



**WOLKITE UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT ON THE PRACTICE AND CHALLENGES OF
WOMEN'S PARTICIPATION IN LEADERSHIP IN PUBLIC
SECTORS IN THE CASE OF NONO WOREDA, WEST SHOA ZONE**

**A THESIS SUBMITTED TO SCHOOL OF GRADUATE STUDIES, IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTER OF ARTS IN DEVELOPMENT STUDIES
(SPECIALIZATION: DEVELOPMENT PLANNING AND
MANAGEMENT).**

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Leadership in Public Sectors in the Case of Nono Woreda, West Shoa
Zone**

**A Thesis Submitted to School of Graduate Studies in Partial Fulfillment
of the Requirements for the Degree of Master of Arts in Development
Studies (Specialization: Development Planning and Management).**

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The thesis entitled, Assessment on the Practice and Challenges of Women's Participation in Leadership in Public Sectors in the Case of Nono Woreda, West Shoa Zone.

The study was conducted at Wolkite University by Dejene G/wold and under the advisor of Zelalem Dendir (Ph.D.), and that title has been approved by the concerned bodies of Wolkite University for MA in Development Studies (Specialization in Development Planning and Management).

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DECLARATION

The undersigned hereby declare this thesis has been prepared by me in partial fulfillment of the requirements for the award of a Master's degree in Development Planning and Management. I wish to state that this work has not been presented in any university or institution of learning apart from references made to the works of other people for which I have duly acknowledged. Therefore, it is an original work done by me under the close supervision of my advisor.

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

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ACRONOMIES

AU	African Union
AUC	African Union Commission
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSA	Central Statistical Agency
EU	European Union
FDRE	Federal Democratic Republic of Ethiopia
FGD	Focus Group Discussion
GAD	Gender and Development
GTP	Growth and Transformation Plan
ILO	International Labor Organization
NGO	Non-Governmental Organization
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Science
UN	United Nations
UNDAF	United Nations Development Assistance Framework for Ethiopia
UNICEF	United Nations International Children's Emergency Fund
WAD	Women and Development

ABSTRACT

This study mainly aims to examine the major assessment of the practice and challenges of women's participation in leadership in public sectors in the case of Nono Woreda, West Shoa. Mixed research design was used to address the research objectives. The total population of the study was 274 employees of in sectors in Nono Woreda. The sample size of respondents was 153. The data was organized and analyzed by simple descriptive techniques. The finding was based on primary and secondary data collected from different sources. The primary data was collected through questionnaires, interviews, and focus group discussions with the selected respondents, while the secondary data was collected from literature reviews. Women's representations in leadership in public sectors have been improved. Although more men were occupied by the higher leadership positions yet. Social factors, factors related to women's personal problems, organizational factors, and factors related to the legal framework gap were the main hindrances to women participating in leadership in the public sector. Give training, ensure women's equal status, provide psychological make-up to develop their self-confidence, give special rewards, and promote and develop peer education to reduce their inferiority feelings were some of the recommendations that could enhance women's involvement in leadership in the public sector.

Keywords: *Women, Participation, Leadership, Public Sector*

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Women's active participation has been widely recognized in recent years as being at the heart of development and poverty alleviation. The Universal Declaration of Human Rights (UDHR) emphasizes the significance of equal rights men and women's participation in all areas of life. It specifically states that everyone should have equal access to human rights, including political and social freedoms, and that everyone should have an equal chance to participate in leadership, regardless of gender (UN Women, 2021).

They have sparked and ended wars, exercised both noble and brutal leadership, and, like male leaders, some female leaders have had some success and others have had less. Some historical female leaders are still mostly unknown, and there is ongoing participation in leadership on whether or not they were real people or rather the creation of myth and legend.

Since the beginning of written history, women have held positions of authority and leadership in many cultures and nations, as well as on every continent where people have lived (Jackson, 1998; Liswood, 1996). However, it must be acknowledged that women rulers have been the exception to both the general human experience of governance and the pervasive, historically and culturally prevailing views of gender, leadership, and governance that have traditionally favored men.

The study of women in leadership can trace its roots back to Ancient Africa, a period during which the continent experienced unparalleled dominance in recorded history. In Ethiopia, The origins of the study of women in leadership can be found in Ancient Africa, when the continent enjoyed unheard-of levels of supremacy. For instance, Meaza (2009) points out that although many women have held important political and leadership positions in Ethiopia's history, very few of them are well represented in the literature that now exists. This remark highlights a more general problem with representation and visibility in historical accounts. Meaza (2009) adds that women frequently used proxy authority, which was usually drawn from their marital or birth links, to achieve political influence. In support of this viewpoint,

Teshome (1979) highlights the significant contributions women have made throughout Ethiopian history, both in the public and private domains, especially in combat and other vital endeavors. Their engagement extended to rural areas, where they actively participated in agriculture, commerce, and fulfilled reproductive and societal obligations. However, such outstanding talents have been obscured by their miseries of living in men's shadow. They have been compelled to lose faith in themselves, which has prevented them from taking direct action regarding themselves. According to the literature review, women have been instrumental in both peace and conflict around the world as activists and community organizers', even while their formal participation in the top leadership positions was officially closed.

The history, contributions, and outstanding leadership role of Ethiopian women, for example, are unforgettable and come first when discussing the contributions of Emperor Minilik's (1877–1913) first formal wife, Bafena, and second legal wife, Empress Taitu. For example, Taitu served as the chief advisor of Emperor with particular influence in the area of foreign relations. Her unwavering pursuits of Ethiopia's independence and patriotism have earned her a prominent place in history (Meaza, 2009). It is evident from the historical realities that Ethiopian women have never found it easy to raise to official political authority, despite their skills, contributions, and proven leadership ability. However, under women's representation in politics, women are entitled to engage in social and political activities as well as to continue making empowering contributions to a wide range of economic endeavors.

This under representation and discrimination against women protects women from releasing their full potential; and excludes them from benefiting equally from development-related services (Mbugua, 2007). According to Brickton (2014), Ethiopian women are excluded from formal career advancement and mostly men dominate the workplace. This problem is compounded by the fact that women, unlike men, assumed that they could not devote their full time and energy to paid employment because of their family responsibilities.

Regarding women's participation, half of the population in many developing countries, including Ethiopia, is women; despite of their significant contribution to social, political and economic activities. Unequal opportunities for women and men in leadership participation activities have prevented women from actively participating in their work. Occasionally in

some places, there is still a majority of male dominance in the leadership participation in the public sector; still men who are the sector leader, team leader, District Administration leadership, District Administrative Governor, Administration for Security.

1.2 Statement of the Problem

The issue of lack of empowerment Sustainable development has made female leadership in public sectors a major problem (Mosedel, 2015). As a result, national and international disparities in gender equality and women's empowerment are given top priority in development projects. In all of its sustainable development goals, the United Nations, a worldwide organization, has emphasized the significance of women's empowerment and gender equality (United Nations, 2016).

According to Helina (2015), one important measure of women's overall ability to participate and consume knowledge and the current economy is the rise in the number of women exercising their right to free participation in their homes, workplaces, and community political processes.

Over the past ten years, women's economic and political participation has grown, despite the gender gap in leadership in Ethiopia still being. According to Mikkola and Miles (2007), women have less legal rights and less participatory authority than men in the social area. Compared to industrialized nations, inheritance and ownership laws in developing nations are typically less advantageous to women. This is because women's resources can have the most financial influence.

In most of developed countries, female participation at the top is less than 15%. Finland and Sweden are exceptions, with about one-third of ministerial positions held by women. In developing countries, women often occupy less than five percent of the top positions in society. Most recent data on the share of women in parliament shows a steady increase in the share of women worldwide. In the past 10 years, the number of countries where the female share exceeds 20% has increased from 20 to 50 (Mikkola and miles, 2007).

Numerous initiatives have been implemented worldwide to enhance women's involvement in leadership roles. These initiatives encompass various international instruments, agreements, and covenants, including the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the Beijing Platform for Action (Cool, 2010).

Despite these efforts, the representation of women in political leadership remains significantly low on a global scale. As of 2017, the average percentage of women serving as parliamentarians is 25.8 percent (UNDP, 2017), which is below the 30 percent benchmark established by the 1995 Beijing Platform for Action and achieved by 2005 (Awour, 2012).

Among the nations that have ratified international statements reaffirming the equality and legal rights of men and women is Ethiopia. Article (9)4 of the Constitution, which declares that "All international agreements ratified by Ethiopia are an integral part of the law of the land," has also been amended to include this clause (Constitution of the FDRE, 1995). By establishing different policy directions and formalizing ministerial offices, the Ethiopian government has dedicated itself to numerous international, national, and regional initiatives aimed at eradicating gender-based disparities in a variety of areas. However, as of 2014, there were just 26% of women in Ethiopia's parliament (UNDP, 2017).

In the same year, women made up 12.7 percent of ambassadors, 25 percent of commissioners, and 13 percent of ministers in positions involving leadership and decision-making (Bizuneh, 2016). Ethiopia is ranked 121st out of 134 countries in the Global Gender Gap Report (2014) for the extent and severity of gender-based inequities.

As data from the Nono woreda administration's public service and human resources office (2024) shows, out of 29 therefore, in practice, Nono woreda's female participation still knows there are no responsibilities in the leadership in our 29 public sectors except leading children's affairs and the woreda municipality in leadership.

Leadership positions of women leaders are only 2 (two), and the rest 93 leaders were men. It implies that women leaders are only 6%; the rest, 93 percent, are male. Similarly, when we see at the grassroots level or at the Keble level out of 36 leadership positions, women's leaders are 0 (zero) and the rest 36 leaders are male. The figures show that 6.8 percent are women and 93 percent are male leaders. It shows the dominance of men at the top and bottom levels of leadership positions.

Research on women's participation in the country and other regions has worked on the problems faced by women in leadership participation. For example, Ababayehu (1995) studied "Ethiopian Women's Participation in Governance." Ababayehu (1995) found, among other things, that "women have lower levels of aspiration for leadership positions."

Additionally, the study sample was restricted to various urban locations including Addis Ababa, Awasa, Bahir Dar, and Harar. Alemu Hora (2014) in a separate study also conducted on Gudisa Lema 2018 found that women make less decisions in political leadership than men. Both studies suggested further area research to examine the reasons for the low representation of women in leadership roles. Although he has studied national and regional influences on women's decision-making in political leadership, including parliamentary assemblies, local councils, elections, and other administrative positions in the public sector not to examine women's political leadership in the absence of decision-making positions.

Therefore, this researcher attempts to investigate the practices and challenges of women's leadership participation in the public sector in Nono district, West Shoa Zone, Oromia Region. However the challenges of women's participation in leadership positions may vary from region to region, from small town to big city because many factors are Crucial for Women's Participation leadership including the opinion of the Regional Coordinating Committee, Executive Committee City, District, Political Stability of the country , Economic Pressure, Social Awareness on Women's Issues, Women's Living Conditions, Family Upbringing, Women's Education Level and Social Attitudes Play a Role in Differences in Women's Leadership in Participation.

Therefore, the researcher believes that further research is needed to identify the practical basis and challenges for the problem of women leadership participation in public sector offices in Nono district of West shoa in Oromia region. Hence, the main objective of this study is to identify the challenges to women's participation in leadership public sector. The researcher says that the role of women in any direction is certainly important and the most important because it is difficult to build a democratic system in country and citizens' participation with equal participation in District politics, State politics and national politics. Therefore, it is necessary to investigate the problem of low participation of women in participation in leadership very low when compared to men to fill this gap. The Leadership Participation of Women in the Sector is Very Low compared men to Team Leadership. These causes are selected for investigation. Women's representation No research has been conducted on the low participation of women in leadership positions in the public sector. If this gap or disparity continues, it will be difficult to ensure gender equality and the expected development growth in the local government and as a country'. Therefore, this study

examined the factors that hold back the participation of women in providing leadership, resulting in the empowerment of women in the public sector, specifically in Nono

1.3. Objectives of the study

1.3.1. General Objective

The general objective of the study was investigated to identify the major factors affecting women's participation in leadership in public sectors in Nono Woreda, West Shewa zone, Oromia regional state.

1.3.2. Specific objectives

1. To examine the status of women's participation in leadership in public sectors in the study area.
2. To identify the major factors that affect those have been affecting women's participation in leadership in public sectors in Nono woreda.
3. To examine strategies that enhances women participation in leadership in public sectors in the study area.

1.4. Research Questions

The rationale behind this study revolves around the following questions:

1. What is the status of women employee's participation in leadership in public sectors in the study area?
2. What are the major factors that affect those have been affecting women Participation in leadership in public sector of Nono woreda?
3. What are the major intervention strategies used by the public sectors to enhance the participation of women in leadership?

1.5. Significance of the Study

The results of the study will have the following significances. First, it will give insight for public sectors to get information about the real representation of women's in leadership position and the factors that influence female is participation in leadership in public sector. Second, it will also help female to realize factors that affect their representation in leadership in public sectors position and by suggesting how to overcome them. Third, it will provide a new direction for woreda level organizing committee bodies in formulating and implementing affirmative action policies that can enhance women's participation in

leadership. Lastly, it will be helpful as a literature for other scholars who wish to conduct research in the study area.

1.6.Scope of the Study

The study focused on the assessment, practice, and challenges of women's participation in the leadership of the public sector in Nono Worda. There are several factors that cause a low number of women's participation in leadership, but in this research, the researcher has chosen to focus on only how the personal problem of low representations of women's participation in leadership in public sector factor . Since this study employs a cross-sectional research design, it did not check the trend through longitudinal research. Public enterprises that are commercial in nature and governed by labor laws are excluded from the coverage of this study. This study will critically assess the recent status and challenges of women's participation in leadership in the public sector in Nono worda. Identify major problems in current policies and procedures communicate practical and actionable recommendations

Limitation of the study

This study has its own limitations; however, measures were in augured to safeguard against any behaviors that might have negatively affected the validity of the study. It was difficult for the researcher to get all the questionnaires back from the employees. Nevertheless, this was possible because the researcher made frequent follow-ups with the sector's office heads. In addition, the researcher worried as if some of the respondents would find the study rather sensitive, so they would be reluctant to reveal valuable information on factors that affect women's participation in leadership in public sectors. However, the researcher used the descriptive data analysis method; inferential data analysis was not incorporated into the result of the study.

1.7.Organization of the study

Five chapter's structures were used in this study. The first chapter deals with background of the study, statement of the problem, objective of the study, research questions, significance of the study, scope of the study. The second chapter deals with review of literature. The third chapter presented research methodology. The fourth chapter discussed data presentation, analysis and interpretations. The last chapter presents summary, conclusions and recommendations followed by references and appendixes.

1.8. Definition of key Terms

The following terms are used in the study with the perspective operational definitions listed below for consistency and clarity.

Participation: The phrase is used in this study to describe the equal chance for women to hold leadership positions in the Nono woreda public sector. It suggests that women participate in leadership roles both qualitatively and quantitatively. Increasing the spiritual, political, social, or economic strength of women in a culture is known as female empowerment.

Female Empowerment: Female Empowerment is an increasing the spiritual, political, social or economic strengthening of female in a society.

Women: Female aged 18 years and above

Gender Equality: This refers to equal opportunity and outcomes for Women and men. It involves the removal of discrimination on ground of person's sex in process of claiming political leadership.

Public sector: refers to institute that controlled, administered and guided by the government and run its activities to achieve the mission of serving the society.

CHAPTER TWO

2. LITERATURE REVIEW

This section broadly reviews literature on the previous related studies significant to the study topic. It discusses in detail the assessment the challenge and practice women's participation in leadership position and some of the strategies that have been projected to improve their situation. It also outlines the theoretical, empirical review and conceptual frameworks.

Theoretical review

2.1. An Overview of Leadership

Leadership: is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives (Yukl, 2010). Leadership has gone through many theories and study approaches to reach its today's status. These theories include trait (skills) theory, the behavioral approaches, contingency (situational) theory and the lately introduced transformational and transactional leadership theories (Ibid). The trait approach was one of the earliest systematic attempts to study leadership. It emphasizes attributes of leaders such as personality, motives, and skills (Yukl, 2010).

This theory essentially says that leaders are born with certain traits or characteristics that make them leaders (Bertocci, 2009). In other words, a person is born either with or without the necessary traits for leadership. According to Bertocci (2009) the behavioral approaches stressed that leadership can be studied and learned. That means it can be thought in terms of the manner in which the leaders actually behave as observed by subordinates.

Task behaviors facilitate goal accomplishment while relationship behaviors help subordinates feel comfortable with themselves, with each other, situation in which they find themselves. The main purpose of this approach is to explain how leaders combine the two kinds of behaviors to influence subordinates in their efforts to reach a goal (Farahbakhsh, 2006). Situational (contingency) theory emphasizes the importance o).

According to Miller and Razavi (1995), since 1950s different approaches such as welfare, women and development (WAD), women in development (WID) and gender and development (GAD) have been experienced. As Erwer (2000) stated these theories can be classified into two major categories: The theories based on tradition which includes women

in development (WID) and women and development (WAD) and theories based on modernization and liberal feminism such as theories within the empowerment or gender and development (GAD) framework.

2.1.1. Welfare Approach

The most recent strategy that primarily relates to development initiatives in underdeveloped nations is the welfare approach. It was most popular between 1950 and 1970. The welfare concept is widely used in development practice, according to Moser (1993). The delivery of free products and services, such as food aid, humanitarian aid, mother-child health programs, family planning programs, etc., is its primary means of execution. Moser maintained that the welfare method is still widely used because it is politically safe, or, to put it another way, because it makes no effort to challenge or alter the conventional role of women. Regarding women's many responsibilities, the welfare model ignores women's productive and community-managing roles completely and only tackles women's reproductive roles as mothers and wives.

2.1.2. Women in Development

Approach of women in development (WID) was established as the consequence of divergence of developing countries' female right and identity from traditional oppressions. The approach emphasizes women's status and it aims at making women visible in the development process. According to Miller and Razavi (1995), the women in development (WID), approach was developed during the period demand social justice and equity for women. The WID framework includes several approaches: equity, anti-poverty and efficiency approaches.

A) The Equity Approach

Integrationist approach is the alternative name of equity approach. Unlike welfare approach the equity approach focus is to productive roles; it emphasizes on employment and economic independence of women (Parpart, 1998 cited in Almaz, 2007). The equity approach stresses on the importance of recognizing both females' paid and unpaid work as well as their

opportunity to take part in the public sphere instead of being restricted within the domestic sphere; these qualities made the equity approach difficult to implement (Erwer, 2000).

B) The Anti- Poverty Approach

The anti-poverty approach is the second WID approach. As Moser (1993) described Anti-Poverty Approach stresses on reducing income inequality than reducing inequality between female and male. The Anti- Poverty Approach became popular in early 1970s. The main goal of the approach is poverty reduction and it excessive emphasizes is on providing basic needs and females' responsibility for family's wellbeing as well as the females role in the combating poverty (Erwer, 2000).

The approach argued for the importance of increasing females' employment and income generation opportunities and its major limitation is disregarding the reproductive role of females. Moser (1993) clearly stated as women have heavy burden of work and saving is very difficult to them since they do not control the family income. As a result it is challenging to the females to create capacity of informal sector so as to generate growth and this problem limits females to formal sector.

C) The Efficiency Approach

The Efficiency Approach is the third WID approach and became popular during 1980s. According to Moser (1993), the efficiency approach embedded in the neo-classical economic model, which regards female as underutilized asset for development. As neo-classical economic model view, people behave rationally using a kind of cost benefit calculus to maximize to maximize their interests. The Efficiency Approach took female for active participants to the development process and it is emerged from the assumption that efficient development requires females' full engagement ant its target is to increase females' productivity.

Karl (1995) stated as the efficiency approach ignored social and cultural aspects of development. Major limitation of the efficiency approach is its description of development only in terms of economic perspective ignoring other aspects of development. The concept of development includes much more than economic growth. Feminist development theories criticize the efficiency approach and other modernization based theories on the theories

arrangement whether they integrate female into economic, social and development process or not (Karl, 1995).

2.1.3. Women and Development (WAD)

According to Miller and Razavi (1995), women and development (WAD) approach come into development theory and practice at the end of 1970s as a result of criticism against the WID. Women and development approach is derived from the political economy perceptions and its focus is not only on integrating women into development, but also on the relationship between women and the development process. As WAD, viewpoint women had always been part of production process, so there is no need of involving them with development process. They are rather connected with exploitation process, which helps to maintain the discrepant international structure. The downgraded status of women is perceived, as background of deviation of global development structured appeared based on gender role (Simojoki, 2003). Women and development approach considers all females as a homogeneous group irrespective of class, caste, race religion and nationality. In contrast, it fails to recognize the relation between patriarchies and females' downgraded status in different societies and it neglects the existing gender relations in different classes (Ibid , 2005).

2.1.4. Gender and Development Approach (GAD)

The gender and development approach (GAD) was developed in 1980s based on socialist feminist viewpoint. GAD pays more attention to almost all sides of females' life and it recognizes the whole activities of the female, which is assigned to them by the society. As Moser (1993) stated, the main concern of GAD was gendered division of labour, power relation within the household and the gendered construction of social reality. The focus of GAD was not just on women, but also on the social relations between men and women in workplace as well as in other settings. As to gender and development adherents view creating

the condition by which human being released from poverty is the first directive to achieve women's development (Yound 1992).

Enhancing females' ability at local level to overcome resistance from other in females attain to be free from gender effect was substantial concentration area of the gender and development approach. Females' priority over the properties of governments and international agencies as well as on grassroots organizations mobilization and action for change is the major concern of GAD approach (Moser 1993).

2.1.5. Empowerment Approach

Based on feminist literature and the experiences of third-world women in grassroots organizations, the empowerment approach was created in the middle of the 1980s (Moser 1993). Empowerment is synonymous with power, which is defined as the ability to control one's own material, intellectual, and ideological resources.

Physical, human, and financial resources are examples of material assets; knowledge, information, and ideas are examples of intellectual resources. The ability to create, spread, maintains, and institutionalizes a certain set of values, attitudes, and behaviors is referred to as control over ideology. Those in charge of the distribution of resources, information, and the ideology that regulates social interactions in both public and private spheres thereby hold the majority of power. The quantity and kind of resources that people or organizations can control determine how much power they have.

2.2. The challenges of women's participation in leadership in public sectors:

Women continue to be significantly underrepresented in key roles in the public sector globally. The reason for this is that current factors deter the advancement of gender equality in general and women's status in society at the local, regional, and national levels (Helina, 2015; Birikti 2014; Mikkola A. and Miles C., 2007). Social concerns, personal issues,

organizational constraints, and the legislative framework gap are some of the main obstacles to women's participation in public sector positions.

2.2.1. Social Factors

According to Kassa (2015) stated, in many countries, traditions continue to emphasize female's primary roles as mothers and house wives and to restrict them to primary roles while men are supreme over top roles position. A traditional strong, patriarchal value system favors sexually segregated roles, and 'traditional cultural values' militate against the advancement, progress and participation of female in any political process. Societies all over the world are dominated by an ideology of 'a woman's place'.

Similarly, Ethiopian society is characterized by patriarchal society that keeps female at a subordinate position, using religion and culture as a justification. For a long period, laws and legislation that uphold patriarchy and female's subordination have supported female underrepresentation and demoralizing. This has brought about and maintained disparities between men and female, in division of labor, share of benefits, in law and state, in how households are organized, and how these are interrelated (Haregewoin and Emebet, 2003; Genet, 2007).

As Kijak (2017) stated the there is an assumptions in a community as men are superior to female mentally and physically, and female are born for men to make their life comfortable at home. That is why there was low status of female's representation in the regional and local political leadership participation.

According Uki G, *et al* (2015) described, in Ethiopian women are discouraged to take part in managerial and higher leadership positions. The culture of society identifies the gender role of female; thus, female are expected to perform domestic work and refrain from managerial

activities. They are also forced to accept the decision of their husband in the family even on matters concerning their life.

2.3.2. Female's Personal Problems

Female personal factors seriously affect their participation in managerial, leadership. Some of these factors include lower level of education, lack of motivation, greater family responsibilities and lack of information and knowledge about their rights; fear and inferiority attitude for themselves (Kijak O., 2017; Birikti G. 2015; Uki G. *et al*, 2015).

2.3.3. Organizational Factors

The government recognized as knowledge development and training for female is the essential mechanism in enhancing the participation of female in higher, leadership and managerial positions. The status of different public organizations concerning the in terms of knowledge building for female is still in a medium level (Uki G. *et al*, 2015).

As Howard and Wellins (2009) stated the way, an organization makes decisions about hiring, promotions and paying female leaders is strongly influenced by its culture and the gender stereotypes that underlie it. The consequence of these influences limit female aspires to be talented candidates to the talent team (Equal Opportunity for Female in the Workplace Agency 2008).

According to various Ethiopian studies on the topic of on-the-job training for female empowerment, the majority of participants are senior managers and decision makers. However, women have less access to on-the-job training, which hinders their ability to become change and innovation agents and their ability to enter decision-making positions (Helina, 2015). According to her analysis of 2012 employment statistics, men obtained training at a rate that was almost twice as high as that of women (27.3% versus 14.4%, respectively).

2.3.4. Legal Frame Work Gaps

According to Tefera Assefa (2017), Ethiopia has lately implemented a number of laws and measures to advance gender equality and safeguard the rights of women. Additionally, Ethiopia has ratified a large number of regional and international accords. "All international agreements ratified by Ethiopia are an integral part of the law of the land," according to Article 9(4) of the Federal Democratic Republic of Ethiopia's (FDRE) Constitution. Furthermore, according to article 13(2) of the FDRE Constitution, the interpretation of the fundamental freedoms and rights guaranteed by Chapter 3 of the Constitution must be consistent with the International Covenant on Human Rights and other international agreements that Ethiopia has ratified.

Ethiopia is required to uphold the Beijing Platform of Action, which focuses on the full recognition of women's rights and fundamental freedoms and calls for advancements in gender equality in the fields of education and healthcare, the workplace and the family, and public life, as a signatory to international conventions and agreements. According to the UNICEF (2012) report, Ethiopia is making many steps to enhance national frameworks for achieving gender parity.

The Ethiopian constitution, the Convention on the Rights of the Child, and the African Charter on Human and People Rights all guarantee women's equality with males in all areas, including marriage. the right to equal employment, and rights to maternity leave with pay, the right to acquire, administer, control, use and transfer property, with emphasis on land and inheritance issues and the right to access family planning and education.

Equality between men and female, and boys and girls, is one of the central pillars of the Growth and Transformation Plan: the Growth and Transformation Plan (GTP) the five year national development plan for Ethiopia and the Development Plan for Female and Children

(2011-2028) have included specific commitments to increasing female's participation in political life, promoting female's economic empowerment and reducing violence against female (Ahmed S. *et al.*, 2012). However Ethiopia is improving protection of female right and gender parity through domestic laws, rules and regulations including 1960 Ethiopian Penal Code and Ethiopian Criminal Code. Different research show that an achievement in participating female is very low.

2.3.5. Empirical review of the study

Not only do women in Ethiopia experience underrepresentation, but there are regional and global barriers to equal participation in leadership positions. This subtitle gave us a brief overview of other related studies on the factors influencing women's participation in leadership roles conducted in different geopolitical contexts.

According to Mehrotra (2005) study, Gender and Legislation in Latin America and the Caribbean, women's barriers to leadership participation and decision-making are a global political problem rather than a Latin American one. According to the study's main finding, social and economic barriers to women's participation include: unequal responsibility and participation in household work; the difficulty of balancing work and home life; discrimination based on their civic standing; stereotypes about women and "their role"; economic reliance; and relatively lower levels of formal education and training.

. Because they will severely limit women's ability to participate in decision-making and prevent their constructive and positive energies from being used to improve humanity, the structural and socioeconomic barriers to women's political participation must be removed immediately. Analytical research on the impeding leadership issues faced by Jordanian women was conducted by Petty (2006). Her study's main conclusion highlights the importance of the tribal structure and demonstrates how gender roles are emphasized in Jordanian society.

Factors that effected women in public and privates sphere. In public sphere, it was found that tribal social structure affects women political activity and women's abilities to participate in the political activities.

Other issues, especially those pertaining to religion and culture, are caused by a lack of political participation. According to Oedl-Wieser (2008) study, The Rural Gender Regime in Austrian Case, there are notable differences in women's political participation in Austria that differ by region and political level. While women are more represented at the national level, there are glaringly few women involved in politics at the regional and municipal levels. Additionally, the survey shows that although women are more involved on the national political scene, they are frequently underrepresented in politics, especially in rural areas.

The situation is explained by the conservative gender dynamics that are common in rural regions and the continued male hegemony in the political and economic realms. Studies reveal that rural areas, especially those involved in agriculture, display a traditional gender hierarchy, with men holding more economic and political power (Chant & McIl waine, 2016). Although there have been some encouraging advancements in rural projects that use gender-sensitive strategies, these initiatives are usually limited in scope and efficacy, particularly in rural towns where gender norms are deeply ingrained (Hossain & Sumon, 2018). Traditional gender roles are still rigid in many rural communities, especially in agricultural contexts where women face substantial barriers to obtaining resources and taking part in decision-making (Alston, 2014).

The researcher has demonstrated that women's political participation is significantly influenced by the economy. There are more men than women who possess the kind of money needed to win an election. This exchange is considered disrespectful and culturally inappropriate (Ogbogu, 2012). According to Adhiambo-Oduol's(2013)research, sociocultural attitudes, beliefs, biases, and stereotypes are significant obstacles that keep women from entering the political arena. These highlight how men are superior and women are inferior. In the form of gender education and training that both men and women are exposed to from an early age, they constitute an essential component of the socialization process.

Women's underrepresentation and impediments to leadership roles are not confined to Ethiopia, but are a global issue, as studies across diverse areas reveal. According to Mehrotra (2005), women in Latin America and the Caribbean confront social and economic obstacles to leadership, such as unequal home duties, financial reliance, and poorer educational attainment. In a similar vein, Petty (2006) emphasizes how cultural elements and tribal

institutions impede Jordanian women's political engagement. In Austria, women are under-represented at the regional and local levels but more represented at the national level, especially in rural areas with traditional gender norms, according to Oedl-Wieser (2008). Men predominate in the political and economic realms in rural areas, particularly those that are agricultural (Chant & McIlwaine, 2016). Women's participation is further restricted by the economic element, which is also important because men often possess the financial resources required for political campaigns (Ogbogu, 2012). Adhiambo-Oduol (2013) highlights the profoundly embedded socialization processes that define gender roles and cites sociocultural attitudes and gender stereotypes as significant obstacles to women's political growth. When taken as a whole, these studies show that the obstacles to women's participation in leadership roles are complex and stem from both structural and cultural issues.

2.2. Conceptual Framework

The UN (2013) defines gender equality in the workplace as the equal rights, obligations, and opportunities of men and women in the workplace. According to the Strategy for Gender Equality and the Empowerment of Females (2018–2021), gender equality is the freedom of every human being to develop their unique skills and make decisions free from discrimination, strict gender roles, and stereotypes. In addition to the right to work in conditions free from prejudice, discrimination, and sexual harassment, women and men have the right to equal opportunity in human resources management procedures, such as hiring and promotion. However, seniority and female representation currently have an inverse relationship throughout the UN system: the higher the grade, the less gender parity there is (UN 2018). Women make about half of the world's population and 40% of its working population, according to the ILO (2014). Although there have been advancements in gender equality in the workplace over the past 20 years, a large portion of women's employment is still marked by lower pay and less prestige than that of working males. Additionally, the number of women in the labor force has significantly expanded, especially in industrialized and some middle-income nations.

The improved levels of female's education have contributed to their increased labor force participation. However, an increased number of jobs for female have not always been accompanied by improved quality of employment. In places where the gender bias persists in dictating the role of female and men in society under the "male breadwinner" paradigm—gender equality in the world of work remains an elusive goal across a number of countries. Evidence from ILO (2014) shows employed female who own income acquire both direct and indirect socio-economic benefits for themselves and their households. Such benefits include female's improved well-being and empowerment in terms of decision-making in the household and in other socio-economic aspects.

It is generally accepted truth that female are the foundation and fuel for the overall development of a country. Thus, the involvement of female employee in different private and public organizations has shown considerable change in number, but, their participation in higher and qualified area is mainly at subordinate level; their representation in managerial and decision making positions in public organizations are insignificant (Gelasheet *al*, 2015). Significant negative consequences, such as job dissatisfaction, high employee turnover, decreased productivity, absenteeism, and a reduction in the overall benefits that organizations could receive from increased female participation, can result from the underrepresentation of women in managerial and decision-making positions (Eagly & Carli, 2003).

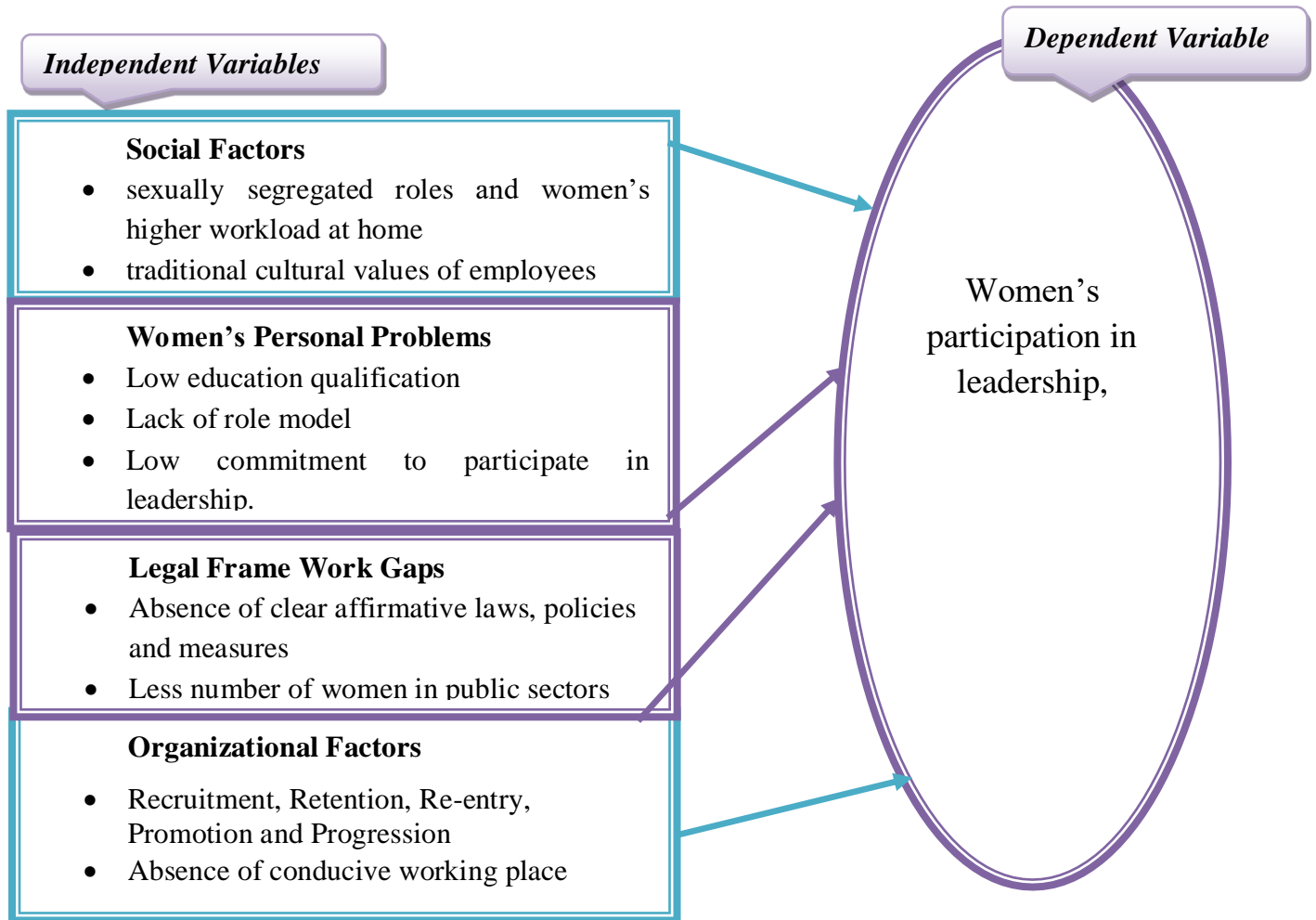
The concept of empowerment is not the new thought; it has been widely used, misused, and contested. It is very difficult to find a single common and comprehensive definition of the concept of empowerment. Different scholars, donors, development practitioners with different views, principles, methodologies, and contexts of applications, have used the concept in different ways. There are disagreements about what it meant by power and hence, the aim of empowerment, who is to be empowered, and the role of intervening agencies in empowerment processes.

According to Hossain (2015), Gender Equality and Women's Empowerment have been two of the most pervasive themes in development. If female participation undermined in leadership and policy-making process at all levels of the state, changes in female's political and to some extent social and economic status will continue to be marginal. However there are various contradictions of ideas on the concept of female empowerment, scholars, donors

and development practitioners recognize and leadership as elements of female's empowerment. They encapsulate female having the power to express their preferences, demands, views and interests, to gain access to positions of decision-making that affect public or private power and resource allocation, and to exercise influence in leadership positions.

The empowerment of female refers to the improvement of female conditions in every sphere of life. Female's voice, leadership and decision-making power may be present at the household, community and national level, and be individual or collective (Domingo et al., 2015). Empowering and enhancing the participation of female in every social, political and economic aspect is the major development concern of local, regional and national Organizations.

The African Union planned to achieve African female's social, political, economic and environmental progresses via female empowerment and development by 2063. Empowering female and encouraging their active participation in governance in both local and international levels has proved beyond all-reasonable doubts that "what a man can do, a woman can do it better" (African Union, 2015) According to independent research, encouraging women to participate in community development services and programs has been shown to dramatically increase economic growth, lower poverty and gender discrimination, enhance societal well-being, and support sustainable development globally, especially in African nations (World Bank, 2012).



Source: Own composition from review of literature, 2024

The independent variables influencing women's participation in leadership positions include socio-cultural factors, personal factors, and institutional factors. These factors play a crucial role in either encouraging or discouraging women's involvement in leadership. Socio-cultural factors can have a dual effect: they can suppress women, preventing them from taking leadership roles, or they can empower women, encouraging their participation in leadership positions. Studies have shown that factors affecting women's participation in leadership positions differ across countries and regions. While these findings highlight the challenges women face, they also underscore that the reasons for their underrepresentation remain consistent in many contexts. These factors include socio-cultural norms, organizational barriers, personal factors, and other variables that collectively contribute to the low participation of women in leadership roles. Despite empirical evidence supporting these influences, women's representation in leadership remains low globally.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This section explains the methods used to carry out the study and accomplish the intended goals. It covers the following topics: research design, study area, target population, sample size, sample tactics, data source, data collection method, validity and instrument rehabilitation, and data analysis method. Finally, ethical considerations that have been taken into account during the investigation are included.

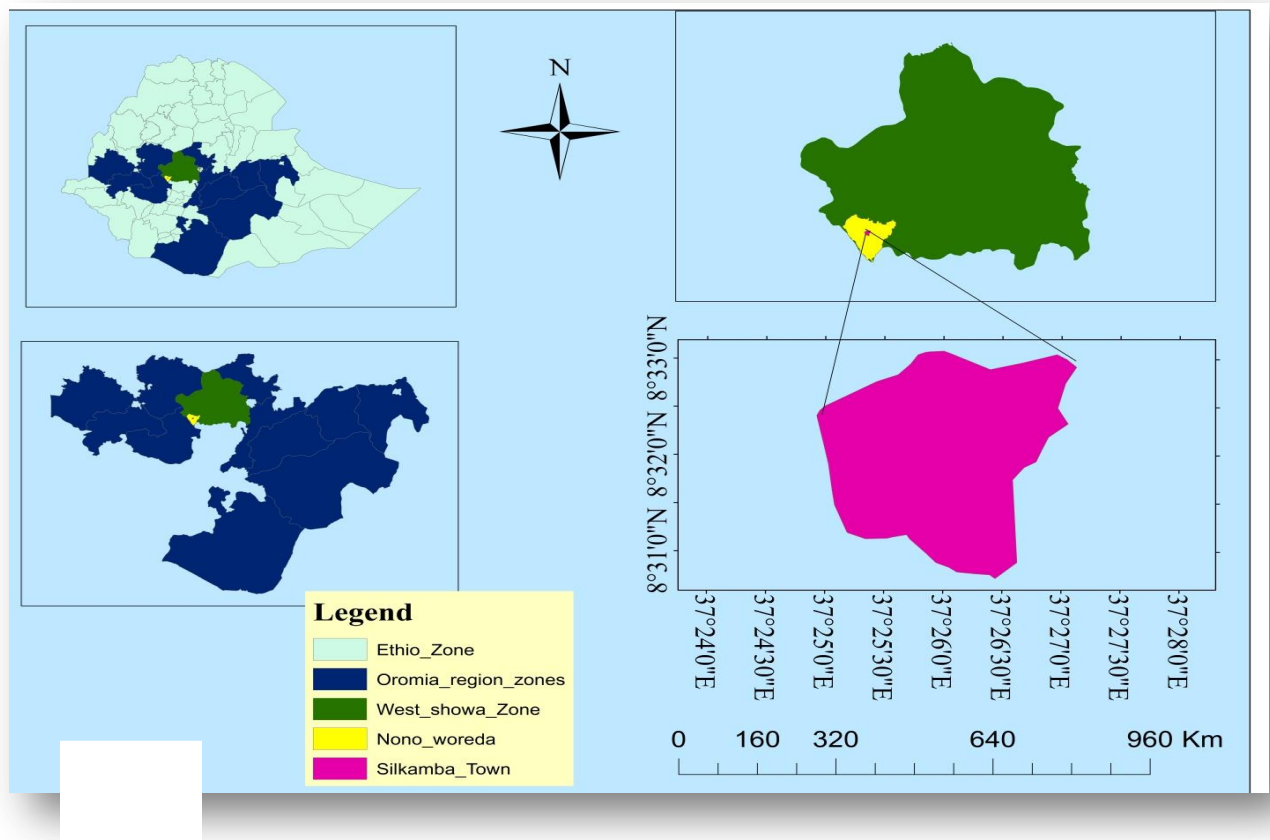
3.2. Description of the Study Area

This study was undertaken in Nono woreda, West Shoa Zone in Oromia Regional State. According to statistical data from the Nono Woreda Administration Office (2024), Nono is located about 200 km southwest of Addis Ababa and about 100 km from Ambo town, the capital city of West Shoa Zone.

There are 33 rural kebeles and three urban kebeles inside the district, which has a total area of more than 815.53 km². It shares borders with the southwest Southern Peoples Regional State, the west Dano woreda, the south Jima zone, the north Jibat woreda, and the east Amaya woreda in the Oromia region. According to the National Population and Housing Census of 2007, Nono Woreda had an estimated 116,334 residents in 2011 (CSA, 2011). With less than 10% of the population residing in metropolitan areas, the district is primarily rural. Tegn Samuel (2014) states that the terrain of Nono Woreda is made up of flat areas and rolling hills that are somewhat steep and have valley bottoms.

The altitude of the woreda ranges between 1400 meters and 2250 meters; the district has two agro-climatic zones with 70.59% and 29.41% of *kola* (tropical) and *woinadega* (sub-tropical) types, respectively. There are numerous sources of livelihood and income for local communities living in the woreda. Producing crops and chat, livestock production, honey, timber, and other non-timber forest products are the common livelihood and income sources. These products serve either for household consumption or for cash income or both.

Figure3.1; Administrative Map of Nono Woreda, West Shoa Zone



Source: Ark map 10.8, 2024

3.3. Research Design and Approach

According to Kothari (2004), research design is the blueprint that directs a researcher through a study activity. It includes the blueprint for data collection, measurement, and analysis. Therefore, the goal of this study, Assessment on Practice and Challenge of Women's Participation in Leadership in Public Sectors, was to gather comprehensive and accurate data regarding the current facts and features of the issue being studied.

The study was conducted using a descriptive survey design, which was chosen because it is useful for conducting investigations with predictions, narration events, and drawing conclusions based on data relating to the state of a problem or phenomenon in order to describe "what exists" within the variable or the state of the situation.

Studying a condition or issue in order to explain or characterize the relationship between variables is the main goal of descriptive survey design. because it help ful to make

investigation using events, narrative, and predictions is beneficial. In addition to observing their cause-and-effect relationship, the researcher will use this example to investigate the relationship between women's participation in leadership roles and personal, sociocultural, and institutional aspects.

The study used both qualitative and quantitative research methods. Since the purpose of this study is to assess the major factors that affect the practice and challenges of women's participation leadership in public sector positions.

A quantitative research approach was used to collect quantitative data using a rating scale questioner on public organizations' practices in involving women's participation in the leadership position, challenges of women's participation in the leadership in public sectors, and the extent of female employees' aspiration to participate in the leadership in the public sector data will be analyzed.

Qualitative data also collected using interviews and open-ended questions about public organizations' practices in involving female employees in leadership in the public sector will be data analyzed.

3.4.Population

According to Aaron and Coups (2008), the population is the entire group of people to which a researcher intends the results of a study to apply. Thus, the population of this study is (247) public sector employees in (9) public sector of Nono Woreda. These include heads of the office, team leader, expertise, members of the office management and supportive staff employees.

3.5.Sampling Technique and Sampling Size

Sampling is a research process in which a small group is selected as representative of the whole universe. The sample enables the researcher to get reliable information about the universe with the least time, cost, and energy and to set out the limits of accuracy of such estimates. It enables the researcher to make an exhaustive and intensive study possible with much less time, money, and material (Pandey & Menu, 2015).

3.5.1. Sampling Technique

Multistage probability sampling approaches were used in this experiment. To create homogeneity inside an organization, the researcher used stratified sampling techniques. As a

result, of the twenty Nine (29) offices in district are referred to as poverty reduction by sectors .these sectors include:-social and economic sectors comprised the three strata of public organizations in the research area. Based on the number of workers in each sector, three organizations were selected from each of these strata using a purposive sample technique; the workers in the selected sectors were then divided into two strata according to their sex. Public Service & Human Resource Office, Education Office, Health Office, Finance Office, Transportation Authority Office, Agricultural Office, Administrative Office, Silkamba Municipality, and Government Communication Affair were selected.

The researcher employed random sampling, also referred to as the lottery approach, to identify sample replies from specific workplaces. Giving the researcher and the selected public office of employees' equal opportunity is advantageous since they have comparable knowledge of the subject being studied in the study field. The researcher planned to select these offices since the aforementioned public agency in the district employs a large number of highly skilled workers. This could be a positive indication of women's involvement in leadership roles within the research field.

3.5.2. Sample Size Determination

According to Uma and Roger (2010), the population is the whole population to which a researcher expects the findings of a study to be applicable. As a result, Nono Woreda government workers at the woreda level participated in the study. The three components are crucial in determining the sample size in order to collect the necessary data from sample respondents (Miauou & Michener, 1976). These factors, which helped the researchers choose the right sample size, were the degree of precision, the degree of risk or confidence, and the degree of variability in the attributes being evaluated. These concerns led to the selection of a significant percentage of a relatively small population as the sample size for the questionnaire-based data collection used in this study to ensure accuracy. The investigator.

The researcher used Taro Yamane's (1967) sample size determination formula.

$$n = \frac{N}{1+N(e)^2}$$

Where:

n = the sample size

N=the study population

e = the level of precision

l = designates the probability of the event occurring

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{247}{1+247(0.05)^2} = 153$$

Consequently, a sample of 153 respondents was selected for this study in order to collect data using a questionnaire. As a result, percentage was used to determine the sample size for each public organization. Each stratum was sampled according to its percentage of the population using a proportionate sample allocation algorithm. Consequently, the following formula was used to determine the proportionate sample size from each stratum.

Where: ni= sample size for individual public organization

Ni =is the total number of public employees in each public office.

N=the total number of public employees in the selected office

n= is the total sample size for the selected office.

3.6.Data Sources

In order to collect enough relevant data for the study, the researcher used primary and secondary data sources to get reliable information that led to particular results. The primary data sources were the respondents, who are currently working in their various public positions. To bolster the original facts, secondary sources were gathered through a careful review of both public and unpublished records. Additionally, human resource management guidelines and programs for women's growth in the relevant government departments were used. Other significant materials, such as academic journals and national policies relevant to the study's objectives, were reviewed in order to raise the standard of the study's conclusions.

3.7.Data Collection Instrument

Data for this study were collected from primary and secondary sources. Primary data were collected using a semi-structured questionnaire with a state Authority system that included both closed and open-ended questions. This approach was chosen for this study for two reasons. This research makes it possible to gather factual information and observations from a variety of sources. Moreover, it is one of the most important tools for guiding respondents as it offers clear options to check. The researcher found that out of 153 questionnaires sent to the selected sample, 146 were filled by the respondents and 7 (4.5%) did not respond.

3.7.1. Questionnaire

A questionnaire with both open-ended and closed-ended questions was given to a sample of public sector workers in order to ensure the accuracy and sufficiency of the data. This is because, given that the respondents are literate, they can read and readily respond to a questionnaire, which makes it easy to get a lot of data from a big number of respondents in a short amount of time and at a reasonable cost. Respondents are able to provide information without feeling threatened. Accordingly, there is a high percentage of useable responses and probably an economy of time and space (Kumer, 2011). There are two sections to the questionnaire. Background information about the respondents is covered in the first section. The questionnaire's second section asks about the traits of women who want to be in leadership roles, the current state of women's leadership participation in the public sector, how other people view women in leadership roles, and the difficulties faced by women in leadership roles.

3.7.2 Interview

In addition to the questionnaire, semi-structured interview questionnaires were conducted with seven individuals. These individuals come from different leadership positions, accordingly three women office managers at the District Level of the District municipality and women, children, and youth affairs, three women from leadership members , and two managers from the group' . The main reason for choosing semi-structured interviews is because it helps to find out different persons perspectives and views deeply and to triangulate the validity of the information with the questionnaire

3.7.2. Focus Group Discussion (FGD)

Individuals who have specific experiences or knowledge about the issue Women participation in leadership in Three FGDs were being organized to obtain relevant information as well as triangulate and validate data. One group of experts was being selected from various sectors that have deep knowledge about related issues, and two (two) groups were being selected from office members three, elders who have more knowledge about assessment on the practice and challenges of women's participation in leadership in public sectors: in the case of Nono woreda issues. Each FGD group has six members, and the researcher attempts to moderate the discussion by raising ideas that require clarification. The FGD is comprised of experts from various sectors that have deep knowledge about related issues and assessments on the practice and challenges of women's participation in leadership in public sectors, in the case of nono woreda issues.



3.8.1. Validity

Validity is about the extent to which an instrument measures what is expected to measure and supposed to measure. Good measurement should be both consistent and accurate. The researcher assessed the validity of the instrument through the mechanism of distributing the questionnaire to five experts that were familiar with the subject matter. Then, verify the validity in terms of the items that capture the entire scope and arrive at an agreement on the measurement that represents the focus of the study.

3.8.2. Reliability

The degree of consistency and dependability of a measuring device used to increase data reliability is referred to as reliability. The most widely used metric for estimating the reliability of multiple-item scales is Cronbach's alpha. The Cronbach alpha value for each associated variable was used by the researcher to assess the data's dependability. SPSS version 20.0 software with Cronbach alpha was used to test the questionnaires' reliability. According to the Harahan Mohajan (2017) study, Cronbach alpha levels above 0.7 are considered acceptable and satisfactory, those above 0.8 are typically considered to be rather good, and those above 0.9 are considered to have exceptional internal consistency. These numbers demonstrate the dependability and reliability of the assessments.

According to the survey result in Table 1, the value of Cronbach alpha is 0.87, which indicates that the measurements are quite good.

Table 1: Reliability statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.875	.891	31

Sources: Field survey, 2024

3.8.3. Pilot Test or Pretest

A pilot study was carried out before the actual study, and each questionnaire and interview guide were discussed with some sample respondents to determine the suitability, clarity, and relevance of the study purposes. The primary aim of this pilot testing procedure was to ensure the accuracy and reliability of the data. Thus, the questionnaires were distributed to a total of 17 (11.1%), of which 10 (10.8%) were men and 7 (11.5%) were women respondents, and three interviews were conducted before the actual study. Depending on their response, necessary improvements and adjustments were made to some problems in the questionnaire and to difficulties in understanding the interview.

3.9. Data Collection Procedures

After the validity and reliability of the instruments were checked, the researchers administered the questionnaires to the selected respondents. During the distribution of the questionnaires Orientation was given regarding the purpose of the study for respondents collectively and individually at their respective offices.

Regarding the interview, the researcher himself conducted it with the selected samples of the selected public sector organizations. The researcher created a good rapport or relationship with research participants in order to forward their opinion freely on the issue. Afan Oromo held the interview and questionnaires for in-depth explanations of ideas and intensity, which finally translated into English.

3.10. Method of Data Analysis

In order to answer the basic research questions and to achieve the objectives of the study the researcher used both descriptive and inferential statistics. Descriptive statistics was used to describe and interpret the results of the study. The primary data collected from the questionnaire and interview was analyzed using descriptive statistics.. Data obtained from open-ended items in the questionnaire and from interview was categorized according to themes relevant to the study and was presented in narrative form using descriptions. On the other hand, analysis of data employed was Statistical Package for social scientists (SPSS) software and excel where generalized in terms of descriptive statistics using percentage, mean and frequency and presented in the form of table, chart and bar graph.

3.11. Ethical Considerations

Based on a written request from the researcher, this study was conducted with Wolkite University's approval and the written consent of the chosen organization. In order to conduct the interview, the participants were informed about the study's objectives and the kinds of data that would be required of them. The interview was conducted at the interviewees' preferred location with their consent. Various management roles and public sector professionals engaged in the original data collection process. Through this procedure, the researcher informs the participants of the study's goal and obtains their consent to participate. General details regarding the goal of the study are included in the questionnaires that were given to the participants. Furthermore, it said that respondents are not required to include their names in the form.

CHAPTER FOUR

RESULT AND DISCUSSION

This section presents the result and discussion of the study in various parts. First, the socio-demographic characteristics of the respondents, the current status of women in public offices and finally the major factors that hinder women participation in leadership were presented.

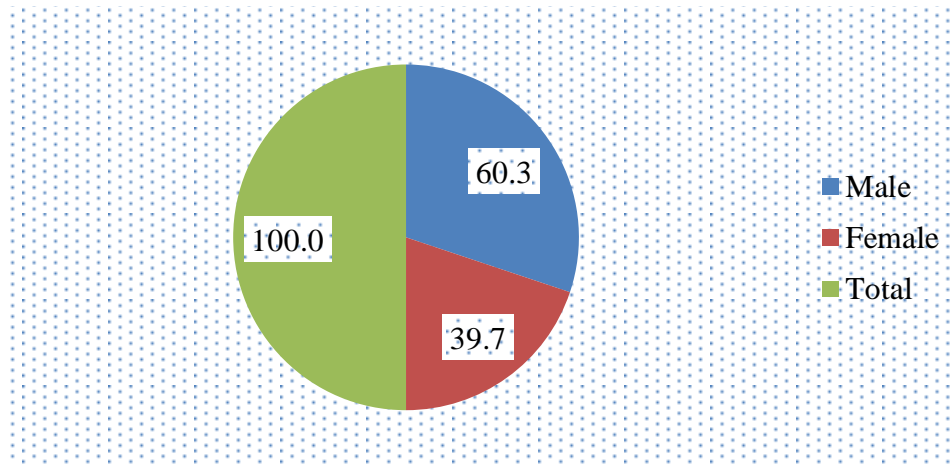
4.1 Socio-demographic characteristics of the respondents

4.2 . Back ground information of Respondent

The target population's socio demographic characteristics are described, providing some basic details on respondents' sex, age, marital status, income level, educational background, and employment. Consequently, the socio demographic traits of a particular community have an impact on Women's involvement in leadership roles in public sectors

4.2.1 .Sex of the respondents

Figure 3: Sex of the respondents

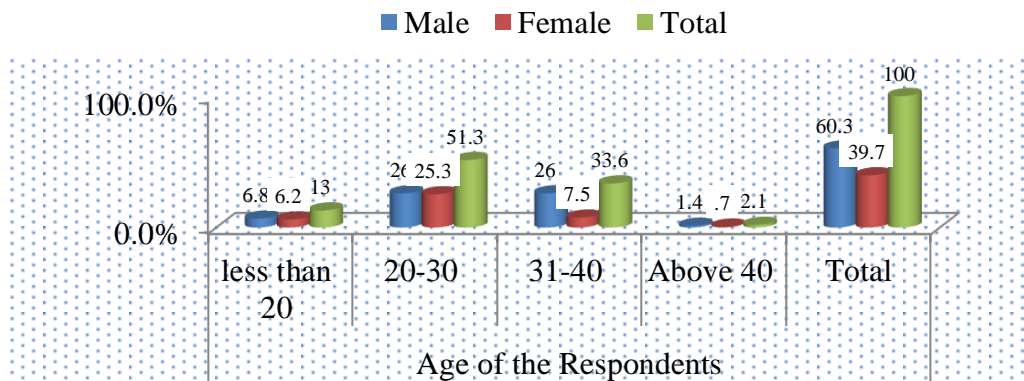


Sources: Field survey, 2024

As indicated in figure 1, there was a difference in the sex composition of the respondents; accordingly, 88 (60.3%) were male while 58 (39.7%) of the respondents were female respondents. The importance of including both sexes in the study was to obtain adequate representation of men and women who have abundant information on the factors that discourage women's participation in leadership. It also indicates, as there are a relatively high number of employed men as compared to women in public sectors, which implies, as there is a high women's unemployment rate in public sectors.

4.2.2 Respondents Distribution by Age

Figure 2 Age distribution of the respondents



Sources: Field survey, 2024

As indicated in figure 2, the majority (75 (51.3%) and 49 (33.6%) of the respondents were youth age groups between 20-30 and early middle age groups (31-40, respectively). A large 96 (65%) of the respondents were early youths aged less than 20, followed by a very few 25 (17.1%) of the respondents found in the late middle age group above 40. This indicates that the respondents, composed of various age groups, help to provide a comprehensive opinion of several groups of people on women's participation. More, it implies the involvement of women in leadership has improved in the recent generation and newly emerged government reform than in the previous time.

4.1.3. Respondents Distribution by Educational Level

Table 3: Educational level of the respondents

		Male	Females	Total	
Educational status	Below grade 10	Frequency	1	0	1
		% of Total	.7%	0.0%	.7%
	10/12 complete	Frequency	2	12	14
		% of Total	1.4%	8.2%	9.6%
	Certificate	Frequency	1	0	1
		% of Total	.7%	0.0%	.7%
	Diploma	Frequency	22	12	34
		% of Total	15.1%	8.2%	23.3%
	BA/BSC degree	Frequency	61	34	95
		% of Total	41.8%	23.3%	65.1%
	MA/MSC& above	Frequency	1	0	1
		% of Total	.7%	0.0%	.7%
	Total	Frequency	88	58	146
		% of Total	60.3%	39.7%	100.0%

Sources: Field survey, 2024

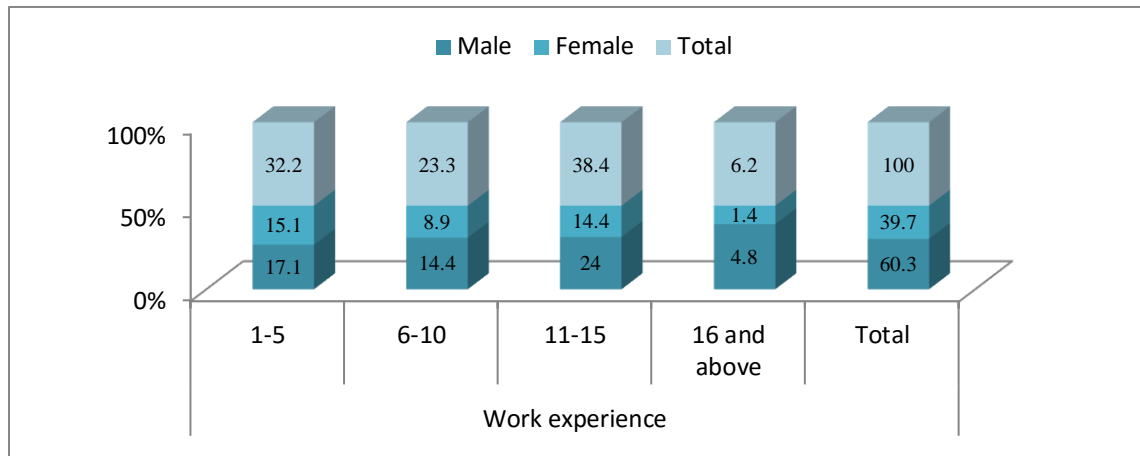
Table 3 below shows that 95 (65.1%) of the respondents, 61 (41.8%) of whom were men and 34 (23.3%) of whom were women, had bachelor's degrees. Of those who responded, 34 (23.3%) had a diploma, while 12 (8.2%) were female and 22 (15.1%) were male responses.

The remaining 14 responders, or 9.6%, had either completed school 10 or grade 12. Additionally, fewer than one respondent had not finished grade 10; one respondent (0.7%) held an MA or MSC, and another (0.7%) had a certificate of education. Given that the majority of responders were educated, it was anticipated that they would provide accurate and logical information. Furthermore, it suggests that in order to increase women's involvement in leadership roles, significant attention must be paid to improving their educational qualifications. Additionally, it suggests that the respondent's

4.1.4 Respondents Distribution by Work Experience

The respondents of the study were from different work experience and their distribution was grouped in four work experience categories indicated in figure 4

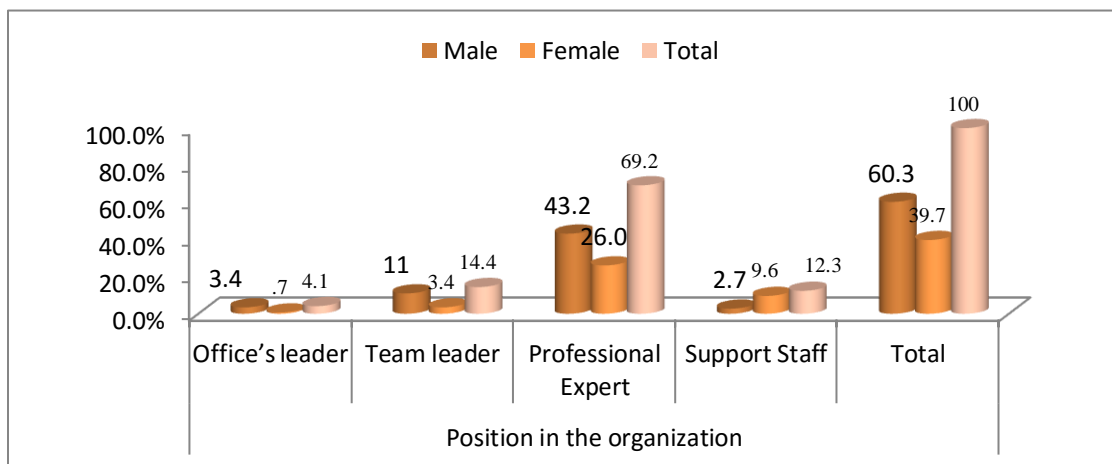
Figure4: Respondents' distribution by work experience



According to the survey result in figure 4, 56 (38.4%), among which 35 (24%), and 21 (14.4%) male and female respondents, respectively, had 11–15 year work experiences. Besides, 47 (32.2%) of the respondents were beginners and experienced 1–5 years of work experience. The rest 34 (23.3%) and 9 (6.2) of the respondents had 6–10 and above 16 years of work experience, respectively. This clearly indicates that a relatively large number of the respondents were a group of newly employed workers, and 47 (32.2%) of them had good work experience in the work environment that can help the respondents estimate the condition in their sector.

4.1.5 Respondents Distribution by Current Position

Figure 5: Respondents distribution by current position

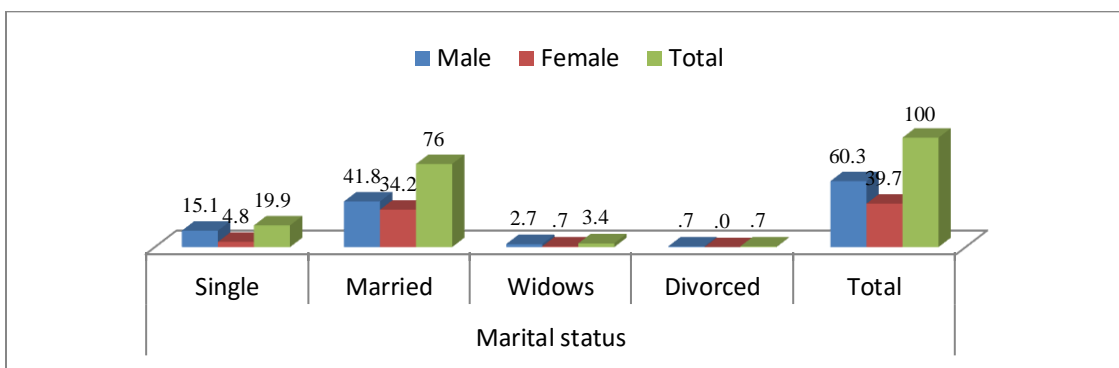


Sources: Field survey, 2024

According to the survey result in Figure 5, the respondents were from various job positions in the sectors. The majority 101 (69.2%), among which 63 (43.2%) male and 38 (26) female respondents were professional experts, while the remaining 21 (14.4%) and 18 (12.3%) of the respondents were from team leader and support staff positions, respectively. As it is clearly indicated in the survey result of figure 5, among the 6 (4.1) office heads, only 1 (0.7%) of the female respondent was office head, which implies that there is gender variation in higher job status in leadership in public sectors.

4.1.6 Marital Status of the Respondents

Figure 6: Marital status of the respondents

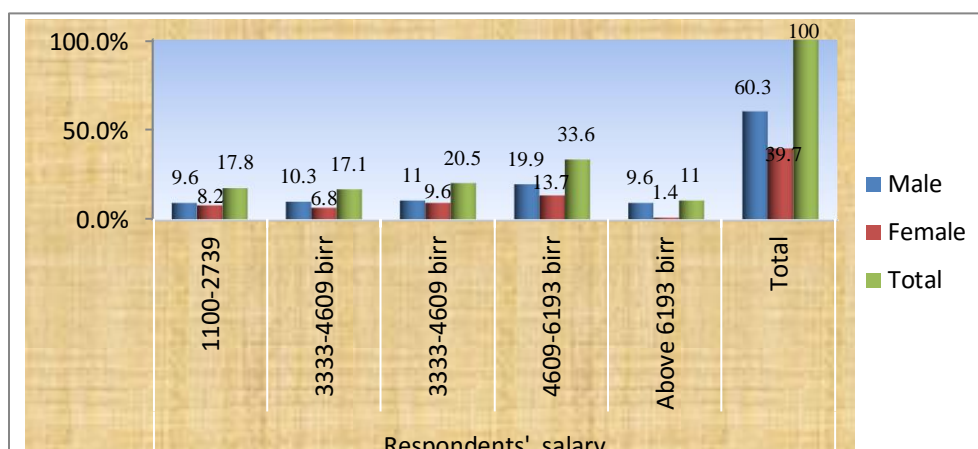


Sources; Field survey,2024

The gender composition of the respondents was anticipated as a significant determinant in the collection of the information for the study. Thus, according to figure 6 below, both males and females who were engaged and single participated in the study. Accordingly, the majority 111 (76%) of the respondents were married, and the remaining 29 (19.9%), 5 (3.4), and (0.7%) of the respondents were single, widows, and divorced, respectively. This shows that the sample composed all marital statuses in which most of the respondents were engaged. Additionally, it implies more single women's participation was involved in leadership in public sectors than married women.

4.1.7 Respondents Distribution by Income Level

Figure 7: Respondents distribution by income level



Sources; Field survey, 2024

According to the survey result in figure 7 below, the respondents were from various income levels in the public sector. Accordingly, 49 (33.6%), 23 (15.8%), and 17 (11.6%) of the respondents earn 4609–6193 birr, 3333–4609 birr, and 1100–3333 birr in gross salary per month. The remaining 23 (15.8) and 11 (7.5%) of the respondents get 2739-3333 birr and above 6193 birr, respectively. This indicates, as there is relatively less distribution of women in higher income levels as compared to male respondents

4.2. Status of Women Participations in leadership

4.2.1 Status of Women Participations in Public sectors as compared to Men

In this segment of the study, the result and participation of current status of women participation in public sectors where presented by comparing women’s age, educational status, experience, position, marital status and level of income with their men competitors.

4.2.1.1 Level of women participation in public sectors by age distribution

Table 3: Respondents distribution by sex and age

		Male	Female	Total	
Age	less than 20	Count	10	9	19
		% within Age	52.60%	47.40%	100.00%
		% within sex	11.40%	15.50%	13.00%
	20-30	Count	38	37	75
		% within Age	50.70%	49.30%	100.00%

	% within sex	43.20%	63.80%	51.40%
	Count	38	11	49
	% within Age	77.60%	22.40%	100.00%
31-40	% within sex	43.20%	19.00%	33.60%
	Count	2	1	3
	% within Age	66.70%	33.30%	100.00%
Above 40	% within sex	2.30%	1.70%	2.10%
	Count	88	58	146
	% within Age	60.30%	39.70%	100.00%
Total	% within sex	100.00%	100.00%	100.00%

Sources: Field survey, 2024

The survey revealed in table 3, that within sex 10 (11.4%) of male and 9 (15.5%) of female respondents were found in the early young age less than 20 while 38(43.2%) of male respondents and 37(63.8%) of female were in younger age group (20-30). This indicated, as there was high distribution of women in below 30 year as compared to men. In contrast, within sex few number of women were found in early middle age groups, 31-40 and above 40 year, as 38(14.8) men respondents and 11(19%) women respondents and 11(19%) female in 31-40 age group and 2(2.3%) male and 1(1.7%) female in above 40 years age group respectively . as the wording from my respondents was analyzed indicates that women's participation in the public sector has improved in recent times to some extent, if not entirely.

Level of women participations in public sectors by educational status distribution

5 Table 4: Respondents' distribution by sex and educational level.

5			Male	Female	Total
Educational status	Below grade 10	Count	1	0	1
		% within Educational status	100.0%	0.0%	100.0%
		% within sex	1.1%	0.0%	.7%
	10/12 complete	Count	2	12	14
		% within Educational status	14.3%	85.7%	100.0%
		% within sex	2.3%	20.7%	9.6%
	Certificate	Count	1	0	1
		% within Educational status	100.0%	0.0%	100.0%
		% within sex	1.1%	0.0%	.7%

	Count	22	12	34
Diploma	% within Educational status	64.7%	35.3%	100.0%
	% within sex	25.0%	20.7%	23.3%
	Count	61	34	95
BA/BSC degree	% within Educational status	64.2%	35.8%	100.0%
	% within sex	69.3%	58.6%	65.1%
	Count	1	0	1
MA/MSc & above	% within Educational status	100.0%	0.0%	100.0%
	% within sex	1.1%	0.0%	.7%
	Count	88	58	146
Total	% within Educational status	60.3%	39.7%	100.0%
	% within sex	100.0%	100.0%	100.0%

Sources: Field survey, 2024

According to the survey, result revealed in table 4, within sex majority of the respondents hold BA/BSC degrees as 61(69.3%) was male and 34(58.6%) were women respondents respectively. Similarly, within sex 22(25%) of female and 12(20.7%) of the women respondents were Diploma holders. In contrast, within educational status majority, 12(85.7) of grade 10/12 complete were occupied by women. The remaining, below 10th grade 31(1.1) and certificate 1 (1.1%) were filled with men. In addition, within the sex, 12(19.7%) and 22(23.9%) female and male respectively had Diploma. Moreover, 1(1.1%) of men were MA/MSc holder while none of the women had MA/MSc. This generally indicates that men have relatively occupied the number of educated with a higher degree in public sectors and women as compared to men filled the lower ones.

4.2.2.3 Level of women participations in public sectors by experience distribution

Table 5: Respondents' distribution by sex and work experience

4			Male	Female	Total
Work experience	1-5	Count	25	22	47
		% within Work experience	53.2%	46.8%	100.0%
		% within sex	28.4%	37.9%	32.2%
	6-10	Count	21	13	34

	% within Work experience	61.8%	38.2%	100.0%
	% within sex	23.9%	22.4%	23.3%
11-15	Count	35	21	56
	% within Work experience	62.5%	37.5%	100.0%
	% within sex	39.8%	36.2%	38.4%
16 and above	Count	7	2	9
	% within Work experience	77.8%	22.2%	100.0%
	% within sex	8.0%	3.4%	6.2%
Total	Count	88	58	146
	% within Work experience	60.3%	39.7%	100.0%
	% within sex	100.0%	100.0%	100.0%

Sources: Field survey, 2024

As the survey, result revealed in table 5 below, the women filled the lower work experiences as compared to men. Accordingly, within sex 22 (37.9%) of women had 1-5 year work experience while 25 (28.4%) of men existed in the group of 1-5 work experience; in the second work experience group 6-10 there was no great difference between men and women as 21 (23.9%) and 13 (22.4%) were male and female respondents respectively. In contrast, within sex there was slight difference in higher work experience, as 35(39.8%) of male and 21(36.2%) of female were in the group of 11-15. Few respondents, 7(8%) of male and 2 (3.2%) of female respondents had 16 and above working experience. This generally indicates that as work experience increases the women participation decreases as compared to men.

4.2.2.4. Level of women participation in of public sectors by Job position distribution as compared to men

Table 6: Respondents distribution by sex and position

6		Male	Female	Total	
Position in the organization	Office's leader	Count	5	1	6
		% within Position in the organization	83.3%	16.7%	100.0%
		% within sex	5.7%	1.7%	4.1%
	Team leader	Count	16	5	21
		% within Position in the organization	76.2%	23.8%	100.0%
		% within sex	18.2%	8.6%	14.4%
	Professional Expert	Count	63	38	101
		% within Position in the organization	62.4%	37.6%	100.0%
		% within sex	71.6%	65.5%	69.2%
	Support Staff	Count	4	14	18
		% within Position in the organization	22.2%	77.8%	100.0%
		% within sex	4.5%	24.1%	12.3%

	Count	88	58	146
Total	% within Position in the organization	60.3%	39.7%	100.0%
	% within sex	100.0%	100.0%	100.0%

Sources: Field survey, 2024

According to the survey result indicated in table 6, participation of women in Public sectors found in the lower level Jobs position as compared to men. Consequently, in case of support staff, amongst the women respondents their relative proportion was 14(24.1%) as compared to men which were 4(4.5%). Besides, in professional expert position, the women respondents the relative proportion was 38(65.5%) while the men's was 63(71.6%).

Moreover, in offices' head positions, the relative proportions of women were 1 (1.7%) whereas relative proportion of men was 5(5.7%). The same is true on the case of the team leaders' positions amongst women it was 5(8.2%) while the portion of men was 16(17.2%).

This clearly indicates majority 55(90.2%) of women respondents hold, professional expert and support staff as compared to their men counterparts' proportion was 71(77.2%). Very similarly in the case of the highest positions such as sectorial offices' head and team leaders, only 6(9.8%) of the women respondents hold them while 21 (22.8%) of the men occupied the positions. Generally, it shows, as the position goes higher, the proportion of women representation goes down.

4.2.2.6 Level of women participation in public sectors by marital status

Table 7: Respondents distribution by sex and marital status

7		Male	Female	Total	
Marital status	Count	22	7	29	
	Single	% within Marital status	75.9%	24.1%	100.0%
		% within sex	25.0%	12.1%	19.9%
	Count	61	50	111	
	Married	% within Marital status	55.0%	45.0%	100.0%
		% within sex	69.3%	86.2%	76.0%
	Count	4	1	5	
	Widows	% within Marital status	80.0%	20.0%	100.0%
		% within sex	4.5%	1.7%	3.4%
	Count	1	0	1	
	Divorced	% within Marital status	100.0%	0.0%	100.0%
		% within sex	1.1%	0.0%	.7%
	Count	88	58	146	
	Total	% within Marital status	60.3%	39.7%	100.0%
	% within sex	100.0%	100.0%	100.0%	

Sources: Field survey, 2024

According to the Survey result indicated in table 7, there was no major difference between women and men in participating in public sectors as 22(25%) of male and 7(12.1%) of female respondents were single and 61(69.3%) of male and 50(86.2) of female respondents were married respectively. Among the respondents 4(4.5%) of male and 1(1.1%) of female respondents were widowed. Only, one (1.7%) of male respondent was divorced. Therefore, it indicates that the level of women participation in public sectors did not affected by marital status

4.2.2.7 Level of Women Participation in Public sectors by Level of Income

Table 8: Respondents' distribution by sex and income

8		Male	Females	Total	
Respondents' salary	1100-2739 birr	Count	14	12	26
		% within Respondents' salary	53.8%	46.2%	100.0%
		% within sex	15.9%	20.7%	17.8%
	2739-3333 birr	Count	15	10	25
		% within Respondents' salary	60.0%	40.0%	100.0%
		% within sex	17.0%	17.2%	17.1%
	3333-4609 birr	Count	16	14	30
		% within Respondents' salary	53.3%	46.7%	100.0%
		% within sex	18.2%	24.1%	20.5%
	4609-6193 birr	Count	29	20	49
		% within Respondents' salary	59.2%	40.8%	100.0%
		% within sex	33.0%	34.5%	33.6%
	Above 6193 birr	Count	14	2	16
		% within Respondents' salary	87.5%	12.5%	100.0%
		% within sex	15.9%	3.4%	11.0%
Total	Count	88	58	146	
	% within Respondents' salary	60.3%	39.7%	100.0%	
	% within sex	100.0%	100.0%	100.0%	

Sources: Field survey, 2024

As indicated in the Survey result table 8, among the respondents' income within sex the lower layer, 1100-2739 birr group was highly occupied by women, as 20 (32.8%) and 14(15.2%) of the respondents were male and female consequently. However, within sex the

relative proportion of women and men in income group 2739-3333 birr was fairly distributed as it was 15(17%) of men respondents' income and 10(17.2%) of women respondents' income consequently. On the other hand, income distribution within sex in income layer grouped in 3333-4609 birr and 4609-6193 birr, the proportion of women was 14(24.1%) and 20(34.5%) respectively. Further, in the higher income above 6193 birr, the proportion of women was very few, 2(3.4%) as compared to men's portion which is 14(15.9%). This clearly indicates that there was income variation between women and men in public sectors.

4.3.8 The major Factor Affecting women to participate in leadership in public sectors.

This section of the study presents the results of the survey and interviews about the constraints that hinder the women's participation in leadership in public sectors. Among the obstacles, the result presents the most and often factors such as social factors, factors related to women's personal problems, organizational factors and factors related to legal framework. The Problem of Women's Leadership in the Public Sector This section of the study presents the results of surveys and interviews about barriers to women's participation in public sector leadership. Among the obstacles, the results present numerous and frequent factors such as social factors, factors related to women's personal problems, organizational factors and factors related to the legal framework.

4.3.1 Social Factors

Four major social factors had been engaged to check their influence on women participation in leadership in public sectors. The women's responsibility to their family, society's, employees' and leaders' perception towards women's management and dominance of men over many resources and participation were the most common factors that hinder women to participate in leadership position. According to the survey result indicated in table 10 below, the respondents agreed to the factors as the factors were the contributor to hinder women's participation involvement in leadership in public sectors.

According to the results of the interviews and focus group discussions, despite the societal perception that women have the same rights as men and that their involvement is crucial, women's representation and engagement in politics are actually low and dominated by men. In a similar vein, UN Women (2021) described Ethiopia's governmental system as being

dominated by men. In-depth research revealed that poor educational attainment, cultural impact, domestic routines (childrearing and household management), and restricted access to information are all significant contributors to women's low political representation and engagement.

From the cultural perspective as it was raised by FGD discussants, there is a customary saying in Amharic that stands against women's participation "Set wede guada wend wede meda" meaning "let women be in the kitchen, but men to the field". Similarly, the study made by International IDEA (2021) identified proverbs the society uses to discourage women's public appearance in decision-making. Some of these are "Set wode majet wond wode segenet" meaning "let women to be in their kitchen but men to the offices"; "set btawk be wond yalk" meaning "No matter what a woman knows, it is by a man a thing is finished".

Major factors that impede women's political participation and representation in the study area include a lack of confidence, unequal opportunities for participation, women's underestimation of their own participation, their perception of themselves as unsuited to political activities, particularly party politics, their lack of interest in going out and participating, the burden of social responsibility, societies' underestimation of women's capacity and ability to hold leadership positions, discrimination, and husbands' refusal to encourage their wives to participate in politics.

Even while they are seen as equals and their involvement is valued in theory, it is not actually put into practice. The local governments' efforts to effectively increase women's involvement in local governance are limited. According to United Nations Women (2014), discrimination against women in leadership roles persists, and the majority of Ethiopian women have limited access to leadership education and training.

Furthermore, it is challenging women to fully participate as equals in leadership and decision-making roles. Because of this, women's engagement in local administration was found to be low in the research region, in contrast to the importance of women's participation as highlighted in literature by the United Nations (2015), Abdulmelik & Belay (2019) ERJSSH 10(1), July 2023 United Nations (1995), and Vyas-Doorgapersad (2014). The reality in the study area was also confirmed by earlier research findings in Africa. According to Vyas-Doorgapersad's (2014) study, women are underrepresented in politics, particularly at the

local government level. According to the study, the main causes of women's poor political participation are a lack of abilities, skills, and domestic duties as well as social pressure and cultural attitudes. Women's engagement is also significantly influenced by political parties, patriarchy, male dominance, and the formal political structure's culture (Godwin, 2013).

Table 9: Respondents rating the social factor as barriers to women participation

Descriptive Statistics		
	N	Mean
The employees' and leaders' have negative attitude towards women managers and decision	146	3.45
The society perceive that men don't want to be ruled by women limits them from participation in leader ship	146	3.78
The dominance of men over many resources negatively affected women's participation in political in leader ship	146	3.79
Women are more responsible for their family member& that responsible affect their job	146	4.16
Valid N (listwise)	146	

Sources: Field survey, 2024.

The women's responsibility to their family was the first and no table hinder to their participation in leadership position while, the dominance of men over many resources was the second factor that deters women's involvement in public sectors' decision making The other social factor that restricts women from participation in leadership was the society's perception towards women participation in leadership. Although the interview result with Abdisa Bededa and Abtemu Herenia indicated the employees' and leaders' negative attitude towards women's management and participation hinder women's participation in leadership, the mean value of the survey indicated as large portion of the respondents were undecided to it.

Generally, the survey result indicates that social factors such as; women are more responsibility for their family, society's perception towards women's management, employees' and leaders' negative attitude towards women and dominance of men over many resources were identified as the common social factors affecting women participation in

leadership. Similarly, the result of the interview indicates that society lack confidence that women can be an effective participation in leadership, societies' wrong perception as women in cable of participation in leadership as compared to their counter parts, women should paly various roles in the house and the community, etc. were some of the factors that restrict women from participating in leadership in public sectors.

4.3.2 Women's Personal Problems

Factors related to women's individual problems can affect their participation in leadership in public sectors. Their individual problem includes lack of confidence and commitment, academic qualifications, inferiority perception and lack of interest. According to the survey result presented in table 10 below, women's academic qualification was the most prominent hinder to women to participate in leadership position in public sector. Following the educational qualification women's lack of confidence and commitment to participate in higher positions was another main determinant factor that related with women personal problem.

Further, women's perception as they are inferior to men was the third factor that limits women's participation in leadership position. Lastly, the mean value of the survey result indicated in table 10 shows most respondents said undecided to the factor that most women do not have interest to participate in leadership due to fear of losing their marriage. This research suggests that women undervalue their skills because of the influence of personal variables. It lessens their capacity to contribute to leadership arrangements in an active and efficient manner. Strachan (2010) found that gender and culture are intertwined and that women's engagement in leadership roles is a result of this. Table 10 item 4 highlights that women's perception of their limitations at lower tasks compared to males is a "significant cause," with a weighted mean score of 3.50. Regarding this, the majority of respondents acknowledged that women's membership in leadership positions is impacted by their restriction to lower-level tasks.

As a result, it lessens their capacity to successfully and aggressively assume leadership roles. Hirut (2014) supports this study by coming to the conclusion that women limit themselves to lower tasks than males because they believe they are incompetent and passive leaders.

Table 10: Respondents rating the women’s personal problems

Descriptive Statistics		
	N	Mean
Most women do not have interest to participate in leadership due to fear of losing their marriage	146	3.34
Women assume themselves as inferior to man	146	3.50
Women’s lack confidence and commitment to participate in higher positions	146	3.67
there are limited number of women with adequate academic qualifications	146	3.95
Valid N (list wise)	146	

Sources: Field survey, 2024.

4.3.3. Factors Related to Organizations

Most organizational variables had an effect on women's participation in leadership positions in the public sector. Women's low-graded jobs, an unfavorable work environment, a lack of mentorship and training specifically for women, and men's dominance of the qualifications needed for higher job positions are the main factors associated with organizations that prevent women from participating in leadership roles in the public sector, according to survey results table 11 below.

Table 11: Respondents rating the organizational factor

Descriptive Statistics		
	N	Mean
Required qualification for higher job positions were mainly men dominated	146	3.54
lack of sufficient conducive working environment for women	146	3.71
Lack of training and mentor specifically for women	146	3.71

women mostly employed in low graded job by the sectors	146	3.75
Valid N (list wise)	146	

Sources: Field survey, 2024

Generally, according to the survey result discussed table 12 above women’s dominance in low graded job, men dominance of qualification required for higher positions, lack of training, mentor and insufficient conducive work environment for women were the most common factors related with organization.

Similar to result discussed above, the result of the interviews also confirmed factors related with organization highly affected women participation. Furthermore, one of the interviewee said, “the number of women support staff in our office is very high as compared to other job segments, but let alone office head, even there is no female in team leader position”.

4.3.4 Factors Related to Legal Frame Work

Other significant elements that influenced women's participation in leadership roles in the public sector were those associated with the legal system. The first and most important legal framework aspect, as shown in survey result table 12, was the proper implementation of affirmative action, which deterred women from assuming leadership roles in the public sector. The second reason that discourages women from taking up leadership roles is the absence of appropriate government policies and initiatives that encourage women to do so. Ineffective application of laws and regulations that promote gender equality was the third legal barrier impeding women's participation in leadership roles.

Table 12: Respondents rating the women’s personal problems

Descriptive Statistics		
	N	Mean
Most women do not have interest to participate in leader ship due to fear of losing their marriage	146	3.34
Women assume themselves as inferior to man	146	3.50
Women’s lack confidence and commitment to participate in higher positions	146	3.67

there are limited number of women with adequate academic qualifications	146	3.95
Valid N (list wise)	146	

Sources: Field survey, 2024.

Generally, according to the survey result discussed below in table 13 lack of adequate government policies and strategies that supports women’s participation, ineffective implementation of policies and strategies that encourage gender equality, inappropriate execution of affirmative action and under consideration of women’s other roles in higher job positions design were the most common factors related with legal framework.

More, as indicated in appendix- C, social factors, factors related to legal framework, organizational factors and women’s personal problems were the first, second, third and fourth determinant factors to women’s to participate in leadership in public sector position respectively.

Table 13: policy and strategy

Descriptive Statistics		
Policy and strategy of the organization	N	Mean
Clearly defined policies and strategies that support women's empowerment and advancement to leadership roles within the organization.	146	4.27
Policy and strategy have problem on achieving women participation on leadership position	146	2.05
Policy and strategy of the organization is not effectively implemented in the organization that empower women	146	4.24
Implementers does not have knowledge of policies and strategy that could empower women	146	3.49
Lack of careful monitoring and evaluation of the policy implantation that improve women’s participation in leadership	146	3.49

Valid N (list wise)	146	
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Sources: Field survey, 2024

Respondents were asked to score explicit policies and initiatives that empower women and advance their leadership positions in the organization at a mean of 4.25 for item 1 on table 13. Regarding this, the vast majority of responders concluded that their approach and policy were clear. Accordingly, the information gleaned from the interview also lends credence to the aforementioned notion; they stated that there are policies that address women in leadership roles and that the public sector has a well-defined plan in place, as indicated by the Nono Woreda, which reports that 6.8% of leaders are women. In addition, every government agency has instituted affirmative discrimination, priority, and quotas with the purpose of preventing the gender gap in leadership. Hana (2016) found that the Ethiopian policy environment on female leadership systems has a sufficient scope, which supports this finding introducing women into leadership roles while attending to their needs, worries, and safety.

Respondents were asked to score policies and methods that struggle to get women into leadership roles on item 2 in table 13, with a mean score of 2.05. The majority of respondents concurred that there are no issues with strategy or policy in this regard. Based on the results, the researcher came to the conclusion that the organization's strategy and policy for involving women in leadership roles was sound. The conclusion is corroborated by Adonay's (2014) policy and approach, which prioritizes women rather than preventing them from holding leadership roles. At a mean of 4.24, respondents rated item 3 on table 13 as a "major cause" of the underrepresentation of women in leadership roles. The item asked respondents to rate the organization's policy and strategy regarding women's participation in leadership positions that are not effectively implemented in the organization. The majority of respondents agreed that the strategy and policy are not being implemented successfully in this regard. This suggests that the company does not successfully execute plans and policies that contribute to the underrepresentation of women in leadership roles. Respondents rated item 4 on table 13 as a "moderate factor" for the underrepresentation of women in leadership roles, with a mean score of 3.49 for implementers who lack awareness of policies and tactics that could empower women.

In respect to this, a huge amount of the respondents agreed that implementers do not have knowledge of policies and strategies. From this finding, the researcher concluded that in Nono worda in the public sector, the implementer does not have awareness and knowledge of policy and strategy. Their lack of awareness was the cause of the small involvement of women in the leadership position.

The respondents rated item 5 on table 13 as a "major cause" for the lower representation of women in leadership positions, with a mean score of 4.3 for the item's lack of careful monitoring and evaluation of the policy implementation that improves women's participation in leadership positions. Regarding this, a significant portion of the participants acknowledged that there is an issue with meticulous policy monitoring and assessment. Based on this data, it is reasonable to say that there is an issue with tracking and assessing the policies and tactics that increase women's involvement in leadership roles; as a result, women's leadership engagement is below average.

4.3.5 Association between dependent and independent variables

In this part of the analysis bivariate Pearson correlation coefficient has been used to examine the relationship between the dependent and independent variable. According to (Robert, 2008) A perfect negative relationship is represented by a Pearson correlation coefficient of -1.00, a perfect positive relationship by a coefficient of +1.00, and no relationship is represented by a coefficient of 0. The study employs Pallant's (2010) guidelines to assess correlation strength for intermediate values: a correlation of less than 0.1 is considered weak, a correlation of 0.1 to 0.29 is considered minor, a correlation of 0.3 to 0.49 is considered medium/moderate, and a correlation of 0.50 to 1.00 is considered strong. The results of a correlation analysis show a strong association between women's leadership engagement and personal, sociocultural, and organizational factors. To what extent the variance in the dependent variable was explained by the independent variable is discussed here through regression Analysis.

Table 14.1: shows Model Summary

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	53.052	4	13.263	127.227	.000 ^b
	Residual	14.699	141	.104		
	Total	67.751	145			

a. Dependent Variable: female participation

a. Predictors: (Constant), personal factor, socio-cultural and organizational factor.

Source: Own Survey, 2024

The regression's R value, as seen in the above table, was .53052. Personal, sociocultural, and organizational factors account for 13.263 percent of the variances in women's leadership engagement, according to the R mean square value of .13 and the F R square value of .127. to determine the statistical significance of this finding or the percentage difference in women's participation in leadership roles due to organizational, sociocultural, and personal factors. Because of the variance in the independent variables, there may be additional causes contributing to the dependent variable's 52.3 percent change.

Table 14: shows coefficient of variables

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	-.406	.197		-2.061	.041	-.796	-.017
	social factor	.326	.109	.260	2.977	.003	.109	.542
	women's' personal problem	.062	.110	.048	.566	.573	-.155	.279
	organizational	.135	.102	.117	1.316	.190	-.068	.337

factors								
factors related to legal frame work	.643	.103	.510	6.266	.000	.440	.846	
a. Dependent Variable: female participation								

The results in table 14.2 show that the largest influence on women participation on leadership position is the factors related to legal frame work at beta value .643. This implies that factors related to legal frame work at beta value of .643. Which implies that a 1% increase in factors related to legal frame work unit will cause a 64.3% increase in women participation on leadership position. Social factor at beta value of .326 which implies that a 1% increase in personal factor factors unit will cause a 32.6% increase in women participation on leadership position. organizational factors at beta value of .135 which implies that a 1% increase in organizational factor unit will cause a 13.5% which implies that a 1% increase in women personal problem factor at beta value of .062 which implies that 1% increase in women personal problem factor factors unit cause.06.2 increase in women participation on leadership position. Multiple correlation coefficient (R) and beta coefficient values were examined in order to create regression equations that fit data that is statistically significant. Overall, this study's regression equation model summed up by the formula:

$$Y=a+b_1x_1+b_2x_2+b_3x_3+b_4x_4\dots n$$

$$Y= 0.406+0.326 \text{ (social factor)} +0.062 \text{ (women's personal problem factor)} + 0.135 \text{ (organizational factors)} +0.643 \text{ (factors related to legal frame work)}.$$

4.3.6 Strategies for women's empowerment in Leadership Positions

As mentioned in the research's introduction chapter, one of the study's goals was to look at methods for increasing women's involvement in public sector leadership roles within the Nono Woreda government. The researcher made an effort to find out if any plans or processes were in place to encourage women to work in the public sector. The office of women and children affairs was asked to provide an explanation for this reason. The interviewees believe that women have received preferential treatment under government policies and programs so that they can participate equally in all jobs, hierarchies, and other levels. A few examples of gender-sensitive strategies include the establishment of a gender

department at the federal, regional, and local levels; positive discrimination is taken into account during the selection process; expanding educational placement opportunities for women; recruitment; and gender-sensitive selection criteria.

Additionally, there is a collective agreement that explicitly states that women employees should receive affirmative action when it comes to promotions. Women are given preference if they receive equal points, and they will receive five (five) extra points if they have the same level of education and experience. To help women employees become more competent in their designated profession, the Women and Children Affairs office was offering ongoing training on communication and assertiveness. Additionally, teaching leaders and employees will help to foster a more favorable outlook on women's unfair beliefs. However, as the majority of training is provided to male employees, the office has a continuous effort to expand the participation of women in various training components. Despite these tactics, they persuaded me that quota systems are not properly implemented and that not all job postings are gender sensitive. In general, it may be argued that codified regulations pertaining to gender in the constitution are wise and can significantly contribute to the endeavors made to empower women.

Great leadership does not participate in our nation, which has a true democracy. "True leaders prioritize the welfare of the group before their own interests." Human rights, gender mainstreaming, gender equality, and gender accountability systems that govern the nation on an equal footing with middle-income nations are, in other words, occasionally discussed and learnt about by the generation. Nevertheless, the system is not in operation and is just described in white paper. While women are more educated and have stronger minds, the world we live in occasionally tries to introduce modernity.

CHAPTER FIVE

5 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of Major Findings

This study focuses on the practices and challenges of women's participation in leadership in the public sector in Nono Woreda, West Shoa Zone, Oromia Region. In an effort to achieve the aforementioned objectives of the study, basic questions were defined and answered. The researcher has therefore identified the following major summaries:.

The overall objective of the study was to examine the major factors that were influencing the participation of women in public sector leadership. Specifically, the study focused and aimed to investigate the participation of women in public sector leadership in the study area. It also aimed to identify the main factors that were affecting women's participation in public sector leadership and to examine the strategies available to enhance women's participation in public sector leadership in the study areas.

Regardless of its size, in the at Nono woreda level in public sector, female participation in leadership positions is low compared to the main male representation, which is 93.7 per cent, while women make up only 6.3 per cent. On the first objective of the study, female participation in public sector leadership has recently improved. Low level of female representation Leadership participation in the public sector has been affected by social issues, issues related to the legal framework, organizational issues, and personal problems of women.

The result indicated that factors such as social factors, factors related to women's personal problems, organizational factors, and factors related to the legal framework were the most common and influential obstacles that hinder women's participation in leadership in the public sector. As the survey result indicates, social factors such as women's responsibility for their families, society's perception towards women's management, employees' and leaders' negative attitude towards women, and dominance of men over many resources.

On the other hand, women's dominance in low-grade jobs, men's dominance of qualifications required for higher positions, a lack of training and mentorship, and an insufficiently conducive work environment for women were the most common factors related to organizations.

Furthermore, according to the survey result discussed above, lack of adequate government policies and strategies that support women's participation, ineffective implementation of policies and strategies that encourage gender equality, inappropriate execution of affirmative action, and under consideration of women's other roles in designing higher job positions were the most common factors related to the legal framework.

5.2. Conclusions

As learned from previous studies, international documents, and national gender policies, women's participation in public sectors, in process, and leadership positions is essential to ensure sustainable development and democratic governance. Hence, women's right to political participation and public affairs is a universal right enshrined in the UDHRs. In line with this idea, this study revealed that there is no knowledge gap with regard to the right of women in political participation. Women's participation is believed to have a positive contribution to their participation is considered valuable as of men. However, the electoral participation of women is largely limited to vote casting, and they found to be to the margin concerning participation as candidacy.

Ethiopian women were excluded from formal career development, and mainly men dominated at the workplace. The problem is compounded by employees' assumptions that women, unlike men, are not able to devote their full time and energy to paid work because of their family responsibilities. However, half of the population in many developing countries, including Ethiopia, is women, and their contribution to social, political, and economic activities is high; still, there is male dominance and women under representation in most of participation in leadership sectors.

Thus, this study was focused on assessing factors that hinder women's participation in public sectors. Based on the result of the study, there is improvement in women's representation in participation in leadership positions in the public sector. Although more men were occupying

the higher leadership positions in the public sector. Moreover, social factors, factors related to the legal framework, organizational factors, and women's personal problems were the first, second, third, and fourth challenges of women's participation in leadership in the public sector, respectively.

This notice ably indicates that many areas of the social, organizational, and legal frameworks need great attention to bring women to the leadership in the public sector. Thus, giving training, ensuring women's equal status, providing psychological make-up to develop their self-confidence, giving special rewards, promoting and developing peer education to reduce their inferiority feeling, and developing strategies in the public sector. Nevertheless, sufficient measures have been taken for women's empowerment in leadership positions due to a lack of strong commitment and attention to possibilities that could enhance women's involvement in leadership positions in the public sector in the study area

5.2. RECOMMENDATIONS

Based on the major findings of the study, the followings recommendations are submitted. Implementation of all recommendation is necessary to reduce the existing gap and improve the imbalance of women participation in leadership in public sectors. However, some of the recommendations need serious commitment to implement in the for warded:-

To the Public Sectors

The government should have designed a system to monitor the enforcement of the affirmative actions in employment of women in public sectors, particularly in leadership positions. The national gender policy and strategies were needed to be prepared into a legal document to accuse the public sectors' for their actions against the designed policies and strategies.

The government should be designing a way to improve the societal awareness level of women's leadership and narrow the negative attitude towards women's competence. The sectors, particularly the public office and human resource development sectors should have redesigned their jobs by considering the women are other roles to incorporate women's interests.

Nono woreda administrative and women children affairs office should develop and design gender sensitive workshops and training about family shared responsibilities and gender role perceptions that are conducted with men so as to make them more receptive to females. Public organizations should have to create conducive work environment and adjust them as suitable for women's.

To women themselves

In both urban and rural government sectors, women should be expected to compete on an equal basis with men for leadership roles and to be confident in their ability to perform. To be suitable for leadership roles, they must work independently and improve their education, knowledge, and managerial abilities. Through social media and fostering interpersonal relationships with both men and women both inside and outside of their company, they should expand their social networks. Women should have diminished the inferiority perception they have for every in participation.

The primary streaming stakeholders ought to support female leaders by offering technical assistance such as networking and mentorship, as well as by creating follow-up systems that allow women to hone their leadership skills. This may be done by empowering women and allowing them to take part in leadership should support women education by updating their skills and these makes them better qualified persons to participate in leadership.

Women have to be fill with confidence by their potential performance and compete equally with men's participation in the leadership. Therefore, they have to be Men should develop positive attitudes and think that women have equal ability with them and the society also should trust women's ability to lead through awareness raising, training and experience sharing.

To the society

The society should give encouragement and recognition to women leaders and encourage others to take part in leadership positions. Sociocultural issues are among the things that restrict women's involvement in leadership roles. It is easy to see how these elements may impact women's social and psychological growth, which may then impact their involvement in leadership roles.

As a result, men should adopt an optimistic outlook and believe that women are just as capable as they are, and society should have faith in women's leadership skills through education, training, and experience sharing. Since the family is the foundation of society, parents must provide their children with equal opportunities in all areas, regardless of their sex.

In order to ease the burden of household duties and foster a culture of mutual dedication that facilitates the advancement of capable female leaders, family-friendly policies should be implemented.

To other Researchers

Since this research is limited in scope, further researchers will be assessed on this area, particularly at the zonal and regional levels and in every public sector.

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APENDIX –ONE

Questionnaires of the research

Questionnaire: Assessment on the Practice and Challenges of Women's Participation in Leadership in Public Sectors In The Case of Nono Woreda West Shoa Zone Oromia Regional State

A: Questionnaire Prepared for Employees of Nono Woreda Public Sectors

Wolkite University

Department Of Development and Management

Questionnaire Prepared for Employees of Nono Woreda Public Sectors

Dear Respondent,

This questionnaire is aimed to gather data about assessment on the practice and challenges of women's participation in leadership in public sectors: in the case of nono woreda. ” west shoa, Oromia regional state.

The information will be used as primary data in my case study, which I have conducting for Master’s Degree in Development Management in Wolkite University. I endorse you that all data will be used for educational purpose only and analyzed anonymously through the approval of the university.

Above all, I would like to extend my warm appreciation for your substantial time, truthful and early responses.

General Instructions

- ❖ Writing your name is not required.
- ❖ In all cases please put (√) mark in the box available in front of your answer options.
- ❖ Please fill all the required information appropriately.

Part I: Personal Information

1. Sex	Men	<input type="checkbox"/>	Women	<input type="checkbox"/>
2. Age (year)	1) Under 20	<input type="checkbox"/>	2) 20-30	<input type="checkbox"/>
	3) 31-40	<input type="checkbox"/>	4) Over 40	<input type="checkbox"/>
3. What is your work experience? (year)	1) 0- 5	<input type="checkbox"/>	2) 6-10	<input type="checkbox"/>
	3) 11-15	<input type="checkbox"/>	4) 16 & Above	<input type="checkbox"/>
4. What is your marital status?	1) Single	<input type="checkbox"/>	2) Married	<input type="checkbox"/>
	3) Widows	<input type="checkbox"/>	4) Divorced	<input type="checkbox"/>
5. What is your highest educational level?	1) Under grade 10	<input type="checkbox"/>	2) 10/12 complete	<input type="checkbox"/>
	3) Certificate	<input type="checkbox"/>	4) Diploma	<input type="checkbox"/>
	5) BA/BSC degree	<input type="checkbox"/>	6) MA/MSC& above	<input type="checkbox"/>
6. How much is your total monthly salary before taxes & other deduction? (birr)	1) 500- 1000	<input type="checkbox"/>	2) 1000-2500	<input type="checkbox"/>
	3) 2501-3500	<input type="checkbox"/>	4) 3501-4500	<input type="checkbox"/>
	5) 4501-6000	<input type="checkbox"/>	6) Over 6000	<input type="checkbox"/>
7. Which alternative indicates your current position in the organization?	1) Office's leader	<input type="checkbox"/>	2) Team leader	<input type="checkbox"/>
	3) Professional Expert	<input type="checkbox"/>	4) Support Staff	<input type="checkbox"/>

APENDIX –TWO

**Part II: Questions related to various challenges that may affect women’s participation
in leadership of public sectors**

Please state your level of opinion for each given statement using the following scales:

1= Strongly Disagree 2= Disagree 3= Undecided 4= Agree 5= Strongly Agree.

Use “√” sign for your answer.

S/n	Statement	Scales				
A	Social Factors	5	4	3	2	1
1.	Women are more responsible for their family member and that responsibility affects their job					
2.	The society perceive that men don’t want to be ruled by women					
3.	The employees’ and leaders’ have negative attitude towards women participation in Leadership.					
4.	The dominance of men over many resources negatively affected women’s participation in official leadership.					
B	Factors Related to Women’s Personal Problems	5	4	3	2	1
5.	Women’s lack confidence and commitment to participate in higher positions					
6.	Most women do not have interest to participate in leadership due to fear of losing their marriage					
7.	Women assume themselves as inferior to man					
8.	There are limited number of women with adequate academic qualifications					

9.	Women limited experience in higher position affect them					
C	Organizational Factors	5	4	3	2	1
10.	Women mostly employed in low graded job by the sectors					
11.	Required qualification for higher job positions were mainly men dominated					
12.	Lack of training and mentor specifically for women					
13.	lack of sufficient conducive working environment for women					
D	Factors <i>Related to Legal Frame Work</i>	5	4	3	2	1
14.	Government policies and strategies that supports women's participation in leadership are not adequate.					
15.	Policies and strategies that encourage equal participation of men and women have not been effectively implemented.					
16.	Affirmative action is not properly implemented to increase women participation in leadership.					
17.	Higher positions job design and characteristic have not considered women's other roles (social and Productive roles), & thus discourage women to participate in it					
E	Level of women participation in leadership in public sector					
18.	Few women participate in office management positions as compared to men in the sector					
19.	Few women participate in team leader positions as compared to men in the sector					
20.	Most of the time the office's head are men as compared to women in the sector.					

21. In your opinion, what is the reason for few numbers of women in managerial & team leader positions as compared to men in the public sectors other than the above in the table? If any ideas

22. In your opinion, what policies and programs prosperities party at woreda level should be designed to enhance women participation in leadership in public sector?_____

23. In your opinion, what are the important techniques to augment participation of women in leadership position in public sector?_____

APENDIX –THREE

Interview Guide

Semi- Structured Interview Guideline for Women Team Leaders & Members of Office Management

- A. What is your current educational status_____
- B. In What sector you are working currently? _____
- C. What is your Current Position in your office? _____
- D. Work experience _____
- E. Marital Status_____

Interview Questions

1. Do you think that women are equally participated with men in Leadership in Public sector in your district? Please justify the level of women’s participation Team Leader, in Management and in leadership, in your office.
2. In your organization, are there any awareness creating mechanisms to change the attitude of employee and the society towards women’s participating in Team Leader and in leadership?
3. What are the challenges that assessment Practice and Challenge women’s participation in leadership?
4. Do you think that cultural influences affect woman’s participation in ship? Please describe how they can do so.
5. What policies and programs should be Prosperities’ Party at Woreda level designed to enhance women participation in Leadership in public sectors in Nono Woreda?
6. What do you expect from the women themselves, the government and other concern body so as to change/ to increase woman’s participation in Leadership?

APENDIX –FOUR

Appendix-B: Questionnaire Translated to Afan Oromo

Wolkite Yuniversiitiitti

School Of Governance and Leadership

Department Of Development Management

Bargaaffii hojjattoota seektara mootummaa Aanaa Noonnoof Qophaa’e

Kabajamoo gaafatamoo,

Kaayyoon bargaaffii kanaa odeeffannoo waa’ee gufuuwwan hirmaannaa dubartootni murtee kennuu keessatti qabani ta’an kan seektara mootummaa Aanaa Noonnoo funaanuudha. Odeeffannoon funaanamus dhimma qorannoo koo Digirii Lammaffaa Yuunivarsiitii Naannoo Oromiyaatii ‘*Bulchiinsa Misoomaa’n* fudhachuuf adeemsisu qofaaf akka ragaa jalqabaatti kan gargaaru ta’ee, icciitiin yaada keessanii eegamaadha. Kanaaf ragaan isinirraa funaanamu dhimma barnootaa qofaaf kan tajaajiluu fi karaa beekkamtii yuunivarsiitichaan kan xiinxalamu ta’uu isiniifan mirkaneessa.

Duraan dursee, odeeffannoo dhugaa, wayitaawaa fi yeroo keessan dhimma qorannoo kanaaf gumaachitaniif galanni koo guddaadha!

Qajeelfama Waliigalaa

- ❖ Maqaa keessan barreessuun hin barbaachisu.
- ❖ Fuuldura deebii keessanii saanduqa jiru keessatti mallattoo (✓) fayyadamaa.
- ❖ Odeeffannoo barbaadamu mara sirriitti guutaa.

Kutaa I: Odeeffannoo dhuunfaa

- | | | | | |
|---------------------|----------------------|--------------------------|----------------------------|--------------------------|
| 1. Saala | Dhiira | <input type="checkbox"/> | Dhalaa | <input type="checkbox"/> |
| 2. Umurii | 5) <20 | <input type="checkbox"/> | 6) 20-30 | <input type="checkbox"/> |
| | 7) 31-40 | <input type="checkbox"/> | 8) > 40 | <input type="checkbox"/> |
| 3. Muuxannoon | 5) 0- 5 | <input type="checkbox"/> | 6) 6-10 | <input type="checkbox"/> |
| hojii kee waggaa | 7) 11-15 | <input type="checkbox"/> | 8) 16fi isaa ol | <input type="checkbox"/> |
| meeqa? | | | | |
| 4. Haala gaa'ila | 5) Kan hin | <input type="checkbox"/> | 6) Kan fuudhe/heerumte | <input type="checkbox"/> |
| kee kan ibsu | fuune/heerumne | | | |
| kami? | 7) Du'aan kan adda | <input type="checkbox"/> | 8) Kan hiike/hiikte | <input type="checkbox"/> |
| | bahe/baate | | | |
| 5. Sadarkaan | 7) < 10 | <input type="checkbox"/> | 8) 10/12kan xumure/te | <input type="checkbox"/> |
| barnoota kee | 9) Saartifikeeta | <input type="checkbox"/> | 10) Dippiloomaa | <input type="checkbox"/> |
| amma irra jirtu | | | | |
| maali? | 11) Digirii jalqabaa | <input type="checkbox"/> | 12) Digirii lammataa fi ol | <input type="checkbox"/> |
| 6. Mindaa ji'aa kee | a) 500- 1000 | <input type="checkbox"/> | b) 1000-2500 | <input type="checkbox"/> |
| filannoon | c) 2501-3500 | <input type="checkbox"/> | d) 3501-4500 | <input type="checkbox"/> |
| agarsiisu kami? | e) 4501-6000 | <input type="checkbox"/> | f) > 6000 | <input type="checkbox"/> |
| 7. Isa kamtu mana | 5) Hoogganaa/tuu | <input type="checkbox"/> | 6) Dursaa garee | <input type="checkbox"/> |
| hojii keetti gita | | | | |

amma irra jirtu 7) Ogeessa

8) Hojjataa/tuu deeggarsaa

ibsa?

Kutaa II: Gaaffiiwwan qabatoota garaagaraa hirmaannaa Hoggansa Dubartootaaf gufuu ta'an kan seektara mootummaan wal qabatan.

Sadarkaa yaada keessan agarsiisu haala tartiiba armaan gaditti 1-5tti kaa'amee jalatti mallattoo “√”fayyadamuun agarsiisaa .1= Sirriitti itti walii hingalu 2= Walii hingalu 3= Hin beeku 4= Waliingala 5 = Sirriittan itti waliigala.

T/I	Yaada	Sadarkaa				
		5	4	3	2	1
A	Qabatamtoota hawaasummaan wal qabatan					
1.	Dubartootni itti gaafatamummaa maatii caalmaatti fudhatu; itti gaafatamummaan akkasii immoo hojii isaaniirratti dhiibbaa geessisa.					
2.	Hawaasichi dhiironni dubartootaan hoogganamuu akka hin feenetti fudhata; yaadni kun immoo hirmaannaa Hooggansa ta'uu dubartoota keessatti xiqqeesseera.					
3.	Hojjattoonnii fi koreen Qindeessituu Aanaa Noonoo Hirmaannaa hooggansa dubartootaa irratti ilaalcha dogoggoraa qabu.					
4.	Olaantummaan dhiironni leecalloo heddurratti qaban hirmaannaa Hoggansa dubartootni siyaasaa keessatti qaban irratti dhiibbaa uumeera.					
B	<i>Rakkoo dhuunfaa dubartootaa</i>	5	4	3	2	1
5.	Dubartootni gitoota olaano irratti hirmaachuuf ofiitti					

	amanamummaa fi kutannoon itti hir'ata.					
6.	Dubartootni baay'een sodaa gaa'ela isaaniif qabaniin fedhii gaggeessummaa keessatti hirmaachuu hin qaban.					
7.	Dubartootni hedduun ilaalcha gadi aantummaa ofiif qabu.					
8.	Dubartoota lakkoofsaan muraasa ta'antu sadarkaa barnootaa ga'aa fi barbaachisaa ta'e qaba.					
C	Qabatamtoota dhaabbilee hojiin walqabatan	5	4	3	2	1
9.	Seektara mootummaa keessatti dubartootni baay'een gitoota hojii gadaanoo irratti qacaramu.					
10.	Ulaagaaleen dorgommii gitoota olaanoof barbaachisaan baay'een baal'inaan dhiiraan kan dhuunfatamanidha.					
11.	Hir'inni sagantaan hordoffii fi gorsaan addatti dubartootaaf qindaa'uu dhabuun hirmaannaa dubartootni hoogganaa seektaraa ta'anii tajaajila kennuu keessatti qaban akka xiqqaatu taasisa.					
12.	Haalli mijataan naannoo mana hojiitti jiru dubartoota gitoota abbaa Adeemsaa fi Hoogganaa ta'anii Tajaajila Hawaasaaf kennuu keessatti hirmaachisuuf ga'aa miti.					
D	Qabatamtoota <i>imaammata, tarsiimoo fi caasaa hojiin walqabatan</i>	5	4	3	2	1
13.	Imaammannii fi tarsiimoon mootummaan hirmaannaa Hooggansa dubartootni keessatti qaban ol guddisuuf baase ga'aa miti.					
14.	Imaammannii fi tarsiimoowwan hirmaannaa Hooggansa					

	Dubartootaaf koorniyaa walqixaa jajjabessuuf ba'an qixa sirriin hojiirra hin oolle.					
15.	Sagantaaleen deeggarsa addaa dubartoota fayyadamtoota taasisanii fi hirmaannaa isaan Hoggansa keessatti qaban ol guddisan haala sirriin hojiirra hin oolle.					
16.	Caaseffamnii fi amalli hojii gitoota olaano ga'ee dubartootni hawaasummaa fi oomisha keessatti qaban kan giddu-galeeffate miti; kaanaafuu, hirmaannaan Hooggansa keessatti qooda fudhaannaan dubartootaa hin jajjabeeffamne.					
E	Haala hirmaannaa dubartootaa					
17.	Dubartoota muraasa qofatu manajimentii mana hojii keessatti hirmaata.					
18.	Kan dhiiraa waliin yoo madaalamu dubartoota lakkoofasaan xiqqootu dursitoota gareeti.					
19.	Seektara mootummaa keessatti yeroo baay'ee hooggansi mana hojii dhirotadha.					

20. Akka yaada keetti baay'ina dhiiraan yemmuu madaalamu, kan gabatee armaan olitti ibsamaniin alatti sababni dubartootni lama qofti hooggansa seektara mootummaa keessatti kennamu irratti hirmaataniif maali?

21. Imaammattootnii fi sagantaawwan hirmaannaa dubartootni seektara mootummaa keessatti Dursaa Garee fi Hooggansa Seektaraa ta'uu qaban ol guddisuuf qophaa'uu qaban maal fa'aadha jettee yaaddaa?

22. Akka yaada keetti, toftaawwan hirmaannaa dubartootni seektara mootummaa keessatti Hirmaannaan dubartootni Dursaa Garee fi Hooggansa Ta'anii tajaajila kennuuf qaban ol guddisuuf gargaaran maal fa'i?

- Qajeelinaan Yaada keessan waan nuuf laattaniif Galatoomaa!!