is primarily caused by organizational factors (long working hours beyond regular office hours and leader assignments not based on competency), political factors (unclear promotion procedures and favouritism in leadership selection and assignment), and barriers related to government policies (incomplete implementation of gender equality policies at all levels). It concluded that even male managers are not favouring empowerment of women, both in assignment of women to low rank counter-productive positions in assignments in low rank positions with respect to managerial and leadership skills acquisition irrespective of academic qualification.

Chapter 5: Summary of Findings, Conclusion and Recommendations

This chapter describes and summarizes the findings as well as the conclusions and recommendations of the study that are based on the study objectives. Also it discusses the main outcomes, the conclusions being derived from the findings and what could be done in the case of public institutions on women participation in a leadership level.

5.1 Summary of Major Findings

- The research has identified personal, institutional, socio cultural, political and government policies factors which partially contributes to the underrepresentation of women on leadership positions of the Wolaita zone public institutions. The major findings include;
- **Personal Such** as the fear of unsupportive husband or in a way fear of husband spares the rate of and participation of women in leadership position or work overburden at home and fear of failure and management in these aspects have discouraged women from taking initiative regarding participation in leadership positions
- **Socio cultural factors** such as negative stereotype towards women's abilities-gender biased perceptions about women in higher roles, social norms regarding gender division of labor and role conflict, and lack of recognition for women in authority have been identified as barriers to women leadership.
- At the **organizational level** he presence of long working hours post and pre regular working hours and assignment of leaders which are not competency based are few such organizational practices which the women pointed out as affecting their participation in management positions. Likewise, recruitment, appointment and

promotion committees were largely male and there were no specific places for women;

- **Political factors** were also highlighted to include favouritism in selection and/or assignment of leaders, unclear promotion process to leadership positions, lack of commitment of politicians and leaders to pull women in to leadership, and male biased political assignment as the principal factors limiting women of leadership. Often men are replaced by women as men are believed to be more supporters than women. Regarding **government policies**, Regarding government policies, the study also found that although some policies on gender balance exist, they are neither monitored nor implemented at all levels. Consequently, these policies and procedures related to gender issues or gender mainstreaming have largely remained symbolic or merely on paper.

The participants perceive that societal perceptions and cultural attitudes toward women's leadership have shown progress. They believe that women tend to be honest and are less involved in malpractices, such as rent-seeking, compared to their male counterparts.

To Sum up, Using comparison of mean scores from respondents, political factors, government policies and organizational factors were found to be the most serious barriers hindering women to be in top leadership positions of the Woliata Zone as indicated and reported by the respondents..

5.2. Conclusions

In general the study has discovered that there is unequal representation of women in Woliata Zone public institutions leadership position. The findings of the study showed that low representation The underrepresentation of women in leadership positions is attributed to gender-specific, socio-cultural, organizational, political factors, and government policies. In Woliata Zone the general condition that does not encourage female to present to participate in leadership positions at public organizations is male leaders and unmat-ched men and female local leader ship positions. In addition, favouritism in selection of leaders and lack of transparent promotion mechanism to leaders are the most frequent barriers that prevent women from taking leadership positions. In addition, prison implementation of affirmative action is also a barrier to women entering leadership.

Previous studies in Ethiopia indicate that women's underrepresentation in leadership positions across various sectors is influenced by individual, organizational, and socio-cultural factors. In the past, however, the emphasis was largely placed on individual factors, which led to the perception that women themselves were solely responsible for

their limited presence in top executive positions requiring strong leadership and decision-making skills.

The findings of this study revealed a shift from earlier perspectives. While many previous studies emphasized individual and socio-cultural factors as the main barriers to women's leadership, this study found these to be relatively less significant. Instead, political factors emerged as the strongest barriers, followed by government policies and organizational constraints. Individual and socio-cultural factors were identified as the least influential. Moreover, the results demonstrated that women do not inherently fear taking on leadership and managerial roles, despite being perceived by society as power-averse members of their communities.

5.3. Recommendations

According to the study's results, the following are the core recommendations to enhance women's contributions to core positions in Woliata Zone public institutions.

The recruitment process and promotion to leadership positions should be transparent and based on academic merit, including educational qualifications, individual competencies, and work experience, in addition to any relevant political considerations. This approach would help identify competent women who can serve as leadership role models, which, in turn, could encourage more women to pursue such positions.

To help women balance their professional and personal lives, organizations should reduce domestic burdens, such as childcare, by providing support measures. These may include establishing on-site daycare facilities, granting breastfeeding breaks, and offering flexible work arrangements without compromising their responsibilities within public institutions.

The government should prioritize enhancing women's meaningful participation in leadership positions through the enforcement of relevant laws, policies, and regulations. Additionally, it should establish monitoring and evaluation systems to ensure that proper procedures are followed in the selection and appointment of staff to senior management and leadership roles.

Public organizations should have a very wide scale of counteractions to minimize the difficulties of balancing work & family responsibilities (Balancing work & family). For instance, ending meetings at the end of the working day would make the leader more women-friendly.

Government and private companies must put in place demands for affirmative action, including quotas for women in leadership, and must ensure that this is enforced.

“Training is essential to equip women with leadership and management skills. Such training can enhance women’s self-perception and confidence in their ability to be effective leaders. Additionally, providing gender-sensitive training to both men and women can promote non-discriminatory workplace practices and foster respect for diversity in leadership and management roles.”

It should aim to attain a 50:50 gender ratio in all decision-making bodies, by laying down time-bound targets for increasing the number of women in these bodies step by step.

Promote and “Allocate media coverage, including radio and television, to highlight gender equality issues. Monitor media content to assess how women and gender equality topics are portrayed, and identify and report instances of gender bias, particularly regarding women in decision-making roles. Additionally, strengthen advocacy efforts to raise public awareness about gender equality and women’s empowerment.”

Develop and adopt an applicable and transparent policy on gender equality and women’s empowerment based on gender transformative approach, focusing on intergenerational and intersectional challenges related to gender inequality.

Political parties are the main ‘gatekeepers’ in deciding who will (or not) be candidates and who (or not) will be assigned or promoted to a leadership position. Such factors are key determinants of women’s participation in decision-making fields, either promoting or harming their interests.

Clear guidelines for the modalities and implementation of affirmative measures should be developed to empower women and enhance their capacity to critically engage with the state and society, promoting social change and gender equality. Moreover, regular gender analysis and monitoring of representation and participation of women in all country’s development plans and public institutions.

5.4 LIMITATION AND FUTURE RESEARCH DIRECTION

“The study was limited to public institutions within the Wolaita Zone; therefore, it provides an opportunity for further research on the private sector to better understand the current situation and its possible causes. Additionally, studies conducted at the regional, state, and national levels could allow for broader inferences and conclusions applicable to the country as a whole.”

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ANNEXES

ANNEX-1 QUESTIONNAIRES

ARBAMINCH UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS DEPARTMENT OF MANAGEMENT

QUESTIONNAIRE: WOMEN PARTICIPATION IN LEADERSHIP AND
MANAGERIAL POSITIONS: A CASE OF SELECTED PUBLIC INSTITUTIONS IN
A WOLAITA ZONE.

Dear Respondent,

Thank you very much for taking the time to complete this questionnaire.

I am a postgraduate student at Arbaminch University, College of Business and Economics, Department of Management. As part of my academic research, I am conducting a study entitled “Women’s Participation in Leadership and Managerial Positions: The Case of Selected Public Institutions in Wolaita Zone.” The main objective of this study is to examine the key factors that influence women’s involvement in leadership and management roles and to recommend possible measures that can promote greater participation in public institutions.

Your input is highly valuable to this research. You are kindly requested to respond by selecting the option that best reflects your view in the space provided. Please note that writing your name is not required.

I also assure you that the information you provide will remain strictly confidential and will only be used for academic purposes. Individual responses will not be identified or disclosed in any form.

Sincerely,

Tesfaye Barge

Mobile: +251913272889

[email:tesfabledlife@gmail.com](mailto:tesfabledlife@gmail.com)

Part I – Demographic Information

Age	☐ 18-25	☐ 26-35	☐ 36-45	☐ 46-55 ☐ Above 56
Gender	☐ Male	☐ Female		
Marital status	☐ Single ☐ Married ☐ Widowed ☐ Divorced			
Family size	☐ 1-5	☐ 6-10	☐ Above 11	
Educational Level	☐ Certificate ☐ Diploma ☐ First Degree ☐ Second Degree and Above			
Year of Experience	☐ 1-5	☐ 6-10	☐ 11-15	☐ Above 16
Current position or role	☐ Leader/Management Member ☐ HR manager ☐ Gender Focal Point ☐ Experts/officers/employees			

Part II - Factors Affecting Women's Participation in Leadership and Management Positions

The research questionnaire will be on a 5-point Likert scale: With five answer options: *Strongly Agree, Agree, Neutral, Disagree and Strongly disagree*. In this study five-point scales were used with the following scoring: 5=*Strongly Agree*; 4= *Agree*; 3=*Neutral*; 2=*disagree*; 1=*strongly disagree*.

(Please indicate your choice by putting (√)

S N	Personal/individual Factors Affecting Women's Participation in Leadership and Management Positions	<i>strongl y Agree</i>	<i>Agre e</i>	<i>Neutral</i>	<i>Disagre e</i>	<i>Strongly Disagre e</i>
1	Unsupportive family/husband	☐	☐	☐	☐	☐
2	Fear of sexual harassments and Gender based Violence from counterpart leaders	☐	☐	☐	☐	☐

3	High domestic responsibilities/work burden at home	☐	☐	☐	☐	☐
4	Fear of failure and management challenges	☐	☐	☐	☐	☐
5	Lack of interest to seek leadership positions	☐	☐	☐	☐	☐
6	Perception of politics as unimportant by women	☐	☐	☐	☐	☐
7	Low academic qualification of women	☐	☐	☐	☐	☐
8	Lack of role model women who are in leadership position	☐	☐	☐	☐	☐
9	Fear of political interference and influence at leadership positions	☐	☐	☐	☐	☐
10	Lack of confidence in their ability and self esteem	☐	☐	☐	☐	☐
S N	Socio-Cultural Factors Affecting Women's Participation in Leadership & Management Positions	<i>strongly Agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
1	Negative Societal attitude towards women's capabilities	☐	☐	☐	☐	☐
2	Less women's exposure to interact with male and social networks	☐	☐	☐	☐	☐
3	Having triple role of women (productive, reproductive & Community)	☐	☐	☐	☐	☐
4	Cultural expectation that women to take charge of domestic and family responsibilities	☐	☐	☐	☐	☐
5	Considering women who get into leadership as trouble makers	☐	☐	☐	☐	☐

6	Myth that women are too emotional and weak for senior management	☐	☐	☐	☐	☐
7	A belief that women are supposed to be led but not to lead	☐	☐	☐	☐	☐
8	Unsupportive social norms towards women management over men	☐	☐	☐	☐	☐
9	Negative criticisms by men make women hate leadership positions	☐	☐	☐	☐	☐
10	Belief that women are made to produce children and do kitchen work	☐	☐	☐	☐	☐
11	Men are not interested or willing to be lead/managed by Women	☐	☐	☐	☐	☐
12	Men are considered as decision makers that leadership and management roles are usually belongs to them	☐	☐	☐	☐	☐
13	Women has less social network and inter personal skill than men to get decision making roles	☐	☐	☐	☐	☐
14	Religious barrier	☐	☐	☐	☐	☐
15	Subordination of women by men and normalized by society	☐	☐	☐	☐	☐
16	Reluctance of women and men to work under women supervision	☐	☐	☐	☐	☐
17	Societal belief that women are better in managing home and while men are better in managing organizations	☐	☐	☐	☐	☐

18	Men believe that being in leadership position might affect women's domestic roles	☐	☐	☐	☐	☐
S N	C. Institutional factors					
	Factors related to Organization Affecting Women's Participation in Leadership and management Positions	<i>strongl y Agree</i>	<i>Agre e</i>	<i>Neutra l</i>	<i>Disagre e</i>	<i>Strongly Disagre e</i>
1	Long working hours(after & before regular working hours)	☐	☐	☐	☐	☐
2	Assignment of leaders are not competency based	☐	☐	☐	☐	☐
3	The cultures of organizations have been shaped by men	☐	☐	☐	☐	☐
4	women leaders are less trusted	☐	☐	☐	☐	☐
5	Limited work place polices promoting women leadership	☐	☐	☐	☐	☐
6	Lack of work place affirmative actions to compensate barriers women has been facing	☐	☐	☐	☐	☐
7	Lack of gender sensitive policies	☐	☐	☐	☐	☐
8	Lack of gender equity and mainstreaming policies (access to resources) in the organization	☐	☐	☐	☐	☐
9	Lack of training targeting women in an organization	☐	☐	☐	☐	☐
S N	Political Factors Affecting Women's Participation in Leadership Positions	<i>strongl y Agree</i>	<i>Agre e</i>	<i>Neutra l</i>	<i>Disagre e</i>	<i>Strongly Disagre e</i>
1	Inadequate support of politicians and leaders to bring women in to	☐	☐	☐	☐	☐

	leadership					
2	Biased in leadership selection and assignment	☐	☐	☐	☐	☐
3	Fear of politics, its consequence and responsibility	☐	☐	☐	☐	☐
4	Promotion to leadership positions procedures are not based to merit	☐	☐	☐	☐	☐
5	Politicians believe that men are more effective political assignment than women	☐	☐	☐	☐	☐
S N	Government Policy related factors Affecting Women's Participation in Leadership Positions	<i>strongl y Agree</i>	<i>Agre e</i>	<i>Neutra l</i>	<i>Disagre e</i>	<i>Strongly Disagre e</i>
1	Inadequate implementation of affirmative actions to bring women in to higher positions	☐	☐	☐	☐	☐
2	In adequate gender equality policies at all levels	☐	☐	☐	☐	☐
3	Limited commitment of government towards women empowerment and leadership	☐	☐	☐	☐	☐
Part III: Extent of women participation in leadership and managerial positions						
1	Do you think that the numbers of women in managerial positions are few as compared to men in the public institution? ☐ YES ☐ NO					
2	If yes, what are the reasons? (Please tick the relevant one) ☐ Personal factors such as lack of self-confidence & self-esteem, lack of qualification, lack of interest) ☐ Sociocultural factors such as religion, cultural norms and beliefs and etc)					

	☐ Institutional factors such as organizational and government policies either promoting or inhibiting women leadership
3	From your experience, what do you suggest, to promote women participation in leadership and managerial positions?
	<i>Respondents Group B: Interview Questions for Human Resource Manager</i>
1	Do you think that women are equal in number with men in managerial position this institution? If it is not equal, which one is getting more position and why?
2	What is the impact of gender gap in leadership and managerial position in this institution?
3	What are the major barriers that hinder women from moving up to the decision making position?
4	Does the office have any contribution to enhance the contribution of women to top management level?
	Respondent group C: Interview questions for Gender Focal person
1	Do you think that women are equal in number with men in managerial position this institution? If it is not equal, which one is getting more position and why?
2	Does the institution have any criteria that used for promotion purpose in the managerial position?
3	Does the company maintain any rules or procedure to ensure women's participation in Leadership position?
4	What are the major barriers that hinder women from moving up to the decision making Position?
5	What are the most important things or strategy that the institution considers for ensuring Women's participation in managerial position?

ANNEX-2: Table 4.4. Analysis of Personal Factors Affecting Women's Participation in Leadership Positions

No.			Count	Percent (%)	Total points	Mean (μ)
1	Fear/unsupportive family	Strongly disagree	41	11.2	1276	3.5
		Disagree	54	14.8		
		Neutral	23	6.3		
		Agree	177	48.5		
		Strongly agree	70	19.2		
2	Fear/unsupportive husband	Strongly disagree	19	5.2	1338	3.6
		Disagree	46	12.6		
		Neutral	53	14.5		
		Agree	167	45.8		
		Strongly agree	80	21.9		
3	Fear of sexual harassments of counterpart leaders	Strongly disagree	74	20.3	1037	2.8
		Disagree	104	28.5		
		Neutral	49	13.4		
		Agree	82	22.5		
		Strongly agree	56	15.3		
4	Work burden of women at home	Strongly disagree	51	14.0	1206	3.3
		Disagree	64	17.5		
		Neutral	55	15.1		
		Agree	113	31.0		
		Strongly agree	82	22.5		

5	Fear of failure and management challenges	Strongly disagree	50	13.7	1086	3.0
		Disagree	80	22.4		
		Neutral	92	25.8		
		Agree	75	21.0		
		Strongly agree	60	16.8		
6	Lack of interest to seek leadership positions	Strongly disagree	121	33.2	853	2.3
		Disagree	134	36.7		
		Neutral	28	7.7		
		Agree	30	8.2		
		Strongly agree	52	14.2		
7	Perception of politics as unimportant by women	Strongly disagree	144	39.5	802	2.2
		Disagree	91	24.9		
		Neutral	64	17.5		
		Agree	46	12.6		
		Strongly agree	20	5.5		
8	Low academic qualification of women	Strongly disagree	127	34.8	838	2.3
		Disagree	83	22.7		
		Neutral	93	25.5		
		Agree	44	12.1		
		Strongly agree	18	4.9		
9	Lack of role model women	Strongly disagree	119	32.6	860	2.4
		Disagree	95	26.0		
		Neutral	86	23.6		

		Agree	32	8.8		
		Strongly agree	33	9.0		
10	Fear of political interference	Strongly disagree	83	22.7	960	2.6
		Disagree	99	27.1		
		Neutral	87	23.8		
		Agree	62	17.0		
		Strongly agree	34	9.3		
11	Less confidence of women in their ability	Strongly disagree	106	29.0	920	2.5
		Disagree	84	23.0		
		Neutral	83	22.7		
		Agree	63	17.3		
		Strongly agree	29	7.9		
	Results in General					2.8

ANNEX 3: 4.3.4. Analysis of Socio-Cultural Factors Affecting Women's Participation in Leadership Positions

S N		Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total points	Mean (μ)
		Count	%	Count	%	Count	%	Count	%	Count	%		
1	Negative perception towards females capabilities	57	15.6	66	18.1	72	19.7	71	19.5	99	27.1	1184	3.2
2	Less women's exposure to interact with male	75	20.5	75	20.5	102	27.9	74	20.3	39	10.7	1022	2.8
3	Dual roles in the productive and reproductive spheres	51	14.0	66	18.1	87	23.8	95	26.0	66	18.1	1154	3.2
4	Cultural expectation that women to take charge of domestic and family responsibilities	89	24.4	88	24.1	91	24.9	58	15.9	39	10.7	965	2.6
5	Considering women who get into leadership as trouble makers	106	29.0	99	27.1	67	18.4	59	16.2	34	9.3	911	2.5
6	Myth that women are	93	25.5	91	24.9	67	18.4	63	17.3	51	14.0	983	2.7

	too emotional and weak for senior management												
7	A belief that women are supposed to be led but not to lead	113	31.0	88	24.1	71	19.5	52	14.2	41	11.2	915	2.5
8	Sexual harassment by male leaders	93	25.5	95	26.0	75	20.5	54	14.8	48	13.2	964	2.6
9	Negative criticisms by men make women hate leadership positions	55	15.1	86	23.6	89	24.4	87	23.8	48	13.2	1082	3.0
10	Belief that women are made to produce children and do kitchen work	52	14.2	86	23.6	99	27.1	72	19.7	56	15.3	1089	3.0
11	Women in authority not recognized	49	13.4	72	19.7	99	27.1	77	21.1	68	18.6	1138	3.1
12	Fear that women will always cause things to go wrong	99	27.1	91	24.9	82	22.5	61	16.7	32	8.8	931	2.6
13	Men are considered as	107	29.3	89	24.4	65	17.8	64	17.5	40	11.0	936	2.6

	decision makers												
14	Women lack social networks	75	20.5	63	17.3	120	32.9	71	19.5	36	9.9	1025	2.8
15	Religious barrier	124	34.0	92	25.2	75	20.5	46	12.6	28	7.7	857	2.3
16	Subordination of women by society	71	19.5	54	14.8	99	27.1	88	24.1	53	14.5	1093	3.0
17	Lack of support from family	55	15.1	72	19.7	125	34.2	79	21.6	34	9.3	1060	2.9
18	Reluctance of women and men to work under women supervision	67	18.4	82	22.5	75	20.5	88	24.1	53	14.5	1073	2.9
19	Labeling women only as wives and mothers	156	42.7	97	26.6	53	14.5	37	10.1	22	6.0	767	2.1
	Results in General												2.8

ANNEX-4: Table 4.4 Political factors affecting women's participation in leadership positions.

No.			Frequency	Percent (%)	Total points	Mean (μ)
1	Inadequate support of politicians and leaders to bring women in to leadership	Strongly disagree	65	17.8	1138	3.12
		Disagree	68	18.6		
		Neutral	75	20.5		
		Agree	73	20.0		
		Strongly agree	84	23.0		
2	Favoritism in leadership selection and assignment	Strongly disagree	38	10.4	1325	3.63
		Disagree	41	11.2		
		Neutral	71	19.5		
		Agree	83	22.7		
		Strongly agree	132	36.2		
3	Fear of politics and responsibility	Strongly disagree	79	21.6	1021	2.80
		Disagree	69	18.9		
		Neutral	112	30.7		
		Agree	57	15.6		
		Strongly agree	48	13.2		
4	Unclear promotion procedure to leadership positions	Strongly disagree	55	15.1	1197	3.28
		Disagree	67	18.4		
		Neutral	59	16.2		

		Agree	89	24.4		
		Strongly agree	95	26.0		
5	Male biased political assignment	Strongly disagree	68	18.6	1099	3.01
		Disagree	89	24.4		
		Neutral	60	16.4		
		Agree	67	18.4		
		Strongly agree	81	22.2		
	Results in General					3.17