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Assessment of Factors Affecting Women's Participation in Leadership Positions of Oromia National Regional Government, Ethiopia

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Abstract:

The study aimed at assessing factors hampering women's participation in leadership positions in Oromia Regional Government public institutions. In so doing, primary and secondary data were obtained through questionnaires, focus group discussion and reviewing of print documents from various sources. Multi stage sampling techniques were also employed to select respondents from the study population. The findings of the study depict that political factors are the strongest barriers followed by government policies and organizational barriers contributing for under representation of women in leadership positions in the referent region of the study, whereas women's individual/ personal barriers were the least contributing factors followed by socio cultural barriers. Grounding the findings, the following recommendations have been forwarded: that the government to consider academic merits on top of political commitment in assigning both women and men to assume leadership positions; give due concern to ways of enhancing women's participation in leadership positions through its laws, policies and regulations-enforcement; have a wide range of programs aimed at reducing the challenges of balancing work load and family responsibilities (balancing work & family). The study has also hinted at the need to make women leader friendly having meetings finished on time and within working hours. Furthermore, the government also should employ affirmative action such as quotas, establishing incremental time-bound to improve the representation of women in leadership positions and monitor its implementation to achieve gender parity in all decision-making bodies.

Keywords: Women's participation, leadership positions

1. Introduction

1.1. Background of the Study

Women constitute slightly more than half of the world population. Their contribution to the social and economic development of societies is also more than half as compared to that of men by virtue of their dual roles in the productive and reproductive spheres. Yet their participation in formal political structures and processes, where decisions regarding the use of societal resources generated by both men and women are made, remains insignificant (UNDP Report, 2005).

The United Nations and its specialized agencies have given due attention and showed their readiness to treat issues related to gender equality with great concern. The principle of equality of men and women was first recognized in 1945 in the United Nations Charter, and subsequently in the Universal Declaration of Human Rights (1948).

Many global conferences, including the Fourth World Conference on Women (1995), the Cairo Conference on Population and Development (1994) and World Summit for Social Development (1995) have recognized that, despite the progress made globally in improving the status of women, gender disparities still exist, especially in regard to participation in executive and electoral political positions. The low participation of women in these positions affects the progress in improving the legal and regulatory environment for promoting gender equality since very few women are influencing the legislative processes. (OSSREA 2004)

Gender equality has been one of the issues of concern particularly in African socio-economic and political scenario since the time immemorial. Granting women equal rights with their men counterparts is not a privilege; rather it is a natural right with which women are endowed. A woman is entitled to live in dignity and in freedom from want and from fear. Empowering women is one of the most important tools for advancing development and mitigating poverty or backwardness (OSSREA 2004). Ensuring health and productivity of families and improve opportunities for the next generation will be hardly possible without empowering women. The significance of gender equality is emphasized by its incorporation as one of the

eight Millennium Development Goals. Without paying due recognition to gender equality the other seven goals can hardly be achieved.

The factors that affect women's participation in leadership roles are different across the world, changing with the dynamic nature of the environments in which they live (Bajdo & Dickson, 2001; X.-P. Chen & Li, 2005; D. N. Den Hartog, House, Hanges, Quintanilla, Dorfman, & Associates, 1999; Erez & Gati, 2004; Stelter, 2002) cited in Amanda M. Bullough (2008). Women tend to occupy less visible positions of leadership through supportive roles, particularly in developing countries (Amanda M. Bullough, 2008). Traditional and persistent barriers have been shown to hinder the active pursuit of women to obtain positions of leadership (i.e. Bartol et al., 2003; Hoyt, 2005; Powell et al., 2002; Sczesny, 2003) cited in Amanda M. Bullough (2008). According to Nzekwe (2011), women are a strong force in development. They have arisen as a conscious social force and their involvement in the pursuit for development is yet to be fully analyzed. Every nation, developed or developing, has recorded the involvement of its womenfolk in its development as a nation. (Okonkwo and Nwokolo, 2009, cited in **Igbokwe**, 2013), posit that women as agents of social and economic upliftment of any given society are evidenced in their contributions at home and their immediate environment. In spite of harsh cultural practices and discrimination against women, their natural capacity and endowment made them an indispensable tool for national building. In our contemporary society where men dominate the political, economic and social spheres, women still raise their heads and make their marks in the scheme of things.

According to Meaza (2009), as cited in Endale (2014), Ethiopia is party to all major human right treaties including the most important women's conventions, i.e., CEDAW which calls for equal participation of women in public decision making, Beijing Declaration and Platform of Action (BDPA), which requires governments to attain a 30% benchmark for women's representation in all public decision-making positions (Meaza, 2009:42). Moreover, various literatures argue that as compared to prior decades, the participations women in decision making throughout the world are somehow increasing. But, in spite of the incremental progress towards women's participation in public spheres, it is generally recognized that women have largely remained outside of formal leadership roles due to various factors.

The Ethiopian government has been committed itself to various national, regional, and international initiatives to eliminate gender-based disparity in various sectors by introducing various policy directions and institutionalizing ministerial offices. To cite few examples, the establishment of the Ministry of Women's Affairs, its commitment on Millennium Development Goals, Plan for Accelerated and Sustained Development to End Poverty (PASDEP) the Gender Mainstreaming Guidelines, and the various affirmative actions taken in education and employment process. One of the major goals of the MDG also focuses on gender equality with the target of eliminating gender disparity in education, employment, and political participation by 2015 (Teklu, 2013, cited in Gojjam A. & Manjit S, 2015).

In Ethiopia women constitute about 50 of the population and contribute about 50 to subsistence production. However, they are subject to gender discrimination in every aspect of their life than any other women in any part of the world in economic, social, cultural and legal aspects (Gojjam A. & Manjit S, 2015). Although Ethiopia was among the countries signed the declarations, affirming the legal rights and equality of men and women available literature shows that women still constitute a disproportionately small percentage of those participating in public decision making. Hence, the main aim of this study is to assess the major rationales behind women's underrepresentation in leadership positions in Oromia National Regional government so as to contribute more their part in region's and nation's affairs.

1.2. Statement of the Problem

Several obstacles that prevent women from advancing to senior management and leadership positions have been identified. Bello (1992), as has been cited in (OSSREA 2004) regards socio-cultural beliefs as the major barriers in this regard. Another barrier is the institutional framework guiding the gender division of labor, recruitment and upward mobility. Olojede (1990) notes that since men dominate public decision-making bodies, it is the male values that are reflected in these decision-making bodies.

As cited in (Avigail M. e.tel, 2014), the equal representation of women has typically been blocked by numerous barriers. One of the main obstacles facing women lies in the norms of the male organizational culture which define the qualities required for advancement according to the male model of leadership (Davidson & Burke, 2011; Eagly & Carli, 2007; Kark & Eagly, 2010). These include a genetic traits such as ambition, competitiveness, aggression, and control, which are culturally assigned to men. Conversely, there appears to be considerably less appreciation of communal traits, such as empathy, kindness, or concern for the needs of others, generally considered "feminine" (Eagly & Karau, 2002; Eagly & Sczesny, 2009; Schein, 2001). An additional major systemic obstacle that perpetuates men's advantage in the rise to chief positions is the absence of suitable mechanisms that enable women to optimally combine career and family (Davidson & Burke, 2011). In a reality where women are still expected to be the primary caregivers and to take on almost exclusive responsibility for the private sphere, many women experience conflict between work and family (Edwards, 2001; Greenstein, 2000; Lee, Duxbury, & Higgins, 1994). It has been shown that women's choices of career tracks are frequently affected by their expectation of such a conflict even before they begin their professional track (Mor & Guy, 2006). Accordingly, many choose to place family demands before their personal aspirations and end up compromising on less demanding and prestigious jobs that will allow them to maneuver through their multiple tasks (Steir, 2005). Some may even leave the job if they perceive it as interfering with their home and family commitments (Mor & Guy, 2006). Women's dual responsibilities may also slow down their professional

advancement, as they are perceived as incapable of investing adequately in high-ranking, demanding positions as a result (Tamir, 2007).

As an attempt to promote gender equality and affirmative action for women, the Oromia Regional State Government has established Oromia Women's and Children's Affairs Bureau (OWCAB) following proclamation no 4/1987 of the regional state council. OWCAB is doing its level best to address issues of gender inequality and unbalance by opening up offices at 18 zonal administration centers, 16 zonal towns, and 309 district administrations in the region, assigning focal persons to address gender issues. The regional state council (CHAFE OROMIA) and other concerned organs widely admit that empowering women has a paramount significance to bring about all-rounded development in the region.

There are related studies conducted on the need to empower women in the political, social and economic aspects of a nation and ensuring gender equality in the Oromia region: Waktole (2006) and Bacha (2008) can be cited as typical examples. Those studies, however, have not touched upon the actual factors that have contributed for women's underrepresentation on leadership of the region and why women leaders do not stay in power for a long time.

Available data indicates that in Oromia Regional governmental state, from the total employees of public institutions (i.e. 418,783), women employees constitute only 135,850 (i.e. 32.44) and only 15.14 of women represented in leadership positions (RHRM survey, 2015). This clearly shows that women are inadequately represented in public institutions and this situation could be that gender issues have not received due attention in most institutions to bring in to leadership positions.

It is against this background that this research sets out to assess the root causes behind women's underrepresentation in leadership positions and suggest a remedy that may improve women's participation in decision making positions. Accordingly, this research has been conducted to assess and answer the following main research questions:

- What are the major contributing factors for women's underrepresentation in leadership positions of the region?
- What is the status of gender equality policies implementation in public institutions in the region?

1.3. Objectives of the Study

1.3.1. General Objective

The overall objective of the study was to assess the major factors that affect women's participation in leadership positions of Oromia regional government public institutions.

1.3.2. Specific Objectives

This study aims:

- To identify factors that contribute for women's underrepresentation in leadership positions in public institutions of the region.
- To assess the current status of implementation of gender equality policies of the region.
- To suggest possible recommendations that may boost women's participation in leadership positions.

1.4. Significance of the Study

As has been stated in the specific objectives, this study tries to identify the factors that have contributed to women's under representation on major leadership positions which require high leadership skills and knowhow, and the implementation of gender equality policies of the region. The suggestions from the study would, therefore, lead to new orientation and implementation of affirmative action policies that could enhance women's participation in leadership and management positions. The study will also be used as a springboard for further studies, scholars and policy makers to design more progressive leadership and management programs and policies aimed at ensuring equal participation of women and men. Specifically, the study will benefit women by identifying obstacles they face or might face while trying to assume leadership and managerial positions by suggesting ways to overcome the obstacles.

1.5. Scope and limitations of the study

The study, focus on the identification of factors affecting women's participation in leadership positions of the region. The scope of the study was confined to Oromia regional government public sectors only. The following are the limitations of the study:

- The study was confined to six zones and eight town administrations of the region
- Time is another constraint
- The study was limited to data collected from civil servant only.

2. Literature Review

2.1. Introduction

Gender inequality can be considered as universal problem in developing countries. Women in developed countries are relatively empowered economically and have power to struggle for their equality with men. On the other hand women in developing countries are voiceless because of economic and cultural factors. These economic and cultural factors dictate the

gender based division of labor, rights, responsibilities, opportunities and access and control over resources. Education opportunity, access to media, employment status, participation in decision making positions, involvement in political activities among other things, are some areas of gender inequality.

Woman- “designed by God to be ‘better half’ but sliced to ‘half’ by Man” - has been facing tremendous and numerous problems in every society throughout the world. They have been deprived of and denied in all matters which affect their life. Yet, not surprising many people-both males and females- find difficulty to perceive that women constitute an oppressed group. In most societies they are regarded as if they are created to serve their male partners. In some societies they are treated as the property of their husbands. Generally, women experience unequal treatment in political, social and economic matters in every nation (Wirth, 2001).

2.2. Women and leadership

Feminine leadership is defined as interpersonally oriented, democratic, collaborative and transformational, which contrasts with masculine leadership, defined as task-oriented, authoritarian, controlling and transactional. Socially and culturally, feminine leadership is typically ascribed to women and masculine to men (Fletcher, 2004). Women are often seen to choose participative management styles and to be willing to share available resources owing to their lack of social power rather than owing to essential (biological or psychological) characteristics (Fairhurst, 1993). Traditionally, though, it is *masculinity* that provides the dominant interpretive frame for acceptable organizational behavior, while femininity is frequently marginalized and associated with peripheral rather than core organizational functions (Mumby, 1998; Mumby and Putnam, 1992).

Paradoxically, changes at organization level towards participatory work structures are said to call for *feminine* leadership, such that there is now allegedly a female leadership advantage (Eagly and Carli, 2003; Eagly and Johannesen-Schmidt, 2001). For feminist scholars, the idea that women make better leaders than men is as problematic as the conventional belief that men make better leaders than women. The notion of feminine leadership and its ascription to women reinforces the same essentializing gender stereotypes that help to create and sustain organizational gender inequalities (Billing and Alvesson, 2000; Briskin, 2006; Fournier and Kelemen, 2001).

An organization's greatest resource is human knowledge and the talent that makes use of it. A significant part of an organization's resource, women, (particularly in terms of their performance as leaders) is misunderstood, often being measured and benchmarked against male performance criteria and behavior (Helgesen & Williams, 2004). This seems also to apply in the Ethiopian context. The real issue in leadership differences lies in the equity in selecting the right person with the appropriate skills and qualities to ensure the effectiveness and success of the organization (Bass & Avolio, 1994). It has been argued that the integration of women in leadership roles is not a matter of “fitting in” the traditional models, but “giving in” the opportunities for them to practice their own leadership styles. Since organizations have been mostly occupied by men, some women have chosen successful male leaders and their styles as their role models (Appelbaum & Shapiro, 1993).

2.3. Obstacles to the Equal Representation of Women in Key Influential Positions

The equal representation of women has typically been blocked by numerous barriers. One of the main obstacles facing women lies in the norms of the male organizational culture which define the qualities required for advancement according to the male model of leadership (Davidson & Burke, 2011; Eagly & Carli, 2007; Kark & Eagly, 2010). These include a genetic traits such as ambition, competitiveness, aggression, and control, which are culturally assigned to men. Conversely, there appears to be considerably less appreciation of communal traits, such as empathy, kindness, or concern for the needs of others, generally considered “feminine” (Eagly & Karau, 2002; Eagly & Sczesny, 2009; Schein, 2001).

In a similar vein, management positions, particularly senior ones, are generally considered to be “masculine” (Schein, Mueller, Lituchy, & Liu, 1996; Schein, 2000). Schein et al. (1996) identified this phenomenon as “Think manager—think male”. Such widespread exclusion of women from high ranking positions, demands of women to adopt qualities considered “masculine”, such as competitiveness, aggression, rationalism and independence, in order to make significant progress in the ranks at the organization. Moreover, this gender bias can have a negative impact on women's ability to see themselves as suitable for top management positions (Kark, Waismel-Manor, & Shamir, 2012; Phillips & Imhoff, 1997). It is also reflected in the disparity between their high capabilities and their low self-confidence (Corell 2001).

An additional major systemic obstacle that perpetuates men's advantage in the rise to chief positions is the absence of suitable mechanisms that enable women to optimally combine career and family (Davidson & Burke, 2011). In a reality where women are still expected to be the primary caregivers and to take on almost exclusive responsibility for the private sphere, many women experience conflict between work and family (Edwards, 2001; Greenstein, 2000; Lee, Duxbury, & Higgins, 1994). It has been shown that women's choices of career tracks are frequently affected by their expectation of such a conflict even before they begin their professional track (Mor & Guy, 2006). Accordingly, many choose to place family demands before their personal aspirations and end up compromising on less demanding and prestigious jobs that will allow them to maneuver through their multiple tasks (Steir, 2005). Some may even leave the job if they perceive it as interfering with their home and family commitments (Mor & Guy, 2006). Women's dual responsibilities may also slow down their professional advancement, as they are perceived as incapable of investing adequately in high-ranking, demanding positions as a result (Tamir, 2007).

Encouraging women's roles in leadership is critical to the growth of the economy (Afrin, 1999; Caputo & Dolinsky, 1998; S. Coleman, 2004; Minniti, Arenius, & Langowitz, 2004). The participation of women in the workforce has been argued to bring particular gender-specific capabilities (relationship focused, open communication styles, motivating abilities toward followers, and the sharing of power) (Newbury, Belkin, & Ansari, 2007, cited in Amanda M. Bullough (2008).) to the economic sector.

As cited in Gojjam A. & Manjit S, (2015), Among personal factors that facilitate and/or constrain women to take leadership positions, self-esteem and self-confidence, lack of motivation and ambition to accept challenges "to go up the ladder", women's low potential for leadership, less assertiveness, less emotional stability and lack of ability to handle a crisis are identified (Bond 1996); personal factors such as, assertiveness, confidence, resourceful creativeness, loyalty and trustworthiness which could help women to ascend to senior management positions (Singh and Shahabudin 2000); Lack of education, sexual harassment, lack of mentor, lack of role model, in adequate knowledge/competence, lack of work support, family responsibility, and lack of equity in pay and training as are identified major barriers (Zhong, 2006); nepotism, political affiliation, networking, ethnicity, qualification, administration experience, willingness to take position, assertiveness, self-confidence, and self-esteem are the major factors affecting women to advance in their career ladder (Osongo 2004) identified several obstacles that prevent women from advancing to senior management positions.

As cited in Osumbah B. (2011), Absence of women in decision-making positions stems from variety of factors. According to Neidhart and Carlin (2003.), barriers to women's leadership can be categorized into: barriers stemming from socialization and stereotyping; individual; and organizational barriers. Women have also lagged behind men in education (UNESCO, 2000). Ernest (2003) adds that "glass ceiling" is the most important reason for women's under-representation in leadership positions

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2.4. Social, political, and economic Status of Women in Ethiopia

Ethiopian women generally have lower social, economic and political status than men. This is reflected by poor access to education, training and literacy levels; and/or gender stereotyping in education and training opportunities, poor access to health services, poor access to employment opportunities including wage differences, poor political status, including representation in community and formal decision making, etc. (EWAP, 1993). With regard to employment, women's access to employment in the formal economic sector is very limited. In 2006 the Federal Civil Service Commission census revealed that out of the 490,363 permanently employed people at country level only 33.87 percent were women. In the same year out of 152,101 permanent employees in the Oromia Regional State the share of women were only 28 percent (Oromia Civil Service Commission, 2006). Women's political participation within the country is also very minimal. Women constituted only 7.6 percent, 12.9 percent, 6.9 percent, 13.9 percent of the total seats at the federal level, regional level, district level and the grass root (Kebele) level representative institutions respectively before 2000 (WB, 1998).

The percentage of women in administrative and managerial works in Ethiopia was 8 between 1985/1997. UN (2000) indicated that out of 26 African countries for which data was available Ethiopia belonged to the lowest group and was better than only four countries (Djibouti 2 percent, Algeria 6 percent, Zambia 6 percent, Nigeria 6 percent).

Ethiopia being a UN member and also signatory country of the Convention on Elimination of All Forms of Discrimination against Women (CEDAW) has recognized and made commitment to take appropriate measures to provide equal employment opportunity in the country. The Constitution of the Federal Democratic Republic of Ethiopia of 1995 guarantees gender equalities in social, political and economic matters in Ethiopia. The new Constitution is thoroughly gender sensitive that meets the standard of equality of CEDAW. It declares that equal rights of women and men in all aspects and further provides affirmative measures to hasten the true equality of women and men. Ethiopia has ratified some other Conventions in addition to CEDAW to eliminate gender discriminations. These conventions include Convention on the Political Rights of Women, the Convention on the Traffic in Persons and the Exploitation of Others and Convention Concerning Discrimination in Employment and Occupations. The World Bank (1998) considered these initiatives as great opportunities in Ethiopia. Furthermore, the government has established a Women's Affairs Ministry and respective Offices to realize true gender equality in Ethiopia. Ethiopia has also formulated a women's policy to guide the fight against gender inequalities. The formation of the Ethiopian Women Lawyers' Association is another positive step forward in the efforts to create the right climate to bring about the realization of the intended legal reform.

The Federal Democratic Republic of Ethiopian government has issued national policy on Ethiopian women during transitional government of Ethiopian period (Sep, 1993). The policy document highlights the conditions of Ethiopia women both in rural and urban areas from different point of views (economic, social, law...) and indicated clearly the existence of discriminatory practices against women in all aspects of development. The policy is aimed at eliminating gender inequality by enhancing women participation in political, social and economic life on equal terms with men in the country; realization of democratic and human rights of women on equal base with men; modifying or abolishing existing laws, regulations customs and practices which aggravates discrimination against women and facilitating conditions conducive to their participation in

the decision making process at all levels; ensuing women participation in the formulation of government policies, laws, regulations, programs, plans and protects that directly or indirectly benefits and concern women as well as in the implementation there on; incorporating and coordinating women affairs in government programs and structures and ensuring proper implementation of all policies that address gender concern directly or indirectly. The policy document has identified seventeen (17) strategies for implementation policy. Some of these include taking all appropriate measures to ensure respect of democratic and human rights of women; facilitating conducive conditions for women to participate in all affairs; taking all appropriate measures to ensure women as equal beneficiaries in compensation, promotion, appointments, desirable transfer or termination of employment and training with that of men; establishing women's affairs department in all ministries and government organizations entrusted with the responsibility of organizing and promoting women's interest are a few among others worth mentioning.

Furthermore, the national policy has identified duties and responsibilities of women affairs sector in the prime minister office; in the Regional women's affairs sector and women's affairs departments in ministries and public organizations. Creating conducive atmosphere for women's affairs policy implementation in governmental organizations, organizing and encouraging women's to struggle for their rights, encouraging the establishment of women affairs organs at each level of government and public organization are only three among ten duties and responsibilities of women's affairs sector in the prime ministry office. Regional level women's affairs sector, among others are responsible for coordinating and facilitating activities related to women's affairs, devising ways (means) for effective implementation of women's affairs policy, creating favorable conditions for implementation of women affair policy in governmental and nongovernmental organizations and follow-up their implementation, and assist active participation of women in various activities could be mentioned. The women's affairs departments in ministries and public organizations are responsible for creating favorable conditions for effective implementation of women's affair policy in government organizations and monitoring closely their implementation; encouraging women to actively participate in various activities in the organization; monitoring full participation of women in training, promotion and transfer decisions in their organizations and providing necessary support for their implementations; monitoring and assessing proper treatment of gender issues during the preparation of plans and studies; assessing whether women's are benefited from policies programs and development plans of government (organization) and presenting proposal if needed are identified. Moreover, being allowed by the Constitution so far three Regional States (Oromia, Amhara and Tigray) as well as the Federal Governments has issued new family laws.

In spite of these efforts, challenges still persist. Different studies and reports made on the status of political and administrative participation of women in Ethiopia reveal that they are living in the world of extreme inequality. Similar to other nations; low rate of participation in education, difficulties in promotion, negative social attitude, lack of self-confidence, lack of interest in government service, limited access to resources, and inadequate family support are identified as major problems encountered by women. The major challenges are: enacting women-friendly legislation and enforcing legislation that confirms to the Constitution and international norms and standards and ensuring that the law enforcement offices are sufficiently gender-sensitive and gender friendly. Furthermore, religious and customary rules which generally fail to meet internationally accepted norms and standards, especially when it comes to gender issues are still in place. Hence, it is recommended that there must be enough legislations and their proper enforcement. Women must also take part in the enactment of legislation (OWAP., 2005; and WB, 1998).

Similar to all nations in general and developing countries (regions) in particular, women have been facing different interdependent problems in the Oromia National Regional State. In the domain of political and other decision making environment, women are underrepresented both in the public and private sectors. Socially, they are also experiencing many problems. The socio cultural and traditional practices such as early age marriage, genital organ mutilation and unequal access to social service like health and education as to their male colleagues are only a few to be mentioned. Discrimination in the access to economic assets is another challenge women experience in the region. In the labor market, their labor goes usually unpaid or under paid. Socially, women are not allowed to succeed productive assets from the predecessors. In short, women have no equal access to all development factors and fruits as their male counterparts do have in the region (OWAP, 2005).

2.5. Conceptual Framework

Based on the background and literatures factors affecting the participation of women in leadership positions in the region is designed (grouped) in to the following frame works:

- 1) Personal factors (low academic qualification, perception of politics as dirty, family care, commitment, role model, lack of interest to seek leadership positions, fear of failure & conflict, less confidence in their ability, fear of sexual harassment, fear of husband, work burden at home)
- 2) Social cultural factors (beliefs, norms, and expectations of individuals within a society-traditional roles, dual roles in the productive and reproductive spheres, less women's exposure to interact with male, negative perceptions towards females capabilities, labeling women as wives and mothers, both men and women not like to work under women, lack of support from family, subordination of women by society, religion, women lack social networks, men are seen as decision makers, women in authority not recognized)

- 3) Political factors(open political competition, respect for civil liberties, an independent media, low levels of corruption, a strong rule of law, and a lack of ethnic and religious strife, Male domination of politics, political parties and culture, gender biases of male leadership,
- 4) Organizational factors(long working hours, lack of support to bring women in to leadership, assignment of leaders are not competency based, discrimination against women during promotions, poor disunite of women)
- 5) Government policies (implementation of government policies with regard to gender equality, appropriate implementation of affirmative actions).

The conceptual framework helped to focus on the variables of the study. The study established that the conceptualized different factors hindered women's participation in leadership and management positions in Oromia regional government public institutions.

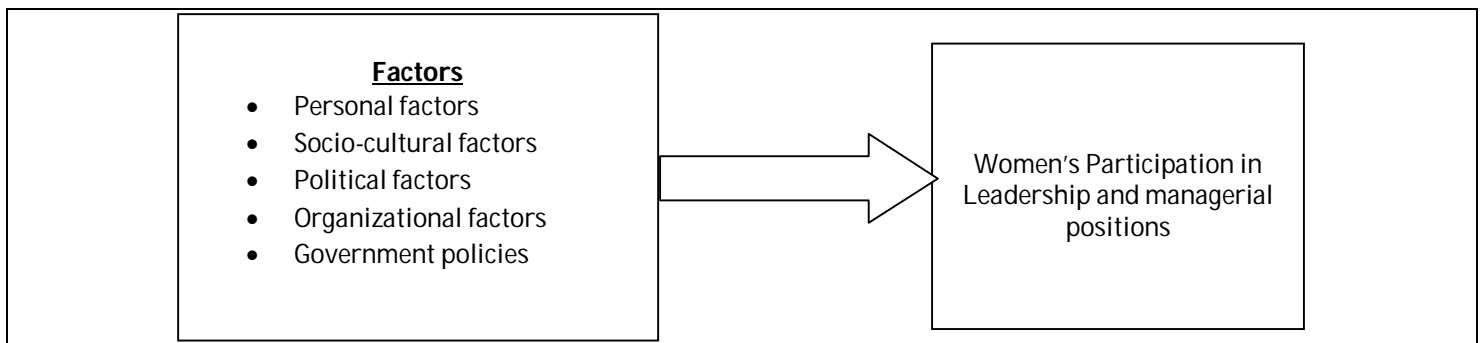


Figure 1

3. Research Methodology

3.1. Research Design

According to Mutai (2001), the research design refers to the procedures to be employed to achieve the objectives of the research. The research design constitutes the blueprint for the collection, measurement and analysis of data (Cooper & Schinder, 2007). The Mixed method research design will be employed in the study.

The mixed method is an approach to inquiry that combines or associates both qualitative and quantitative forms. It involves philosophical assumptions, the use of qualitative and quantitative approaches, and the mixing of both approaches in a study. Thus, it is more than simply collecting and analyzing both kinds of data; it also involves the use of both approaches in tandem so that the overall strength of a study is greater than either qualitative or quantitative research (Creswell & Plano Clark, 2007).

Among approaches of the mixed method design this study will use the *Concurrent Triangulation Strategy*. In a concurrent triangulation approach, the researchers will collect both quantitative and qualitative data at the same time and then compares the two databases to determine if there is *confirmation, disconfirmation, cross validation, or substantiation* (Greene, Caracelli, & Graham, 1989; Morgan, 1998; Steckler, McLeroy, Goodman, Bird, & McCormick, 1992 and Brayman, 2010). The model generally uses as a means to offset the weaknesses inherent within one method with the strengths of the other (or conversely, the strength of one adds to the weaknesses of the other).

3.2. Population and Sampling

3.2.1. Population of the Study

Target population refers to all the members of a real or hypothetical set of people, events or subjects to which a researcher wishes to generalize the results of the study (Ngechu, 2004). The target populations for this research comprises all Oromia regional government public sector offices and total 418,783 employees of the region. The sample units were leaders, gender focal persons, employees (Female) and human resource managers. Blank (1984), defines a sample unit as "the basic unit containing the element of the population to be sampled. It may be the sample itself or a unit in which the element is contained."

3.2.2. Sampling Technique and Sample Size

The sampling design sought to answer whether a sample or a census should be used, the sampling approach to be used for a sample and the best sample size to be used (Mugenda & Mugenda, 2003). Sampling procedure is the way in which the sample units are going to be chosen. Due to the difficulty of covering all the total existing Oromia regional government public institutions, five public sectors offices (education bureau, health bureau, agriculture bureau, justice bureau and women and children affairs bureaus) were purposively selected as a representative. These public-sector institutions were selected purposively because they share large employees which accounts about 60 of the total employees of the region. (BSSGG report,

2015). To get the determined sample size, **multi – stage sampling design** will be used. All Oromia regional government sectors clustered in to four (4) zone based on their **geographic location** and one (1) town administration. Then, from all clusters five (5) zones and eight (8) administrative towns was selected using simple random sampling technique. From the selected zones and towns five (5) public institutions will be selected purposively because of their large employees they have.

No	Cluster	Composition	No.of Zones in the Cluster	No of zone selected	Proportion ()	Zones Selected
1.	East	<ul style="list-style-type: none"> • East Hararge, • West Hararge • East Shewa • Arsi 	4	2	50	<ul style="list-style-type: none"> • West Hararge • Arsi
2.	West	<ul style="list-style-type: none"> • KelemWollega, • West Wollega, • East Wolega, • HoroGuduru, • Illu Ababora, • Jimma 	6	2	33.3	Jimma
3.	South	<ul style="list-style-type: none"> • Borena, • Guji, • West Arsi , • Bale 	4	1	25	Borena
4.	North and Central	<ul style="list-style-type: none"> • West Showa • South West Showa • Oromia Special Zone • North Showa 	5	1	20	North Showa
5.	Town administrations	<ul style="list-style-type: none"> • Assela • Shashamane • Jimma • Nekemte • Adama • Bishoftu • Dukem • Sebeta • Ambo • Lagatafo • Sululta • Burayu • Gelan • Woliso 	16	5	31.25	<ul style="list-style-type: none"> • Assela • Batu • Jimma • Bishoftu • Dukem • Sulultaa • Ciroo • Fiichee
Total				11		

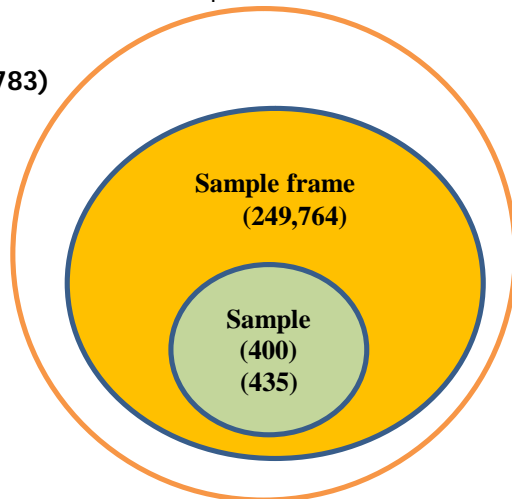
Table 1: Cluster Sampling of Zone offices

	Zones	Woreda	Institution selected from region/zones, towns and woreda
1.	West Hararge	<ul style="list-style-type: none"> ✓ Ciroo ✓ Gamachis 	<ul style="list-style-type: none"> • Education bureau • Health bureau • Agriculture bureau • Women and children affairs bureau • Justice bureau
2.	Jimma	<ul style="list-style-type: none"> ✓ Qarsaa ✓ Mannaa 	
3.	Borena	<ul style="list-style-type: none"> ✓ Finca'aa ✓ Yaabelloo 	
4.	North Shewa	<ul style="list-style-type: none"> ✓ G/Jarsoo ✓ Dagam 	
5.	Arsi	<ul style="list-style-type: none"> ✓ Xiyoo ✓ Ittayyaa 	
6.	Regional Bureau-Finfinne(5 bureaus)		
		23 Kebeles	<ul style="list-style-type: none"> • (1 from each zone, woreda & town)

Table 2: Sample institutions

The researchers adopted survey type of research in which samples of 494 respondents will be selected from the target population of about 418,783 and sample frame of 249,764 to fill the questionnaire.

Population (418,783)



The following Yaro Yemani (1967) formula is used:

$$n = \frac{N}{1+N(e^2)} = n = \frac{249,764}{1+249,764(0.05^2)} = 400$$

Where n is sample size required, N is the size of the target population, e is the margin error which is 0.05. As indicated, the sample size for the population is: 400 and the study will use purposive sampling method to select elements.

3.3. Data collection instruments

Primary data will be collected using questionnaires, unstructured interviews & semi-structured interviews and focus group discussion.

3.3.1. Questionnaire: self-administered questionnaires prepared in Likert's scale was used. The questionnaire is a fast way of obtaining data as compared to other instruments (Mugenda & Mugenda, 1999). Questionnaires give the researcher comprehensive data on a wide range of factors. Questionnaires allow greater uniformity in the way questions are asked, ensuring greater compatibility in the responses. The questionnaire is designed to examine factors that hinders women to assume leadership positions in the region.

3.3.2. Focus group Discussion: Focus group interview is a type of data collection technique that relatively large number of participants are interviewed in a group. Focus group interview is useful to obtain in-depth information from the participants in a short period of time. According to Creswell (2012:218) and Willing (2008:503) interviewing the focus groups helps the researchers to collect shared understanding about the topic from specific individuals. Christene and Jonson (2010) states that during the focus group sessions a wide range of information and matured evidences can be received due to the expertise knowledge and experiences obtained from the purposely chosen participants. In securing the relevant data the researchers need to play a moderator role in leading and steering the discussion. Both women and men employees (6-12) from selected institutions were participated in focus group discussions.

3.4. Methods of Data Analysis

The data gathered by questionnaires was entered into Statistical Package for Social Sciences (SPSS version 20.0) software and descriptive statistical tools was employed to draw meaning out of these data. Thus, percentage, tables, pie chart and mean values was used to describe the data. Data generated through interviews was analyzed using qualitative descriptions. Secondary data was analyzed using quantitative or qualitative methods depending on the nature of the data. Finally, the data analyzed in both qualitative and quantitative approaches was compared, contrasted and validated

4. Data Presentation, Analysis and Discussion

4.1. Introduction

Data analysis is the process of evaluating data using analytical and logical reasoning to examine each component of the data provided. Data from various sources is gathered, reviewed, and then analyzed to form some sort of finding or conclusion.

(<http://www.businessdictionary.com>)

This chapter covers the presentation and analysis of the data used in the study. It shows the findings of the study which seek to answer the research questions vis-à-vis the study objectives. The core issues of the research which are factors affecting women's participation in leadership positions were analyzed in this chapter.

4.2. Response Rate

The researchers distributed a total of **400** questionnaires during the study period out of which only **357** were returned with **89.25** of return rate and twenty four questionnaires were discarded due to missing data. Therefore, **357** questionnaires were considered for the study as respondents working in selected organizations.

4.3. Data Analysis

4.3.1. Demographic Background of Respondents

In this part of analysis, the characteristics of the respondents briefly described. To this end, some indicators of the characteristics of the respondent such as gender, age, experience, educational qualification, their position in their respective organizations and work experience have been stated.

		Frequency	Percent (%)
Educational background of the respondents	Certificate	12	3.4
	Diploma	116	32.5
	First Degree	221	61.9
	Second degree and Above	8	2.2
Experience of the respondents in the current position	1-5 years	60	16.8
	6-10 years	106	29.7
	Above 10 years	191	53.5
Job position of the respondents	Leaders/Management	47	13.2
	Human resource unit	37	10.4
	Employee	227	63.6
	Gender Focal person	46	12.9
Age category of respondents	20-29	132	37.0
	30-39	137	38.4
	40-49	71	19.9
	50 and above	17	4.8
Gender of respondents	Male	164	45.9
	Female	193	54.1

Table 3: Demographic Details of the Respondents

From Table 3 above, it can be seen that the majority (i.e. 54.1%) of the respondents are male and 45.9% of the respondents are female. This shows that the proportion of female and male respondents are nearly and 53.5% of the respondents have work experience of more than ten years in the public institutions, 29.7% of the respondents have an experience of 6-10 years and the remaining 16.8% of the respondents have a work experience of 1-5 years. From the total respondents 63.6% were employees, 13.2% were leaders, 10.4% were from human resource department and 12.9% were gender focal persons of the selected public institutions. Table 4, also reveals that 61.9% of the respondents are of first degree holders, 32.5% have got diploma, 3.4% of the respondents are certificate holders and the remaining 2.2% of the respondent are of 2nd and above degree holders. These show that majorities of the respondents were educated and experienced professionals.

The following table summarizes the level of agreement or disagreement of respondents with respect to factors affecting women's participation in leadership positions.

4.3.2. Data Analysis based on Respondents Opinion

Here the study used William G.Zikmund (1997: p 440-451), method of transformation of data from its original form to a format that is more suitable to perform data analysis that will achieve the research objectives. According to William G.Zikmund, the "strongly agree" response category and the "agree" response category have to combine and form a new single category. The "strongly disagree" response category and the "disagree" response category have also to be combined into single category. In this study *five-point scales were used with the following anchoring: 5=strongly Agree 4= Agree; 3=Neutral; 2=disagree; 1=strongly disagree*. This results in the "collapsing" of the five category scale down to three. Using this transformed data Likert's summative score for an attitude scale with three statements is calculated in the following manner.

Grand mean of the response is calculated as: $\mu = \frac{5 * (f_5) + 4 * (f_4) + 3 * (f_3) + 2 * (f_2) + 1 * (f_1)}{N}$

Total number of respondents

Where: μ = Grandmean

f = frequency of the value

If the grand mean (μ) is greater than three (> 3), that the value assigned to neutral response, it is assumed as the respondents are slightly agreeing. If the grand mean is less than three (<3), it is assumed as the respondents are slightly disagreeing. Finally, if the grand mean is exactly three (= 3), it is assumed as the respondents are not willing to give any response.

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

No.		Count	Percent %	Total points	Mean (μ)	
1	Fear/unsupportive family	Strongly disagree	50	14	1010	2.83
		Disagree	84	23.5		
		Neutral	123	34.5		
		Agree	77	21.6		
		Strongly agree	23	6.4		
2	Fear/unsupportive husband	Strongly disagree	45	12.6	1076	3.01
		Disagree	73	20.4		
		Neutral	113	31.7		
		Agree	84	23.5		
		Strongly agree	42	11.8		
3	Fear of sexual harassments of counterpart leaders	Strongly disagree	104	29.1	947	2.65
		Disagree	74	20.		
		Neutral	69	19.3		
		Agree	62	17.4		
		Strongly agree	48	13.4		
4	Work burden of women at home	Strongly disagree	51	14.3	1146	3.21
		Disagree	64	17.9		
		Neutral	75	21		
		Agree	93	26.1		
		Strongly agree	74	20.7		
5	Fear of failure and management challenges	Strongly disagree	50	14	1086	3.04
		Disagree	80	22.4		
		Neutral	92	25.8		
		Agree	75	21		
		Strongly agree	60	16.8		
6	Lack of interest to seek leadership positions	Strongly disagree	92	25.8	899	2.52
		Disagree	94	26.3		
		Neutral	93	26.1		
		Agree	50	14		
		Strongly agree	28	7.8		
7	Perception of politics as unimportant by women	Strongly disagree	143	40.1	785	2.20
		Disagree	86	24.1		
		Neutral	62	17.4		
		Agree	46	12.9		
		Strongly agree	20	5.6		
8	Low academic qualification of women	Strongly disagree	127	35.6	822	2.30
		Disagree	75	21		
		Neutral	93	26.1		
		Agree	44	12.3		
		Strongly agree	18	5		
9	Lack of role model women	Strongly disagree	119	33.3	844	2.36
		Disagree	87	24.4		
		Neutral	86	24.1		
		Agree	32	9		
		Strongly agree	33	9.2		
10	Fear of political interference	Strongly disagree	76	21.3	951	2.66
		Disagree	98	27.5		
		Neutral	87	24.4		
		Agree	62	17.4		
		Strongly agree	34	9.5		
11	Less confidence of women in their ability	Strongly disagree	103	28.9	907	2.54
		Disagree	79	22.1		
		Neutral	83	23.2		
		Agree	63	17.6		
		Strongly agree	29	8.1		
Results in General					907	2.7

Table 4: Women's personal factors affecting their participation in leadership positions

From Table 4 above, the mean for work burden of women at home is 3.21 which is greater than 3. This result indicates that the respondents believe that the work burden of women at home contribute for women's under representation in leadership positions of the region. Also, the mean of fear of failure and management challenges and fear/unsupportive husband is 3.04 and 3.01 respectively. The mean was slightly greater than 3, this means that the participants believe that the fear of failure and management challenges and fear/unsupportive husband contribute to under representation of women's of the region in leadership positions.

From listed personal factors perception of politics as unimportant by women and lack of role model women perceived the least personal factors affecting women's participation in leadership positions. From the personal factors listed such as low academic qualification of women with average mean=2.30, perception of politics as unimportant by women with average mean=2.20, and lack of role model women with average mean=2.36 are less than 3. It indicates that these factors are insignificant in affecting women's participation in leadership positions.

Furthermore, participants on the FGD sessions have explained that personal factors, have contributed paramount towards women's underrepresentation on supreme leadership and managerial positions which demand high leadership and managerial skills.

Personal factors which have hindered women from assuming high-ranking leadership and managerial positions (as has been explained by the respondents) include, but are not limited to the following: women lack confidence partly owing to the socio-cultural setting in which they were brought up; shouldering the lion's share of responsibilities at home as compared to their men counterparts; the fact that they depend too much on men to do certain activities either at home, school or office have also encouraged them to develop a submissive behavior. The respondents have also affirmed women tend to show excessive commitment to save one's marriage; at times, they tend to be reluctant, even if required by duty, to spend nights outside for fear that troubles would arise in their family life. Though women's personal factors that hinders women participation in leadership positions in public institutions of the region is minimal, the triple workload which women carry is the major factor affecting women's horizontal mobility if it impacts the time they have to invest on political activism or even time to relax. Thus, it can be concluded that women are not willing to assume risk related to management/leadership and work burden of women at home does not encourage women to become to leadership positions i.e. shouldering the lion's share of responsibilities at home as compared to their men counterparts encouraged them to develop a submissive behavior.

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

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total points	Mean (μ)
	Count	%	Count	%	Count	%	Count	%	Count	%		
Negative perception towards females capabilities	56	15.7	65	18.2	71	19.9	70	19.6	95	26.6	1154	3.23
Less women's exposure to interact with male	74	20.7	74	20.7	100	28	70	19.6	39	10.9	997	2.79
Dual roles in the productive and reproductive spheres	50	14	65	18.2	85	23.8	92	25.8	65	18.2	1128	3.16
Cultural expectation that women to take charge of domestic and family responsibilities	89	24.9	85	23.8	88	24.6	57	16	38	10.6	941	2.64
Considering women who get into leadership as trouble makers	104	29.1	97	27.2	65	18.2	57	16	34	9.5	891	2.50
Myth that women are too emotional and weak for senior management	91	25.5	88	24.6	66	18.5	62	17.4	50	14	963	2.70
A belief that women are supposed to be led but not to lead	111	31.1	86	24.1	68	19	52	14.6	40	11.2	895	2.51
Sexual harassment by male leaders	88	24.6	93	26.1	74	20.7	54	15.1	48	13.4	952	2.67
Negative criticisms by men make women hate leadership positions	53	14.8	84	23.5	86	24.1	86	24.1	48	13.4	1063	2.98
Belief that women are made to produce children and do kitchen work	51	14.3	81	22.7	97	27.2	72	20.2	56	15.7	1072	3.00
Women in authority not recognized	48	13.4	70	19.6	94	26.3	77	21.6	68	19	1118	3.13
Fear that women will always cause things to go wrong	98	27.5	88	24.6	79	22.1	60	16.8	32	9	911	2.55
Men are considered as decision makers	107	30	84	23.5	64	17.9	63	17.6	39	10.9	914	2.56
Women lack social networks	73	20.4	61	17.1	118	33.1	69	19.3	36	10.1	1005	2.82
Religious barrier	124	34.7	90	25.2	73	20.4	44	12.3	26	7.3	829	2.32
Subordination of women by society	70	19.6	52	14.6	95	26.6	87	24.4	53	14.8	1072	3.00
Lack of support from family	54	15.1	72	20.2	123	34.5	76	21.3	32	9	1031	2.89
Reluctance of women and men to work under women supervision	65	18.2	81	22.7	71	19.9	87	24.4	53	14.8	1053	2.95
Labeling women only as wives and mothers	154	43.1	92	25.8	53	14.8	36	10.1	22	6.2	751	2.10
Results in General												2.8

Table 5: Socio-cultural factors affecting women's participation in leadership positions

As has been depicted in the table above 5 from a total of the presumed 19 socio-cultural factors, *negative perception towards female's capabilities*(average mean=3.23),*dual roles in the productive and reproductive spheres* (average mean=3.16) and *women in authority not recognized* (average mean=3.13) have been perceived by participants as the major factors affecting women's participation in leadership positions of the region. From the total of 19 socio-cultural factors listed labeling women only as wives and mothers is 2.10, religious barrier is 2.32, considering women who get into leadership as trouble makers is 2.50, fear that women will always cause things to go wrong is 2.55 and a belief that women are supposed to be led but not to

lead is 2.51, men are considered as decision makers is 2.56 whose average mean is less than 3, have been perceived as insignificant by the respondents in hindering women's participation in leadership positions.

This table also shows the average mean value relating to belief that women are made to produce children and do kitchen work and subordination of women by society is equal to 3 which indicate that respondent are not willing to give any response regarding factors affecting women's participation in leadership positions.

Further, results from FGD sessions indicate that wrong attitude of the society regarding women's capability and leadership potential have also negatively affected women's initiative and interest to assume managerial positions and contribute their part towards the development of the region. As per the words of the participants, the society believes that women, whether educated or not will not reach anywhere. Such deep- rooted wrong cultural beliefs and attitudes have their own contribution for today's women's underrepresentation on decision- making positions. As per the respondents, even some "educated" husbands do not allow their wives to attend formal education, and take part in public decision making forum. In case the wife insists on taking part in political affairs, and at the same time in case there exists a situation that would require her to spend nights outside, her marriage will be in danger, as most husbands tend to suspect their wives of having an affair with another person.

The participants have also further affirmed that the society in general, and women themselves in particular, do not have confidence on women managers. Nevertheless, the respondents have reported an encouraging practice that religious influences on women's leadership and managerial roles have now become weaker partly due to the influence of technology and efforts made by the media. Thus, it can be inferred that though women are capable of leading the attitude of the society is still in infant in trusting women leaders and women themselves lacks confidence and trust on women leaders. As a result women in leadership positions are not recognized.

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

No.		Frequency	Percent (%)	Total points	Mean (μ)	
1	Long working hours(after & before regular working hours)	Strongly disagree	43	12	1202	3.37
		Disagree	59	16.5		
		Neutral	77	21.6		
		Agree	80	22.4		
		Strongly agree	98	27.5		
2	Assignment of leaders are not competency based	Strongly disagree	37	10.4	1268	3.55
		Disagree	49	13.7		
		Neutral	71	19.9		
		Agree	80	22.4		
		Strongly agree	120	33.6		
3	The cultures of organizations have been shaped by men	Strongly disagree	73	20.4	1024	2.87
		Disagree	86	24.1		
		Neutral	72	20.2		
		Agree	67	18.8		
		Strongly agree	59	16.5		
4	Absence of trust on women leaders	Strongly disagree	88	24.6	969	2.71
		Disagree	98	27.5		
		Neutral	54	15.1		
		Agree	62	17.4		
		Strongly agree	55	15.4		
Results in General					3.13	

Table 6: Organizational factors perceived affecting women's participation in leadership positions

Table 6 above illustrates the mean of organizational factors affecting women's participation in leadership positions.

The mean for *assignment of leaders are not based on competency of employees and long working hours after & before regular working hours* were 3.37 and 3.55 respectively, which is greater than 3. From this one can deduce that those two factors, as compared to the others, have been perceived by the respondents as the major organizational factors for underrepresentation of women's in leadership positions. The table also shows the mean for *the cultures of organizations have been shaped by men* and *absence of trust on women leaders* are 2.87 and 2.71 respectively which means that the contributions of such factors towards women's underrepresentation is insignificant as compared to the other factors.

Participants on the FGD sessions have further affirmed the fact that organizational culture have also have its own share towards women's underrepresentation on supreme leadership and managerial positions which demand high leadership

and managerial skills and decision making ability. Organizational culture in general and widespread prevalence of patriarchal ideology in particular have also been mentioned by the participants as factors affecting women's leadership and managerial roles. The study has found out that men managers are not in favor of women empowerment; they tend to assign women on low ranking positions which do not require high managerial and leadership skills, regardless of their academic qualification. The appointing committee (as has been reported by the respondents) does not take into account women's academic qualifications and work experiences during appointment. Rather, they prioritize women who are negligent in their personal behavior and willing to satisfy their sexual desire; those who can turn a deaf ear and a blind eye amidst widespread corruption and administrative malpractices. Some men managers, believe that certain managerial posts are only appropriate for men, but they cannot come up with any scientific proof for their ideas. In general, men's (top management's) excessive sexual orientation, rather than duty mindedness- to the extent of divorcing from one's own wife- while appointing women managers at different organizations has been mentioned as one of the major obstacles that has hindered women's leadership and managerial positions.

Thus, it can be inferred that the practices of leadership assignment/ appointment and women empowerment are not competency based, and do not take in to consideration gender equality at organization level. In addition, long working hours before and after regular working hours is discouraging women's participation in leadership positions.

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

No.		Frequency	Percent (%)	Total points	Mean (μ)	
1	Inadequate support of politicians and leaders to bring women in to leadership	Strongly disagree	64	17.9	1108	3.1
		Disagree	67	18.8		
		Neutral	74	20.7		
		Agree	72	20.2		
		Strongly agree	80	22.4		
2	Favoritism in leadership selection and assignment	Strongly disagree	37	10.4	1299	3.64
		Disagree	39	10.9		
		Neutral	70	19.6		
		Agree	81	22.7		
		Strongly agree	130	36.4		
3	Fear of politics and responsibility	Strongly disagree	78	21.80	998	2.80
		Disagree	66	18.5		
		Neutral	111	31.1		
		Agree	55	15.4		
		Strongly agree	47	13.2		
4	Unclear promotion procedure to leadership positions	Strongly disagree	54	15.1	1169	3.27
		Disagree	66	18.5		
		Neutral	58	16.2		
		Agree	86	24.1		
		Strongly agree	93	26.1		
5	Male biased political assignment	Strongly disagree	67	18.8	1076	3.01
		Disagree	86	24.1		
		Neutral	59	16.5		
		Agree	65	18.2		
		Strongly agree	80	22.4		
Results in General					3.2	

Table 7: Political factors affecting women's participation in leadership positions

As it can be seen from the Table 7 above, from the total of 5 political factors stated in the questionnaire, *favoritism in leadership selection and assignment* (average mean= 3.64), *unclear promotion procedure to leadership positions* (average mean=3.27), *inadequate support of politicians and leaders to bring women in to leadership positions* (average mean = 3.1), and *male biased political assignment to leadership positions* (average mean =3.01) have been found to be the major factors for under representation of women in leadership positions. On the other hand, *fear of politics and responsibility by women* (average mean =2.80) is not considered as a major factor contributing for under representation of women in leadership positions, as perceived by respondents.

Results from FGD sessions also further substantiate the notion that factors related to politics have also contributed a lot towards women's underrepresentation in leadership positions. As per the words of the participants, the political platform

is totally denied for women who are not active members of the ruling political party, no matter how much education and work experience they possess. Such political malpractices have discouraged political-neutral, but qualified and competent women not to take part in the affairs of the government and contribute their share of knowledge towards the advancement of the region. On top of that, lack of quota system in selecting government cabinet members has also been mentioned as one of the major constraints and selection of leaders is based on network rather than on education, qualification and experience.

Thus it can be inferred that selection, assignment and promotion in to leadership positions in the region lacks transparency and accountability, and it is also gender biased. In addition, one can deduce from this figure that the backing of the politicians and leaders in bringing women into leadership positions is minimal or insignificant.

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

		Frequency	Percent (%)	Total Points	Mean (μ)
Inadequate implementation of affirmative actions to bring women in to higher positions	Strongly disagree	58	16.2	1104	3.1
	Disagree	69	19.3		
	Neutral	78	21.8		
	Agree	86	24.1		
	Strongly agree	66	18.5		
Not fully implementing the gender equality policies at all levels	Strongly disagree	50	14.0	1190	3.3
	Disagree	61	17.1		
	Neutral	65	18.2		
	Agree	82	23.0		
	Strongly agree	99	27.7		
Results in General					3.2

Table 8: Government policies and regulations affecting women's participation in leadership positions

From Table 8 above, it can be seen that respondents are in agreement to the statement. *Not fully implementing the gender equality policies at all levels* (average mean=3.3) and *improper implementation of affirmative actions to bring women in to higher positions* (average mean=3.1) are the major government policies and regulations factors for under representation of women's in leadership positions.

FGD result reveals that there is mismatch of government regulations and its implementation regarding gender equality. Rules and regulations are broken/ not implemented as per intended and this is affecting women's participation in leadership positions as mentioned by participants. Hence, it can be concluded that government policies and regulations are not fully implemented as intended by the government in public institution to bring women in to leadership positions. The challenge remains at the implementation level.

4.4. Analysis of Results in General

The following figure summarizes the overall results of factors affecting women's participation in leadership positions categorizing in to four major factors i.e. women's personal factors, socio cultural factors, organizational factors, political factors and government policies.

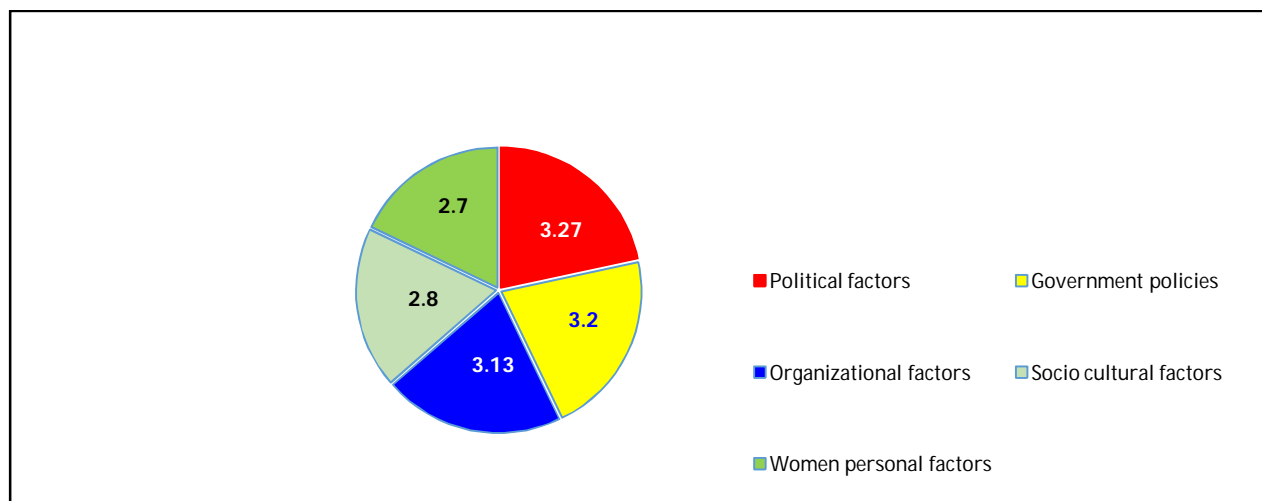


Figure 2: Factors affecting women's participation in leadership positions as perceived by respondents

Source: Own survey data

The above pie chart clearly depicts that the major factors and their share of influence in hindering women from advancing into leadership position of the region. Accordingly, political factors having a mean average 3.27, government policies implementation with an average mean 3.2, and organizational factors with an average mean 3.13.

The constitution of the Federal Democratic Republic of Ethiopia (FDRE, 1995), incorporates the article which states the affirmative action's entitled for women. Article 35 of the FDRE constitution states the rights guaranteed for women. There are also policies and procedures developed at national level which are focusing on women. But as it can be evident from the collected data, these policies and instruments are not fully implemented in public organizations found in Oromia regional government.

On the other hand, participants on the FGD sessions have confirmed that all factors i.e. personal, socio-cultural, organizational, political, and government policies have contributed paramount towards women's underrepresentation on supreme leadership and managerial positions which demand high leadership and managerial skills. The participants on FGD are not happy about the criteria of appointing leadership (including that of women leaders) may not emphasize competences of individuals. They believe that local ruling party offices recruit leaders based on other parameters like their informal networks than direct leadership competences of the individuals.

The participants feel that the societal perception and cultural factors for women's leadership has shown progress. The respondents believe that the women are honest and are less involved in malpractices like rent seeking than their male counterparts.

The result of qualitative data (questionnaire and FGD) show that women assumed leadership posts do **not last** for a longer time as compared to male counterparts due to various challenges. These include the aforementioned women personal, socio-cultural, and organizational factors. For example they may find it difficult to move from their home for field trips or for meetings as this could expose their families to certain challenges. In addition to these, defamation of women leaders by imagining them to have affairs with top leaders (males) may discourage them not to assume their positions any more. Lack of special support like customized trainings to mentor women leaders has also been pointed out.

4.5. Analysis Based on Gender of respondents (Males and Female respondents)

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

Gender of respondents		Frequency	Percent (%)	Total points	Mean(μ)
Male	Strongly disagree	41	25.0	417	2.54
	Disagree	38	23.2		
	Neutral	49	29.9		
	Agree	27	16.5		
	Strongly agree	9	5.5		
	Total	164	100.0		
Female	Strongly disagree	86	44.6	405	2.45
	Disagree	37	19.2		
	Neutral	44	22.8		
	Agree	17	8.8		
	Strongly agree	9	4.7		
	Total	193	100.0		

Table 9: Low academic qualification of women

Table 10 shows that both male respondents [at grand mean=2.54] and female respondents [at grand mean=2.45] disagreed that low academic qualification of women has no impact on the women's participation in leadership positions. Thus, it can be inferred that academic qualification of the women not low and women can compete for leadership positions.

Gender of respondents		Frequency	Percent	Total points	Mean(μ)
Male	Strongly disagree	47	28.7	405	2.47
	Disagree	43	26.2		
	Neutral	35	21.3		
	Agree	28	17.1		
	Strongly agree	11	6.7		
	Total	164	100.0		
Female	Strongly disagree	96	49.7	380	2.32
	Disagree	43	22.3		
	Neutral	27	14.0		
	Agree	18	9.3		
	Strongly agree	9	4.7		
	Total	193	100.0		

Table 10: Perception of politics as unimportant by women

From Table 10 above the average mean for perception of politics as unimportant by women (as has been perceived by both male and female respondents) is less than 3. This result indicates that the respondents believe that the perception of politics as unimportant by women has no influences on women's participation in leadership positions. Thus, it can be said that women consider politics as an important and willing to participate in politics.

Gender of respondents		Frequency	Percent	Total points	Mean(μ)
Male	Strongly disagree	32	19.5	427	2.60
	Disagree	55	33.5		
	Neutral	35	21.3		
	Agree	30	18.3		
	Strongly agree	12	7.3		
	Total	164	100.0		
Female	Strongly disagree	60	31.1	472	2.88
	Disagree	39	20.2		
	Neutral	58	30.1		
	Agree	20	10.4		
	Strongly agree	16	8.3		
	Total	193	100.0		

Table 11: Lack of interest to seek leadership positions

Table 11 above reports the opinion of respondents (male and female) regarding whether the women's lack of interest to seek leadership positions. According to information in the Table 11 both male and female think that lack of interest to seek leadership positions of women were not the major factor for underrepresentation of women in leadership positions. Thus, it can be concluded that women of the region have interest to be assigned in leadership positions if the opportunity is favorable.

Gender of respondents		Frequency	Percent	Total points	Mean(μ)
Male	Strongly disagree	15	9.1	510	3.11
	Disagree	46	28.0		
	Neutral	37	22.6		
	Agree	38	23.2		
	Strongly agree	28	17.1		
	Total	164	100.0		
Female	Strongly disagree	35	18.1	576	3.51
	Disagree	34	17.6		
	Neutral	55	28.5		
	Agree	37	19.2		
	Strongly agree	32	16.6		
	Total	193	100.0		

Table 12: Fear of failure and management challenges

The results have shown that the average of the answers given by both male and female is 3.11 and 3.51 respectively that is higher than the expected average 3. This indicates that women's fear of failure and management challenges is affecting women's participation in leadership positions. Thus, it can be concluded that women are not willing to confront and overcome management challenges.

Gender of respondents		Frequency	Percent	Total points	Mean(μ)
Male	Strongly disagree	12	7.3	554	3.38
	Disagree	34	20.7		
	Neutral	34	20.7		
	Agree	48	29.3		
	Strongly agree	36	22.0		
	Total	164	100.0		
Female	Strongly disagree	39	20.2	592	3.61
	Disagree	30	15.5		
	Neutral	41	21.2		
	Agree	45	23.3		
	Strongly agree	38	19.7		
	Total	193	100.0		

Table 13: Work burden of women at home

Table 13, above show that the average of the answers given by both male and female is 3.38 and 3.56 respectively that is higher than the expected average 3. This indicates that Work burden of women at home is affecting women's participation in leadership positions. It is clear from the above results that the major factor that compromises the women's participation in leadership positions is work burden women at home.

Gender of respondents		Frequency	Percent	Total points	Mean(μ)
Male	Strongly disagree	42	25.6	461	2.81
	Disagree	38	23.2		
	Neutral	21	12.8		
	Agree	35	21.3		
	Strongly agree	28	17.1		
	Total	164	100.0		
Female	Strongly disagree	62	32.1	486	2.96
	Disagree	36	18.7		
	Neutral	48	24.9		
	Agree	27	14.0		
	Strongly agree	20	10.4		
	Total	193	100.0		

Table 14: Fear of sexual harassments of counterpart male leaders

Table 14, above show that the respondents' (both male & female) decisions on the item is in disagreement. The mean for item answers here was 2.81 for male and 2.96 for female, which is less than average mean 3. This result indicates that the respondents believe that the women's fear of sexual harassments of counterpart male leaders is not the major factor for underrepresentation of women in leadership positions where as FGD result show that one of the reason for underrepresentation of women in leadership positions is fear of sexual harassments of counterpart leaders.

Gender of respondents		Frequency	Percent	Total points	Mean(μ)
Male	Strongly disagree	17	10.4	516	3.15
	Disagree	36	22.0		
	Neutral	40	24.4		
	Agree	48	29.3		
	Strongly agree	23	14.0		
	Total	164	100.0		
Female	Strongly disagree	28	14.5	560	3.41
	Disagree	37	19.2		
	Neutral	73	37.8		
	Agree	36	18.7		
	Strongly agree	19	9.8		
	Total	193	100.0		

Table 15: Fear/unsupportive husband

Table 15, above show that the respondents' (both male & female) decisions on the item is in agreement. The mean for both male & female here was 3.15 and 3.41 respectively, which is greater than 3. Obviously, the respondents believe that unsupportive/fear of husband by women is may be the major factor for underrepresentation of women's in leadership positions. Thus, it can be concluded that women do not seek leadership positions because of fear/unsupportive husband.

Gender of respondents		Frequency	Percent (%)	Total points	Mean(μ)
Male	Strongly disagree	18	11.0	476	2.90
	Disagree	40	24.4		
	Neutral	56	34.1		
	Agree	40	24.4		
	Strongly agree	10	6.1		
	Total	164	100.0		
Female	Strongly disagree	32	16.6	534	3.26
	Disagree	44	22.8		
	Neutral	67	34.7		
	Agree	37	19.2		
	Strongly agree	13	6.7		
	Total	193	100.0		

Table 16: Fear/unsupportive family

The above Table 16 shows that the average of the answer to the question was 2.9 for male respondents which is less than average mean, i.e. 3 and 3.26 for female which is greater than average mean, i.e. 3. This indicate that male participants believe that fear/unsupportive family is the cause for underrepresentation women's in leadership positions, whereas, female respondents argue that fear/unsupportive family may be a cause for underrepresentation of women/s in leadership positions.

Gender of respondents		Frequency	Percent	Total points	Mean(μ)
Male	Strongly disagree	30	18.3	460	2.80
	Disagree	41	25.0		
	Neutral	40	24.4		
	Agree	37	22.6		
	Strongly agree	16	9.8		
	Total	164	100.0		
Female	Strongly disagree	73	37.8	447	2.73
	Disagree	38	19.7		
	Neutral	43	22.3		
	Agree	26	13.5		
	Strongly agree	13	6.7		
	Total	193	100.0		

Table 17: Less confidence of women in their ability

Table 17 above result shows that the average of the answer given by male and female respondents is 2.80 and 2.73 respectively that is less than the expected average 3. This indicates there is a tendency towards disagreement that less confidence of women in their ability is not considered as a factor that hinder women from participation in leadership positions. Thus, it can be inferred that women have confidence in their ability and women's ability may not affect their confidence to become in to leadership positions.

Gender of respondents		Frequency	Percent	Total points	Mean(μ)
Male	Strongly disagree	24	14.6	472	2.88
	Disagree	44	26.8		
	Neutral	43	26.2		
	Agree	34	20.7		
	Strongly agree	19	11.6		
	Total	164	100.0		
Female	Strongly disagree	52	26.9	479	2.92
	Disagree	54	28.0		
	Neutral	44	22.8		
	Agree	28	14.5		
	Strongly agree	15	7.8		
	Total	193	100.0		

Table 18: Fear of political interference

Table 18, above show that the respondents' (both male & female) decisions on the item is in disagreement. The mean for item answers here was 2.88 for male and 2.92 for female, which is less than average mean 3. This result indicates that the respondents believe that the fear of political interference is not the major factor for underrepresentation of women in leadership positions.

Gender of respondents		Frequency	Percent (%)	Total points	Mean(μ)
Male	Strongly disagree	36	22.0	410	2.5
	Disagree	53	32.3		
	Neutral	47	28.7		
	Agree	13	7.9		
	Strongly agree	15	9.1		
	Total	164	100.0		
Female	Strongly disagree	83	43.0	434	2.65
	Disagree	34	17.6		
	Neutral	39	20.2		
	Agree	19	9.8		
	Strongly agree	18	9.3		
	Total	193	100.0		

Table 19: Lack of role model women

Table 19, above show that the respondents' (both male & female) decisions on the item is in disagreement. The mean for item answers here was 2.81 for male and 2.96 for female, which is less than average mean 3. This result indicates that the respondents believe that the lack of role model women is not the factor affecting women's participation in leadership positions.

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

		Frequency	Percent(%)	Total points	Mean(μ)
Male	Strongly disagree	21	12.8	534	3.26
	Disagree	25	15.2		
	Neutral	40	24.4		
	Agree	47	28.7		
	Strongly agree	31	18.9		
	Total	164	100		
Female	Strongly disagree	22	11.4	668	3.46
	Disagree	34	17.6		
	Neutral	37	19.2		
	Agree	33	17.1		
	Strongly agree	67	34.7		
	Total	193	100		

Table 20: Long working hours before and after regular working hours

From Table 20 above, it can be seen that both male and female respondents are in agreement to the statement. Female respondents at 3.46 average mean and male respondents at average mean 3.26, which is greater than 3 believe that long working hours before and after regular working hours is the major factor affecting women's participation in leadership positions. Thus, it can be inferred that long working hours beyond regular working hours impose additional work burden on top of work burden at home and discouraging women to assuming leadership positions.

		Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	19	11.6	561	3.42
	Disagree	32	19.5		
	Neutral	26	15.9		
	Agree	35	21.3		
	Strongly agree	52	31.7		
	Total	164	100		
Female	Strongly disagree	18	9.3	707	3.66
	Disagree	17	8.8		
	Neutral	45	23.3		
	Agree	45	23.3		
	Strongly agree	68	35.2		
	Total	193	100		

Table 21: Assignment of leaders are not competency based

From Table 21 above, it can be seen that both male and female respondents are in agreement to the statement. The calculated average mean value for female and male 3.66 and 3.42 respectively reveal that assignment of leaders in the region is not based on the competency of employee and considered as a major factor affecting women's participation in leadership positions. Thus, one can conclude from the above figure that the practice of assigning someone to act as a leader in the region is questionable.

		Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	37	22.6	424	2.59
	Disagree	53	32.3		
	Neutral	30	18.3		
	Agree	29	17.7		
	Strongly agree	15	9.1		
	Total	164	100		
Female	Strongly disagree	36	18.7	600	3.11
	Disagree	33	17.1		
	Neutral	42	21.8		
	Agree	38	19.7		
	Strongly agree	44	22.8		
	Total	193	100		

Table 22: The cultures of organizations have been shaped by men

From Table 22 above, it can be seen that female respondents are in agreement to the statement and male respondents are in disagreement to the statement. Female respondents at average mean value of 3.11, which is greater than 3, believe that the cultures of organizations have been shaped by men is a reason for underrepresentation of women's in leadership positions. Whereas, male respondents at an average mean value of 2.59, which is less than 3, believe that this factor is not the major factor for underrepresentation of women's in leadership positions.

		Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	46	28	393	2.40
	Disagree	58	35.4		
	Neutral	22	13.4		
	Agree	25	15.2		
	Strongly agree	13	7.9		
	Total	164	100		
Female	Strongly disagree	42	21.8	576	2.98
	Disagree	40	20.7		
	Neutral	32	16.6		
	Agree	37	19.2		
	Strongly agree	42	21.8		
	Total	193	100		

Table 23: Absence of trust on women leaders

From Table 23 above, it can be seen that majority of both male and female respondents are in disagreement to the statement. Male respondent at 2.40 and female respondents at 2.98 believe that women leaders are trusted at organizational level. Thus, it can be inferred that women leaders are more trustworthy than their male counterparts if given the opportunity to take part on leadership positions.

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

		Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	37	22.6	447	2.73
	Disagree	46	28		
	Neutral	28	17.1		
	Agree	31	18.9		
	Strongly agree	22	13.4		
	Total	164	100		
Female	Strongly disagree	30	15.5	629	3.26
	Disagree	40	20.7		
	Neutral	31	16.1		
	Agree	34	17.6		
	Strongly agree	58	30.1		
	Total	193	100		

Table 24: Male Biased Political Assignment

From Table 22 above, it can be seen that female respondents (average mean=3.26) are in agreement to the statement and male respondents (average mean=2.73) are in disagreement to the statement. Female respondents believe that the assignment of leaders in the region is male biased political assignment of leaders contributing for women's underrepresentation in leadership positions. Whereas male respondents assume that the leader's assignment in the region is not male biased and it is not considered as a major factor for underrepresentation of women's in leadership positions.

Gender of respondents		Frequency	Percent (%)	Total points	Mean (μ)
Male	Strongly disagree	27	16.5	519	3.2
	Disagree	31	18.9		
	Neutral	30	18.3		
	Agree	40	24.4		
	Strongly agree	36	22		
	Total	164	100		
Female	Strongly disagree	27	14	650	3.4
	Disagree	35	18.1		
	Neutral	28	14.5		
	Agree	46	23.8		
	Strongly agree	57	29.5		
	Total	193	100		

Table 25: Unclear promotion procedures to leadership

From Table 25 above, it can be seen that both male and female respondents are in agreement to the statement. Female respondent (average mean=3.4) and male respondents (average mean=3.2) believe that promotion procedures to leadership positions is unclear and considered as the major factor affecting women's participation in leadership positions. Thus, it can be inferred that promotion procedures to leadership positions of the region lacks transparency.

Gender of respondents		Frequency	Percent	Total points	Mean (μ)
Male	Strongly disagree	31	18.9	468	2.9
	Disagree	33	20.1		
	Neutral	50	30.5		
	Agree	29	17.7		
	Strongly agree	21	12.8		
	Total	164	100		
Female	Strongly disagree	47	24.4	530	2.7
	Disagree	33	17.1		
	Neutral	61	31.6		
	Agree	26	13.5		
	Strongly agree	26	13.5		
	Total	193	100		

Table 26: Fear of politics and responsibility

From Table 26 above, it is clear that both male and female respondents are in disagreement to the statement. Male respondent (average mean=2.9) and female respondents (2.7) agree that fear of politics and responsibility by women is not considered as political factor affecting women's participation in leadership positions. Thus, it can be inferred that women's does not fear to assume politics and responsibility.

Gender of respondents		Frequency	Percent	Total points	Mean (μ)
Male	Strongly disagree	18	11.0	594	3.6
	Disagree	17	10.4		
	Neutral	30	18.3		
	Agree	43	26.2		
	Strongly agree	56	34.1		
	Total	164	100.0		
Female	Strongly disagree	19	9.8	705	4.3
	Disagree	22	11.4		
	Neutral	40	20.7		
	Agree	38	19.7		
	Strongly agree	74	38.3		
	Total	193	100.0		

Table 27: Favoritism in leadership selection and assignment

From Table 27 above, it can be seen that both male and female respondents are in agreement to the statement. The calculated average mean value for female and male 4.3 and 3.6 respectively reveal that favoritism in leadership selection and assignment of the region is considered as a major factor affecting women's participation in leadership positions. Thus, one can conclude from the above figure that the practice of assigning someone to act as a leader in the region is questionable.

Gender of respondents		Frequency	Percent	Total points	Mean (μ)
Male	Strongly disagree	33	20.1	473	2.9
	Disagree	33	20.1		
	Neutral	41	25		
	Agree	34	20.7		
	Strongly agree	23	14		
	Total	164	100		
Female	Strongly disagree	31	16.1	630	3.3
	Disagree	34	17.6		
	Neutral	33	17.1		
	Agree	38	19.7		
	Strongly agree	57	29.5		
	Total	192	99.5		

Table 28: Inadequate support of politicians and leaders to bring women in to leadership

From Table 28 above, it can be seen that the mean of female respondents (i.e. 3.3) are in agreement to the statement, whereas the mean of male respondents (i.e. 2.9) are in disagreement to the statement. This shows that female respondents believe that inadequate support given by politicians and leaders of the region is hindering the women to advance in to leadership positions. Whereas, male respondents argue that inadequate support of politicians and leaders to bring women in to higher positions cannot be considered as hindering factor.

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

Gender of respondents		Frequency	Percent	Total points	Mean(μ)
Male	Strongly disagree	26	15.9	516	3.1
	Disagree	30	18.3		
	Neutral	34	20.7		
	Agree	42	25.6		
	Strongly agree	32	19.5		
	Total	164	100		
Female	Strongly disagree	24	12.4	674	3.5
	Disagree	31	16.1		
	Neutral	31	16.1		
	Agree	40	20.7		
	Strongly agree	67	34.7		
	Total	193	100		

Table 29: Not fully implementing the gender equality policies at all levels

From Table 29 above, it can be seen that both male and female respondents are in agreement to the statement at average mean 3.1 and 3.5 respectively. The result shows that both male and female respondents agreed that not fully implementing the gender equality policies at all levels is the major factor hindering women's participation in leadership positions. Thus, it can be concluded that policies enacted by the government in relation to gender equality is not implemented in public institutions of the region as per intended.

Gender of respondents		Frequency	Percent	Total points	Mean (μ)
Male	Strongly disagree	27	16.5	480	2.9
	Disagree	36	22		
	Neutral	42	25.6		
	Agree	40	24.4		
	Strongly agree	19	11.6		
	Total	164	100		
Female	Strongly disagree	31	16.1	624	3.2
	Disagree	33	17.1		
	Neutral	36	18.7		
	Agree	46	23.8		
	Strongly agree	47	24.4		
	Total	193	100		

Table 30: Absence of affirmative actions to bring women in to higher positions

From Table 30 above, it can be seen that the mean of female respondents (i.e. 3.2) are in agreement to the statement, whereas the mean of male respondents (i.e. 2.9) are in disagreement to the statement. This shows that female respondents believe that absence of affirmative actions to bring women in to higher positions is one of the major reason women's underrepresentation in leadership positions. Whereas, male respondents argue that absence of affirmative actions to bring women in to higher positions is the hindering factoring to advance women in to leadership positions.

The comparative analysis of male and female respondents revealed that the following are the major factors hindering women's participation in leadership positions.

	Attribute of factors	Male (average Mean)	Female (Average mean)
	Women's personal factors		
1.	Fear of failure and management challenges	3.11	3.51
2.	Work burden of women at home	3.38	3.61
3.	Fear/unsupportive husband	3.15	3.41
	Organizational factors		
4.	Long working hours before and after regular working hours	3.26	3.46
5.	Assignment of leaders are not competency based	3.42	3.66
	Political factors		
6.	Unclear promotion procedures to leadership positions	3.2	3.4
7.	Favoritism in leadership selection and assignment	3.6	4.3
	Government policies barriers		
8.	Not fully implementing the gender equality policies at all levels	3.1	3.5
9.	Inadequate implementation of affirmative actions to bring women in to higher positions		3.2

Table 31: Major factors affecting women's participation in leadership positions (Comparison of Male and Female respondents)

Table above clearly indicate that personal factors (*work burden of women at home, fear/unsupportive husband and Fear of failure and management challenges*), organizational factors (*long working hours before and after regular working hours and assignment of leaders are not competency based*), political factors (*unclear promotion procedures to leadership positions and favoritism in leadership selection and assignment*) and government policies barriers (*not fully implementing the gender equality policies at all levels*) are the responsible major factors for underrepresentation of women in leadership positions as perceived by both male and female respondents which in agreement with all respondents result.

4.6. Analysis Based on Respondents Job Positions

4.6.1. Organizational Factors

Job position of the respondents	Alternative responses	Frequency	Percent	Total points	Mean (μ)
Leaders/Management members	Strongly disagree	3	6.4	151	3.21
	Disagree	12	25.5		
	Neutral	12	25.5		
	Agree	12	25.5		
	Strongly agree	8	17		
	Total	47	100		
Human Resource Managers	Strongly disagree	9	24.3	118	3.19
	Disagree	3	8.1		
	Neutral	8	21.6		
	Agree	6	16.2		
	Strongly agree	11	29.7		
	Total	37	100		
Employees	Strongly disagree	22	9.7	787	3.5
	Disagree	36	15.9		
	Neutral	49	21.6		
	Agree	54	23.8		
	Strongly agree	66	29.1		
	Total	227	100		
Gender Focal persons	Strongly disagree	9	19.6	146	3.17
	Disagree	8	17.4		
	Neutral	8	17.4		
	Agree	8	17.4		
	Strongly agree	13	28.3		
	Total	46	100		

Table 32: Long working hours after & before regular working hours

From Table 32 above, it is clear that all respondents' employees (3.5), human resource managers (3.19), leaders/management members (3.2) and gender focal persons (3.17) are in agreement to the statement, whose average mean is greater than 3. This result shows that long working hours after & before regular working hours is the major factor affecting advancement of women in to leadership positions. Thus, it can be concluded that long working hours after & before regular working hours is prohibiting/discouraging women to assume leadership posts.

Job position of the respondents	Alternative responses	Frequency	Percent	Total points	Mean (μ)
Leaders/Management members	Strongly disagree	2	4.3	156	3.32
	Disagree	11	23.4		
	Neutral	14	29.8		
	Agree	10	21.3		
	Strongly agree	10	21.3		
	Total	47	100		
Human Resource Managers	Strongly disagree	6	16.2	128	3.46
	Disagree	5	13.5		
	Neutral	7	18.9		
	Agree	4	10.8		
	Strongly agree	15	40.5		
	Total	37	100		
Employees	Strongly disagree	25	11	819	3.6
	Disagree	28	12.3		
	Neutral	39	17.2		
	Agree	54	23.8		
	Strongly agree	81	35.7		
	Total	227	100		
Gender Focal person	Strongly disagree	4	8.7	165	3.59
	Disagree	5	10.9		
	Neutral	11	23.9		
	Agree	12	26.1		
	Strongly agree	14	30.4		
	Total	46	100		

Table 33: Assignment of leaders are not competency based

From Table 33 above, it is clear that all respondents' employees (3.6), human resource managers (3.46), leaders/management members (3.32) and gender focal persons (3.59) are in agreement to the statement, whose average mean is greater than 3. This result shows that assignment of leaders are not competency based is the major factor affecting women's participation in leadership positions. Thus, it can be concluded that assignment of leaders of the region is questionable.

Job position of the respondents	Alternative responses	Frequency	Percent	Total points	Mean (μ)
Leaders/Management members	Strongly disagree	8	17	121	2.57
	Disagree	19	40.4		
	Neutral	8	17		
	Agree	9	19.1		
	Strongly agree	3	6.4		
	Total	47	100		
Human Resource Managers	Strongly disagree	8	21.6	111	3.00
	Disagree	9	24.3		
	Neutral	4	10.8		
	Agree	7	18.9		
	Strongly agree	9	24.3		
	Total	37	100		
Employees	Strongly disagree	43	18.9	671	3.0
	Disagree	51	22.5		
	Neutral	48	21.1		
	Agree	43	18.9		
	Strongly agree	42	18.5		
	Total	227	100		
Gender Focal persons	Strongly disagree	14	30.4	121	2.63
	Disagree	7	15.2		
	Neutral	12	26.1		
	Agree	8	17.4		
	Strongly agree	5	10.9		
	Total	46	100		

Table 34: The cultures of organizations have been shaped by men

From Table 34 above, it is clear that leaders/management members (2.576) and gender focal persons (2.63) whose average value is less than is agreed that the cultures of organizations have been shaped by men is not hindering women participation in leadership positions. On the other hand, human resource managers (3.0) and employees (3.0) are neutral to the statement, whose average mean is equal to 3. This result indicate that the cultures of organizations have been shaped by men is not the major factor for underrepresentation of women's participation in leadership positions. Thus, it can be concluded that assignment of leaders of the region is questionable.

Job position of the respondents	Alternative responses	Frequency	Percent	Total points	Mean (μ)
Leaders/Management members	Strongly disagree	10	21.3	112	2.38
	Disagree	23	48.9		
	Neutral	4	8.5		
	Agree	6	12.8		
	Strongly agree	4	8.5		
	Total	47	100		
Human resource Managers	Strongly disagree	9	24.3	110	2.97
	Disagree	6	16.2		
	Neutral	5	13.5		
	Agree	11	29.7		
	Strongly agree	6	16.2		
	Total	37	100		
Employees	Strongly disagree	57	25.1	622	2.7
	Disagree	60	26.4		
	Neutral	33	14.5		
	Agree	39	17.2		
	Strongly agree	38	16.7		
	Total	227	100		
Gender Focal persons	Strongly disagree	12	26.1	125	2.72
	Disagree	9	19.6		
	Neutral	12	26.1		
	Agree	6	13		
	Strongly agree	7	15.2		
	Total	46	100		

Table 35: Absence of trust on women leaders

From Table 35 above, it is clear that all respondents' employees (2.7), human resource managers (2.97), leaders/management members (2.38) and gender focal persons (2.72) are in disagreement to the statement, whose average mean is less than 3. This result indicate that absence of trust on women leaders are not the major factor impeding women's participation in leadership positions. Thus, it can inferred that if women become to leadership they are trusted by others.

4.6.2. Political Factors

Job position of the respondents		Frequency	Percent	Total points	Mean(μ)
Leaders/Management Members	Strongly disagree	5	10.6	133	2.83
	Disagree	18	38.3		
	Neutral	7	14.9		
	Agree	14	29.8		
	Strongly agree	3	6.4		
	Total	47	100		
Human Resource Managers	Strongly disagree	6	16.2	125	3.38
	Disagree	7	18.9		
	Neutral	4	10.8		
	Agree	7	18.9		
	Strongly agree	13	35.1		
	Total	37	100		
Employees	Strongly disagree	43	18.9	695	3.1
	Disagree	48	21.1		
	Neutral	44	19.4		
	Agree	36	15.9		
	Strongly agree	56	24.7		
	Total	227	100		
Gender Focal person	Strongly disagree	13	28.3	123	2.67
	Disagree	13	28.3		
	Neutral	4	8.7		
	Agree	8	17.4		
	Strongly agree	8	17.4		
	Total	46	100		

Table 36: Male biased political assignment

From Table 36 above, it can be seen that human resource manager's respondents (average mean=3.38), and employee's respondents (average mean=3.1) are in agreement to the statement, whereas the mean of leaders/management respondents (2.83) and mean of gender focalpersons (2.67) are in disagreement to the statement. This shows that human resource manager and employee's respondents believe that *male biased political assignment of leaders* in the region is considered as a major reason for women's underrepresentation in leadership positions. Whereas, leaders/management and gender focal persons respondents argue that *male biased political assignment of leaders* is not the major reason for underrepresentation of women in leadership positions.

Job position of the respondents		Frequency	Percent	Total points	Mean(μ)
Leaders/Management Members	Strongly disagree	2	4.3	148	3.15
	Disagree	14	29.8		
	Neutral	9	19.1		
	Agree	19	40.4		
	Strongly agree	3	6.4		
	Total	47	100		
Human Resource Managers	Strongly disagree	7	18.9	123	3.32
	Disagree	3	8.1		
	Neutral	8	21.6		
	Agree	9	24.3		
	Strongly agree	10	27		
	Total	37	100		
Employee	Strongly disagree	37	16.3	760	3.3
	Disagree	36	15.9		
	Neutral	35	15.4		
	Agree	49	21.6		
	Strongly agree	70	30.8		
	Total	227	100		
Gender Focal person	Strongly disagree	8	17.4	138	3.00
	Disagree	13	28.3		
	Neutral	6	13		
	Agree	9	19.6		
	Strongly agree	10	21.7		
	Total	46	100		

Table 37: Unclear promotion procedures to leadership positions

From Table 37 above, it can be seen that human resource manager’s respondents (3.32), employee’s respondents (average mean=3.3) and Leaders/management (average mean=3.15) are in agreement to the statement, whereas the mean of focal gender persons respondents (3.00) is neutral to the statement. This analysis revealed that unclear promotion procedures to leadership positions in the region is affecting women participation in leadership positions. Thus, it can be concluded that one of the reason for underrepresentation of women’s in leadership positions is lack of transparency of promotion procedures in to leaders.

Job position of the respondents	Alternative responses	Frequency	Percent	Total points	Mean (μ)
Leaders/Management Members	Strongly disagree	5	10.6	125	2.66
	Disagree	15	31.9		
	Neutral	19	40.4		
	Agree	7	14.9		
	Strongly agree	1	2.1		
	Total	47	100		
Human Resource Managers	Strongly disagree	7	18.9	111	3.00
	Disagree	3	8.1		
	Neutral	16	43.2		
	Agree	5	13.5		
	Strongly agree	6	16.2		
	Total	37	100		
Employees	Strongly disagree	57	25.1	635	2.8
	Disagree	37	16.3		
	Neutral	61	26.9		
	Agree	39	17.2		
	Strongly agree	33	14.5		
	Total	227	100		
Gender Focal person	Strongly disagree	9	19.6	127	2.76
	Disagree	11	23.9		
	Neutral	15	32.6		
	Agree	4	8.7		
	Strongly agree	7	15.2		
	Total	46	100		

Table 38: Fear of politics and responsibility

From Table 38 above, it can be seen that employees respondents (average mean=2.8), gender focal persons respondents (average mean=2.76) and Leaders/management (average mean=2.66) are in disagreement to the statement, whose average mean is less than 3; whereas the mean of human resource manager’s respondents (3.00) is neutral to the statement. Leaders, gender focal persons and employees are believe that fear of politics and responsibility are not responsible for underrepresentation of women’s in leadership positions of the region. This means that women are willing to assume leadership post.

Job position of the respondents	Alternative responses	Frequency	Percent	Total points	Mean (μ)
Leaders/Management Members	Strongly disagree	2	4.3	165	3.51
	Disagree	3	6.4		
	Neutral	17	36.2		
	Agree	19	40.4		
	Strongly agree	6	12.8		
	Total	47	100		
Human Resource Managers	Strongly disagree	8	21.6	135	3.65
	Disagree	3	8.1		
	Neutral	1	2.7		
	Agree	7	18.9		
	Strongly agree	18	48.6		
	Total	37	100		
Employees	Strongly disagree	21	9.3	842	3.7
	Disagree	26	11.5		
	Neutral	43	18.9		
	Agree	45	19.8		
	Strongly agree	92	40.5		
	Total	227	100		
Gender Focal person	Strongly disagree	6	13	157	3.41
	Disagree	7	15.2		
	Neutral	9	19.6		
	Agree	10	21.7		
	Strongly agree	14	30.4		
	Total	46	100		

Table 39: Favoritism in leadership selection and assignment

From Table 39 above, it is clear that all respondents' employees (3.7), human resource managers (3.65), leaders/management members (3.51) and gender focal persons (3.41) are in agreement to the statement, whose average mean is greater than 3. This result shows that favoritism in leadership selection and assignment of the region is the major factor affecting advancement of women in to leadership positions. Thus, it can be concluded that leaders selection and assignment is biased, not merit based and based on informal networks.

Job position of the respondents	Alternative responses	Frequency	Percent	Total points	Mean(μ)
Leaders/Management Members	Strongly disagree	10	21.3	123	2.62
	Disagree	14	29.8		
	Neutral	8	17		
	Agree	14	29.8		
	Strongly agree	1	2.1		
	Total	47	100		
Human Resource Managers	Strongly disagree	7	18.9	119	3.22
	Disagree	7	18.9		
	Neutral	4	10.8		
	Agree	9	24.3		
	Strongly agree	10	27		
	Total	37	100		
Employees	Strongly disagree	39	17.2	721	3.2
	Disagree	38	16.7		
	Neutral	52	22.9		
	Agree	40	17.6		
	Strongly agree	58	25.6		
	Total	227	100		
Gender Focal person	Strongly disagree	8	17.4	145	3.15
	Disagree	8	17.4		
	Neutral	10	21.7		
	Agree	9	19.6		
	Strongly agree	11	23.9		
	Total	46	100		

Table 40: Inadequate support of politicians and leaders to bring women in to leadership

From Table 40 above, it is clear that all respondents' human resource managers (3.22), employees (3.2), and gender focal persons (3.15) are in agreement to the statement, whose average mean is greater than 3. Leaders/management member's respondents (2.62) is in disagreement to the statement.

4.6.3. Government Policies Barriers

Job position of the respondents	Alternative responses	Frequency	Percent	Total points	Mean (μ)
Leaders/Management Members	Strongly disagree	5	10.6	154	3.28
	Disagree	8	17		
	Neutral	12	25.5		
	Agree	13	27.7		
	Strongly agree	9	19.1		
	Total	47	100		
Human Resource Managers	Strongly disagree	7	18.9	121	3.27
	Disagree	6	16.2		
	Neutral	5	13.5		
	Agree	8	21.6		
	Strongly agree	11	29.7		
	Total	37	100		
Employee	Strongly disagree	32	14.1	769	3.4
	Disagree	35	15.4		
	Neutral	41	18.1		
	Agree	51	22.5		
	Strongly agree	68	30		
	Total	227	100		
Gender Focal person	Strongly disagree	6	13	146	3.17
	Disagree	12	26.1		
	Neutral	7	15.2		
	Agree	10	21.7		
	Strongly agree	11	23.9		
	Total	46	100		

Table 41: Not fully implementing the gender equality policies at all levels

From Table 41 above, it is clear that all respondents' employees (3.4), human resource managers (3.27), leaders/management members (3.28) and gender focal persons (3.17) are in agreement to the statement, whose average mean is greater than 3. This result shows that not fully implementing the gender equality policies at all levels in the region is the major factor affecting advancement of women in to leadership positions. Thus, it can be inferred that government policies related to gender equality is not implementing properly as intended by the government.

Job position of the respondents	Alternative responses	Frequency	Percent	Total points	Mean (μ)
Leaders/Management Members	Strongly disagree	7	14.9	142	3.02
	Disagree	8	17		
	Neutral	13	27.7		
	Agree	15	31.9		
	Strongly agree	4	8.5		
	Total	47	100		
Human Resource Managers	Strongly disagree	5	13.5	125	3.38
	Disagree	6	16.2		
	Neutral	7	18.9		
	Agree	8	21.6		
	Strongly agree	11	29.7		
	Total	37	100		
Employees	Strongly disagree	39	17.2	703	3.1
	Disagree	42	18.5		
	Neutral	49	21.6		
	Agree	52	22.9		
	Strongly agree	45	19.8		
	Total	227	100		
Gender Focal person	Strongly disagree	7	15.2	134	2.91
	Disagree	13	28.3		
	Neutral	9	19.6		
	Agree	11	23.9		
	Strongly agree	6	13		
	Total	46	100		

Table 42: Limited affirmative actions to bring women in to leadership positions

From Table 42 above, it is clear that employees (3.1), human resource managers (3.38), leaders/management members (3.02) are in agreement to the statement, whose average mean is greater than 3. This result shows that employees, leaders, and human resource managers believe that inadequate implementation of affirmative actions to bring women in to higher positions is the major factor affecting for women underrepresentation in leadership positions. Thus, it can be concluded that there is presence of limited affirmative actions and the existing affirmative actions are insufficient to bring women in to leadership positions.

The comparative analysis by job positions revealed that the following are the major factors hindering women for advancing to leadership positions as perceived by human resource managers, employees, leaders/management and gender focal persons.

		Leaders	HRM	Employees	GFP
Organizational factors					
1.	Long working hours after & before regular working hours	3.21	3.19	3.5	3.17
2.	Assignment of leaders are not competency based	3.32	3.46	3.6	3.59
Political factors					
3.	Unclear promotion procedures to leadership positions	3.15	3.32	3.3	3.0
4.	Favoritism in leadership selection and assignment	3.51	3.65	3.7	3.41
5.	Inadequate support of politicians and leaders to bring women in to leadership		3.22	3.2	3.15
Government policies barriers					
6.	Not fully implementing the gender equality policies at all levels	3.28	3.27	3.4	3.17
7.	Limited affirmative actions to bring women in to higher positions	3.02	3.38	3.1	

Table 43: Major factors affecting women's participation in leadership positions
(Comparison by job positions of respondents)

Table above clearly also indicate that organizational factors (*long working hours before and after regular working hours and assignment of leaders are not competency based*), political factors (*unclear promotion procedures to leadership positions and favoritism in leadership selection and assignment*) and government policies barriers (*not fully implementing the gender equality policies at all levels*) are the major responsible factors for underrepresentation of women in leadership positions as perceived by leaders/management members, human resource managers, employees and gender focal persons respondents. The study has found out that men managers are not in favor of women empowerment; they tend to assign women on low ranking positions which does not require high managerial and leadership skills, regardless of their academic qualification.

5. Summary of Findings, Conclusion and Recommendations

5.1. Introduction

Since the study aimed at assessing major factors that have hindered women's participation in leadership positions in general and suggest possible recommendations that can be used to enhance women's participation in leadership positions in Oromia Regional Government Public Sector Institutions in particular, this chapter presents the findings of the study.

5.2. Summary of Major Findings

The study has found out that factors such as: personal, institutional, socio cultural, political and government policies have their own share for women's underrepresentation on leadership positions of the Oromia Regional State. The major findings include;

- Personal factors which include fear of an unsupportive husband or simply put fear of a husband, work overburden at home and fear of failure and management challenges have discouraged women from taking part in leadership positions.
- At the socio cultural level negative perception towards female's capabilities/ the general negative attitudes towards women in leadership, dual roles in the productive and reproductive spheres at and not recognizing women in authority have been found to hinder women's participation in leadership positions.
- At the socio cultural level negative perception towards female's capabilities/ the general negative attitudes towards women in leadership, dual roles in the productive and reproductive spheres at and not recognizing women in authority was found to hinder women's participation in leadership positions. Cultural practices that relegate women to the domestic sphere were said to be responsible for women's absence from leadership.
- At the institutional level the long working hours after & before regular working hours and assignment of leaders are not competency based practices stood out as the main factors affecting women's participation in management positions. The composition of the recruitment, appointment and promotion committees was also found to be dominantly male with no specific places reserved for women.
- It was also noted that political factors such as favoritism in leadership selection and assignment, unclear promotion procedure to leadership positions, inadequate support of politicians and leaders to bring women in to leadership, and male biased political assignment perceived as the major factors to hinder women's participation in leadership positions. Usually men are substituted for women as men are thought to be more supporters than women.
- Government Policies: The study also found out that there are some policies on gender balance but they are not monitored and implemented at all levels. Therefore, all those policies and procedures on gender issues or gender mainstreaming have remained to be paper value.
- The participants feel that the societal perception and cultural factors for women's leadership has shown progress. The respondents believe that the women are honest and are less involved in malpractices like rent seeking than their male counterparts.
- In general, results obtained from a comparison of mean scores from respondents have shown that political factors, government policies, and organizational factors have been found to be the strongest barriers for women's representation in leadership positions of the region as has been perceived and reported by the respondents.

5.3. Conclusions

The study has generally found out that women are clearly underrepresented in leadership positions in the Oromia Regional Government public institutions. The study result revealed that low participation of women in leadership positions is attributed to different personal, socio cultural, organizational, political factors, and government policies. Leadership positions in Oromia regional government public organizations are mainly dominated by male leaders and the current scenario does not attract women to contribute their part. Moreover, favoritism in leaders' selection and absence of transparent promotion procedures to leadership positions are the predominant factors that are obstacles for women's participation in leadership positions. Moreover improper implementation of affirmative action is another hindering factor for women's participation in leadership positions.

Previous studies reveal that there are individual, organizational and socio-cultural factors that have resulted in the under-representation of women in leadership positions in almost all spheres of life. In the past it has been assumed that the

major barriers were assumed to be only individual factors, thus holding women responsible for their underrepresentation on supreme executive positions which require high leadership disposition and decision making ability.

The findings of this study have also revealed that while many previous studies had included women individual factors and socio cultural factors as a major impeding factors, in this study this factors was minimized. However, the political factors are the strongest barriers, followed by government policies and organizational barriers; whereas the least contributing factors as per the findings are individual factors followed by socio cultural barriers. The results of this study have also proven that women have no inherent fear of involvement on leadership and managerial positions, even though, they are perceived in by the society as power- phobic members in the society.

5.4. Recommendations

Based on the findings of the study, the following are principal recommendations made to improve women's participation in leadership positions in Oromia Regional Government public institutions:

- Selection, assignment and promotion to leadership positions should be transparent and consider academic merits such as educational qualification, educational background, and work experience on top of political commitment (Political commitment +Merit). This way, it would be possible to get competent women who may play leadership role model. And this could in turn encourage more women to join such positions.
- The government should give due concern to ways of enhancing women's participation in leadership positions through its laws, policies and regulations-enforcement. Government should put in place machinery for monitoring and evaluation to see it that the right procedures are followed in the selection and assignment of staff to senior management/leader.
- Public organizations should have a wide range of programs aimed at reducing the challenges of balancing work and family obligations (*Balancing work & family*). There is need to make leader women friendly by finishing meetings on time and within working hours.
- Government should employ affirmative action, such as quotas, to improve the representation of women in leadership positions and monitor the implementation of the affirmative action.
- Training is necessary to equip women with skills of leadership/management. This will go a long way in changing the way women perceive themselves and gives them confidence in their own capacity to be effective leaders. Providing gender sensitive training to both males and females to promote nondiscriminatory working relationships and respect for diversity in work and leadership/management positions.
- The government should seek to achieve gender parity in all decision-making bodies, by establishing incremental time-bound targets for increasing women's representation.
- The government should allot media coverage (Radio, TV) that propagate gender equality issues. Monitor the media's coverage of women and gender equality issues, and identify and report on gender bias particularly with respect to women in decision-making. Strengthen advocacy on the issues of gender equality and empowerment of women among the general public.
- Adopt clear and transparent rules to ensure internal democracy, with specific attention to gender equality.
- Political parties are the major 'gatekeepers' in determining who will be candidates and who will be assigned, promoted to a leader. They play a critical role in advancing or impeding women's participation in decision-making bodies.
- Clear guidelines for modalities and implementation of affirmative measures that lead to empowering women and creating their ability to critically engage with the state and the society for a social change and gender equality should be developed.

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