AMBO UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF PUBLIC ADMINISTRATION
AND DEVELOPMENT MANAGEMENT

CHALLENGES AND OPPORTUNITIES OF WOMEN MANAGERS: THE CASE OF PUBLIC SECTORS IN AMBO DISTRICT, ETHIOPIA

BY

QARO KEBEDE BIRRU

A MASTER THESIS SUBMITTED TO THE DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF ARTS IN DEVELOPMENT MANAGEMENT

ADVISOR

IDRIS MOHAMMED (*ASS.PROF*)

AMBO, ETHIOPIA

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CERTIFICATION SHEET

As thesis research advisor, I hereby certify that I have read and evaluated this thesis prepared under my guidance by Qaro Kebede Birru entitled "Challenges And Opportunities of Women Managers: The case of Public Sectors in Ambo District, Ethiopia". I recommend that it be submitted as fulfilling the thesis requirement.

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As mentioned by the Board of Examiners of the MA Thesis open defense was examined we certified that we have read and evaluated the thesis prepared by Qaro Kebede Birru and examined the candidate. We recommend that the thesis be accepted as fulfilling the thesis requirements for the degree of Master of Arts in Development Management

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DECLARATION

I declare that the thesis work entitled "Challenges and Opportunities of Women Managers: The Case of Public Sectors in Ambo District, Ethiopia" is my original work and has not been presented for a degree at any other University, and all sources of materials used for this thesis have been dully acknowledged. I have produced it dependently expecting the guidance of my academic advisor.

Name of Student: **Qaro Kebede Birru**

Signature_____

Date_____

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DEDICATION

This study is dedicated to all mothers who have lost their lives due to war and whose children have lost their mothers. The world we live in today is prone to war. Mother's deaths continue due to war, as well as children left without mothers. These mothers and children are the matter of tomorrow for the world. The world breathes from its mother's lungs. Sustenance of the world's economic benefits is on the backs of mothers. Let the wars in our world stop. Mothers should not be killed, and children should not be left without mothers. My prayer is that God gives mothers a long life, and that is my happiness. Therefore, I want my study to be a heartfelt gift to all mothers around the world who have died or been injured as a result of war, and to all of us mothers.

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ACRONYMS

AIDS	Acquired Immunity Deficiency Syndrome
ASEAN	Association of Southeast Asian Nations
BDPA	Beijing Declaration and Platform of Action
AUWGDD	African Union, Women, Gender and Youth Directorate
AU	Africa Union
BRIC	Brazil, Russia, India, China
CEDAW	Convention Elimination Discrimination against Women
CEOs	Chief Executive Officers
CFO	Chief Female Officer
COO	Chief Operating Office
EPRDF	Ethiopian People's Revolutionary Democratic Front
FDRE	Federal Democratic Republic of Ethiopia
HIV	Human Immunity Virus
ILO	International Labor Organization
HR	Human Resource
NGO	Non-Government Organization
REWA	Revolutionary Ethiopian Women's Association
SDG	Sustainable Development Goal
SDGEA	Sustainable Development Goal Equality in Africa
UK	United Kingdom
UN	United Nations
USA	United State of America
WAO	Women's Affairs Office

ABSTRACT

The study was generally intended to examine challenges facing and available opportunities for women managers in the Public Sectors of Ambo District, West Shoa Zone. Moreover, it was concerned with asking about the status, identifying challenges, and explaining opportunities taken by the sectors to resolve women managers' problems. Simple random sampling was used to collect the required data through a structured questionnaire and conduct interviews with 1 head and 3 experts purposively selected to get sufficient information from the Women and Children's office. One hundred thirty-one questionnaires (131) were distributed and ninety-five percent (95%) of them were returned were 5 % filled. To achieve the study's aims, the study used a descriptive research design along with Qualitative and Quantitative research approaches. A closed-ended questionnaire and a Five-point Likert scale were used as measuring methods. In addition, data were collected through interviews and document reviews to supplement data gained through a questionnaire survey. Tables and figures were used to show the data, which were then evaluated using descriptive statistics (frequency, percentage, mean, and standard deviations with the help of SPSS version 20). It is found that women are generally underrepresented in public sectors and the majority of them are not adequately held managerial positions. Gaps in the glass ceiling, socio-cultural factors, gender stereotyping, and individual and organizational barriers are the major challenges for women to join and step forward in managerial positions. Public sectors and the local government have taken some encouraging initiatives to increase women's share of managerial positions. However, women themselves are not adequate to avoid the glass ceiling attitudes in managerial occupations although current political movements and international institutions' pressure among others are available opportunities. Generally, women managers have encountered challenges both within the organization and outside of the organization. Therefore, in addition to using available opportunities, all collective efforts of stakeholders are generally recommended to minimize the challenges facing women managers in the public sectors of Ambo District.

Keywords: - Challenges, opportunities, women managers, Ambo district, public sector

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Women have a significant role in all aspects of development and the public sector around the world, and without women's participation, there is no sustainable development (Ambepitiya, 2016). However, they have been facing great and numerous problems in every society throughout the world. They have been denied in all matters that affect their lives in leadership positions. Yet, not surprisingly, many people both males and females find it difficult to perceive those women constitute an oppressed group. In some societies, they are treated as the property of their husbands (Amadiume, 2015).

Human beings are born free and equal in dignity and under the law but gender-based discrimination remains to delay women's formal participation in decision-making and managerial positions. Even though women are half of the world's population, countries around the globe do not enjoy equality with men in political, social, and economic power (Paxton *et al.*,2020).

Women are excluded from or underutilized in the decision-making process at the managerial level because career advancement for women is limited to occupations where high management posts are only open to men. This is clear proof that women's public sector engagement is relatively limited, and they are relegated to low-paying employment, leaving them extremely dependent on males for fiscal sustenance for themselves and their families (Bekele, 2016).

Many women find politics unwelcoming and even hostile to engaging in and occupying executive positions in nations where conventional or patriarchal norms remain dominant. Men are the ones who are responsible and concerned with business and politics, whereas women's lives have been determined for periods unrecorded by their capacity to nurture children (Kasa, 2015).

There is a case to be made that the patriarchal system, in which males have decision-making power, is at the root of women's restrictions. Women who aspire to management jobs must consider the possibility of being branded as unfit mothers and wives and

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societal stigmatization (Diehl et al., 2016).

The situation of women in management positions in Africa is still dominated by men, and many women are barred from obtaining executive roles. Despite their education and achievement in the workplace, most women's roles are those of housewives. On the other hand, the guy is the earner, the leader of the family, and has the power to shape public opinion. In specific, women in Africa have been faced with challenges and obstacles to their well-being and development (Al-keyed, 2015).

In recent years, many African countries have geared their efforts toward improving women's representation in all spheres of governance in both the public and private sectors (Amina & Ibrahim, 2019). Through interventions such as quota systems, capacity building, and representations set by political parties. many African countries have tried to introduce more women at leadership and decision-making levels, particularly in their public sectors (Moodley, 2016).

In addition, governments have introduced laws and national-level regulations to avoid gender-based discrimination and related unfair practices, and to promote diversity in leadership and management roles within the public sectors. Yet, women are still widely marginalized within the corridors of power and decision-making roles compared to their male counterparts in public sectors (UNESCO, 2017).

Although the number of women joining the workforce in the public sector has been continuously increasing, only a small number of them manage to advance their careers as leaders and decision-makers. Rather, they are concentrated in larger numbers at lower levels of leadership/management in the workplace, especially in the public sector (Coetzee & Moosa, 2020).

According to ILO(2015), there are still extremely few working women in top management roles in Africa, which needs the implementation of solutions to bring about real change. ILO, despite some tangible affirmative action initiatives, there is still a lack of representation for African women in senior executive positions across the continent. For instance, Eritrea and Sierra Leone have the lowest (4.2%) (7.9%) proportion of female leaders in public sectors respectively. Whereas, in Burkina Faso, Cameroon,

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Guinea, Mauritania, and Ethiopia the female managerial lists figured as 14 to 20% which is very low (*ibid*).

Ethiopia is one of the poorest countries but the fastest growing in Africa with a larger population of more than 100 million and of which 50 percent account for women. Achievement of women in managerial positions will bring the utilization of half of the population which was not considered in the past and boost the status of the individual and the society at large (UN-Women, 2014).

According to Mekonnen (2017), Ethiopia is a patriarchal country where women are seen as second-class citizens. The subordination of women in the country is largely due to the socialization process, which sets gender roles. In Ethiopia, very few managerial positions are being filled by women. From the total number of federal government job listings, women hold only 26.5% of management positions (Terefe *et al.,* 2017).

These low positions of women in management positions are due to key barriers such as the glass ceiling, organizational culture, gender stereotyping, individual barriers, and sociocultural factors, which hampered women's ability to hold positions of management positions in the public sectors (Ilesanmi, 2018).

Though there are challenges that limit women from holding management positions, there are available international and local laws and protocols such as Sustainable Development Goals and the FDRE constitution that affirm gender equality as a human right and a prerequisite for social justice and the right to affirmative action, with special attention paid to allowing women to compete and participate in all aspects of life, as well as exercise their democratic and human rights on an equal footing with men (Ogata,2013).

In Ambo District, the proportion of women managers in public sectors was very low. It holds only 5 (17%) managerial positions (Ambo District Women and Children's Office, 2022). This resulted in a high gap between women and men in managerial positions in public sectors. Therefore, the study would examine the challenges and opportunities for women managers in the public sectors of the Ambo district.

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1.2. Statement of the Problem

In most global communities, females are viewed as the lesser species when a man is acknowledged as the head of a family or tribe. They are cut off women from the management of companies, sectors, and societies and are merely ringed with homework. As a result, women are denied access to both respectable and practical positions that are traditionally reserved for men (Mhiret, 2019).

The ability of women in leadership has kept them out of senior leadership positions due to socio-culture and male domination which leads to an increase in the number of women in low-level positions in the world (Getacho, 2021).

Management is traditionally seen as a man's occupation, whereas women's lives have been shaped by time spent raising children. Women faced numerous challenges in holding and progressing in managerial positions as a result of this traditional attitude, in addition to other barriers (Watts, 2019).

Women could not be able to get management positions. Low experience problems, both at paid work and unpaid household tasks, created pressure on female managers and forced them to work under highly stressful conditions as compared to their male counterparts (Amadiume, 2015).

However, it is a proven fact that the meaningful participation of women in managerial positions is a key element to attaining organizational goals, and reasons related to personal, societal, and institutional factors hinder the participation of women in economic spheres. Studies reveal that social factors are related to the deep-rooted wrong attitude and perception of society toward gender equality and towards the positioning of women as subordinate to men mainly suppresses their participation in managerial positions (Jabessa et al., 2015).

Both in the world and Africa, women's managerial positions account for 31% and 39% of the total, which is very low when we compare them with men (Grant Thorton, 2021).

Society in most African countries expects women to primarily play traditional gender roles such as performing domestic tasks, motherhood, and providing care for elders (Amina & Ibrahim, 2019). Such traditionally defined social roles have deprived African

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women of opportunities for progress, as they are expected to constantly fulfill the unending responsibilities of these fundamental roles (*ibid*). For such and other reasons, the few women who even succeed in assuming better roles and positions in their respective organizations do not survive for a long period.

According to the Federal Democratic Republic of Ethiopia's (FDRE) 2006 report on the execution of the African Union's solemn declaration on gender equality, the majority of women in Ethiopia have poor social status, similar to many other African nations. They have been denied equitable access to chances for education, training, and meaningful work, and their participation in systems for formulating policy and making decisions has been negligible (Kassa,2015).

According to, ILO (2017), Ethiopia had only 14 percent to 20 percent of women managers in the public sector. The study confirmed that there are low numbers of women managers in the public sector of the country. However, in recent years, the number of female employees has been increasing worldwide by 47% (*ibid*).

According to World Bank (2022) report, from the total labor force, Ethiopia had 46.44% of women in the labor force for the country's economic development in 2021. However, less than 26.5% of women are public sector managers. The report confirmed that there are a high number of women in low-level positions and there are challenges that prevent women from rising to managerial positions. What is most surprising is that women are heavily involved in the labor force for the country's development but they are being prevented from taking the lead in the management positions of the public sector (Terefe *et al*,.2019).

In the current situation, the Ethiopian government has made notable progress in cabinet appointments in 2018 by promoting women to high-level political positions. The cabinet/minister includes 50% female appointments as well as the first Ethiopian president. However, this type of management assignment and women's empowerment practice is not seen in low levels of public sectors (Getachew, 2021). Even though the government's initiatives to solve the problems of women are encouraging, they were not able to enhance women's share of managerial positions in the public sector.

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In the federal government of Ethiopia female ministers hold 50 percent of administrative positions as of 2018. This figure has declined to 31 percent in 2022 (Mulugeta *et al*.,2022).

Both at regional and zonal levels, women's managerial position constitutes 23% and 13% in public sectors which were numerically small (Oromia Regional and west Shoa Zone women and children's office report, 2022).

Ethiopia is also a signatory to international and domestic women's treaties and conventions to achieve a benchmark for women's representation in all positions of public decision-making (Uki et al., 2015). To avoid gender discrimination in employment and other development activities in the public sector, the Ethiopian government has taken different initiatives by formulating different policies (Bayeh, 2016).

However, women's participation in management positions was still in its infant stage, which meant a small percentage of women holding managerial positions due to barriers such as the glass ceiling, organizational culture, gender stereotyping, individual characteristics, and socio-cultural factors (Khalid *et al*., 2017). Despite increased efforts by governments, pressure groups, and international organizations, women are still underrepresented in leadership positions and decision-making roles in the public sector in Ethiopia (UNDP, 2021).

Some theories explain women's roles in development. The functionalist theory views men and women as having distinct roles that are critical for the survival of the family and society, whereas the conflict perspective focuses on the gendered division of labor in families and the workplace, which results from male control and dominance over women and resources, and the feminism perspective is a movement that believes women and men are equal and that they should be valued equally and have equal rights at the workplace (Keneni, 2019).

Some studies were carried out on the challenges of women's managerial positions; yet, some gaps need to be assessed by this study. For instance, the study done by Bacha (2008) was limited to regional-level bureaus only; the region's zones and woreda were not included. Rahel (2013) has conducted a study on the challenges facing women

managers in the selected organization, focusing on challenges that hinder women's managerial positions. Yet, the local government initiatives and international experience are uncovered in her study. The research conducted by Kasa (2015) mainly focuses on the challenges of women's political participation in Ethiopia; other women's managerial position status in the public sectors was not included in his study. As for Birkneh (2017), some challenges hindered holding managerial positions in the Development Bank of Ethiopia; still, the study was too narrow to cover other financial sectors .

In general, although many researchers have conducted studies on women-related problems, some of them were limited in space, while others focused on selected sectors/organizations. To the best of my knowledge, there is no study conducted on challenges that affect women's managers and available opportunities in the Ambo district public sector. Therefore, the purpose of this study is to fill this knowledge gap and address challenges that affect women managers and available opportunities in the Ambo district public sector.

The reasons and situation as written below were found to be the main point for the researcher to choose and conduct the studies on the challenges and opportunities of women managers in the public sectors of the Ambo district.

In 2018, when Dr. Abiy Ahmed became prime minister of Ethiopia, he appointed fifty percent of the country's female ministers (Breuning & Okundaye, 2021). However, such good practices have not been implemented for women managers in the public sectors of the district. According to Kasa, 2015 study, the problems of women's leadership in Ethiopia have not yet simply changed. It is understood that there are many complex challenges in the public sectors.

The number of women in managerial positions in the public sector of the Ambo district has decreased by several percentage points from time to time. In the district's public sectors, the number of women managers was 13 (41%) in number by 2018. This figure declined to 9 (31%) in 2019 and 8 (27%) as of 2020. And, in 2022, only 5 (17%) are women managers in the district public sector (Ambo District Women and Children's Office, 2022).

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The Ambo district is one of the 22 Districts in the West Showa Zone. The District's public sectors are located in Ambo town, the capital of the zone. This sets them different from other districts' public sectors. Due to their location, the public sectors in the Ambo district have many opportunities as many institutions like public and private Universities, as well as colleges, are located in the town. It could use these institutions as a great opportunity to provide training on awareness creation and consultancy services and become exemplary for districts' public sectors on women's management positions. This all real situation triggered the researcher to select Ambo District to examine challenges affecting women's management positions and available opportunities in the public sector.

1.3. Objectives of the Study

1.3.1. General Objective

The study's general objective was to assess the challenges and opportunities for women managers in the public sectors of the Ambo district.

1.3.2. Specific Objectives

- To find out the status of women in managerial positions in the study area.
- To identify challenges affecting women's managerial positions in the study area.
- To explain available opportunities for women in managerial positions in the study area.

1.4. Research Questions

- What does the status of women's managerial positions look like in the study area?
- What are the challenges affecting women's managerial positions in the public sectors of the Ambo district?

- What are available opportunities for women managers in the public sectors of the Ambo district?

1.5. Significance of the study

Studying women's problems may have paramount or vital significance in different development paradigms/ models. The study would be significant for decision-makers and academicians to provide valuable information on the status of women in management and

the challenges and opportunities facing women managers in the public sectors of the Ambo District. The study intends to show important areas of policy intervention that would allow decision-makers to revisit and correct existing gaps, thereby facilitating situations to realize gender equality in managerial positions in the district's public sectors. The study would also be significant because the result could inspire decision-makers to make policy interventions and initiate further research work, which could hence contribute to problem-solving and knowledge-building simultaneously. Generally, the study was targeted to benefit the government, policymakers, NGOs, and other researchers who were interested in the same issues as sources of knowledge.

1.6. Scope of the Study

The study would be more fruitful if it incorporated all women's problems. Due to the researcher's *time* and *financial* constraints, the study may not cover all women's problems at once in all dimensions. Therefore, in *terms of area*, the study was conducted in the public sectors of the Ambo District on examining the challenges such as; the glass ceiling, organizational barriers, individual barriers, sociocultural factors, gender stereotypes, and local and international available opportunities such as; CEDAW, FDRE constitution, affirmative action, Beijing platform that enhance women's managerial positions in the public sectors of the Ambo District from 2018 to 2022 reviewed.

1.7. Limitation of the Study

The study was limited to studying women's managerial positions and was not by any means a comprehensive survey. Other relevant urban and rural problems such as violence, rape, etc. were not included in the study. The study also did not cover all challenges and was limited to office employees of the public sectors. Other's sectors' field workers were not included in the study. Generally, the study experienced weaknesses because of a lack of adequate investigation into the impact of the managerial difference between women and male managers and slightly limited generalization. And these gaps are expected to be filled by other researchers.

1.8. Operational definitions

A manager: - is a person who is in charge of a certain area of a sector or corporation, or who manages the organization. Managers may be in control of an entire department as

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well as the individuals that work there. The manager may be in control of the entire company in some situations. A manager is a person who primarily performs managerial duties (Shaturaev, 2022).

*Challenges***: -** Are problems such as the glass ceiling, organizational factors, individual barriers, women turning against women, and cultural factors hindering women's managerial positions?

Feminism: - the advocacy of women's rights on the ground of the equality of sexes. The term feminism can be used to describe a political, cultural, or economic movement aimed at establishing equal rights and legal protection for women.

*Gender***: -** is a socially created concept of what it means to be a man or a woman. Gender differs from sex in that it refers to the social qualities that exist in a dynamic structural interaction between women and men (Sandor, 2022). It is a process through which social life is ordered at the individual, family, and societal levels, as well as a critical part of an organization's structure.

Glass ceiling: - Women are hampered in their professions, and the term "glass ceiling" is used since the "ceiling" is not always visible. Salary disparities for similar work, discrimination in promotions, sexual harassment in the workplace, and a lack of regulations to preserve a work-life balance are common impediments. Whitaker (2018), defined the glass ceiling as an artificial obstacle based on attitudinal or organizational prejudice that inhibits capable employees from rising through the ranks of their company to senior management-level positions.

Leaders: - are found and required in most aspects of society, from business to politics to regional to community-based organizations. An effective leader possesses the following characteristics: self-confidence, strong communication and management skills, creative and innovative thinking, perseverance in the face of failure, willingness to take risks, openness to change, and levelheadedness and reactiveness in times of crisis (Doppelt & Donough, 2017).

Managerial positions: - these are roles where a person oversees the job functions of another person or a group of people. Managers might also oversee the operation of a specific function within a company (Mousa & Mahmood, 2022).

*Opportunities***: -** Are available for international and domestic conventions/treaties such as SDGs, Beijing Platforms, and FDRE Constitutions that help to enhance women's managerial positions with a male.

Most of us are born either female or male, and that designation is called our "sex," which is dependent upon the biological difference between men and women (Ziemiska, 2022).

Stereotyping: - is a way of representing and judging other people in fixed, unyielding terms. These revolve around an alleged characteristic of the category to which they are assigned. They are reduced to the stereotype that results from this, rather than being viewed as individuals with their features and qualities. Instead of being considered and treated as particular and distinctive, they are represented simply through their category assignment and the homogenized and naturalized attribute this is made to carry. The force of the stereotype is strongest when it is commonly held to be irrevocable (Kamm, 2020).

1.9. Organization of the Study

The study has five chapters. The first chapter dealt with introduction parts such as the background of the study, the statement of the problem, research questions, objectives, and the scope of the study. The second chapter comprised related literature on challenges, opportunities, and theoretical and empirical studies. The third chapter contains the methodology parts of the study. The fourth chapter dealt with results and discussions, and the last chapter dealt with the summary, conclusions, and recommendations of the study.

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CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Definition of management

Management is a common occurrence. It is a fairly well-known and often-used phrase. All organizations, whether they are commercial, political, cultural, or social, engage in management since it is management that aids and guides diverse activities toward a certain goal. Harold Koontz asserts that management is the art of accomplishing goals by working with and through formalized groupings of people. The skill of fostering an atmosphere in which individuals may excel and work together to achieve collective objectives. A. claims that F. According to Taylor, management is the skill of understanding what to do, when to do it, and making sure it is done efficiently and affordably (Shinde, 2018).

A management action has a purpose. It is something that focuses teamwork on achieving specific pre-established objectives. It is the practice of collaborating with and working through others to accomplish organizational goals while making the most of a few resources in a rapidly changing environment. Of course, these objectives may differ from one business to another. For instance, for one business, releasing new goods may need undertaking market research, while for another, profit maximization may require cutting costs (Muharlisiani *et al.*, 2019). Management as a discipline refers to that branch of knowledge that is connected to the study of principles & amp; practices of basic administration (Pinto *et al.*, 2014).

2.2. Functions of Management

The management functions apply to all organizations, whether they are for-profit or nonprofit. The satisfaction of the stakeholders is management's main duty. This often entails generating a profit (for the shareholders), producing valuable goods at a competitive price (for customers), and offering satisfying job prospects (for employees) (Carroll *et al.,*2014).

2.2.1. Planning

Planning is determining future courses of action to be taken while taking into account current and potential human and physical resources. It is a methodical process that chooses who, when, and how to carry out a certain task (Thomas, 2015).

Choosing in advance what to do, how to accomplish it, and who will execute it is what Koontz & O'Donnell define as planning. Between where we are and where we wish to go, planning fills the gap. It enables events to happen that otherwise would not be feasible. Planning necessitates the administration determining the best course of action to achieve the sector's or company's goals and objectives. Management must be very realistic and straightforward to accomplish this effectively. Planning is crucial at all management levels. But depending on the management level, it has different qualities *(ibid)*.

2.2.2. Staffing

The administrative task of staffing entails manning the organizational structure by the careful and efficient selection, evaluation, and development of the people to perform the tasks that have been delegated to the employers and workers. Recruitment, selection, development, and remuneration of subordinates are all aspects of staffing (Kaehler & Grundei 2019).

2.2.3.Directing

To accomplish established goals, managers must direct, lead, and monitor the performance of the workforce. Planning, organizing, and staffing are all useless if the directing function is absent.

2.2.4.Co-ordination

Successful management depends on coordination, which tries to create harmony between individual efforts toward the achievement of common goals. Management seeks to achieve coordination via its core responsibilities of planning, organizing, staffing, leading and controlling. Coordination is established by planning, organizing, staffing, directing, and managing. Coordination is the lifeblood of management. It cannot be split since it is

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required for each activity and level, making division impossible (Bucata & Rizescu, 2017).

Reduces expenses - Through meticulous planning, little input, and maximum output, it provides maximum results with little input. The management utilizes its material, human, and financial resources to the fullest extent feasible. Cost-saving benefits come from this. Establishes Sound Organization - Creating a sound organizational structure is one management objective that is consistent with organizational objectives, and to do this, management must create solid authority and responsibility connections (Velmurugan, R. & Dhingra 2021).

Equilibrium is established, allowing the organization to adapt to a changing environment. It adjusts an organization to shifting societal needs and commercial demands. It is in charge of the organization's expansion and continued existence. The basis for societal prosperity is effective management, which improves economic output and, in turn, raises human welfare. Establishing job chances that provide revenue, raise the standard of life, increase the profit that is advantageous to the company, and society will obtain the most output at the lowest cost (Porter & Kramer,2019).

2.3. Importance of Management

Goal-oriented management is focused on achieving certain objectives. It constantly has goals in mind and works toward achieving them. The degree to which objectives are met serves as a barometer for managerial effectiveness. Management is linked to teamwork: The firm is founded with certain goals that must be accomplished by a team, not just one individual. By working with, beside, and through the efforts of the group, management completes tasks. To achieve a shared objective, it organizes the actions and activities of its members. While the results of management's efforts to date can serve as proof of its presence, it is often difficult to detect, whereas mismanagement is easily identified (Hassan, 2017).

Management is an activity, not a person or group of people: Management is the process of organizing, directing, and regulating people and resources to accomplish an organization's goals, not a person or group of people. Management is situational:

Management does not offer recommendations for the optimal course of action. Situations dictate how to manage well. After taking into account the current circumstances, a manager must use management concepts, methods, and strategies. The majority of management's guiding ideas and methods are universal. They can be used by the military, the government, educational institutions, religious organizations, etc. They offer operational principles that may be used in many circumstances (Kaehler & Grundei 2019).

Management and the element of man are inseparable. Management is a career that combines art, science, and work: Management uses both science and art. It is a science because it uses techniques and data to gather knowledge, evaluates and quantifies that knowledge, and makes decisions through experiments. It is a disciplined corpus of information. Art is the use of knowledge to address a variety of issues. Due to the separation of ownership and administration in modern society, professionals are appointed *(ibid).*

2.4. Management Practices of Women and Men

Leadership has always been viewed as largely a masculine endeavor, but as the number of female leaders has grown, this notion has been called into question. Management styles that are aggressive, competitive, and task-oriented, as typically associated with male leadership styles, are losing ground to female leadership styles that are more relationship-oriented, nurturing, and caring (Adler, 2015).

The leadership styles of male and female executives will now be evaluated. Because they are more comfortable connecting with others, women find participatory management more natural than men. Women's interactive leadership styles have proven useful because they stimulate involvement, knowledge sharing, improving others' self-worth, and eventually energizing others (Adonay, 2014).

When employees fail to meet expectations, women are more likely than men to find something positive to say to deflect criticism. Unlike their male colleagues, women are more inclined to refer to their company as a family. High levels of consultation and engagement are valued by female executives. For female executives, human resource management and communication are critical. According to the study, women also have

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strong listening abilities, well-developed interpersonal skills, and a kind attitude toward dealing with others. As a result, women choose a relationship-focused leadership style, whereas men like to disseminate knowledge and demonstrate expertise (*ibid*).

Females' management approaches are considered more transformative since they have a high degree of relationship-oriented leadership. Male leaders, on the other hand, are more likely to engage in transactional leadership, which entails active exception management and a strong emphasis on power and position of authority (Dawson *et al*., 2014).

Transformational leadership, leadership effectiveness, and subordinate dedication and performance all have a favorable association. Women also tended to score better on leadership measures that measured production focus and outcome accomplishment. Men, on the other hand, tended to do better in terms of strategic planning and organizational vision. According to research, women managers delegate less than their male colleagues, but their directive, consultative, and participatory leadership styles are similar (*ibid*).

There are significant discrepancies in men's and women's attitudes regarding labor. These disparities, it might be deduced, may lead to so-called gender differences. Men were more interested in money, freedom, and long-term professional ambitions, but women were more concerned with people, security, and emotional values including esteem, coworkers, opportunities to connect with others, and a fair and attentive supervisor (Ilona, 2014).

Women have embraced an androgynous perspective in management jobs to be good leaders, as this is seen to be the most successful option. It is a solid formula for success in leadership if a leader possesses both feminine and masculine attributes. Although men and women lead in different ways, both are effective. As a result, good management is not just a male or female domain, and both may benefit from each other's experience. Prejudice against female leaders, on the other hand, stems from an inconsistency between women's and leaders' expectations. Stereotypes about how a woman should act cast a pall over a strong leader (Gurley, 2014).

As a result of their socialization, women have developed ideals that are distinct from men's conventional competitive, domineering, and aggressive leadership characteristics. As a result, women have the tools they need to be great leaders in the workplace, and

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their transformational leadership style is proving to be a valuable asset. Men and women must, nevertheless, develop androgynous leadership styles to govern a varied multicultural society (*ibid*).

Women have developed ideals that are distinct from men's conventional competitive, domineering, and aggressive leadership characteristics as a result of their socialization. As a result, women have the tools they need to be great leaders in the workplace, and their transformational leadership style is proving to be a valuable asset. Men and women must, nevertheless, develop androgynous leadership styles to govern a varied multicultural society (Holton & Dent, 2016).

2.5. World Wide Women in Leadership Positions

Women confront various problems in obtaining senior management positions, just as they face numerous obstacles in reaching the CEO position in organizations across the world. Even though today's women are, on average, better educated than men around the world and are participating more fully in the professional realm than ever before, women are only 28 percent as likely to rise to leadership positions as men, according to a recent World Economic Forum (2016) report.

According to UN Women Deputy Executive Director Lakshmi Puri, 75 percent of women worldwide are "stuck in informal and low-paying occupations" (Puri, 2016). Even when women enter firms at the same rate as men (which does not always happen, even though their tertiary enrollment rates are higher on average around the world), their proportional representation at each level of the corporation decreases, falling from 33% at the junior level to 24% at the mid-level, 15% at the senior level, and 9% at the CEO level (Grant Thornton, 2014).

In this part, we look at how women are achieving senior management positions throughout the world and in different industries. We also look at some of the current issues that impact women's development and what leaders can do to improve the senior leadership environment for women in the future (Noland *et al.,* 2016).

Discovered in their most current study on women in corporate leadership that, on a worldwide scale, roughly 24 percent of senior leadership roles are held by women, and

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that percentage has been fairly stable for more than a decade. According to this data, Russia is the global leader in the percentage of women in senior leadership (45 percent), and it has been at the top of such rankings for years. Other Eastern European nations are highly ranked as well, dating back to the egalitarian values promoted during the Soviet era (Grant Thornton, 2016).

Another location with a high degree of senior leadership has been found by researchers: The Middle East. Thailand (26.5%), Malaysia (26.2%), Singapore (25.1%), the Philippines (24.6%), and Taiwan (24.3%) all have high percentages of women in senior management roles in Emerging Asia. This contrasts sharply with other Asian countries such as South Korea and Japan, where female leadership is substantially lower (Dawson *et al.,* 2014).

Surprisingly, it appears that, over the last decade, countries with generally stronger economies overall have continuously had a lower percentage of women in senior management than many developing economies. According to recent research, women held just 21% of senior positions in the United States, Canada, France, Germany, Italy, Japan, and the United Kingdom, compared to 32% in the more rising countries of Brazil, Russia, India, and China (Grant Thornton, 2014).

Surprisingly, recent and reliable data on the actual percentages of women working in top management posts throughout the world can be difficult to come by. Many academic investigations are limited in scope, and business and nonprofit reports sometimes utilize different criteria, making a direct comparison hard. These data, however, are still relevant in tracking trends and the most up-to-date status of women in top leadership roles when understood in the context of how they were acquired. Although the rankings differ (since not all nations are evaluated in each study), the figures can give scholars, practitioners, and policymakers significant insights (*ibid*).

Even though women are under-represented in senior management positions in practically every sector, some sectors are more likely to include women in critical positions. According to Noland *et al*. (2016), women had a larger proportion of executive positions in the financial, healthcare, utilities, and telecommunications sectors, with fewer women heading enterprises focused on basic materials, technology, energy, and industries.

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According to a 2014 Grant Thornton analysis, high levels of female leadership are associated with industries that are directly related to the public sector, such as education and social services; hotels and professional services also have greater percentages of female CEOs than worldwide norms.

We must analyze not just whether sectors are employing women, but also the exact jobs that women are playing as we work toward parity in female senior management. Women are not evenly represented in all C-suite jobs, as mentioned in the preceding section. Female CEOs are the least prevalent, but women are also rarely chief operating officers (COO), nor do they occupy other critical roles with profit and loss responsibility. Human resources, communications, and finance are more strongly populated by women, jobs that are less likely to lead to the CEO post (Dawson *et al.,* 2014).

The segregation of women in certain jobs can lead to a simplistic focus on the number of women in leadership without regard for the positions they are filling, and it can hide the reality that women seldom hold decision-making senior positions (Manpower Group, 2015). Women must be fully represented at all levels and roles to achieve true economic equality, especially those where crucial business decisions are made since this will equip women to thrive in top management positions.

Many reasons contribute to the uneven distribution of women at senior management levels, and many of them are covered in detail later in this Handbook. Although women are narrowing the education gap globally, others argue that they are not always studying subjects that will lead to corporate leadership (Grant Thornton, 2014). While states spend on girls' education and corporations invest in junior female workers' training, the World Economic Forum (2016) contends that these efforts are not being fully utilized if women leave enterprises before attaining their full potential. This aspect alone should be enough to motivate governments and organizations to develop more innovative and effective policies and processes.

Other proponents of women's advancement argue that businesses should redefine leadership, recruit, hire, and promote women more effectively, support stronger work-life integration policies and practices, such as flexible work hours and better child care options, strengthen parental leave policies, design women-only leadership development

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programs, and initiatives, and implement other innovative solutions, as discussed later in this Handbook. To move women into senior management positions, specific and targeted initiatives will be required (International Labor Organization, 2015).

2.6. General Situation of Ethiopian women

Gender inequality is a frequent phenomenon in Ethiopia, as it is in other developing nations. Women in our culture are mostly interested in household chores, whereas males are active in outdoor activities such as education and community work. According to the FDRE gender perspective guideline (2011), women in Ethiopia's rural areas spend more than 15 hours per day on tasks like firewood gathering, water fetching, childcare, petty trading, spinning vegetables, and gardening (Asefa, 2018).

Similar to rural women, Ethiopian urban women sell foods and drinks, work as small traders, and spin, and the majority of women work in informal economic activities in both circumstances. As a result, they have little to no time to educate themselves. Males, on the other hand, have more time for schooling than females, which leads to gender discrimination, and this attitude, as noted in the World Bank study (2011), might become a pattern from generation to generation. As a result of this gender stereotyping of males and females in society, there is a disparity in employment rates, and the number of women, particularly in professional fields, decreases (*ibid*).

2.6.1. During Haile Selassie's Regime

Before the 1974 revolution, Ethiopian society had a strong religious foundation, and the political culture took its power from those religious convictions. Orthodox Christianity was the dominant religion during the period, constituting the ideological foundation of the reigning monarchs. Women were not only put at the lowest hierarchical level within the stratification system, but they were also required to demonstrate the highest deference and subordination to males and never question the motivations of their husbands, fathers, or male relatives. This ranking was also expressly established in the Feta-Negest (Biseswar, 2011).

"First, he [the judge] must be a man... the necessity of being a male is based on the Apostle's [Ephesians 5:23] statement that man is the ruler of a woman." The function of a

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judge belongs to the superior rather than the subordinate; a man must judge because he is more intelligent." Over time, such indoctrination grew more deeply ingrained in the culture. As a result, women's lower status became unquestionably established as universal under the old patriarchal ideology (Nathan, 2016).

According to Feta-Negest, during the time, women were subjected to such strong dictatorial ideological control that none of them dared to question the emperor. As a result, the emperor had no agenda and did not see women's advancement as a problem. Non-governmental organizations (NGOs) such as the Ethiopian Women's Welfare Association, the Ethiopian Officer's Wives Association, and the Ethiopian Female Students' Association hosted women's events. However, these associations were limited in scope and only operated in cities (Biseswar, 2011).

Furthermore, as was customary at the time, the monarchy did not create specific measures for women's independence and did nothing to influence societal gender norms. As a result, they had little or no sway over government policies, legislation, laws, or development efforts. Most educated women (of whom there were few at the time) were similarly indifferent to their hardships and could only function as members of society by their feminine roles (Asefa, 2018).

Even though Ethiopia's first parliament was founded under Haile Selassie's regime, woman was allowed to be nominated. Later, just two women occupied the imperial parliament and the senate, which had 250 and 125 seats, respectively, in 1965 and 1969. (Mhiret, 2019).

2.6.2. During the Dergue Regime

When the Dergue (the Military Government) assumed control of the nation in 1974, it abruptly shifted the country's political direction from monarchy to communism. By decree, the Revolutionary Ethiopian Women's Association (REWA) was founded, but this organization was too monolithic and too close to the Dergue to be of any meaningful service to women (Mekonnen, 2019).

The objective of its formation was, in reality, to consolidate Dergue's control. Promoting women's interests was not high on its priority list, nor was it intended to influence

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government decisions or assist women in benefiting from development initiatives. As a result, little progress was made in the lives of Ethiopian women, whether in the social, economic, or political spheres, particularly among those living in rural regions (*ibid*).

Even while a few development agencies, notably non-governmental organizations (NGOs) involved in relief and rehabilitation work, sought to include women's problems in their work plans, the outcomes were not as planned. This was because the previous administration did not prioritize women's development and so did not establish a suitable environment for women's development efforts (Mhiret, 2019).

The Dergue made it obvious that it would not tolerate any opposition to accomplishing its objectives. Women activists used state mechanisms (peasant associations and women's commissions) to further their objective of organizing rural women in various regions during the first year of their rule. They took use of the chances that were available at the time. However, this did not endure long (*ibid*).

The Dergue claimed a monopoly on women's emancipation, directing its direction and acting through a flawed woman-question paradigm. There was no hint of changing the traditional female and male domains in this lady query. These were discovered to be enforced and exploited to the fullest extent possible by Dergue's institutional arm representing all women in the country, namely the Revolutionary Ethiopian Women's Association (Biseswar, 2011).

2.6.3. During the FDRE Regime

When the EPRDF won power in the country in 1991, things seemed brighter. Many new laws replaced Dergue's profusion of governmental proclamations, generating chances for society. Initially, these rules offered the people a lot of freedom and space (Biseswar, 2011). To improve women's actions, the ruling party established its own national women's apparatus in the shape of Women's Affairs Offices (WAO) and bureaus. Aside from the women's machinery, the EPRDF government launched a slew of additional well-intended initiatives to further women's rights throughout the country. These include the adoption of a very liberal constitution that explicitly recognizes women's rights, the

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signature of international treaties concerning women's rights, and the implementation of affirmative policies to encourage women's development (Bayu and Gondar, 2020).

Ethiopia's Federal Constitution was adopted in 1995, and it reaffirmed Ethiopia's commitment to gender policy and clearly articulated legislative support for women in its numerous clauses. Article 25, for example, prohibits *discrimination* based on gender. Article 35, which has nine sub-provisions, is the most extensive law on women's rights (Mekonnen, 2019).

These include provisions for equal enjoyment of rights, equality of rights in marriage, affirmative action, freedom from harmful traditional practices, maternity leave, equal participation in program planning and implementation, equal rights to property ownership, equal employment, and full access to reproductive health care. Other constitutional provisions, including those included in Articles 7, 33, 38, 42, and 89, have a direct impact on the preservation of Ethiopian women's rights. Aside from local efforts, Ethiopia's government has always been among the first to sign on to several international conventions (Mhiret, 2019).

It didn't end there, though. The fact that the ruling party included an article in the Constitution to domesticate these international treaties was encouraging. "All foreign agreements approved by Ethiopia constitute an inherent element of the law of the land," according to Article 9 (4) of the 1995 constitution. Other steps taken by the EFDRE government on women's rights include the revision of the family law in 2000, the revision of the penal code in 2004, the revision of the labor law, the launch of a social welfare policy in 1997, an educational policy, the formulation of a national health policy in 1993, the promulgation of a national population policy, and many more (*ibid*).

Aside from these, Article 3 of the constitution ensures that women have an *equal opportunity to participate in decision-making* by granting them the ability to vote and be elected. Several steps have been done in this area, including advocacy, lobbying, and raising awareness, to expand women's participation in the country's decision-making

processes. Though more work has to be done, there have been notable advancements in women's participation in parliament and regional councils (Asefa, 2018).

Women's participation in decision-making was also greatly aided by the Civil Service Reform Programs. Discrimination against job applicants based on sex is prohibited under Article 13 (1) of the Civil Service Proclamation No.262/2002. The declaration also includes *affirmative action*, declaring that female applicants with scores that are equivalent to or near to those of male candidates would be given precedence. As a result, the number of women in positions of decision-making has risen dramatically (*ibid*).

2.7. Challenges hindering women's participation in managerial positions

Due to hurdles to women's progression, there are fewer women in management positions than there are women in the workforce. Whether real or imagined, structural barriers to women's career advancement should not be viewed as single, isolated impediments, but rather as multi-level impediments that impede women's advancement at all levels of the company, from entry-level to every occupational/functional and hierarchical level. Others will come into play once one barrier has been avoided or conquered. As a result, women's situations are complicated, multi-dimensional, and multi-faceted (Excimirey, 2013). Women face a "glass ceiling" in work as a result of these restrictions.

2.7.1. Glass Ceiling

The glass ceiling refers to the restrictions that prohibit women from progressing up the corporate ladder. The glass ceiling is a stumbling block for not only individuals but also society as a whole. It decreases the pool of possible corporate executives and drains the economy of fresh leaders, new creative sources, and "would-be" company pioneers. Organizations must be willing to break the glass ceiling to become global competitors and preserve a competitive edge (Diehl & Dzubinski, 2016).

Because they pass over clearly defined "ideological barriers" that show men as breadwinners and women as careers, women have uneven employment experiences. Gender or racial disparity that is stronger at higher levels of hierarchies than at lower levels of hierarchies is referred to as a glass ceiling inequality. As one climbs up the

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corporate ladder, the gender gap not only widens, but it widens faster (Ganguly & Dutta, 2017).

There has been no scientific evidence presented to support the commonly held belief that women lack the motivation to succeed. There were no variations in motivation, psychological requirements, or reasons such as the drive for accomplishment or power discovered between management women and males. In addition, no study evidence has been discovered to support the widely held belief that women managers are less devoted to their jobs since their primary devotion is to their families and homes (Diehl & Dzubinski, 2016).

According to an American Management Association poll, women managers are more devoted to their careers, readier to move, and more inclined to put their jobs first when family and work issues arise. Despite this, views that there are distinctions between men and women continue, justifying women's underrepresentation. Understanding the obstacles that women face in the workplace, as well as the psychological issue of sex stereotypes, is critical. The president's office in the United States is one example of a glass ceiling. Even though there is no legislation prohibiting a woman from holding this position, it has yet to occur. Consider a corporation with a diversified staff that includes a significant number of women and minorities at all levels. (Mgaguli, 2019).

2.7.2.Socio-Cultural Factors

Males and females are socialized differently at different stages of development, and preschool girls are typically supposed to be submissive or passive, dependent, polite, and helpless. Boys, on the other hand, are supposed to be independent, energetic, dominating, and confident and societal views about males and females influence their future occupations (Chitsamatanga, 2019).

Men are supposed to be powerful and active, whereas women are thought to be weak and docile, according to societal views. Men are also characterized as strong-minded, free, rational, neutral, and self-assured or sure of themselves, whereas women are characterized as indecisive, emotional, non-objective, and insecure (Birkneh, 2017).

Gender-stereotypical conduct is triggered by gender role socialization in the workplace. Stereotypes regarding groups of individuals are frequently erroneous or an

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overgeneralization that does not apply to the specific member of the group being attacked. Stereotypes, therefore, serve as the foundation for inaccurate reasoning, leading to prejudiced attitudes and behaviors, putting others at a disadvantage, not because of what they enjoy or have done, but because of the groups to which they are considered to belong (Kasa, 2015).

Women who refuse to accept these pressures, on the other hand, become psychologically strong and actively participate in intellectual work, but they also experience tension and anxiety as a result of their fear of social rejection or loss of feminist status. Women in management roles, according to Chitsamatanga (2019), acquire a sense of separation from their group (lack of female support), develop unfavorable views toward society as a result of stereotyping, and develop a sense of loneliness due to the lack of female role models.

According to Excimirey (2013), culture is that which surrounds us and plays a certain role in determining the way we behave at any given moment in time. By no means does a static, concept define culture as both defined by events that are taking place both locally as well as regionally internationally, it is shaped by individual events as well as collective ones, it is a feature of the time or epoch we live in. Because it is so vast, culture is also often used as a tool to validate all manners of actions not, all of which may be acceptable to all concerned are often intimately, connected to issues of identity.

Cultural frameworks are not always imposed but are open to manipulation and interpretation from many angles' sources. In any ethnic group in Africa, a typical woman has low status, particularly a lack of power to make decisions on matters affecting her life and those of her family (Ayferam, 2015).

2.7.3. Gender Stereotyping

A gender stereotype is a stereotyped opinion or preconception about features or characteristics, or the roles that women and men hold or should possess or perform. A gender stereotype is negative when it restricts women's and men's ability to develop their skills, pursue professional jobs, and/or make life decisions (Matviychuk, 2021).

Harmful stereotypes, whether explicitly antagonistic (such as "women are illogical") or ostensibly benign (such as "women are nurturing"), perpetuate inequities. For example,

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because women are traditionally viewed as caregivers, childcare tasks frequently fall solely on women (Cusack, 2013).

Furthermore, when gender stereotypes are combined and intersected with other stereotypes, they have a disproportionately negative impact on certain groups of women, such as women from minority or indigenous groups, women with disabilities, women from lower caste groups or with lower economic status, migrant women, and so on. Gender stereotyping is the practice of attributing certain features, characteristics, or duties to an individual woman or man only because of her or his membership in the social group of women or men. When gender stereotyping leads to a violation or violation of human rights and basic freedoms, it is wrong (Getachew, 2019).

Not criminalizing marital rape, assuming that women are the sexual property of males; and failing to investigate, prosecute, and punish sexual violence against women, assuming that victims of sexual violence consented to sexual actions since they were not dressed and behaved "modestly." Women are frequently discriminated against due to incorrect gender stereotypes. It is a factor in the violation of a wide range of rights, including the right to health, an adequate standard of living, education, marriage and family relationships, work, freedom of expression, freedom of movement, political participation and representation, effective remedy, and freedom from gender-based violence (Bergen, 2016).

2.7.4. Individual Barriers (Personal Obstacles)

Individual barriers are those that can be constructed by an individual. The limited participation of women's ineffective and effective management is due to a variety of individual hurdles. The following section of the study examines how three individual hurdles—aspiration level, self-confidence, and fear of juggling work and family life—limit women's engagement as leaders in sectors (Holton & Dent, 2016).

2.7.4.1.Educational Qualifications or Educational gap

Eagly and Carli (2004) propose several reasons for women's underrepresentation in high-level leadership roles in the United States. One argument is that women spend less on human capital than men do, albeit not certainly in terms of education or job experience. Women's attention is often diverted from training and attempts toward paid

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work as a result of their greater involvement in domestic work, causing them to experience so many disruptions in their work history than men (Bekele, 2016).

Oakley (2000) proposes ideas and explanations that address the challenges that women encounter in achieving managerial roles. Corporate policies that favor the recruitment, retention, and promotion of males over females create barriers. Arguments that women lack the essential line experience for senior positions, as well as the concept that the pipeline needed to be filled before the number of women at the top would considerably grow, fall into this group (Matviychuk, 2021).

Work is no longer performed in the home, and output is increasingly supplied by specialized enterprises with wage labor and management jobs as economic growth brings increased specialization of labor, improved and more accessible machinery and infrastructural facilities, and better training and education to the workforce. Men have been more likely than women to gain from economic growth as decision-makers who are more educated and more trained, and who are less burdened by family and domestic obligations. Extending education and training to women so that they may participate more actively in paid and productive employment has been found to boost socio-economic development initiatives (Melese, 2019).

Educational gap and field of study have a high impact on females' qualifications (Kasa.2015). As is described in the Beijing Declaration and Platform for Action (1995) cited in (ibid). The literacy of women is an important key to empowering women to participate in the decision-making processes and competition in the labor market. This implies educating women is one of the basic tools for getting decision-making   positions and empowering women as well it is of the factors in the company that hinders women from moving up to managerial positions.

2.7.4.2.Fear of Balancing Work and Family Life

Fear of managing work and family life, in addition to a lack of self-confidence and a low desire level for a managerial job, is one of the major obstacles that women confront in their quest to become leaders. Men in the same job as women have fewer domestic duties. Women, for example, are in charge of caring for children, preparing meals, and so on (Mahasha, 2016).

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In addition to home chores, women have considerable hurdles in becoming leaders in the organization due to a lack of assistance from their husbands/spouses/ via sharing of domestic work, many siblings, and a view of the value of their work. If there is no family support for the division of labor if there are many children, and if the family or husband considers a woman's managerial position to be less important, she will be less likely to aspire to be a manager, fearing having to balance her domestic responsibilities with her professional obligations (*ibid*).

2.7.4.3.Lack of Self-esteem (Self - Confidence)

Lack of self-confidence stems from a sexist society that believes women are incapable of holding various positions, especially managerial ones. As a result of the lack of support and unfavorable discriminatory behaviors that keep women out of the sphere, women acquire a lack of self-confidence in public settings. As a result, women's self-esteem suffers, and a male-dominated society emerges. Furthermore, a lack of self-assurance leads to a lack of acquaintance with the conditions that define women in society (Islam *et al.,* 2017).

Men blame external reasons for their failure when women and men apply for any job, regardless of whether they are qualified or not. Females, on the other hand, treat failure as a personal failure and refuse to compete or apply for any management positions. Self-confident people acquire skills, attitudes, values, familiarity with conditions, and high expectations, and they may apply for and compete for any position, including school administration (*ibid*).

2.7.5.Organizational Barriers

Some firms' organizational and management principles are defined by stereotyped beliefs about women's roles, attributes, preferences, and commitment. These, in turn, impact judgments regarding who is qualified for specific roles, which are seen to have promise, and so on. Discrimination against women occurs when women are chosen or evaluated based on their group membership rather than their experience and abilities (Chalchissa *et al.,* 2013).

When women participate in professional activities, particularly in managerial roles, the impacts of gender categorization in society lead to discriminatory behavior.

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Women's abilities and skills are seen as inferior to men's. In this regard, Shakeshaft (1987), as mentioned in Kasa (2015), shows that the unfavorable attitude of organizations that recruit women has a major role in preventing women from rising to positions of leadership. Because of unfavorable stereotyping, some firms utilize selection criteria that entirely exclude women from the competition and prefer men's involvement when hiring for management positions.

As noted in Rahel (2013), Hiwot (2017) and Melese (2019) highlight specific discriminatory methods used by some firms during employee selection. These discriminatory practices include: paying males more than women; promoting only men for interviews; and asking questions that are unrelated to performance and are aimed at screening out female candidates, among others. These discriminatory practices can be evident throughout the application process, while determining selection criteria, during the interview process, and when deciding.

For example, Betelhem (2018) claims that throughout the application process, organizations discriminate against female candidates for management positions.
These include concerns about the lowest acceptable wage, which leads to wage disparities between men and women, and the Separation of applications by gender, including questions on marital status, the number of children, the ages of the children, and so on. Women are also discriminated against throughout the recruiting process for management jobs. Allowing males to bypass some selection phases while asking women to complete all of them; and "using dubious validity factors as predictors of success, such as needing a specified duration of experience in a given role." Furthermore, some companies solely interview men, excluding women, throughout the interview process (Al-kayed, 2015).

Furthermore, according to Kasa (2015), the discriminating activities of women are detected in the decision-making process when job titles are assigned at lower salaries than those of male candidates. In general, institutional hurdles and discriminatory behaviors contribute to women's under-representation in leadership positions. (Mekasha, 2015).

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2.7.5.1. Work Places Policies

Women are not the same as males; they have different biological functions that distinguish them, which in turn distinguishes their job experiences. To that aim, treating men and women equally has resulted in a widespread kind of indirect discrimination against women (Betelhem, 2018).

Pregnancy, according to Hora (2014), is a workplace issue that begins long before conception and continues long after delivery. Pregnancy and parental responsibility are inextricably linked. According to anecdotal evidence, beliefs that women would quit when they have children are still prevalent, and some businesses continue to refuse to hire women because of them.

Due to a lack of supporting workplace rules and practices, a men considerable percentage of women report severe challenges when they return to work. For most working women, concerns such as childcare, nursing, flexible working hours, and part-time work are still hot topics (Asefa, 2018).

2.7.5.2. Lack of Mentoring

A mentor is a trusted experienced expert who is prepared to help a less experienced individual by listening, sharing experiences, offering advice, and guiding them. Mentors share their knowledge and skills with inexperienced people, and mentoring helps women leaders gain the abilities they need to succeed in managerial roles. Sponsorship, training, counseling, confidence building, and managerial skills development are all part of the process (Mesfin, 2018).

Furthermore, the presence of mentors encourages women to engage in professional and management work, as well as boosts their mobility in managerial positions; nevertheless, the absence of mentors sends a no entry" signal to the most qualified and driven women who aspire to leadership roles. As a result, having mentors is critical in assisting women in attaining educational leadership positions (Betelhem, 2018).

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2.8. International and Ethiopia Instruments Regarding Women

2.8.1. International Instrument

The importance of ensuring women's and men's equality. The United Nations Charter's preamble declares the peoples of the world's nations' desire to reaffirm trust in fundamental human rights, human dignity, and worth, and equal rights for men and women of all nations. The worldwide statement on women's rights of 1948, based on the UN charter's equality principles, emphasized governments' desire to foster social progress and higher standards of living in broad freedom. Article 21 of the declaration guarantees everyone's right to participate in governance and equal access to public services.

2.8.1.1. Convention for the elimination of discrimination against women (CEDAW)

The 1967 Declaration on the Elimination of All Forms of Discrimination Against Women (Declaration on the Eradication of All Forms of Discrimination Against Women) and the 1979 Conference on the Eradication of All Forms of Discrimination Against Women (CEDAW) are two legally binding records that focus primarily on women's human rights to equality and non-discrimination, a right which has already been enshrined in crucial international human rights instruments.

During the Derg regime, Ethiopia joined the Agreement on the Eliminating of All Forms of Discrimination against Women (CEDAW), and women's rights as enshrined in the constitution Act. The Federal Democratic Republic of Ethiopia has also contributed to gender equality by ratifying international treaties and implementing laws and regulations. Listed below are a handful of them (Degaga, 2015).

"Stated Parties shall take all appropriate measures, including legislation, in all fields, in particular in the political, social-economic, and cultural fields, to ensure the full development and advancement of women, to guarantee their exercise and enjoyment of human rights and fundamental freedoms on an equal footing with men," according to Article 3 of the CEDAW.

The previous article calls on member states to take the necessary efforts to protect women's human rights in all sectors where they are on an equal footing with men. Article 10 also asks for the abolition of gender discrimination in education. This implies that

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governments must provide equal opportunities for career and vocational guidance, as well as equitable educational access at all levels.

The convention's Article 11, Sub-Articles b, c, and d describe the steps that the state and men should take to prevent job discrimination and secure women's equality.

b. The right to equal employment opportunities, including the use of the same hiring criteria.

c. The right to a free choice of profession and employment, as well as the right to advancement, job security, and all other benefits and conditions of service, as well as the right to vocational training and retraining, including apprenticeships, advanced vocational training, and recurrent training.

d. The right to equal compensation, including benefits and equal treatment for equal-value labor, as well as equal treatment in the assessment of job quality.

2.8.1.2. The Beijing Platform for Action

Gender equality is a human rights problem and a necessity for social justice, according to the Fourth World Conference on Women, held in Beijing in 1995. The Platform for Effort identified key areas of concern where more action is needed to achieve gender equality. Poverty, education and training, health, violence, armed conflicts, the economy, power and decision-making, institutional systems, human rights, the media, the environment, and the female child are among the issues that need to be addressed. Ethiopia had designated seven key areas in which to concentrate its efforts to achieve gender equality, these are Poverty and Economic Empowerment of Women and Girls, Education and Training of Women and Girls, Reproductive Rights, Health and HIV/AIDS, Human Rights and Violence against Women and Girls, Empowering Women in Decision-making, Women and the Environment and Institutional Mechanisms for the Advancement of Women (Rahel, 2013).

2.8.1.3. Sustainable Development Goals

Gender equality and empowerment of all women and girls is Goal 5 of the Sustainable Development Goals. It focuses on encouraging women and youth engagement and ensuring that they continue to benefit. Goal 5 of the SDGs aims to create strong women

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and youth groups capable of intervening in national development and democracy through collaboration with relevant government agencies. With SDG Goal 5, Ethiopia's national development plans and strategies ensure that the agendas of women and youth are substantially transformed in practice and are accountable and monitored (National Plan Commission, 2017).

Because Goal 5 of the Sustainable Development Goals is a national priority for promoting gender equality and the empowerment of women and girls, it requires substantial attention, implementation, and frequent monitoring and responsibility for non-compliance. As a result, the government, as well as sector organs and institutions, has a role to play in helping to achieve Goal 5 of the SDG.

As a result, one significant component of Goal 5's purpose is to empower women and ensure their participation in higher-level decision-making roles. In this regard, the government, sector organs, and other institutions must address the difficulties of female leadership promptly. Similarly, ADS as a sector bears the obligation of adhering to SDG Goal 5 and ensuring that women are appointed to positions of decision-making. As a result, the ADS' institutional policies, laws, and norms must be aligned with the national and international treaties that Ethiopia has accepted, including the SDGs.

2.8.2. As Ethiopia Context

Ethiopia's government has recently taken several measures to ensure gender equality and empower women, including affirmative action, quotas, advocacy, lobbying, and awareness-raising to increase women's participation in the country's decision-making structures, all of which are supported by the United Nations (Adonay, *et.al*. 2014).

In Ethiopia, affirmative action has boosted women's participation in decision-making in a variety of fields.

In every governmental entity, different solutions are used to overcome the gender imbalance in senior positions. In terms of institutional politics, the majority of respondents (86.1%) agreed that they did not prevent women from holding leadership positions, and participants in the focus group discussion and interview agreed with the above findings, stating that organizational politics encourage and empower women to actively participate in decision-making and leadership positions (Kasa, 2015).

2.8.2.1. The FDRE Constitution of 1995

Even though the previous Ethiopian government accepted CEDAW on paper, no meaningful steps have been done to put the Convention into practice. The Federal Democratic Republic of Ethiopia (FDRE) has taken note of this weakness and has included it in its constitution. The historical legacy of inequality and discrimination faced by Ethiopian women is deemed women are entitled to affirmative measures to address this heritage, according to Article 35/3 of the FDRE Constitution. The goal of such measures is to give special attention to women so that they may compete and participate in political, social, and economic life, as well as public and private institutions, on an equal footing with males (FDRE, 1995).

2.8.2.2. Ethiopian Growth and Transformation Plan II (GTP II)

GTP II aims to increase the number of women entrepreneurs who graduate from operating micro-enterprises to small and medium-scale businesses, increase the number of women who receive management and entrepreneurship training, increase the number of women who benefit from credit and saving services, reduce the rate of attempted kidnapping, early marriage, and female genital mutilation, and increase the number of women recipients of credit and saving services (Ministry of Finance and Economic Development, 2010).

Ethiopia's Growth and Transformation Plan II (2015/16-2019/20) is a plan for the country's growth and transformation. This demonstrates a desire to increase women's participation at the national level. At the same time, it is important to remember that what is clearly stated in the GTP II addressing women's leadership involvement must be followed by all.

2.9. Theoretical Perspectives on Gender Equality and Development

The theoretical concepts conceived by this study theorize the research problem and guide the knowledge-making process on challenges and opportunities women faced in a management position. Over the years, several major theories have been proposed to explain gender role development. Hence, three major theories have been discussed which provide both earlier and recent perspectives on women and men's distinct roles, division of labor, and equality of women and men in administration areas (Oakley, 2019).

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2.9.1. Functionalist Perspectives

The functionalist theory views men and women as having distinct roles that are important for the survival of the family and society. The most basic division of labor is biological: men are physically stronger, and women are the only ones able to bear and nurse children. Gendered belief systems foster assumptions about appropriate behavior for men and women and may affect the types of work that women and men perform (Gurven & Hill, 2009).

According to functional analysts, women 's roles as nurturers and caregivers are even more pronounced in contemporary industrialized societies. While the husband performs the instrumental tasks of providing economic support and making decisions, the wife assumes the expressive tasks of providing affection and emotional support for the family. It is believed that the expressive activities of the woman fulfill internal functions, for example, strengthening the ties between members of the family (Vandenberg, 2014).

The man, on the other hand, performed the external functions of a family, such as providing monetary support. This division of family labor ensures that important societal tasks will be fulfilled; it also provides stability for family members. This view has been adopted by several politically conservative analysts who assert that relationships between men and women are damaged when changes in gender roles occur, and family life suffers as a consequence. From this perspective, the traditional division of labor between men and women is the natural order of the universe (Mies, 2014)

2.9.2. Conflict Perspectives

According to many conflict analysts, the gendered division of labor in families and the workplace results from male control of and dominance over women and resources. Differences between men and women may exist in terms of economic, political, physical, and/or interpersonal power. The importance of a male monopoly in any of these arenas depends on the significance of that type of power in a society. In hunting and gathering and horticultural societies, male dominance over women is limited because all members of the society must work to survive. In agrarian societies, however, male sexual dominance is at its peak. Male heads of households gain a monopoly not only on physical

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power but also on economic power, and women become sexual property (Mohanty, 2015).

Although men's ability to use physical power to control women diminishes in industrial societies, men remain the head of the household and control the property. In addition, men gain more power through their predominance in the most highly paid and prestigious occupations and the highest elected offices (*ibid*).

By contrast, women can trade their sexual resources, companionship, and emotional support in the marriage market for men's financial support and social status; as a result, however, women as a group remain subordinate to men. All men are not equally privileged; some analysts argue that women and men in the upper classes are more privileged, because of their economic power, than men in lower-class positions and all people of color. In industrialized societies, persons who occupy elite positions in corporations, universities, the mass media, and government or who have great wealth have the most power (*ibid*).

2.9.3. Feminist Perspectives

Feminism is the belief that women and men are equal and that they should be valued equally and have equal rights; is embraced by many men as well as women. It holds in common with men's studies the view that gender is a socially constructed concept that has important consequences in the lives of all people.

The feminist theory seeks to identify ways in which norms, roles, institutions, and internalized expectations limit women's behavior. It also seeks to demonstrate how women's control operates even within the constraints of a relative lack of power (Houston, 2014).

2.9.3.1. Liberal Feminism

In liberal feminism, gender equality is equated with equality of opportunity. The roots of women's oppression lie in women's lack of equal civil rights and educational opportunities. Only when these constraints on women's participation are removed will women have the same chance for success as men. This approach notes the importance of gender roles, and socialization and suggests that changes need to be made in what

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children learn from their families, teachers, and the media about appropriate masculine and feminine attitudes and behavior. Liberal feminists fight for better childcare options, a woman's right to choose an abortion, and the elimination of sex discrimination in the workplace (Mellor, 2018).

2.9.3.2. Radical Feminism

The principal focus of radical feminists lies in violence against women in society. They say patriarchy as a system rest on the practice of violence against women in society. Radical feminists say society is characterized by oppression between classes, races, ethnicity, religious groups, age, and gender category, of all this, they focus on gender oppression (Austin-Connor, 2022).

They say the fundamental structure of oppression is gender oppression and the system of patriarchy. Patriarchy as a system is not only the first structure of domination and subordination but as a system, it continues to be the enduring system of inequality, it is also the societal mode for all forms of domination. Through patriarchy, men hold other human beings' groups, and women who are considered as the object of patriarchy, are considered as having subjective feelings, they practice violence against women, and in this way, the males justify their position of patriarchy (Fuchs, 2018).

The control of motherhood and chastity is assumed to be the result of patriarchy. If the female fails, to give birth after marriage society violet against women even though she is not the cause. The exploitation of women at workplaces in the form of unpaid and underpaid is also the result of patriarchy. Radical feminists say that it is men who create and maintain patriarchy and violence is nothing but the control that men exert over females in their interest.

According to radical feminists abolishing patriarchy and gender-based division of labor is the only way to restore women's equality in society. According to extreme radical feminists, males need women for three purposes. These are for satisfying sexual needs, for reproduction (production of children) for the labor force, because of their domestic work use (Houston, 2014).

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2.9.3.3. Socialist Feminism

Women's oppression, according to socialist feminists, stems from their dual status as paid and unpaid employees in a capitalist system. Capitalism exploits women at work, and patriarchy exploits women at home. In both industries, women are readily exploited; they are given poor pay and have limited financial means. Because it forces lower pay for women in the labor market, gendered employment segregation is the principal mechanism in a capitalist society that preserves men's supremacy over women. As a result, women are forced to engage in domestic labor to secure financial support from a better-paid male or to stretch their salaries (Kwan, 2022). According to socialist feminists, the only way to achieve gender equality is to eliminate capitalism and develop a socialist economy that would bring equal pay and rights to women (Fuchs, 2018).

2.10. Empirical Literature

Women's engagement in the workforce has been claimed to contribute distinct gender-specific talents to the economic sector (relationship-focused, open communication styles, motivational abilities toward followers, and power-sharing). Modern, globalizing corporate ideals accommodate the growth of women and cause folks to equate women's advancement with enhanced ability to operate within the global economy as a result of firms operating in a globalized environment. Gender mainstreaming must be realistic, and the firm must intend to close the existing gender gap in management positions by devising various solutions, as well as restructure the company to promote women's growth through HR policy. Because if given the opportunity and all necessary competence criteria, women can offer efficiency and effectiveness (Bullough, 2018).

Bacha (2008) has conducted a study on challenges and opportunities facing women in Oromia Regional state Bureaus and Offices. However, the study was limited to regional level Bureaus only; the region's zones and woreda, where the majority of women are highly marginalized from holding managerial positions were not included in his study.

Rahel (2013) has conducted a study on the challenges and opportunities of women managers in selected organizations. Nevertheless, the study is limited to the selected organizations. The major findings of the study came up with an identification of some challenges such as men's networking, the balance between work and home, efficiency

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between and capability of women managers, gender stereotypes, and organizational culture.

Kasa (2015) did research on Ethiopia's Challenges and Opportunities for Women's Political Participation. The research, on the other hand, was focused on the political aspects of women. The study's main results included the identification of important problems such as socio-cultural issues, economic considerations, religious factors, patriarchal gender roles, family work, and time limits. Hiwot (2017) has conducted a study on assessing the challenges and prospects of women managers in the financial sector: the case of the Development Bank of Ethiopia. However, their study was limited to the finance sector. Other public sectors are not included in her studies. The study Challenges and Opportunities of Women's Empowerment in Leadership Positions in Ethiopia were done by Nigist and Meles (2019). The research, however, was confined to a national level. The study's main findings included the identification of several problems, including overloaded home responsibilities, a lack of confidence, and gender stereotypes.

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CHAPTER THREE

RESEARCH METHODOLOGIES

This section of the study started with a description of the study area and its main parts are the research approach and design. It is a brief introductory section of the research design, methods, data types, and sources, sample size determination, sampling method and procedure, method of data collection, method of data analysis, data validity and reliability, and ethical consideration of the study.

3.1. Description of the Study Area

The study has been conducted in the Ambo district, West Shoa Zone, Ethiopia. Ambo district is located in the western part of Ethiopia. It is found at a distance of 114 km from Finfinne and bordered by East of Dandi woreda, West of Toke Kutaye woreda, north of wonch district, and South of Ilfata woreda. Ambo woreda has a good agro-ecological zone which comprises dega 29 % and woina-dega 71 % and receives a moderate amount of rainfall ranging from 750 mm to 1170 mm annually. It is the most favorable for agricultural productivity and commercial activities (Ambo District Agriculture and Natural Resource Office, 2022).

 The geographical location of the Ambo district is between 38' 15`E to 3815`E and 8 59 `N to 9'1'30 `N, with elevations ranging from 2000 to 3200 m a, s, l (Worku, 2021). According to an assessment made of some rural districts, 75 percent is black soil and 25 percent is red soil. Economically, the main economic activities of the town are mixed farming, vegetables, and rearing home animals such as cows, sheep goats, horses, donkeys, and poultry, which are also found in the district with a greater proportion (Ambo District Agriculture and Natural Resource Office 2022).

 There are twenty-nine public sectors in the Ambo District. Namely, the women and children affairs office, Public sector and human resource development office, Justice office, court office, Communication services office, Disaster prevention and preparedness office, Trade office, Sports office, Labor and social affairs office, Culture and tourism office, Finance and economic development office, Education office, Water office, Mineral office, Administration office, Administration and security office, Militia office,

Transport, and logistics office, Road authority office, Health office, Land administration office, Police office, Revenue authority office, Cooperative office, Vital event registration agency, Urban job creation opportunity and food security (Ambo District Administration Office, 2022).

According to data obtained from Ambo District Finance and Economic Cooperation (2022), the total number of Ambo district public sectors' civil servants was 796 including women managers, of whom 456 were men and 340 were women.

Figure 3.1. Map of Ambo District Location
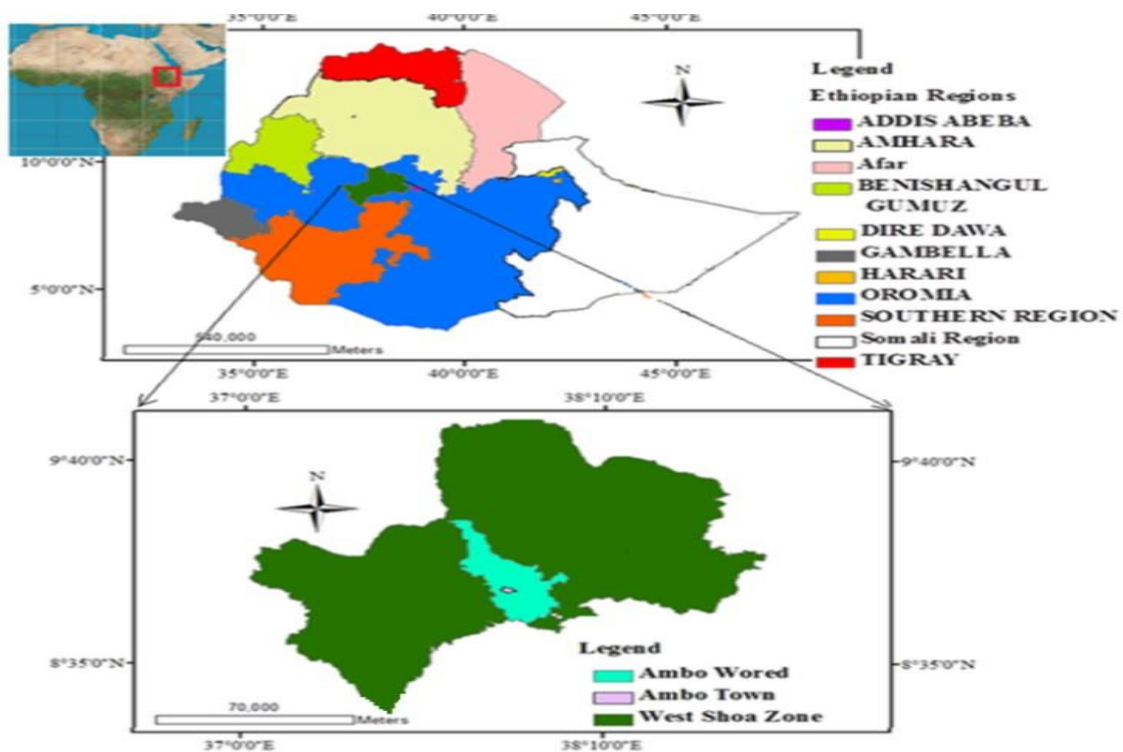
Source Geo-Spatial Agency 2022

3.2. Research Design

According to Kothari, (2004) a research design is a plan for obtaining answers to the questions being studied and for handling some of the difficulties encountered during the research process. It is the fore the agreement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The purpose of the study was to examine the challenges and opportunities for women managers in the public sectors of the Ambo district. To carry out the study, a

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descriptive research design has been employed due to the nature of research questions in 'what' form which is assumed to identify challenges faced and available opportunities of women managers in the Ambo district public sectors. According to Bloomfield & Fisher (2019), Descriptive research design is a type of research design that aims to obtain information to systematically describe a phenomenon, situation, or population. More specifically, it helps answer the what, when, where, and how questions regarding the research problem, rather than the why. And also according to (Antwi & Hamza 2015), The descriptive method of research can involve the use of many different kinds of research methods to investigate the elements in question. It predominantly employs quantitative data, although qualitative data is also used for descriptive purposes. It is important to note that in the descriptive method of research, unlike in experimental research, the researcher does not control or manipulate any factors or challenges.

3.3. Research Approach

The study used both quantitative and qualitative approaches due to data collection instruments such as questionnaires, interviews, and document analysis. Kothari and Garg (2014), suggest that the combination of both quantitative and qualitative approaches is the most valid and reliable way to develop an understanding of complex situational reality. This approach helps to construct a better understanding of the research problem. Quantitative data was analyzed numerically and a qualitative approach will be taken to describe and narrate the challenges and opportunities under the study.

3.4. Data Types and Sources

To meet the objectives of the study, both *primary* and *secondary* data sources that included *quantitative* and *qualitative* data types were employed. Primary data would be collected from civil servants of the public sector of the Ambo district by using questionnaires and interviews with heads and experts.

The primary sources of data enabled the researcher to obtain first-hand information related to what were the challenges and opportunities of women managers. Both qualitative and quantitative data types were used; because neither of them alone might provide sufficient information. On the other hand, secondary data were gathered from

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published journals, sectoral documents, and earlier research works that were relevant to the studied topic through document reviewing.

3.5. Methods of Data Collection

The study utilizes a variety of data-gathering tools to collect data from different sources. Quantitative and qualitative methods of data collection had been used to triangulate and check the validity of information collected from different sources. Specifically, the data had been collected by using the below-stated methods.

3.5.1. Questionnaire

The researcher has used a questionnaire to obtain necessary information on the challenges and opportunities of women managers in the public sectors of the Ambo district. The questionnaire has been used because it helps data collection with minimum cost and is faster than any other tool. The questionnaire had been prepared in English and then translated into Afaan Oromoo. The questionnaire is an instrument by which information is obtained from respondents in written form. The questionnaire was prepared for 131 office employees of the Ambo district public sector. It has four parts; the first part was designed to collect information about the demographic characteristics of the respondents. The second part is about the status of women in managerial positions. The third and fourth part is about major challenges affecting women's managerial positions and focused on available opportunities to enhance women's managers in leadership positions respectively indicated on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

3.5.2. Key Informant Interviews (KII)

A semi-structured interview, which includes a pre-determined set of questions and gives the respondents a chance to explain further issues related to the study was used to collect primary data for this research using the purposive sampling technique. This sampling method has been selected due to its advantage to gather information from selected and appropriate experts and officials in the sector who could provide the necessary input for this research. Thus, a total of 1 head and 3 experts who are relevant and capable to provide detailed information on the issues were interviewed in the women and children's office.

3.5.3. Document Analysis/ Review

To supplement the data gathered through the questionnaires and interviews, available documents were reviewed, mainly on sectors' administration structures and procedures regarding women's managerial positions. Accordingly, trends in women's managerial positions in the district's public sectors were seen and reviewed.

3.6. Target population

The population can be defined as the whole group of people, events, or things of interest that the researcher needs to study (Garson, 2014). Kothari (2004) uses the term "population of the study" to refer to the intended population covered by a study in a specific geographical area such as country, region, and town in terms of age group and gender. Accordingly, the target population of this research paper was all women and men employees currently working in 29 sectors of the ambo district a total number of 796 including five women managers of the district were the target population.

3.7. Sample Size Determination and Sampling methods

3.7.1. Sample Size Determination

Garson (2014) defined the sample size as a subset of the population drawn to represent the entry population. It is not concerned with lowering sample error or enhancing representativeness but rather with accumulating enough data to correctly answer the research issue and improve the study's validity and reliability. The number depends on the accuracy needed, the population size, population homogeneity, and the resources available. To collect enough data, the researcher chose both male and female public-sector workers from the Ambo district. To determine the sample size from the total population, the Yamane formula (1967) with a 92% confidence level and marginal error of 0.8 was applied. The researcher picked 131 respondents from a total of 796 public sector employees working in the Ambo district office.

Hence,

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

Were,

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n= required sample size,

N= Total Population,

e = acceptable error term (0.08), considering the availability of data utilization and data management and,

1= designates the probability of the event occurring

Hence, based on the above formula the sample size was determined as follows

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

$$n = \frac{796}{1+796(0.08)^2}$$

$$n = \frac{796}{1+796(0.0064)}$$

$$n = \frac{796}{1+5.0944}$$

$$n = \frac{796}{6.0944}$$

$$n = 131$$

3.7.2. Sampling methods

The study used both probability and nonprobability sampling methods. To decide on sample respondents from the total study population, the probability sampling (simple random sampling) technique was employed since it avoids biases, helps generalize data gained from sample respondents, and avoids an error that could arise from sampling. Therefore, a simple random sampling method (lottery method) was used. This method was used because it ensures that each member of the target population has an equal and independent chance of being included. From the probability sampling method, simple random sampling was used to select 131 respondents by using lottery methods. Additionally, non-probability sampling methods were used for the interview; women's and children's sectors had been purposefully selected from the Ambo district public sectors. assuming that they had provided sufficient information to the researcher on the issues under study. Because this office or sector is the most directly concerned and has

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the most understanding and evidence on women's issues than any other sector, The procedure is listed as follows:

First: Sample respondents were selected by using simple random sampling, and the target population included the Ambo district public sector office employees and women manager's but excluded the employees of the Ambo district public sectors field workers and others.

Second: Women and children's office were selected purposively for an interview to get sufficient information and they are concerned about the issues of women.

3.8. Methods of Data Analysis and Data Processing

Githinji (2014) describes data analysis as the process of editing and reducing collected data to a convenient size, developing summaries, looking for patterns, and using statistical methods. To ensure the completeness and logical consistency of the responses, data editing was carried out each day by the researcher. Identified mistakes and data gaps were corrected as soon as possible. Once editing the data, the data were analyzed using quantitative techniques. The researcher intended to examine the challenges and opportunities of women's managerial positions in the public sectors of the Ambo District. Thus, to analyze the data was collected through questionnaires, interviews, and document analysis using a descriptive method of data analysis.

The primary data collected through questionnaires and interviews has been analyzed and processed through consists of collection, organization, summarization, and presentation using descriptive statistics. Descriptive statistics also described the data and characteristics of the respondents being studied. Descriptive statistics have been employed by using a percentage, frequency, a measure of central tendency (mean), and a measure of dispersion (standard deviations) to identify challenges and opportunities for women in managerial positions in the study area. The researcher conducted the Likert scale rating range of statements (*Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree)* to analyze the attitudes, opinions, feelings, and ideas of the respondent. According to Hamzah *et al*., (2016) a higher mean score may confirm the presence or absence of

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barriers or factors in the study. It is also understood that the low mean score also, based on the questions asked, confirms that there are challenges or that there are no problems in the study area. The dimension of all this is based on the way the questions are formulated and the Likert scale values assigned to them. The blow table 3.2 shows the mean score interpretations.

Table 3.1. The assumption of Mean score interpretations

Mean Score	Interpretation
1.00 - 1.80	Very Low
1.81 - 2.60	Low
2.61 - 3.20	Medium
3.21 - 4.20	High
4.21 - 5.00	Very High

Source: Hamzah *et al*., (2016)

3.8.1. Data Processing

The method of data processing in this study was the manual and computerized systems. So, the data collected from public sector civil servants had been recorded, organized, analyzed, interpreted, edited, and presented with basic research questions. This has been done both quantitatively and qualitatively by using descriptive statistical tools such as the SPSSversion 20 computer program and MS Excel, office 2019 application to explain data i n tables, frequency, percentages, mean, and standard deviations. A quantitative method of data analysis was employed to analyze quantitative data collected through questionnaires whereas; qualitative methods of data analysis like narration and explanation were used to analyze qualitative data collected via semi-structured interviews.

3.9. Reliability and Validity Test

The main requirements of any research process are the reliability and validity of the data and findings.

3.9.1. Reliability

Reliability mainly deals with the consistency of the results obtained from a piece of research (Newman, 2016). Because the data is numerical, obtaining identical conclusions

in quantitative research is rather simple. However, attaining the same outcomes in a qualitative research study is quite rigorous and tough. Because the data is narrative and subjective, this is the case. For this purpose, Creswell and Poth (2018) suggest that instead of focusing on attaining the same results, it's more important to consider the data's consistency. On other hand, reliability relates to the consistency of *collected information*, where Cronbach's alpha is the *coefficient of reliability*.

Cronbach's alpha was utilized to measure the study instrument's reliability (a structured questionnaire). To examine the internal consistency of the survey questionnaire, a few respondents were chosen and assessed using Cronbach's alpha, with an emphasis on the obstacles faced by women in management positions in the public sector. Cronbach's alpha and coefficient alpha values typically or usually range from 0 to 1, with a greater number suggesting a higher level of internal consistency. To achieve internal reliability, various authors accept different values for this test, but the most often recognized value is 0.70, which should be equal to or more than that to ensure internal reliability. However, if the number of test items is below 0.7, the internal consistency of the questionnaire is interpreted as unacceptable. A pilot study was undertaken with fifteen respondents to check the reliability of the Likert scale items designed in the questionnaire.

To analyze this collected data, Cronbach's alpha coefficient was computed using SPSS version 20 software. Accordingly, a reliability analysis was run to check the reliability of the instrument employed in this research and the result was summarized as follows.

Table 3.2. A summary of the reliability of each challenge and opportunities items

No	Challenges and available opportunities	Items in number	Alpha value
1	Glass ceiling-related challenges	4	0.912
2	Socio-cultural factors related to challenges	5	0.884
3	Gender stereotyping-related challenges	3	0.789
4	individual barriers-related challenges	6	0.813
5	Organizational challenges related to challenges	5	0.974
6	Opportunities for women in managerial positions	4	0.888
	Total	27	0.876

Source: Researcher's construction (2022)

As shown in the table above, the coefficient of reliability for the data collection instrument for all 27 items is 0.876. In this regard, items with a coefficient alpha greater than 0.80 are considered to have very good reliability (Creswell, 2019). Therefore, based on the above test results, the instrument scored Cronbach's alpha and the instrument is found reliable. Generally, the reliability score for the individual items of challenges and opportunities for women managers in the Ambo district public sector ranges between 0.789 and 0.974. Therefore, based on the test results as shown above, in above table 3.3, individual items of the instrument scored acceptable Cronbach's alpha and each item of the instrument was found reliable.

3.9.2. Validity Test

Most importantly, validity is concerned with whether one's study is believable and true and whether it is evaluating what it is supposed to or purports to evaluate or not. In this regard, Burns (2009) stresses that validity is an essential criterion for evaluating the quality and acceptability of the study. To measure the validity of the questionnaire which is the degree to which a study measures what it assumes to measure in this study, appropriate validity measures were taken while questionnaire designing, and using statistical techniques such as Cronbach's alpha coefficient (Creswell, 2019).

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Validity refers to the degree to which data collection methods accurately measure what they were designed to measure. A pilot study was carried out to pre-test the questionnaire, to ensure validity. To make the data more valid the draft questionnaire was first examined with a pilot test on 15 respondents. Based on the comments of piloted respondents, some modifications to unclear questionnaires were made to make it clear and precise for the main respondents to obtain valid information. To guarantee the study's validity, data was gathered from reliable or credible sources, for instance, individuals having experience in public sectors in the Ambo district. In addition, a questionnaire was modified with the necessary recommendations of the thesis advisor. The translation of the English-language questionnaire to Afaan Oromoo, the local language, was crucial to the instrument's validity.

3.10. Ethical Consideration

Sound research was a moral and ethical undertaking that was concerned with ensuring that the interests of those taking part in a study were not jeopardized as a result of the research. According to Halai, (2006), there are globally accepted ethical principles in conducting research. The following principles need to be followed in conducting qualitative research. Informed and voluntary consent: Researchers are expected to obtain informed consent from all individuals who were directly involved in or near the research.

These usually include prior information on key elements of research, such as purpose, procedures, period, risks, benefits, and a clause stipulating that participation is voluntary and the participants have the right to withdraw from the study. Information confidentiality: this principle is also concerned with providing respect and protection to research participants by ensuring the confidentiality of information shared and anonymity by not revealing the identities of the individuals and institutions involved.

According to this principle, the researcher is expected to provide the participants with an outline of the risks and benefits involved for participants in the study. Therefore, the study was permitted by Ambo University, School of Graduate Studies to get acceptance by the Ambo District Administration for data collection.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter focused on data analysis, discussion, and presentation of the data collected through questionnaires, interviews, and document review on the challenges and opportunities of women managers in the public sectors of the Ambo District. It has four sections. The first section dealt with the analysis of respondents' characteristics. The second section dealt with the status of women's managerial positions in public sectors. The third section dealt with challenges affecting women's managerial positions in public sectors. The fourth section dealt with available opportunities for women's managerial positions in public sectors.

4.1. Response Rate

From a total of 131 distributed questionnaires to public sectors office employees, 125 questionnaires were returned and analyzed under the key themes addressing the main objectives of the study, and, the remaining questionnaires were not returned. In addition, the 4 key informant interviews were also conducted with the women and children's office in the Ambo District public by the researcher who was selected using a purposive sampling method.

4.2. Demographic and Socioeconomic Background of respondent

The description of the personal characteristics of respondents gives some information about the sampled employees involved in the study regarding their gender, family size, marital status, educational level, year of service in the public sectors, and their current position which determines women's managerial position in the public sectors. Assessing relevant information about the characteristics of respondents helps to determine the status of women's managerial positions in the study area. Thus, the background of sampled respondents, generated through survey questionnaires and interviews, was tabled and presented as follows.

Table 4.1. Gender, marital status and family size of the respondent's

Characteristics	Category	Frequency	Percent
Gender	Male	67	54
	Female	58	46
	Total	**125**	**100**
Marital status	**Married**	**85**	**68**
	Single	22	17.5
	Divorced	10	8
	Widowed	8	6.5
	Total	**125**	**100**
Family size	Below 4	31	24.8
	5- 8	85	68
	Above 11 years	41	31.3
	Total	**125**	**100**

Source: - Survey result, (2022)

The *gender composition* of the respondents in Table (4.1) shows that 67 (54%) of the respondents were male and 46 percent were female. This indicates that the male respondents had slightly more employment than the female respondents. From this, one can conclude that as the number of female employees increases in public sectors, however, the number of women in managerial positions is still very small. So, it still shows that the problem is getting worse. Ambo district's human resource profile also described that there were 24 (83%) heads of male and 5 (17%) heads of female in managerial positions in the public sectors of Ambo district*.*

The *marital status* of the respondents distributed in Table (4.1) indicates that the majority of the respondents (68%) were married, while (17.5%) were unmarried, and the rest 10 (8%) and 8 (6.5%) were divorced, and widowed, respectively. This indicated from the above table, since the number of respondents are married are high they faces high burden double work at home and in the public sectors which hinder specifically females from participating in management position.

Regarding family size, the majority of 85 (68%) of the respondents had 5–8 children, while 31 (24.8%) and 9 (7.2%) respondents had below 4 and above 9 children, respectively. This shows that the majority of the respondents government employees had

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large family sizes, which specifically affects women's managerial positions in the public sectors in the study area.

Table 4.2. Respondents educational level

Characteristics	Category	Frequency	Percent
Educational level	Certificate	4	3.2
	Diploma	32	25.4
	Degree	80	64
	Masters and above	9	7.4
Total		**125**	**100**

Source: - Survey result, (2022)

Respondents with different educational backgrounds participated in the study above (table 4.2). As the study area was the public sector, most (64%) of the respondents' educational status was first-degree. This confirmed that the respondents had a good educational background. However, the number of women's managerial coverage in the public sector is very low compared with men. This was regarded as a useful measure in this study since it showed that there existed barriers to women in managerial positions.

Table 4.3 Respondent's year of services

Characteristics	Category	Frequency	Percent
Year of service	Less than 5 years	9	6.9
	5- 10 years	75	61.8
	Above 11 years	41	31.3
	Total	**125**	**100**

Source: - Survey result, (2022)

(Table 4.3.) Respondents with varied working experience participated in the study. As a result, the majority (61.8%) of the respondents' working experience had fallen between 5 and 10 years. This shows that, as 61.8% of respondents have stayed in public sectors

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office between 5 and 10 years and they have huge experience in work the district public sector which able them to response the questions that rose regarding that status of women managerial position, challenges affects women's managers in managerial positions and the available opportunities for women's in the study area .

4.3. The status of women in managerial positions in the public sectors of the Ambo District

An examination of the distribution status of women in managerial positions in the public sectors of the Ambo District. Thus, the distribution status of women in managerial positions in the public sectors of the Ambo District was evaluated and discussed in the below tables.

Table 4.4. The status of women in managerial positions

Items	Responses	Frequency	Percent
Do you think that the number of women in managerial positions is equal to that of men in your sector?	Yes	20	16
	No	105	84
Total		**125**	**100**

Source: - Survey result, (2022)

As the table 4.4 above depicts, women's managerial positions in public sectors as compared to their male counterparts are insignificant. Accordingly, the sampled respondents in this study described that the women from a lower-level management position to a higher-level position were also minimal at 105 (84%). Ambo district's human resource profile also described that there were 24 (83%) heads of male and 5 (17%) heads of female in managerial positions in the public sectors of Ambo district. The interview held with women and children's office head and experts also confirmed that the representation of women in public sectors is very low. This indicates that their participation in all levels of management positions is insignificant because women are represented minimally at all levels, which requires special attention to be paid to by the government. There have been studies about women's participation in management

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positions that indicate that the number of women in all management positions as compared to their male counterparts is insignificant.

Table 4.5. Reasons for a low managerial position

Categories	Frequency	Percent
Lack of recommendation	61	48.8
Educational gap	4	3.2
Socio-cultural attitudes	4	3.2
Lack of women's confidence & unable to express themselves	6	4.8
Male dominancy	50	40
Total	**125**	**100.0**

Source: - Survey result, (2022)

In Table (4.5) above, respondents were asked about the reasons why women's managerial positions are low in public sectors. Accordingly, respondents replied that lack of recommendation 61(48.8%) and male dominancy 50 (40%) were the possible reasons for low managerial positions in public sectors. The rest (3.2%, 3.2%, and 4.8%) were educational gaps, socio-cultural attitudes, and a lack of women's confidence, respectively. This indicates that the positions of women in management in the public sectors of the Ambo district were affected by a lack of recommendations and also dominated by their male counterparts. Thus, one can conclude that the government should pay attention to minimizing the gap in managerial positions by the lack of recommendations and dominant males by enabling an environment for women in the study area.

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Table 4.6 Believes of Respondents on gender discrimination

Responses	Frequency	Percent
Strongly Agree	59	47.2
Agree	36	28.8
Disagree	18	14.4
Strongly Agree	12	9.6
Total	**125**	**100**

Source: - Survey result, (2022)

The respondents were asked whether there was gender discrimination or not in the public sectors. As indicated in Table (4.6) above, the responses obtained on the issue of the existence of gender discrimination in managerial positions were as follows: It is categorized as strongly agreed by 59 (47.2%), agreed by 36 (28.8%), disagreed by 12 (9.6%), and strongly disagreed by 12 (9.6%). This shows that the majority of the respondents strongly agreed and agreed that there was gender discrimination in managerial positions in the study area. From the above findings, one concludes that the existence of high gender discrimination is highly biased and perceive that women employees do not deserve management position there is a high tendency to resort only to men candidates during promotion and it prevents specifically women from holding managerial positions and give more chance for their counterpart.

Table 4.7. The degree of gender discrimination impact in public sectors

Categories	Frequency	Percent
High impact	88	70.4
Low impact	23	18.4
No impact	14	11.2
Total	**125**	**100.0**

Source: - Survey result, (2022)

Respondents were asked about the degree of gender discrimination's impact in public sectors. Accordingly, respondents have explained the degree of gender discrimination impact as shown in table (4.7) above. Thus, the majority 88 (70.4%) of the respondents replied that there was a high impact of gender discrimination in the public sectors in the study area during promotions. In addition to this, the interview held with the women and children's office suggested that gender discrimination in the public sectors harmed women's managerial positions in the public sectors of the Ambo district. From the above findings, one concludes that the existence of gender discrimination is highly biased and perceives that women employees do not deserve the management position and there is a high tendency to resort only to men candidates during promotion.

Table 4.8. The effectiveness of women's managerial position

Categories	Frequency	Percent
Less effective	85	68
Moderately Effective	31	24.8
Highly effective	9	7.2
Total	**125**	**100**

Source: - Survey result, (2022)

As indicated in Table (4.8) above, The respondents were asked about whether there was women's managerial positions effectiveness or not in public sectors. Accordingly, respondents replied that they are less effective 85 (68%), moderately effective by 31 (24.8%), and highly effective 9 (7.2%). From the above findings, one concludes that the less effective women's managerial positions hurt the lives of many women in the study area.

Table 4.9. Criteria to achieve management position in public sectors

Responses	Frequency	Percent
Qualification	10	8
Political Support	88	70.4
Women's networking	11	8.8
Affirmative action	16	12.8
Total	**125**	**100**

Source: - Survey result, (2022)

As shown in Table (4.9) above, the researcher asked the respondents what the criteria were to be found for women to achieve management positions in public sectors. Among of a total about 125 respondents, the majority of 88 (70.4%) the respondents said that women achieve managerial positions through political support, while the rest (8%, 8.8%, and 12.8%) responded that women achieve managerial positions by qualification, networking, and affirmative action, respectively. According to the interview held with the women and children's office, it was confirmed that politically affiliated women can get a manager, which ignores other women. As result, the majority of women are being to be avoided away from promotion to a managerial position in the study area. In addition to women's promotion criteria in the public sectors, officers also asked if the government had any rules or procedures to ensure women's participation in management positions. And, the officers responded to the researcher that women must go through many political stages to obtain managerial positions. First, there was a women's selection for team leading. Second, women's selection passes through political membership. Thirdly, those politically selected women should have to pay a fee for membership. Then, only politically selected and party-fee-paid women can get jobs in the public sector. Many of those many stages of management promotion disappointed women. By going through those complicated stages, women were nominated to manage public affairs in the public sector. Officers were also interviewed about the most significant things to be done by a government that would ensure women's participation in managerial positions in the public sector. They suggested that the government create a conducive environment for

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women's participation in management positions regardless of their political affiliation in the study area.

4.4. Challenges Affecting women in managerial positions in the public sectors of the Ambo District

Regarding the problems faced by most women managers today, various studies have been conducted in developing countries' public sectors, including Public sectors in Ethiopia, particularly concerning the problems faced by most women managers. Public sectors in the Ambo district specifically faced problems for women managers such as Glass ceilings, Socio-cultural factors, Gender Stereotyping, Individual barriers, and Organizational Culture, and were discussed as follows. As indicated in the table below, the respondents were asked about the critical challenges of women's leadership in the study area. Accordingly, four questions were developed to determine the opinions of the respondents using the Likert scale measure.

Table 4.10. Glass ceiling-related challenges

Items	Responses in frequency and percentage					Mean	Std.Deviation
	SA	A	N	D	SD		
There is equality promotion of women with men in the sectors	4	5	5	36	75	1.6160	.97372
	3.2 %	4 %	4	28.8%	60%		
There are clear policies that maintain the work-life balance of women with men in the sectors.	2	4	2	29	88	1.4240	.81581
	1.6%	3.2%	16%	23.2%	70.4%		
There is a conducive environment that helps women to advance upward organization into senior management-level positions in the sectors	2	5	5	20	93	1.4240	.87311
	1.6%	4%	4 %	16%	74.4%		

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Women have more opportunities than men for promotion and advancement to top management positions in your sectors	3	5	2	37	78	1.5440	.90254
	2%	4%	1.6%	29.6 %	62.4%		
Grand mean						**1.502**	

Source: Survey result, (2022)

Table (4.10) poses four questions, which are related to the glass ceiling challenge that hindered women's managerial positions was raised. The grand mean score (1.502) and a corresponding standard deviation of .97372, .81581, .87311, and .90254 show employees agreed with the issue that women faced great challenges in getting positions to manage public sectors. To triangulate data, the interview was held with women's and children's office heads and experts by a predesigned questionnaire, and they responded that the status of women's managerial positions in public sectors was affected by the glass ceiling challenge in the study area.

From the above results, it is possible to conclude that the glass ceiling was a severe challenge to promoting women's managerial positions in the public sectors. Therefore, when it is compared with other findings conducted on similar issues, the findings of that study have many convergence points. For example, Rahel (2013) conducted research on the opportunities and challenges of women managers in selected organizations in St. Mary's University Addis Ababa and reported the glass ceiling as a major challenge that hindered women's managerial positions in public sectors to manage the public affairs in the study area.

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Table 4.11. Socio-cultural related challenges

Items	Responses in frequency and percentage					Mean	Std.Deviation
	SA	A	N	D	SD		
There is a good organizational culture that helps to shape the behavior of women employees in your sectors	3 2.4%	4 3.2%	3 2.4%	29 23.3%	86 68.8%	1.4720	.88515
In the management domain, men and women are equally perceived as managers in your sector.	3 2.4.%	2 1.6 %	2 1.6%	21 24.8%	87 69.6%	1.4240	.81581
Culture is not a barrier for a woman to be a manager in your sector	4 3.2%	4 3.2%	1 .8%	25 20%	91 72.18 %	1.4400	.91933
Religion hasn't an impact on women's empowerment or management position	6 4.8%	2 1.6%	2 1.6%	29 23.2%	86 68.8%	1.5040	.98065
Women can get equal education opportunities with men in your sector	3 2.4%	3 2.4%	3 2.4%	27 21.6%	89 71.2%	1.4320	.85512
Grand mean						**1.4552**	

Source: Survey result, (2022)

Socio-cultural attitudes are becoming a worldwide challenge to promoting women in managerial positions in the developing world, like Ethiopia. The issues of women in managerial positions were undermined due to the existence of sociocultural challenges in the public sectors. Accordingly, as depicted in Table (4.11) above, respondents were asked five items to measure socio-cultural-related challenges, and they reflected their level of agreement by mean and standard deviations. The first question raised for respondents was about organizational culture, and they gave their responses by mean (1.4720 and with standard deviation (.885153), which shows the severe existence of socio-cultural-related challenges in the public sectors. This indicates that there was an immense socio-cultural attitude in public sectors which had a great impact on women's managerial positions in the study area.

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The second question asked was about the equality perceptions of men and women managers in the public sectors, and respondents gave their level of agreement by mean (1.4240) and with a standard deviation of .81581, which showed that the very high inequality variation between men and women managers affects managing public affairs in the study area. The question asked was whether there were cultural is not barriers for women to be a manager, and the majority (91%) of the respondents chose to strongly disagree with the existence of cultural barriers in the study area. The mean score (1.5040) and standard deviation (.980) indicate that there was a high religious impact on women getting managerial positions in the study area. The last question asked was about the existence of equal educational opportunities for women and men, and respondents replied fewer education opportunities by a mean score of (1.4320) with a corresponding standard deviation of (.85512). The low mean score based on the questions and the given answers provided confirms the existence of women having fewer education opportunities than men in the sectors.

Likewise, Bekele (2016) found consistent findings in her research assessment of factors affecting women's participation in managerial positions. The interview held with women and children also confirmed that there were social and cultural-related challenges that hindered women from getting positions to manage public affairs in the study area.

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Table 4.12. Gender stereotyping-related challenges

Items	Responses in frequency and percentage					Mean	Std.Deviation
	SA	A	N	D	SD		
Women have equal work promotions with men in your sectors	4	3	3	29	86	1.4800	.91228
	3.2%	2.4%	2.4	23.2%	68.8%		
There is a classification of work to be done by women and men in your sector	3	7	1	42	72	1.6160	.94001
	2.4%	5.6 %	0.8%	33.6%	57.6%		
There are no beliefs of gender stereotyping among employees based on their sex difference	2	5	10	34	74	1.6160	.91391
	1.6%	4%	8%	27.2%	59.2%		
Grand mean						**1.5706**	

Source: Survey result, (2022)

As clearly shown in Table (4.12) above, respondents were asked their level of agreement on questions related to gender stereotyping-related challenges in women's managerial positions and revealed their strong agreement by the following mean with corresponding standard deviation. The first question raised for respondents was about the existence of equal work promotion between women and men in public sectors, and they gave their responses by mean (1.4800) and standard deviation (.91228), which shows the inequality of men and women in managerial positions in public sectors in the study area. Based on the low mean score of .91228 and the questions and the answers provided it shows the existence of a high inequality of men and women in managerial positions study area.

The respondents were asked other questions on the issue of the existence of work categorization to be done by men and women in the public sector. They responded with a mean score of 1.6160 with a corresponding standard deviation of .94001. Lastly, the question was on the nonexistence of gender stereotyping beliefs in public sectors, and they revealed that scored mean and standard deviations were (1.6160) and (.91391)

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respectively. Which meant respondents' disagreement on the issues asked in the study area.

For data triangulation, the same question was raised for heads and experts that were working in women's and children's offices. Accordingly, they confirmed that there was work classification to be done by men and women in the public sectors that had a high impact on women's managerial positions in the study area.

From the above findings, it is possible to conclude that there were beliefs in gender stereotyping in managerial positions in public sectors of the Ambo district.

Table 4.13. Individual barriers related to challenges

Items	Responses in frequency and percentage					Mean	Std.Deviation
	SA	A	N	D	SD		
Women themselves believe that they need perfectionism to be equal with men in your sector	2	3	2	29	89	1.4000	.78288
	1.6%	2.4%	1.6%	23.2%	71.2%		
There is no education preparation that would enable women to get into management positions	4	4	3	25	89	1.4720	.93822
	3.2%	8.8 %	2.4%	20%	71.2%		
Women can't fear in succeeding balancing professional work and family responsibility in your sector	2	5	2	37	78	1.5440	.90254
	2.4%	4%	1.6%	29.6%	62.4%		
Women are thinking positively about themselves	3	6	2	52	62	1.6880	.91065
	2.4%	4.8%	1.6%	41.6%	49.6%		
Women themselves need extra time to reach the stage of high-quality work done by males in your sector.	1	5	2	27	90	1.4000	.78288
	.8%	21.6%	1.6%	21.6%	72%		
Women have confidence enough to compete with men in your sector	3	2	2	31	87	1.4240	.81581
	2.4%	1.6%	1.6%	24.8%	69.6%		
Grand mean						**1.488**	

Source: - Survey result, (2022)

As shown in Table (4.13) above, six items were asked to measure individual barriers to women in managerial positions in the public sector. Accordingly, respondents reflected

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their level of agreement with men's managerial positions by the grand mean (1.488), which showed the availability of high women's self-barriers in women's managerial positions. In addition to this, the interview held with women and children's office head and experts suggested that women employees in the public sector faced individual barriers related to challenges or individual barriers in the study area.

From the employees' level of agreement, the researcher can conclude individual barrier problems were the other severe challenge that hindered women's managerial positions in the public sectors of the Ambo district.

Table 4.14. Organization related challenges

Items	Responses in frequency and percentage					Mean	Std.Deviation
	SA	A	N	D	SD		
There is equal treatment of men and women on job assignments regardless of their biological differences	3	3	4	36	79	1.5200	.86696
	2.4%	2.4%	3.2%	28.8%	63.2%		
Nominators have the same attitudes during the promotion of women and men as heads of a sector	5	4	4	31	81	1.5680	.99463
	4%	3.2%	3.2%	24.8%	64.8%		
There is a conducive environment from the government that enable women in managerial position before and after pregnancy	3	2	8	17	95	1.4080	.87156
	2.4%	1.6%	6.4%	13.6%	76%		
There is mentoring/coaching to enhance the advancement of women in management positions	6	3	_	38	78	1.5680	.98649
	4.8%	2.4%	_	30.4%	62.4%		
There is a good perspective /attitude by top managers toward women advancing to a management position	2	4	2	31	86	1.4400	.81715
	1.6%	3.2%	1.6%	24.8%	68.8%		
Grand mean						**1.5008**	

Source: Survey result, (2022)

Organizations related to challenges against women have been identified by this study as the major factor that pinches women from being managers. Employees have been queried about the existence of organizations related to challenges in the public sector. Thus, in Ta able (4.14), the respondents responded that the existence of organization-related challenges affected women's managerial positions in the public sectors of the Ambo district by a grand mean of (1.5008), which shows a higher impact on women's managerial positions in managing/leading the public affairs in the study area. The interview held with the women and children's office also confirmed that organization-related challenges hindered women from getting positions to manage public affairs in the study area. A significant number of women were not holding managerial positions due to the existence of organization-related challenges in the study area. Thus, to minimize such hidden workplace policies that affect women in managerial positions, the government should pay attention to public sectors in the study area.

4.5. Opportunities for Women in Managerial Positions in the Study Area

In the previous section, challenges in women's managerial positions have been discussed and their severity has also been rated based on the responses of respondents using a five-scale rating. In this section, the available opportunities for women in managerial positions in the employees' public sectors were explained. Opportunities are positive external options that women employees could exploit to manage public affairs. Hence, under this point, five items for women's managerial positions, namely: women's international recognition; affirmative action used by the public sector to support women for management promotion; gender mainstreaming in the public sectors; awareness by the government for women's rights in the sector; additional points during competition in the sector were identified and discussed.

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Table 4.15. Opportunities related to women's managerial positions

Items	Responses in frequency and percentage					Mean	Std.Deviation
	SA	A	N	D	SD		
The equality of women with men has got international recognition	98 78.4%	11 8.8%	2 1.6%	10 8%	4 3.2%	4.5120	1.07475
There is affirmative action used by the public sector to support women for management promotion?	80 64%	27 21.6%	4 3.2 %	10 8%	4 3.2%	4.3520	1.07955
There is gender mainstreaming in your sector	62 49.6%	41 32.8%	7 5.6%	11 8.8%	4 3.2 %	4.1680	1.08313
The women have an additional point during competition in your sector	106 84.8%	7 5.6%	2 1.6%	3 2.4%	7 5.6%	4.6160	1.04561
Grand mean						**4.412**	

Source: Survey result, (2022)

4.5.1. The Sustainable Development Goals and Beijing Declaration Platform Actions

The SDGs call for equal participation of women in public decision making and the Beijing Declaration and Platform of Action (BDPA) require governments to attain a 30% benchmark for women's representation in all public decision-making positions (Abegaz, *et al*., 2018). The existence of international documents such as SDGs and BDPA pushed Ethiopia to make domestic reforms to women's managerial positions in the public sector. As clearly shown in Table (4.15) above, the employees working in the public sectors of the Ambo district have agreed on the existing international document with a mean score of (4.5120), which shows great opportunities that safeguard women's management affairs. The interview held with the women's and children's office confirmed the issues women have been recognized and the existence of such documents to promote women's managerial positions was very important. To increase the robustness and generalization of the result, the researcher again read and searched for such documents as available opportunities for women in managerial positions in the study area.

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4.5.2. The FDRE Constitution

Domestically, Ethiopia has agreed on the rights of women in Article 35 of the 1995 FDRE Constitution. The Constitution recognizes women's right to affirmative action and provides special attention to enable competition and participation in all spheres of life as well as exercise their democratic and human rights on equal grounds with men (Bimer & Alemeneh, 2018). Thus, sampled respondents were asked about the available opportunities from the government to promote women in managerial positions with men and were revealed by a mean score of 4.512 with a corresponding standard deviation of 1.074 and, which shows a high agreement of legal documents that would support the women in managerial positions with their male counterparts.

An interview was held with women's and children's experts to triangulate data obtained from respondents. Accordingly, the officers confirmed that since the promulgation of the FDRE constitution, women's and men's equality have made certain improvements.

4.5.2.1. Gender mainstreaming

Women in managerial positions were undermined due to the existence of socio-cultural challenges in public sectors. Accordingly, as depicted in Table (4.10), Gender mainstreaming has been widely adopted as a technique for achieving gender equality on a global scale. Promoting gender equality and combating prejudice requires incorporating a gender viewpoint into the formulation, design, implementation, monitoring, and assessment of policies, regulatory measures, and expenditure programs. As a result, gender mainstreaming is being implemented in all public sectors to reduce the dominance of male-dominated executive roles in workplaces. To validate this, respondents were questioned and responded to their replies with a mean score of 4.168 and a standard deviation of 1.083, indicating a high degree of agreement with the government's gender mainstreaming action in the Ambo district's public sectors.

According to the interview held with the women and children's office, to encourage women in managerial positions, the officer confirmed that the government has launched laws and proclamations on gender equality in the public sectors to safeguard women's rights.

4.5.2.2.Special points are given during the competition

Women in the public sector are given an additional point in competition with men to compensate for historical injustice. The responders are then asked whether there is anything more that might be introduced as a way for a woman in the public sector to help women ascend to executive positions. As a result, they gave the offered question a mean score of 4.616 and a standard deviation of 1.045, showing a high level of agreement on the presence of unique bonus points given to women in management positions in the examined position. To make the most of the data obtained through questionnaires, interviews were held at the women's and children's offices. The officer confirmed that to equalize women's past injustices, the government has given special additional points to women during competition with men.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

The purpose of the research was to look into the challenges and opportunities that women managers face in the Ambo district's public sectors. As a result, the research attempted to identify the challenges facing women managers in the district, as well as describe the opportunities available to them in the study area. In addition, the study's findings were summarized, a conclusion was reached, and recommendations were made regarding the challenges that women face in the public sectors in management positions.

5.1. Summary of major findings

The purpose of the study was to determine the challenges and opportunities faced by women managers in the public sectors in the Ambo district, as well as the particular interventions necessary to promote women's participation in public sector management roles. The research was inspired by the fact that women's numbers in management are still low, even though the fact that the number of women graduates and recruits in the public sector has been growing. The study's main findings are given below:

The study's findings indicated that women are underrepresented in public sectors managerial positions. They make up a small percentage of the managerial positions in sectors. The majority of the respondents (84%) agreed that the status of women in managing positions in the public sectors in the Ambo district was very poor and that they were unable to get managerial positions. This is in line with data from a variety of studies (Rahel, 2013), which show that women are underrepresented in managerial roles in both the public and private sectors in many regions of the world.

In terms of gender discrimination, the majority of respondents (59.4%) strongly agreed that there is gender discrimination in the public sectors, which has a significant influence on women's management positions. The study's findings revealed issues such as the glass ceiling, socio-cultural factors, gender stereotypes, as well as individual barriers and

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organizational factors that limit women's managerial positions in the public sectors of the Ambo district.

According to the data collected from respondents, international recognition of women's issues through the SDGs and the BDPA, domestically through the FDRE constitution, gender mainstreaming of the public sectors on women's issues, and affirmative action were all available as opportunities for women in public sectors on management positions. The findings on the situation of women in management positions indicated that there has been little improvement in the public sectors, which requires special attention from the government in the public sectors of the Ambo district.

5.2. Conclusions

The objective of the study was to identify the challenges and opportunities faced by women managers in the public sectors of the Ambo district. Specifically, the percentage distribution, challenges, and opportunities of women in managerial positions in the study area were considered. Women are an important class in the community. In every aspect, for instance, in terms of socio-political and economic activities, management, and leadership areas, women's participation has an immense role. Women's major function and obligation, according to society, is to manage the household and provide care for the family, whereas males are regarded as the household's head. As a result, women are expected to prioritize their families over their careers.

In terms of the organizational problem, inflexibility, managers' gender preferences in delegating, and adequate affirmative action implementation make it difficult for female public sectors personnel to advance to higher levels of leadership. Individual impediments to women reaching managerial roles include a lack of confidence, a fear of failure, and a lack of role models.

However, the number of women in managerial positions in Ambo District's public sectors was insufficient. From the study result on what the status of women in managerial positions looks like, the majority (84%) of the respondents replied that women who are working in the public sectors of the Ambo district could not get a managerial position.

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It can be concluded that women in Ambo District public sectors in management roles are influenced by a mix of organizational, socio-cultural, and individual variables.

To identify factors affecting women's managerial positions in the sectors, the study identified critical challenges such as the glass ceiling, sociocultural factors, gender stereotyping, individual barriers, and organizational barriers. In general, those challenges resulted in a grand mean of 1.502, 1.455, 1.570, 1.488, and, 1.500 respectively.

To explain the working environment, available opportunities such as international instruments such as CEDAW, Beijing platform, SDG, and affirmative action under the FDRE constitution resulted in a grand mean of 4.412.

The researcher has reviewed women's management theoretical perspectives such as Functionalist theory which suggested a natural division of labor between men and women, and conflict perspective theory which suggested that due to championship and emotional support for financial assistance, social standing in the market women as a group remain submissive and men remain the head of household and control over the property. However, feminist theories believe in the equality of men and women, shall be valued equally.

5.3. Recommendations

Based on the analysis and general findings of the study, the following recommendations were given for women's managerial positions in the public sectors.

- ⚜ In the public sectors of the Ambo district, women's participation in management positions was very low. According to the survey findings, women's managerial positions in the public sector are currently meager. As a result, the government shall pay attention to gender equality in management positions during a promotion.

- ⚜ Women who are already in positions of management should be promoted and assigned as mentors. Mentorship is a wonderful way to promote women as managers, and the Ambo district public sectors should establish professionals who support women in sharing and exchanging management skills and

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experiences.

➕ There must be conscious, legislative-supported measures to get women into managerial posts. The government should use women's associations and organizations, including the Ministry of Women, Children, and Youths, as a tool for women's empowerment. Private sectors should also be encouraged to incorporate women managers into their strategic plans.

➕ Making sound decisions in the public sector regarding women managers should be considered by the government as a critical component for the effectiveness of administrative activities.

➕ To minimize women's challenges in management positions, the government should ensure certain policies, national objectives, and plans in the public sector.

➕ By incorporating gender-sensitive courses into the educational curricula of the country's educational institutions and providing short-term community training, the government can play an active role in raising society's awareness and changing deep-rooted belief systems about women's managerial roles.

➕

➕ Women face different challenges in different life settings. However, the challenges for women in managerial positions are numerous. Therefore, families, the community, and women themselves should start to pay attention to women's management issues.

➕ The underrepresentation of women in management positions was found to be primarily due to societal norms. As a result, community beliefs and mindsets should be changed to more rational attitudes through ongoing effort and awareness creation.

➕ To break out of traditional behavior, women can educate themselves and develop their capabilities in management areas.

➕ Women have dual responsibilities at home and work as managers, and their

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families must be supportive for them to be successful.

- Women must become aware of and prepared to meet the socio-cultural beliefs' challenges, and they must contribute time and money to strengthen their managerial skills.

- Women shall qualify themselves and go with the existing modern working standards to compete in each position. And, they should empower themselves through knowledge and skills to be successful in their assigned managerial positions, and they have to show their real abilities.

- It would be good if all intellectuals of social culture and religious institutions worked on their attitudes towards women and the many teachings in their books in a wise and leadership way that could enable women in managerial roles.

- Generally, to handle the challenges hindering women managers from a managerial position every individual, family, society, women themselves, and government institution should develop a positive attitude to encourage women managers every day.

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AMBO UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT MANAGEMENT

Questionnaire

Dear respondents,

My name is Qaro Kebede Birru. I am a prospective graduate student of the Department of Public Administration and Development Management at Ambo University. Currently, I am conducting academic research entitled Challenges and Opportunities of women managers in the case public sectors of Ambo District.   So**,** you are kindly requested to read and fill in the questions carefully. And, your responses are vital for the successful accomplishment of the study. Lastly, I am confirming that the information you may share with me will be kept confidential and used for academic purposes only. None of the shared information will be against your security.

　　　　　Thanks for your cooperation!!

Researcher's address

Tel. 0911700378. 　　　　Email -address, addisuqaro@gmail.com

Instructions;

　　　Notes: -

  A. No need of writing your name
  B. No need to consult others while answering questions
  C. Use the 'X' mark for choices in the given box

I

APPENDIX. A

SECTION: I DEMOGRAPHIC INFORMATION

1. Gender: Male ☐   Female ☐

2. Marital status: Married   Single ☐   Divorced ☐   Widowed ☐

3. Education: Level ☐ Diploma ☐ Degree ☐ Masters and above ☐

4. Year of service in the sector: Less than 5 years ☐ 5 – 10 years ☐ Above 11 years ☐

SECTION: II (OBJECTIVE 1)

Questions about the status of women in a managerial position

5. Do you think that the number of women in managerial positions is equal to that of men in your sector? Yes ☐ No ☐

6. Based on question no. "5", if your answer is yes, what is the reason?

   Lack of recommendation ☐   Educational gap ☐   Socio-cultural attitudes ☐

   Lack of women's confidence & unable to express themselves. ☐   Male dominancy ☐

7. Do agree that there is gender discrimination regarding promotion in your sector?

   Strongly Agree ☐ Agree ☐   Disagree ☐   Strongly Disagree ☐

8. Based on question no. '7', if you agreed that there is gender discrimination regarding promotion, what do you think will have an impact on creating a gender gap in a managerial position?

   High Impact ☐   Low Impact ☐ No Impact ☐

9. Do you think women in managerial positions in the public sector are effective? (3=Highly effective, 2= Moderately Effective, 1= Less Effective,)

   3 ☐   2 ☐   1 ☐

10. Based on your opinion, how do women achieve management positions in the public sector? (Multiple responses are possible)

    Qualification ☐ Political support ☐ Women's networking ☐ Affirmative action ☐

SECTION III: (OBJECTIVE 2)

For questions 11 to 33, please indicate the degree to which you agree with the statements on the Challenges of women's managerial positions.

5   = Strongly Agree 4= Agree   3= Neutral   2= Disagree   1= Strongly Disagree

II

No	Provided challenges to women managers on different items	Rating Scales				
A	Glass Ceiling related challenges	5	4	3	2	1
11	There is equality promotion of women with men in the sectors					
12	There are clear policies that maintain the work-life balance of women with men in the sectors.					
13	There is a conducive environment that helps women to advance upward organization into senior management-level positions in the sectors					
14	Women have more opportunities than men for promotion and advancement to top management positions in your sectors					
B	Social/ culture-related challenges					
15	There is a good organizational culture that helps to shape the behavior of women employees in your sectors					
16	In the management domain, men and women are equally perceived as ma managers in your sector.					
17	Culture is a barrier for a woman to be a manager in your sector					
18	Religion has an impact on women's empowerment or management position					
19	Women can get equal education opportunities with men in your sector					
C	Gender stereotyping-related challenges					
20	Women have equal work promotions with men in your sectors					
21	There is a classification of work to be done by women and men in your sector					
22	There are no beliefs of gender stereotyping among employees based on their sex difference in your sectors					
D	Individual barriers related to challenges					

III

23	Women themselves believe that they need perfectionism to be equal with men in your sector					
24	There is an education preparation that would enable women to get into management positions					
25	Women fear in succeeding balancing professional work and family responsibility in your sector					
26	Women are thinking positively about themselves					
27	Women themselves need extra time to reach the stage of high-quality work done by males in your sector.					
28	Women have confidence enough to compete with men in your sector					
E	Organizational factors					
29	There is equal treatment of men and women on job assignments regardless of their biological differences					
30	Nominators have the same attitudes during the promotion of women and men as heads of a sector					
31	There is a conducive environment from the government that enable women in managerial position before and after pregnancy					
32	There is mentoring/coaching to enhance the advancement of women in management positions					
33	There is a good perspective /attitude by top managers toward women advancing to a management position					

SECTION IV: (OBJECTIVE 3)

Question-related Opportunities for women managerial positions

For questions 1 to 4, please indicate the degree to which you agree with the statements on the opportunities for women's managerial positions in the sector

5 = Strongly Agree 4= Agree   3= Neutral   2= Disagree   1= Strongly Disagree

IV

No	Items statement	Responses				
		5	4	3	2	1
1	The equality of women with men has got international recognition					
2	There is affirmative action used by the public sectors to support women for management promotion?					
3	There is gender mainstreaming in your sector					
4	The women have an additional point during competition in your sector					

V

YUNVERSIITII AMBOO

KOOLLEJJII BIIZINASII FI IKONOOMIKSIITTI MUUMMEE BULCHIINSA UUMMATAA FI HOOGGANSA MISOOMAA

Waraqaa Gaafannoo

Nagaan isiniif haa ta'u!

Qaroo Kabbadaan jedhama. barataa mastersii muummee bulchiinsa ummataa fi hoggansa misoomaati, kaayyoon ykn akeekni Qorannoo kanaa dubartoonni hoggantoota ta'aniif akka gara gaggeesummaa hin dhufneef hudhaaleen jiran maal akka ta'ee fi carraawwan jiranis addaan baasuuf gaafannoo dhiyaatedha. Milkaa'ina qorannoo kanaaf tumsi keessan ga'ee olaanaa qabachuu isaa waanaan itti amaneef, gaaffiiwwan armaan gadiif odeeffannoo sirrii akka naaf kennitan kabajanan isin gaafadha. Deebiin isin waan gaafatamtaniif deebistan dhimma qorannoo kanaaf qofa kan oolu ta'a, iccitiin keessaniis waan hundaa ol ni eegama.

Teessoo Qoratichaa

Bilbila harkaa. 0911700378 *Email address: addisuqaro@gmail.com*

Hubachiisa: -

A. Maqaa keessan bareessuun barbaachisaa miti

B. Iddoo deebii keessanii mallattoo (**x**) 'n mirkaneessaa

C. Deebii deebisuuf nama biroo waliin mari'achuun hin danda'amu

Deeggarsa naaf gootaniif galatoomaa !

VI

APPENDIX. B

Kutaa I: - Bar-gaaffii haala walii galaa hojjetoota waajira mootummaa Aanaa Amboo

1. Saala: Dhiira ☐   Dubartii ☐

2. Haala fuudhaafi heerumaa:

   Kan fuudhe ☐   Kan hin fuune ☐

   Kan hiike ykn hiikte ☐   Kan irra du'e/ duute ☐

3. Sadarkaa barnootaa: - sartifikeettii ☐ dippiloomaa ☐ Digrii ☐ mastersii fi isa ol

4. Bara tajaajila hojii waajjira kanatti qabdanii

   Waggaa shanii gadi ☐ Waggaa 6-11 ☐ Waggaa 11 ol ☐

Kutaa II

5. Wajjira kee keessatti lakkoofsi dubartoota gaggeesummaa irra jiranii kan dhiirotaa waliin wal qixa jettee ni yaaddaa? Eeyyee ☐ Lakki ☐

6. Gaaffii "5ffaaf" Deebiin kee Eeyyee yoo ta,e sababni kee maal ta'aa?

Hir,ina gorsa dhabuu ☐ HIir,ina barnootaa ☐ Ilaalcha aadaa hawaasaa ☐ Hirina ofitti amanamummaa dhabuu fi of ibsuu dadhabuu dubartootaa ☐ Olaantummaa dhiirotaa ☐

7. Sadarkaa guddinaa ilaalchisee loogiin koorniyaa jira jettee ni yaaddaa?

   Baay'een itti walii gala ☐ ittin walii gala ☐ bilisa ☐ walii hin galu ☐ gonkumaa waliin galu ☐

8. Gaaffii lakkoofsa 7 irratti hundaa'uun guddina ilaalchisee haalli loogii koorniyaa akka jiru kan itti walii galaltu yoo ta'e hoggansa irratti loogii saalaa uumuun dhiibbaa akkamii uumaa?

   Baay'ee ol'aanaa ☐ Ol'aanaa ☐ Gidduu galeessa ☐ Gad-aanaa

9. Waajjira mootummaa keessa dubartoonni hooggansa irra jiran bu'aa qabeessota jettee ni yaaddaa?

   Baay'ee bu'aa qabeessota ☐ gidduu galeesssadha ☐ gadi aanaadha ☐

10. Akka ilaalcha keetti waajira mootummaa keessa dubartoonni hooggansa irra jiran yoo maal ta'e bu'aa qabeeyyi ta'u jettee yaaddaa?

   Ga'umsaan ☐ deeggarsa siyaasaan ☐ hidhata walii isaaniin ☐ murtoo mirkanaa'een

VII

Kutaa III

A. Gaaffiwwan hudhaalee (Challenges) hoggantoota dubartootaa 11-33 jiraniif   waan beektan safartuu armaan gadiin ibsaa

5 = Baay'een itti walii gala   4=   Ittin walii gala   3= homaa   2= Walii hin galu   1= Gonkumaa walii hin galuu deebii filattan mallattoo 'X'n mirkaneessaa.

Lak.	A. Hudhaalee Harka Lafa Jalaa	Safartuulee yaadaa				
		5	4	3	2	1
11	Waajjira kee keessa dhiiraa fi dubara wal qixxee dhaadhessuun ni jira					
12	Dubartoota waajjira kee keessa jiran, jireenya hojii isaan dhiirota waliin qabaniif poliisii(seerri) madaalli kana eegu ni jira.					
13	Durbartoonni gara ijaarsa sadarkaa olii, gara gaggeessummaa isa ol aanaatti akka darbaniif haalli mijaataan jira					
14	Waajjira kee keessa bakka gaggeesummaa ol aanaatti dubartoonni akka guddattaniif dhiira					
B	Hudhaalee Haawwasummaaykn Aadaa Waliin Wal Qabatan					
15	Waajira kee keessa amala dubartoonni qaban fudhachuuf aadaa gaariin waajirri kee qabu jiraa					
16	Waajira kee keessatti dubartoonni fi dhiironni toora bulchinsaatti, wal qixa akka hoggantoota olaanootti ni ilaalamuu.					
17	Hooggansa dubartootaaf aadaan gufuu ta'uu ni mala					
18	Amantiin dubartoonni gara hooggansaatti akka hin dhufne dhiibbaa taasisu qaba					
19	Hawaasa keessatti addaa ba'ee kan beekame, ga'een saala hojjetootaa irratti akka hundaa'u ni amanama.					
C	Hudhaalee Koorniyaan Wal Qabatan					
20	Dubartoonnii fi dhiironni waajira kee keessaatti carraa guddinaa wal qixxee qabuu					
21	Waajira kee keessa hojiin dhiirotaa fi dubartootaaf gargar ba'e jira					
22	Garaagaummaan saalaa waajira kee keesa jiru irratti hunduuftee hojjetata gidduu Ilaalchi Saalummaa Hin Jiruu					
D	Huudhalee Dhuunfaan Wal Qabatan					

VIII

23	Waajira kee keessatti Dubartoonni ofuma isaanii dhiirota wajjin matumaa wal qixa ta'uu, akka isaan irra haalaan ni amanu.					
24	Waajira kee keessatti hojjii qulqullina ol aanaan dhiironni dalagan dubartonni bira ga'uuf yeroo dabalataa isaan barbaachisa.					
25	Waajjira kee keessatti dubartoonni, gaggeesummaan dhiirotaaf akka waan kennametti ni amanu.					
26	Waajira kee keessatti dubartoonni dhiirootaan wal qixxee dorgomuuf dandeetti gahaa akka qaban ni amantaa					
27	Dubartoonni waajira kee keessatti, hojii ogummaa isaanii, itti gaafatamummaa maatii qaban waliin wal simsiisanii dalaguu ni sodatu.					
28	Dubartoonni seektara kee keessatti qixxee dhiirota ofitti amantumaa qabu					
E	Hudhaalee Dhaabbilee ykn Jaarmiyaalee Waliin Wal Qabatan					
29	Garaagarummaa dubartoonni fi dhiironni sababa bayooloojiin qaban irratti hundaa'uun maal hojii isaaniif kennameef kunuunsi wal qixxee ni godhamaaf					
30	Hoggansa keessa dhiirri jiru fi hoggansa keessa dubartiin jirtu ilaalcha wal qixaa qabu.					
31	Dubartoonni akka hoggantaatti, daandeetti haaraa adda addaa akka horataniif, gorsaan gargaaru ni jiraa?					
32	Dubartootaa fi dhiironni itti gaafatamtoota waajjiraa ta'anii yeroo guddisan ilaalcha wal fakkaatu qabu jettee itti walii galtaa.					
33	Da'umsaa duraa fi booda dubartoonni haggansa irra akka taa'aniif haalli mijataan motummaa bira ni jiraa.					

Kuta IV: Gaaffiwwan Carraalee (Opportunities) Dubartootaaf Kennameen Wal Qabatan, 1- 4 jiraniif   amantan qabdan safartuu armaan gadiin ibsaa

5 = Baay'een itti walii gala   4= Itti walii gala   3= Bilisa   2= Walii hin galu   1= Gonkumaa walii hin galu   filachuun mallattoo '*X'n* ibsa

IX

X

Lakk	Yaadota dhiyaatan	Safartuulee yaadaa				
		5	4	3	2	1
1	Dubartoonni mirga wal qixaa dhiirota wajjin qabaachuun isaanii Addunyaa irratti beekamtii argateeraa					
2	Hoggansatti dubartoonni akka beejkamaniif waajjiraalee mootummaa deeggaruuf murtoon fudhatamu ni jiraa					
	Waajjira kee keessa rakkoo saalaan qaqqabu dhorkuun ni jira					
3	Waajira kee keessatti mootummaan, mirga dubartootaa ilaalchisee hubannoo ni kennaa					
4	Waajira kee keessatti dubartoonni yeroo dorgommii qabxii dabalataa ni qabuu					

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X

APPENDIX. C

SECTION V: Interviews questions for concerned offices

Women and children's office

Date of Interview_____

Name and Position of the interviewee in the institution_____

1. Do you think that women are equal in number to men in managerial positions in the public sector? If it is not equal, which one is getting more position and why?

2. What is the impact of the gender gap in management due to an imbalance of management in the public sector?

3. What are the major challenges that hinder women from becoming managers?

4. What are the available opportunities that enhance women to become managers in the public sector?

5. Does the government have any criteria to use for promotion purposes in the managerial position in the public sector?

6. Does the government maintain any rules or procedures to ensure women's participation in management positions?

7. What are the most significant things or strategies that the government considers for ensuring women's participation in managerial positions in public sectors?

THANK YOU IN ADVANCE FOR YOUR CO-OPERATION!

XI

KUTAA V: Waajjiraalee dhimmi ilaallatuuf gaaffilee af gaaffii taasifame

Waajjira Dubartootaa fi Daa'immanii

1. Waajira mootummaa keessatti lakkoofsi dubartoota hoggansa irra jiranii kan dhiirota waliin wal qixa jettee ni yaaddaa? Wal qixa yoo hin taane kamtuu ol aanaadhaa? Maaliif?

2. Waajjira mootummaa keessa madaalliin hogggansaa koorniyaa dhabamuun hir'inni gaggeesummaa irratti uumu ni jiraa?

3. Dubartoonni hoggantoota akka hin taane hudhaalee jajjaboon jiran maal fa'ii?

4. Dubartoonni waajira mootummaa keessatti hoggantoota akka ta'aniif carraaleen jajjabeessan maal fa'ii?

5. Waajira mootummaa keessatti mootummaan namni tokko gara hooggansaatti akka guddatu ykn akka guddachuu hin qabne ulaagaa ni qabaa?

6. Hirmanna dubartoonni hoggansa irratti qaban mirkaneessuuf mootummaan seera ykn adeemsa kamuu ni eegaa?

7. Waajira mootummaa keessatti hirmaannaan dubartoonni hoggansa irratti qaban mirkaneessuuf, wantoonni gurguddoon mootummaan ilaalcha keessa galchu ykn istraateejiin jiran maal fa'ii?

DEEGGARSA NAAF GOOTANIIF

HUNDA DURA ISINAN GALATEEFFADHA!

XII