



**ADDIS ABABA UNIVERSITY
SCHOOL OF BUSINESS AND ECONOMICS FACULTY**

**FACTORS AFFECTING PARTICIPATION OF WOMEN IN LEADERSHIP: THE
CASE OF ADDIS ABABA POLICE COMMISSION HEAD OFFICE**

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DECLARATION

I, **Dagnachew Mekonnen**, MSC student in Management, declares that the research project titled, **Factors Affecting women Leadership Participation: The Case of Addis Ababa Police Commission**: is my original work under the guidance and supervision of the research Advisor. It has not been submitted for any degree in any university. All cited documents have been acknowledged dually.

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Acronyms.

AAPC : Addis Ababa Police Commission

CEDAW: Convention on the Elimination of all Forms of Discrimination Against Women

MDG : Millennium Development Goals

UN :United Nation

UNICEF :United Nations International Children's Emergency Fund

UNESCO: United Nations Educational Scientific and Cultural Organization

GC: Glass Ceiling

AAUW :American Association of University Women

EEOC : Equal Employment Opportunities Commission

FGD : Focus Group Discussion

SPSS : Software Package for Social Science

ABSTRACT

Women have been faced different challenges to participate in management position, due to different factors. Practically as we know, there were less women leaders than men leaders both as country and organizational level. The purpose of this research was, to investigate out the influence of, (organizational, socio-cultural and individual) factors, on women leadership participation in AAPC. The study was conducted, in AAPC head office women police officers, who working in different department. In order to meet this objectives quantitative and qualitative research method were employed for this particularly study. The data were collected by questionnaire, interview and FGD. Both descriptive and inferential statistics techniques were used to analyze the quantitative data. In addition, a regression analysis was also conducted to test how well the above factors predict the women leadership participation. Accordingly, the main result of the study indicated that, the major factors that hinder women leadership participation in AAPC, were organizational factors like:, lack of gender sensitive policy and strategies, low level of education, lack of affirmative action and quota system and the like. The other factor which discourages women for leadership participation was socio-cultural factor, which society wrong perception toward women leadership engagement. Societies believe that leadership is only for men, women have no quality for leadership position and the like. Further additional factor that hinder women leadership participation was women individual factor, (glass ceiling effect, lack of social network with others and fear of balancing home activities and office work). Finally, the recommended mechanisms which for women leadership empowerment are, initiating women sensitive policy and strategies, establishing a kind of affirmative action and quota system, changing societies wrong perception toward women and to aware women police officers about the importance of establishing net work with colleagues and the like.

Key words: *organizational Factor, socio- cultural Factor, Individual Factor*

CHAPTER ONE

Introduction

1.1. Background of the study

The terms, policing and law enforcement are often used interchangeably, but the common description compose as they are involved in maintaining the law. According to Goff & Herrington (2013), the term law enforcement has a very broad meaning. It includes, police and policing related agencies, intelligence organizations and crime commissions. The writers added that, Policing, on the other hand, refers to a much narrower group of organizations, although in the age of plural policing, can include organizations that are not part of the traditional state-sponsored policing Endeavour's.

These study attempts to conceptualize the tasks of police are closely aggregate to effectively operate in a complex social, political and organizational environment. According to Flynn & Herrington (2015), Police institution should confront new threats, new technologies, new crimes and new communities, all of this bring new challenges and opportunities for policing. Good leadership is a quite important in such area in police organization to manage the sophisticated police tasks. Goff & Herrington, (2013).

According to Mishra (2010), women managers in the police organization shows more human face than men police officers. According the writer, because of the presence of women in police organization, the incidences of gender abuse, custodial violence, are likely to decrease and women victims would find it easier to come forward to police with their problems. Further, this makes, the organization would not be treated as a masculine organization. These make the police organization the cause of secularism, humanism, and integrity of our pluralistic society

According to Afroz (2010), now days, it has been widely recognized that women's active involvement in decision making is the core for development and poverty alleviation.

" Freedom cannot be achieved unless the women have been involved in all forms of oppression. This indicate that the objective of reconstruction and development programmed will never been realized unless we see in visible practical terms that the condition of women in our country has radically changed for better and that they have been empowered to intervene in all aspects of life equal with any other member of the society" Nelson Mandela

According to Kassa (2015), active and equal involvement of women and men in political decision making maintain a balance that more accurately reflects the composition of society.

Even though, this facts, the majority of countries of the world, the political landscape remains largely dominated by men. According to Madsen (2016), as it was study conducted by university of Zagreb, the majority of top leadership teams do not fully realize the value of having women in key positions.

According to Birikti, (2014), even though women account for larger share of the total population in Ethiopia and even they contribute major labor input to different economic activities, but still, the opportunities for women in the formal sector are very limited due to many reasons and factors. According to Mekasha (Meron, 2003), when comparing the positions of men and women in professional positions in Ethiopia, women occupy only 29% while men occupy 71% of the professional positions

It was obvious that women, like as men, have influential contribution for the organization overall success.

But, if the organization wouldn't properly empower the women to become a leader, it is impossible to think about the organization success. It is hence women's enrolment in the decision making processes and high leadership positions is paramount.

According to EdD, Webb (2013), the global women police officers leadership participation status shows that, women in policing find themselves severely underrepresented in leadership positions. Further, the writer indicated that, in Australia, females occupy 6.3% of executive positions in national policing; in England 7% of the females have attained high ranks, and in the United States, only 5% of females have achieved top positions in law enforcement at the national level.

It is well noted that the history of police in Ethiopia agrees on the significant contribution of women police officers in the law enforcement practices. But, this idea is not well mainstreamed and recognized in the police organization to increase the participation of women police officers in various hierarchies and duties of command. It is hence this study has happened to mainly investigate the major factors that are the blockades for women's success in the police strategic leadership positions

1.2. Statement of the problem

The Ethiopian political landscape is showing change in assigning women in different state political power and positions at ministerial levels. This will be accounted as a paradigm shift in the Ethiopian politics which duly looks at women participation and decision making in the fate of the country's politics.

The new change in the country has been brought new political era and prosperity to the country. Following this change, the Ethiopian current Prime Minister, Dr. Abiy, on the date of his appointment, March 2018, he made impressive speech to the parliament towards women overall achievements in terms of political, economical and social aspects. The prime Minister during his cabinet reshuffling he was cut down the number of ministries from 28 to 20 and named 10 of women among new appointed. Women now run key political position including defense, trade, transport and the like. The 50% female representation is a win for the government to undertake strategies and radical reforms in the country.

The empowerment of women by the government will encourage them to work hard and exercise leadership assignment. Further, it helps other governmental and nongovernmental organizations to think and work hard on gender issues and make reform in their organization

Despite all effort done by the prime minister and his government to bring women in top political decision levels, still this government reform has not been implemented practically to the lower hierarchy of the governmental levels structure. As it was a review conducted on, 116 Federal government office including AAPC, with a total of 6,226 leadership position shows a 22 percent (1,346) share of women in these leadership positions across the different offices at the federal level. Even though, this is a progress compared to previous years while still shows a huge gender gap compared to the 78 percent (4, 880) share of men in leadership in government institutions. Fifth National report (May, 2019).

The Addis Ababa Police Commission is one of the governmental organizations that were basically established for to maintain, peace and security of the dwellers under the city administration, by complying to and enforcing the constitution.

As an organization, it always strength their police force in order to have international competent police force. It has been making internal and external recruitment without any gender discrimination as per its recruitment rules and regulation of the organization. Based on the above

fact, they recruits male and female police officers all over of the country by considering ethnic contribution and based on recruitment criteria.

After recruiting the qualified individuals, the organization has given military training to those new individuals. The women police trainees, as of that of men police trainees; they shall take all those physical training and police science. Specially, the physical training that has been given in military training camp is full of challenges and is delivered in a very disaster weather condition and geographically setting which is even some times, hard to complete the training for few police trainees.

Nevertheless all those challenges in training camp, women trainees without minding gender differences with men trainees, they have been successfully completed military training. Even, some women trainee officers, in physical training, have well performed than few men police trainees. After successful completion of military training course, the women police officers, as of men police officers, they shall be appointed /assigned to different department of the organization. The AAPC clustered into two main departments and 10 sub cities police stations, based on their mission of task in the organization. The departments are: Crime Prevention and Traffic Main Sector, Crime Investigation Main Sector. Women police officers, like of men, they shall be appointed to those entire departments based on the organization placement regulation. In their placement, the majority of women police officers have performed their task effectively as of men police officers.

Particularly, in the Crime Prevention Department, the nature of the task is somewhat full of challenges and is complex than other departments. Sometimes, while they are in crime prevention duties, they may confront some treat or physical challenges from the offender. But, even if all those challenges, women police officers, without considering their gender differences with men police officers, the do have easily handled each case and can achieve their responsibilities.

But, when we come to the role of women in leadership position in the organization still there is an over dominancy of men police officers. The majority of the managerial positions of the institution have been held by men police officers. The AAPC, to overcome those challenges and to make women beneficiary in every aspect, it creates Gender Department in the organization structure.

The Gender Department, from its establishment it has tried to address different gender's issues in the organization. But, the Gender Department has not yet brought significant change to make women competent in every aspect. Practically, the gender department has tried to support women's in creating opportunities to enroll in higher education and the like.

But, due to the lack of structural power and low attention of top management toward empowering women to become leaders, the gender department has not fully exerted its effort to do more on the gender issues. Further the gender department even though existed as department; it confronted lack of skilled man power and clear gender strategy.

Table 1.1 Different management positions of the organization.

No.	Type of position	Male	Female	total	Level Of management
1.	Sector head	2	0	2	Top level management
2.	Director	19	1	20	
3.	Deputy director	20	0	20	Middle level management
4.	Division head	144	24	168	
5.	Coordinator head	345	85	430	Operational level management
6.	Team	908	329	1337	

Source: Addis Ababa police commission data center (March, 2018)

Even though many corrective actions have been taken by the organization to empower the women to become leaders, still the statically figures show that at top level managerial out of total position only 4% women police officers, in middle level managerial out of total position only 13% of female police officers are assigned in this post and at operational levels managerial out of total positions only 23% female police officers are assigned.

Therefore, even if the organization has made much effort to balance the gender issue, still there are big challenges for women to pass the obstacle and to become a leadership.

There were many factors which influence women leadership involvement. Some of the key factors are; economic factors, political factors, socio-cultural factors, organizational factors, individual factors and the like.

Even though many factors are affecting women to involve in leadership in many organizations, this study is only tried to investigate the influence of some particular factors like organizational, socio-cultural and individuals' factors on women leadership participation in the case of AAPC.

Accordingly, this research tried to answer the following basic research questions:

1.3. Research Questions

1. What are the major organizational factors affecting the participation of women in leadership position?
2. What socio cultural factors affecting the participation of women in leadership position?
3. What are key individual factors affecting the participation of women in leadership position?

1.4 Objective of the Study

1.4.1 General Objective

The main objective of this study was to identify factors affecting women to be leaders in Addis Ababa Police Commission.

1.4.2 Specific Objective

1. To investigate which organizational factor affecting the participation of women in leadership position.
2. To find out which socio-cultural factor affecting the participation of women in leadership position.
3. To investigate the key individual factor which affecting the participation of women in leadership position.

1.5 Significance of the Study

This study is significant to the following:

1. It helps the Addis Ababa Police Commission, to identify factors that hinder the women participation in different leadership positions.
2. It also helps the organization, to develop a strategy that lift up a number of women police officers into different police hierarchies.
3. It may be a mile stone for other researcher who wants to conduct further research on issues related to equity of gender in the Ethiopian police practices.

1.6 Scope of the Study

Because of the complexity of police work, this research was focus only on the topic factors that are affecting the women to be leaders particularly in Addis Ababa police commission the study conducted. The Addis Ababa Police Commission has been organized into two main departments: namely: Crime Investigation Main Sector, Crime Preventions and Traffic Main Sector and has 10

additional clustered sub cities police division. But, due to the bulkiness of the organization, the study is delimited into the Addis Ababa Police Commission Head Office.

1.7. Limitations of the Study

The majority of police officers have been so busy and tight in their duties because of the nature of their tasks. This makes the study somewhat difficult in collecting data like: administrating questioners, to make interview and focus group discussion. And the other limitation of this study is to address all the sub city police division of the Addis Ababa Police Commission.

1.8. Operational Definitions of Key Terms

Leadership: Leadership can be defined as the process of influencing people, as leader conforms that objectives get achieved by efforts and coordination of all employees and for which he motivate people and also ensures the culture which is apt to perform. John (2015)

Policing: refers to a much narrower group of organizations, although in the age of plural policing, can include organizations that are not part of the traditional state-sponsored policing Endeavour's. Goff & Herrington (2013)

Price ceiling: refers to the invisible barrier that many women face as they advance through the ranks of their chosen professions but are able to progress only so far before being stymied in their efforts to reach the upper echelons. Josepheson and Chisholm (2017),

Gender mainstreams: It is a means of integrating equality concerns across the broad in to all policy objectives in order to promote equality of all workers, irrespective of sex. Getachew (2014).

Participation: active involvement of women in leadership position.

1.9. Organization of the Study

This thesis comprises five chapters. The sequence and structure of these chapters are as follows:

Chapter one: - provides an overview about the background of the study and the organization, statement of the problem, the research question and objective, significance and scope of the study, limitation of the study and definition of terms.

Chapter Two: - briefs literature related to women police officers in leadership participation, and indicators of women leadership

Chapter Three: - concentrates on the research methodology and detailing the research design chosen, the sample that includes in the study and the method of selection the sample participants.

It also includes the measurement and method to collect data.

Chapter Four: - focus on the report of the findings, discussions and analysis of the study.

Chapter five: - presents the conclusion, recommendations, and summary of the study. The final writing of the project is submitted in both hard and soft copy format to post graduate program coordination office of School of Business and Economics Faculty and to the Addis Ababa Police commission, mainly to Human Resource Department.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Concept of leadership

According to Wamy, (2014), a leader can be defined as a person who delegates or influencing others to do or achieve specified objectives. As it was cited by Netsanet (Chandan, 1999), leadership is defined as, it is the ability to direct people towards the achievement of goals and it is associated with the setting of goals and visions to the future and to go pass through the process to achieve the desired goals

According John (2015), Leadership can be defined as the process of influencing people, as leader conforms that objectives get achieved by efforts and coordination of all employees and for which he motivate people and also ensures the culture which is apt to perform.

2.2. Factors Affecting women participation in leadership position.

There were numerous factors which affecting women leadership participation in any organization. Some of the expected factors that influenced women leadership participation were like, economic, socio-cultural, political, organizational, individual factors and the like. But, these particularly study were tried to highlighted, organizational, socio-cultural and individual factors in depth.

2.2.1. Organizational factor

An organization has played a significant role in promoting women's for leadership involvement. The organization internal environment or culture influencing the women possibilities to engage in leadership career or discourage the possibilities that involve in leadership position.

2.2.1.1. Legal policy frame work

According to Neil and Domingo (2016), the most common, and perhaps visible, contribution of women's leadership to gender equality is the extension of women's legal rights and policy change. According to Hinds (2015), government should initiates the conducive environment through legislation and public policy; for example, ensuring gender equality in all aspects and at all levels of the education system, including in non-traditional areas, career advice and program that root out gender stereotyping and conscious and unconscious bias. According to Getachew (2014) at international level, the Convention on Elimination of all forms of discrimination against women (CEDAW, 1979), the Beijing platform for action (BPFA, 1995) and Millennium Development Goals (MDG) are the main strategies and contentions introduced for the

achievement of gender equality. Further according to the writer, CEDAW incorporates measures that governments should have guarantee gender equality: elimination of discrimination against women in employment opportunities and benefits of service; ensuring gender equality in all areas of socio-economic and political life.

2.2.1.2 Education

Education is one of the basic tools in bringing the desired societal change in politics, economy, health, equality, development and so on. According to King & Winthrop (2015), educating a girl is one of the best investments in family, community, and country can make. The writers added that, a good quality education can be life-changing for girls, boys, young women, and men, it helps them to develop to their maximum potential and lead them on the right track for success in their life

A famous African proverb apprises us, “If you educate a man, you educate an individual person, but if you educate a woman you educate all the family (nation)” Suen (2017)

According to Somani (2016), United Nations (UN), organizations aim to enforce basic human rights including education for all. Article 26 (1) of the Universal Nations Declaration of Human Rights indicated that everyone has the right to get education. According UN (1948) declaration, education shall be free, at least in the elementary and fundamental stages. And further the declaration stated that elementary education shall be compulsory. According to the recently adopted sustainable development goals, the world’s commitment to achieving equitable quality education for all, gender equality, and empowerment of women and girls by 2030 (UN Development Programme, 2015). These goals can be only achieved if it will be the available substantial resources, political will, and persistent and coordinated efforts by all stakeholders.

According to O’Neil and Domingo (2016), access to education is mainly related to women’s decision-making power at all levels of hierarchy. The writers added that, access to education is an important base for girls to have the confidence and necessary skills to considers themselves as a potential leader and to be seen as credible by others

As it was cited by Apusigah (2017), most of the time it is common for educated women to be denied or lost their rights for access to further education because traditionally a man would not accept an empty house without a woman. Further according to the writer, competent educated women may also be denied or deprived the right to participate in party politics. And also, women

who refuse to take such orders are threatened with divorce by their husbands, who could also claim compensations from their wives' families.

.According to Ali (2014), low level of education is another factor affecting women participation in labour unionism, although, women do not have equal educational opportunities with their male counterparts. According to the writer, because of the existing negative cultural attitudes where the girl child education is not what parents bother about. Ali added that, societies believe girls should get married, raise children and are cared for by their husbands. However, there are some women that are more talented and progressive than some men, if given the opportunity they will contribute their quarter toward nation building. .

2.2.1.3. Mentoring

As it was cited by Hoigaard (Dougherty & Dreher, 2007), mentoring may be one suitable mechanism to solve gender related barriers and fostering the career advancement of female leaders.

According to Ragins and Kram (2007), the mentoring experience must help women to develop self-esteem, aggressive leadership personalities and non-traditional attitudes about women and employment. As it was indicated by Ragins and Kram, the nurturing of attitudes and uniqueness would allow for success in their organizations, whereas their male counterparts displayed qualities that made it easier to advance. According to Maseko (2013), the use of mentors is powerful tool in helping the present and future leaders to be more effective in their leadership career.

According to Hopkins (2008), the term mentoring has been basically used to explain many different types of relationships in the research training context. It includes academic advising, informal support, and career coaching. Hopkins (de Janasz, Sullivan, & Whiting, 2003).

2.2.1.4 Provision of Specific Training

According to OECD (1997), training refers to the various processes by which an individual develops the necessary competencies required for employment-related tasks. According to National Democratic institute (2013), women leaders are supposed to be well equipped in different fields including technical learning in their specific areas by taking or giving Knowledge-Based Training there should be concrete knowledge on the structure and function of the specific leadership system, where women leaders are working..

According to the writer, particularly women only training can be enhancing the women fully involvement for different managerial position. According to Singa (2003), women only training has the following objectives:-

- To clarify their attitudes and feelings about themselves in relation to their work roles and personal roles (e.g. colleague, boss, wife, mother, daughter)
- To review their experiences of managerial life: the specific issues they face as women
- To examine their management styles, in order to promote their personal strengths at work
- To study the concepts of power and politics and to enable themselves to apply these concepts effectively
- To help themselves to become more proactive in managing their careers
- To satisfy these goals in a safe environment in which they can test their own experiences against the experiences of other women.

2.2.1.5. Gender mainstreams

It is a means of integrating equality concerns across the board in to all policy objectives in order to promote equality of all workers, irrespective of sex. Getachew (2014). According to Gender manual (2014), it is the systematic integration of the respective needs, interests and priorities of men and women in all the organization's policies and activities.

2.2.1.6. Affirmative action

According to Fitsum (2017), the term affirmative action basically to eliminate unfair discrimination against certain groups or people because of no job related characteristics in terms of civil right act 1960. Further added that, affirmative action as phrase that refers to act attempts to bring members of under represents groups, usually groups that have suffer discrimination in to higher degree of participation in some beneficial program. As it was indicated by the writer affirmative action explain many policies aimed at historically, socio, politically non dominant groups of minority men and women of all racial groups which helps to motivate for education and employment. According to WiLDAF (2010), affirmative action means a planned action to bring change or avoiding past and present discrimination using a set of public policies and initiatives. As it was indicated by Asadnejad (2010), securing women representation through affirmative action can be applied in different ways:

Participation

Women's should have the right to actively participate in political life signifies more than just a means by which good governance is achieved; it is also a bottom-up process by which other citizenship rights can be claimed and fulfilled, and accountability demanded from state and society actors to ensure women's equal political voice and development. Participatory decision-making is also an end in itself, a form of empowerment ensuring that "people have the right to determine their path for development.

Empowerment

Empowerment indicates the expansion of women's capabilities and ability to exercise choice, power and leadership in governance. This process of facilitating critical consciousness and building capacities aims to propel women to assert their autonomy by expanding political spaces and redefining institutional practices and power relations.

Responsiveness

Responsiveness, that is, how women representatives in governance institutions represent the interests of their constituency, is the envisaged outcome of translating the political authority gained through affirmative action into women's equal and empowered political participation. Women's empowered participation in governance should ostensibly lead to gender equity in terms of the choices women have and the more accountable, gender responsive policy decisions they make

2.2.2 Socio cultural barriers

According to Owusu (2014), societal factors are indirect factors, which influence both organizational and individual behavior. Owusu added that, societal factors are the most difficult and time-taking factors to change as they have an effect on various dimensions of life and cannot be easily controlled.

The writers added that, in countries where there is a culturally bad attitude towards feminine leadership, women are not only denied the opportunities to develop a leadership career, but also those who obey the odds to become leaders encounter resistance in the course of performing their duties. The writers added that nevertheless, values and traditions are not ultimately static or fixed; they can change over time and women leadership maybe embraced in many societies. Furthermore, in countries where men and women are equally treated in terms of job opportunities, it's difficult to consider specific job to women.

According to Alomair(2015), Gender stereotype also one of the leading factor in shaping attitudes toward women in leadership roles, which hinder opportunities for career advancement. The writer added that females face a double bind and double standard due to prevailing gender stereotypes associated with leadership and masculinity.

As it was cited by Apusigah (Pricilla, Nigeria), “In our so called culture, a woman’s place is the kitchen. A woman should have to support the husband all the time. Once a woman has starts to be an effective leader, she will be considered as a prostitute (Ncuba, Zimbabwe). Even the few women that are educated find it difficult to join politics due to the fact that most men will not allow their wives to join politics. Women in politics are considered to be free or loose.”

According to Talsera, (2007), the social interaction of males and females begins from the early developmental live, most of the time pre-school girls are expected to become very passive, dependent, polite, and powerless. Talsera added that, on the other hand, boys are expected to become independent, active, dominant, and confident and this gender stereotyping and cultural attitudes towards males and females has an impact on their future Career. Further the writers stated that women who accept this stereotyping /cultural influences/ show motherhood behavior and do not involve in intellectual tasks and other professions, instead they simply accept the cultural influences and they are swallowed up in their cultural traditions.

2.2.3 Individual Factor

Individual factors are one of the factors that influencing women leadership engagement.

2.2.3.1. Glass ceiling

According to Josephson and Chisholm (2017), glass ceiling which refers to the invisible barrier that many women face as they advance through the ranks of their chosen professions.

According to *Chamaru* (Burke and Vinnicombe, 2005; International Labour Office, 2004; McLeod, 2008), the “GC” is one of compelling metaphors for examining inequalities between, men and women in the workplace. The writer added that, barriers which prevent women from ascending to senior management positions in large corporations have often been described by the metaphor “GC”, a transparent barrier which not allows women to move up certain point of career success.

2.2.3.2. Building net work

Networking means, the mechanism an individual can build relationships and knowing people. It also, a way in which women can gain opportunities for leadership through more effective

networking. According to AAUW (2016), access to influential networks is critical to moving up the leadership hierarchy. According to AAUW (Eagly & Carli, 2007; Hewlett et al., 2010), some studies have found that the social capital gained from networking with influential leaders is even more important for advancement than job performance. As it was cited to Arimi (Angela 2013) networking may be away for a person to gain exposure for his/her name and services for the business or the organization. Further he pointed to observe here is that these exposures will enable a person to be identified by leaders such as sponsors of schools, education officers and political leaders who matters when appointing secondary school principals and board of governors. The writer added that, women are born networkers but they are afraid to exercise those skills for fear of being labeled fakes or “schmoozer’s” This therefore prevents them from realizing the opportunities that come with networking. How a person connects with others determines his/her success in every area of life.

2.2.3. 3. Self confidence/Esteem

According to moron (Coopersmith 1967), self esteem to mean that, it is the evaluation which someone makes and customarily maintains with regard to himself: it expresses an attitude of approval and indicates the extent to which an individual believes himself to be capable, significant, successful, and worthy.

According to Patel (2013), a major problem relates to women’s confidence, in both the beliefs in their own abilities, as well as in the capability of communicating confidence. While the majority of women consider themselves equally capable as their co-workers, the majority of men consider themselves they are more capable than their co-workers. Patel (Eagly2003).

2.2.3.4 Fear of Balancing work and Family responsibility

Fear of balancing work and family responsibility was one of the individual factors that hinder women leadership participation. According to smith and Roebuck (2013), Work-life balance is the term used to explain those practices at the workplace that recognize and aim to support the needs of employees in compromising their family responsibilities and work live. The writers added that, most of the time, managerial positions are characterized by work overload, have taken long working hours and needs frequent travel.

According to Sundareson (2014), at the time a women seeks a position in any organization, she must thinks first on other facets of her life, including hobbies, personal relationship with others

and her family. The writers added that, Women most of the time, they are unable to manage or to maintain balance the pressure on their duties and demands at home.

According to Mahasha (2016), to overcome the fear of balancing work and family responsibility, strategies aimed at supporting employees and organizations with work-life balance services have become popular in the modern day.

According to Downes and Koekemoer (2011), the work-life balance policies are categorized into five:

- Flextime schedule: it's indicating that an employee has the right to choose a working schedule to suit her, including tea breaks, lunch time, and time for knocking off. But these arrangements are subjected to management's approval.
- Flexi place or tele-commuting: means that employee may opt to work some days from home or any place other than the organization's premises.
- Job sharing: means that two or more people can share duties in one position in order to allow individuals to have flexi-times to attend to non-work roles.
- Sabbatical leave or career breaks: is when employees are allowed to take some time off work to advance their careers.
- Part-time flexi place: implies that employees can work one to three days per week, at their location of choice subject to management approval

2.3. Theoretical Literature Review

2.3.1. Leadership Theory

According to Amanchwkwu & Ololube (Charry 2012), a leadership theory can be classified into eight types:

1." Great Man" theory

As it was indicated by the writers, great man theories basic assumption is that, the capacity for any leadership career is inherent, it assumed that great leaders are born, not made. These theories often describe leaders as brave, **story** and destined to rise to leadership when needed. Further according to Krause (2017), the great man theory postulated that only a man could have the characteristics of a great leader.

2. Trait Theory

According to Charry, the trait theory it has shares some common characteristic with great man theory, but the trait theory assumed that, people in nature/ inherit certain qualities or traits make them better suited to leadership.

3. Contingency Theories

According to Amanchwkwu & Ololube (Charry 2012), contingency theories of leadership basically focus on specific variables which related to the environment and determine which leadership style of is best fit for a particular work situation. According to this theory, there is no best or no single leadership style is appropriate in all situations.

4. Situational Theory

Situational theory basically focuses on choose the best course of action based on the occurrence of situational conditions or circumstances. According to the writers different styles of leadership may be more appropriate for different types of decision-making. For example, in a situation where the leader is expected to be the most knowledgeable and experienced member of a group, an authoritarian style of leadership might be most appropriate.

5. Behavioral Theory

The Behavioral theories of leadership basic assumption, is that, the total disproved the great man theory leadership is inborn, and put their assumption/ beliefs great leaders are made, not born. According to the writers, this leadership theory focuses on the actions of leaders not on intellectual qualities or internal states.

6. Participative Theory

According to participative leadership theories, the ideal leadership style is one who takes the input of others into account. Furthers the writers added that, participative leaders who encourage /empower active participation of others and who beliefs to the contributions from group members and in return help group members to feel how they are important and relevant in decision-making process. A manager who uses participative leadership, rather than making all the decisions, seeks to involve other people, thus improving commitment and increasing collaboration, which leads to better quality decisions and a more successful business Amanchwkwu & Ololube (Lamb, 2013).

7. Transactional/Management Theory

Transactional theories, also known as management theories, it basically focus on the role of supervision, organization and group performance and the interaction that take place between leaders and followers. These theories base leadership on a system of rewards and punishments or stick or carrot Amanchwkwu & Ololube (Charry, 2012). Further according to Khan & Nawaz (2016), the transactional theory was “based on reciprocity where leaders not only influence followers but are under their influence as well”.

8. Relationship/Transformational Theory

According to Amanchwkwu & Ololube (Charry, 2012), relationship theories, also known as transformational theories, mainly focus on the interaction formed between leaders and subordinates. The writers added that, in these theories, leadership is the process by which a person *engages* with others.

2.3.2. Male’s Verse Female’s Leadership Style

Leadership-style theories explain the behavioral patterns of leaders with regard to consideration and initiating structure. According to Gorska (2016), leadership style depends on various factors including education, experience, culture, work experience, and personality, where it is still not clear to what extent it is influenced by gender and other factors. According to Anderson & Hansson (2010), the finding of study shows that the strongest evidence for a gender difference in leadership style in the tendency for women to adopt a more participative style and for men to adopt a more directive style. Further according to Patel (2013), there are some personal differences between men and women in their style of leadership:

Confidence:

As it was indicated by Patel, in general, men known by as more confident than women regarding financial decisions. The writers added that men traded in greater volumes than do women, and as a result, make greater losses. And also, women’s lower confidence, especially regarding financial matters, is also reflected in the fact that businesswomen generally report lower levels of profitability. Further Women are often stereotyped as being more apologetic.

Bluffing

Men show greater abilities to deceive some someone, which ties into the fact that greater confidence undoubtedly causes more hopeful projections and judgments. As it was study conducted competitive bluffing found that men are more willing to bluff to competitors,

distributors, and their own company. In addition, this study found that both genders were more likely to lie to a woman.

Social Risk

As it was study conducted women are generally considered to be more risk averse than men, there is one domain, which sometimes provides an exception, namely that of social risks. The study shows that women high domain of social risks showed higher risk taking tendencies for women on items such as ‘admitting your tastes are different from a friend’ and ‘disagreeing with your father on a major issue’.

Emotional and facial recognition

As it was study conducted women are perceived as great social risk takers and this may be because of a greater social sensitivity, and being able to handle social uncertainty. Further, Women are better at recognizing noticeable facial expressions even when these expressions are showed very briefly.

Emotions and actions

As it was indicated by the writer, in general women react to situations with greater emotional intensities than men do especially when the situation is negative. According to the study conducted men and women differ in their sudden base-reaction, where men are most likely to respond through action, and women are most likely to respond through feeling.

2.3.3. Leadership Model

According to Simpson (2012), the leadership models help us to understand why leaders act the way they do & give you a frame work or process in which you can apply your learning. Further Simpson, can classified leadership model as follows:

Behavioral Model

These models look at leaders most effective behave ours. The managerial grid model that was developed in 1964, by Blake & Mouton, it identifies 5 kind of leadership behavior:

Team leaders (sound)

According to Blake & Mouton, people who choose this style encourage commitment and teamwork.

Country club

According to the writers, the basic principle behind this approach is that as long as people happy and secure they will work hard.

Impoverished (indifferent) –low concern for people and productivity. For someone adopting this style is trying to avoid being blames for any mistakes.

Middle –of- the road (status quo)-mid scale balance of people and productivity

According to this approach managers & leaders attempt to balance the needs of the staff with that of the organization.

Produce of perish (dictatorial) low concern for people /high concern for productivity

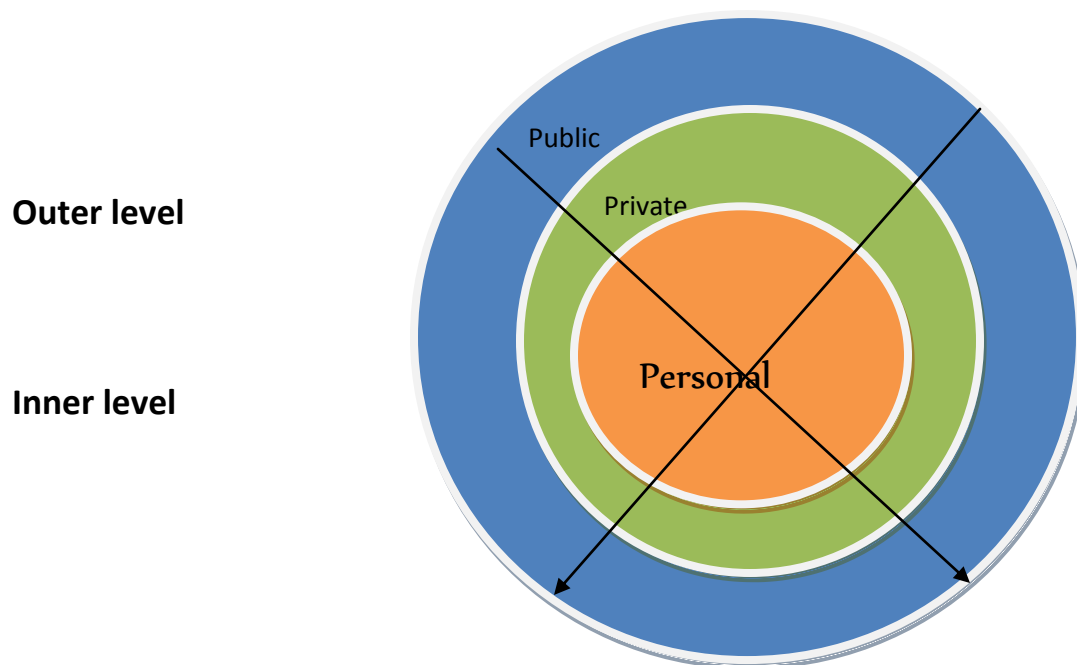
This approach focuses on, staffs need is considered as un important, they are paid a salary and in turn they are expected to perform accuracy to this approach.

Functional Model

According to this approach what the leader has to do to be effective, they don't address behavior. Further this approach basically focuses on: Model the way, inspire a shared vision, Challenge the process, Enable others to act and encourage the heart.

Integrated Model

This approach/model basically focuses on the three levels: Public, Private and Personal



The outer levels consists of public and private leadership, where public leadership are the behaviors involved in influencing two or more people and private leadership the behavior

involved in influence a one to one basis. But, the inner level is concerned with a leader's presence, skill and knows how.

Situational Model

According to this model, its basic principle is that behavior is determined and influenced by the situation you find.

Trait based model

According to this approach, a trait is described as 'a distinguishing quality or characteristics. This approach assumed that leaders with 'good' traits are sometimes said to be born and not made.

2.3.4. Theoretical Frame Work

The study was guided by the feminist theory. As it was cited by Nyirenda (Nzoma 1995), the theory recognizes the pervasive and the structures in society that espouse this oppression and subordination. It concludes that women and men have equal potential for individual development. According to Nyirenda (2015), Feminists advance three broad perspectives in trying to explain the absence of women from senior management in the public and private sector:

Personal Factors Theory

According to Nyirenda (2015), the first perspective is personal factors in which the lack of women in management positions is attributed. This includes, psychosocial attributes, including personality characteristics, attitudes and behavioral skills of women themselves. The writer added that among personal factors, we see self-esteem and self-confidence, lack of motivation and ambition to accept challenges "to go up the ladder". Further personal factors such as, assertiveness, confidence, resourceful creativeness, loyalty and trustworthiness are major that blockades women to senior management positions.

Structural or Institutional Factors Theory

As it was indicated by Nyirenda (2013), the structural or institutional factors paradigm basically deals with the view that it is the disadvantageous position of women in the organizational structure in terms of (few numbers in managerial level, having very low decision power and the like) which shapes and defines the behavior and positions of women.

As it was cited by Nyirenda ((Bond 1996), most of the time concerning organizational factor, the problem is vested in the structure and the solution or remedy is a fundamental change to eliminate inappropriate discrimination in institutional policies and practices. However, some structural factors affect women positively while others affect women negatively.

The writer added that Structural factors that affect the participation of women positively include the presence of the organizational guidance, good mentoring systems, proper staff development program me for women, transparent appointment and promotion procedures. Support services for women, access to information technology and flexible work schedule are very important for career progress.

Cultural Factors Theory

According to Nyirenda (2015), the last perspective is the one advanced by Smulders, (1998). She elaborates how the cultural factors which link gender factors and organizational structure factors. She added that the gender- based roles, irrelevant to the work place, are carried into the work place and kept in place because the actors involved, both dominant and subordinate, subscribe to social and organization. Further the writer added that the cultural factors lead to stereotypical views about women's abilities within the cultural context. Society's wrong assumption that top management positions are only deserved for men relegates women to secondary roles. Further the emphasis is placed on women's role as mothers, caregivers and nurturers.

2.4. Empirical Literature Review

A number of scholars researched about the factors affecting women leadership participation local and at international level. There are various factors which influence the women leadership participation in many organizations. As it was indicated in many studies, the influence of non conducive organizational environment was one of the main factors that hinder women leadership participation. Other writers indicted that, the socio-cultural factors are, one of the main obstacles for women leadership participation. Furthermore, according to other writers, women individual factors are, one of the blockades for women leadership careers.

Therefore, the researchers tried to summarize few local and international empirical studies that are related to factors affecting women leadership participation.

Endale (2014), released an article review on, the topic Factors that affect Women Participation in Leadership and Decision Making Position. The finding of the research revealed that, the major factors that hinder women's participation in public leadership and decision making position are various in types and observed interrelated. According to the researcher, absence of educational status required from women, absence of commitment by the concerned top management, the negative socio-cultural attitudes, lack of sufficient experience from women to ready to hold the leadership position, overburden and lack of confidence from women are factors that hindered

women leadership participation in Bedele town administration. Further the study pointed that, the Bedele town administration taken initiatives like: placement (delegation), participators in management committee, coaching and rewarding for best performance from women civil servants.

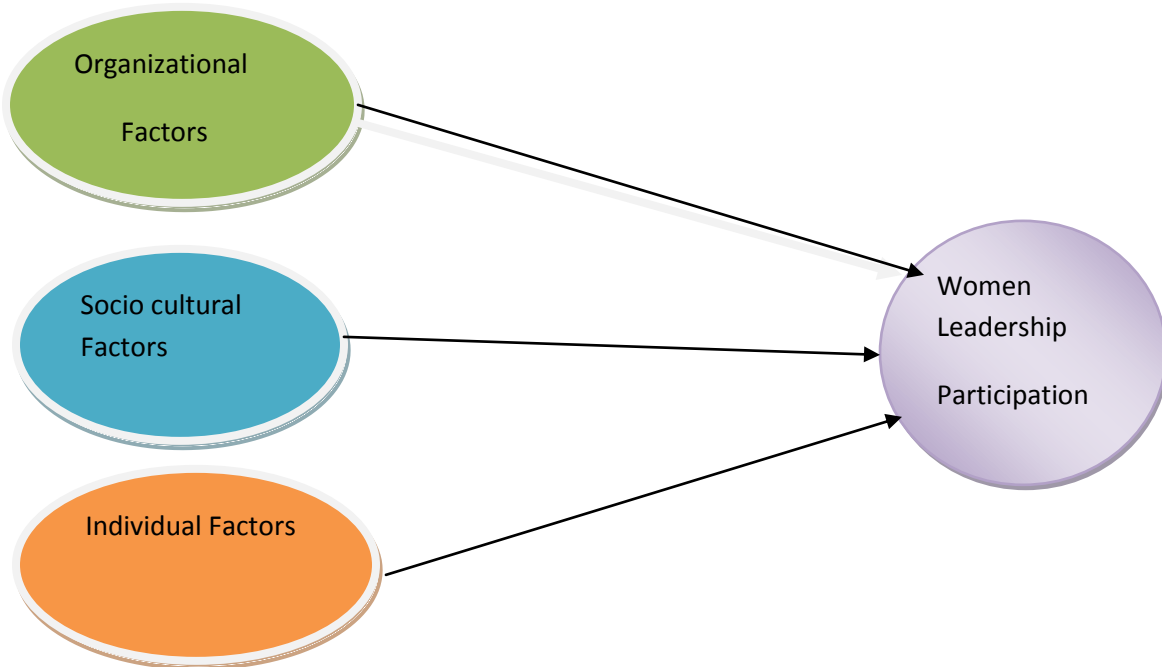
Brikiti (2014) released a paper on the topic (An Assessment of Factors Affecting Participation of Women in Management Position). The research findings shows that, women are highly underrepresented in high level positions, due to different factors such as educational gap, socio cultural attitudes, organizational culture and company recruitment and promotion practice are the major ones. The writers added that because of the above fact women's are unable to get role model and less confidence for leadership careers. Furthermore the finding indicted that, the company has plan a kind of affirmative action which giving 60% of chance for female candidates at time of recruitment time in order to increase the contribution of female in the company. The researcher added that, different training programs like capacity building training had been provided for women leaders to make them more capable on their leadership assignment.

Shimelis (2015) released an article on (Challenges and Opportunities of Women Political Participation in Ethiopia). The finding indicted that, different factors such as, economic, religious, social and cultural factors contributed to women poor political participation in the country. The researcher added that, despite much effort done in the country to empower women and assuring gender equality, but, still women are at the subordinate position and women in the country hold low status in the country. And, also there active involvement in policy formulation and decision making process has been very insignificant. Moreover, the writer pointed that, without equal participation of women to political process, the hope for democracy and democratization is none sense.

Arimi D (2013), a research study titled (factors influencing women leadership in secondary school management in Lower Yatta District in Kitui County, Kenya). The finding of the research revealed that, the Kenyan constitution and gender mainstreaming polices affected the way women were appointed in leadership. Further the women were considered for leadership positions due to gender sensitive police that prohibit discrimination based on gender.

Therefore, all the above mentioned researchers indicated how different factors were highly influenced women leadership participation. Thus, those different factors that influence women leadership participation have been highlighted in depth, in the literature review part of the study.

2.5. Conceptual framework



2.6. Summary of Hypothesis

Therefore, based on the conceptual frame work and research questions, the summary of null hypothesis of main question is outlined in such manner as follows.

Ho: The organization factor doesn't influence women leadership participation in AAPC.

Ha: The organization factors influence women leadership participation in AAPC.

Ho: The Socio-cultural factors doesn't influence women leadership participation in AAPC

Ha: The Socio-cultural factors influence women leadership participation in AAPC

Ho: The Individual factors doesn't influence women leadership participation in AAPC

Ha: The Individual factors influence women leadership participation in AAPC

CHAPTER THREE

Methodology of the Research

3.1. Description of the Study Area

In Ethiopia Police force was first established In 1913, during the reign of Emperor Minilik II, The police force was known as ‘ ‘ Yeketema Zebegna” or the City’s Guard. Just before the invasion of our country by Italy in 1933, City (Arada) “Zebegna”(Guard) was founded to keep the security of the capital and this establishment was well organized and suitable for the needs of the time. After the end of the invasion, all government structures were abolished and new ones instituted by Emperor Haile Silassie by royal decree No. 6/1934. A modern police establishment was newly founded. The police force was governed by British citizens, according to the book by Brigadier General MogesBeyene entitled “PolicenaGize” (Police at Different Times) published in 1972. After the downfall of the monarchic government in 1974, the military junta – the Dergu – that came to power enacted proclamation no. 10/1974 to provide for the nation’s security and protection; however, no provision was incorporated therein regarding organizational matters of the police. No separate proclamation of the police establishment was enacted until the downfall of Dergue in 1991. After the downfall of Dergue, it was found necessary to re-establish the police institution for better organizational capabilities.

The current Addis Ababa police Commission, was establish in the year 2003, by proclamation no. 96/2003. According to this proclamation, the AAPC shall accountable to the Federal Police Commission. The Federal Police Commission has the mandate to determine and follow up its implementation, the commission's organization, procedure, training, policies pertaining to crime prevention and investigation, directions of strategy and standardization.

The commission has run their responsibilities based on those shared principle like: - non-partisanship, impartial service to the society, commitment to policing ethics, competence and quality of service, with mission of Contribute due role to development and prosperity of the nation by respecting and enforcing respect of the constitution and other laws of the land, preventing crime and criminal threats and ensuring prevalence of peace and security through active participation of the people. The AAPC have a vision of delivery of policing service that matches public satisfaction and trust in line with international standards. (Source www.federalpolice.gov.et, AAPC website and Federal Negartit gezeta (2003).

The study was conducted on the Addis Ababa Police Commission Head Office (women police officers only).

The sample was mainly drawn from women police officers who have been worked in the Head Office of AAPC and the rest sample was taken from women police officers working at traffic department office that was located at Megengna.

3. 2. Research approach

The study was tried to identify factors affecting women to arrive at the higher leadership position in Addis Ababa police commission. Qualitative and quantitative research methods were employed to help in identifying factors affecting women to be leaders in the case of Addis Ababa Police Commission. This chapter deals with the methodology and procedure that was employed to examine the study. The research design, sources of data, population of the study, sample size, sampling technique, instruments for data collection, and data analysis method were discussed in this chapter.

3.3. Research Design

The research design is descriptive type and Explanatory Content wise; the questionnaire that was distributed to the women police officers measured the influence of (organizational factor, socio-cultural factor and individual factor) on women leadership participation. The questionnaire was developed by using 5-point Likert Scale, where 5 is the highest degree of agreement (strongly agree) and 1 is the least degree of agreement (strongly disagree). After collecting the questionnaire, the researcher tried to describe and relate the gathered data quantitatively testing with different statistical techniques and qualitatively summarizing the interview and FGD result

3.4. Target Population, Sampling Technique and Sample Size

3.4.1 Target Population

Target population of the study was women police officers of AAPC. The statistical data gathered from the Human Resource department was the source employed to determine the target population. For the purpose of this research, women police officers who were working in AAPC head office are the target population to frame the samples. .

3.4.2 Sampling Techniques

The sampling techniques that were used to select sample is a combination of probability and non probability sampling technique. Stratified random sampling technique method was applied to draw respondent for questionnaire data collection. The women police officers were grouped in

different sector of AAPC Head Office. Therefore, stratified random sampling technique helps to gain proportionate data from the different department so that the gathered data is comprehensive as it represents well the staff per sector. Thus, the researcher believes, grouping them in to something that will be a common factor to a certain team and analyze the data accordingly would make the information more precise and obtain a representative sample per each group.

In addition, Purposive Sampling Method was employed to draw respondent for interviews data collection and Focus Group Discussion (FGD). Purposive sampling method more conducive in selecting participants based on criteria relevant to the topic which the researcher wishes to examine.

3.4.3 Sample size

As indicated in the scope, this study considered women police officers who are active in the head office of AAPC. At the time of the study (March 2019 GC) a total of 522 women police officers has been employed in the head office of AAPC.

As it was cited by Hagere (Yamani 1967), the sample size calculation formula for population is adapted and the sample size formula per each strata is adapted per to Kothari (2004) as follows:

So based on the formula explained below from a total population of 522 women police officers who were currently working in AAPC a sample size of 226 women police officers were drawn.

Formula to determine the sample size from the total population

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

$$n = \frac{522}{1 + 522(0.05)^2}$$

$$n = \frac{522}{1 + 1.305}$$

$$n = \frac{522}{2.305}$$

$$n = \underline{226}$$

Where; “n” is the sample size, “N” is the population size and “e” is the level of precision. At 95% confidence level, degree of variability=0.5 and level of precision/sampling error= 5%, using this formula resulted 226 women police officers to be the total sample size selected from the total study population of 522 women police officers.

Table 3.1: Data with Sample Size

NO	Main department	No of employees	Number of employees in % from total population	Sample size per Each strata
1	Crime Prevention and Traffic Main department	333	64%	144
2	Crime Investigation Main department	75	14%	32
3	Human Resource Department	78	15%	34
4	Staff	36	7%	16
	Total	522	100%	226

To calculate the size of the sample from the different strata, the researcher used the below formula as per to Kothari (2004).

$$n_i = n \cdot P_i$$

Where n represents the total sample size, P_i represents the proportion of population included in stratum i and the number of elements selected from stratum i is $n \cdot P_i$. This calculation would give the sample size per each strata as illustrated in the table above.

To calculate the strata sample size of crime prevention & traffic sector employees as an example:

$$n_i = n \cdot P_i$$

$$P_{\text{crime prevention \& traffic main department}} = 333/522$$

$$n_{\text{crime prevention \& traffic main department}} = 226(333/522)$$

$$n_{\text{crime prevention \& traffic main department}} = 144$$

Thus, each strata sample size was derived using the above formula

3.5. Data Sources

There are two major sources for any study to gather data known as primary and secondary sources. The primary data sources are those from which a fresh and a firsthand data will be available. On the other hand, the secondary data sources are the one form which data will be obtained from available documents, archival reports and police statistics. The researcher

gathered and reviewed information from primary sources such as questionnaire, interviews, FGD and participant observation and secondary sources from different literatures; journal, government files. As mentioned above, the objective of this study was identifying factors affecting women leadership participation in AAPC. Accordingly, the target populations of the study are all women police officers at head quarter (office) were fail under the sample size.

3.6. Instruments of Data Collection

Different kinds of tools to gather information from primary sources. Major data gathering method used to gather information for this particular study were questionnaire, interview, focus group discussion (FGD), and natural observations were be administered.

3.6.1. Questionnaire

In order to collect data for this particularly study, questionnaire containing close ended questions were developed. The close - ended questions, five point liker scales questions were developed that allow the respondents to choose the possible responses that fits to their response.

At the end, from 226 questionnaires administered, 211 (93.4%) questionnaires were correctly filled and returned. However, five (2.2%) questionnaires were not correctly filled and ten (4.4%) questionnaires were not returned.

Therefore, out of 226 questionnaires administered to women police officers 93.4% correctly filled implies that, it was a big success. Furthermore, the questionnaires were prepared in English and Amharic, but the Amharic questionnaire was applied for this study only.

3.6.2. Interviews

Interview is one of the data collection techniques apparent in social science research. It is used to generate primary information from individuals who have experienced an event or who have some knowledge or information. The researcher employed face-to-face, in-depth interviews with the key informants to collect information about factors affecting women leadership involvement in AAPC. An interview was conducted on 5 key women police officials from Crime Prevention Department, Crime Investigation Department, Human Resource Department and Gender Department.

The types of questions administered to the respondents are mainly related to the factors affecting the actual involvement of women in the leadership position and about actions that should have

been taken in the future to empower women for leadership position in the organization and the like issues.

3.6.3. Focus Group Discussions (FGD)

The method of FGD was employed by the researcher to obtain information useful to the study. To conduct FGD for this study, a composition of 12 women police officers one FGD group was taken at head quarter of AAPC. The requirements used to draw samples, was first to identify the level of education and profession of police officers to weather easily understand the issue about women and leadership practice in the AAPC. And additional, it was take into account their service time in the organization.

3.6.4. Participant Observation

Observation is very important; to get deep understanding on what is practical done in line with the study conducted. In the progress of the study to know the police direction whether achieve its desired outcome or not, as well whether empowering the women to become success in leadership aspect.

As a researcher, while conducted a study on women leadership participation in AAPC, we observed that the majority of managerial box starting from lower to higher level in the organization was held by men police officers. Furthermore, the majority of women police officers have no managerial position. But, only very few women police officers have held top managerial position.

3.7 Ethical Consideration

The research was based on voluntary participation by respondents and full description of the study was given before they decided to participate. The survey was being kept anonymous where research participants were not required to write their names.

3.8 Data Analysis

The data collected was cleaned, coded, and arranged to ensure consistency and completeness. The quantitative data were presented using tables and interpreted, with the aid of SPSS, using the appropriate statistical tools like reliability, percentage, frequency, mean, weighted mean, standard deviation, correlation, and regressions analysis was also used. Following the analysis of each quantitative data, analysis of the qualitative data was conducted through narration. To protect the rights of the participants, coded names were used. Then based on the information

obtained from the analysis, interpretations were made to reach out some conclusions and based on the conclusion made, possible solutions were recommended.

3.9 Validity and Reliability

A full measurement must fulfill the tests of validity and reliability; validity is the most imperative criterion that suggests the degree to which an instrument measures what it is supposed to measure (Kothari, 1990). To ensure this, the study's advisor has evaluated and validated the instrument's content appropriateness and the measurement's scale.

Concerning the reliability, as (Zikmund, Babin, Carr,& Griffin, 2009), the measure of internal consistency; a pilot test was conducted distributing 20 questionnaires to the selected sample employees working in the office which are closely available to the researcher and the data analyzed using SPSS version 25.0. As indicated in the table below the reliability ratio, the Cronbach's alpha, for the pilot test reveal that the questionnaire has acceptable reliability i.e. $\alpha=0.74$.

Table 3.2 The Cronbach's Alpha result

Serial No.	Variables	Number of Items	Cronbach's Alpha
1	Organizational Factor	9	0.744
2	Socio cultural Factor	5	0.708
3	Individual Factor	4	0.789
4	Women leadership participation	4	0.720
	Total	22	0.740

CHAPTER FOUR

Research Findings, Discussions, and Analysis

In this Chapter, the results of the study are reported. The first part deals with the characteristics of the respondents that describe the age, educational background, work experience, management level and marital status of the respondents.

The second part deals with the analysis of the respondents that were obtained through questionnaire, using the appropriate statistical tools mean and standard deviation, correlation analysis, and the outcomes of the regression tests. On the other hand data obtained through interview, and focus group discussion has been narrated.

4.1 Response Rate

A total of 226 questionnaires were distributed to women police officers who have been working in AAPC. Out of the distributed 226 questionnaires, 216 or 95.6% were returned back.

This was achieved, because the study was conducted on head office and this makes easy to found all targeted women police officers for collecting questionnaires successfully. The explanation about the purpose of the study and other ethical issues were provided before distribution. Even if all 216 questioners were returned, 5 were partly or wrongly completed. This makes the questionnaires included in the study 93% of the total distribution. Information related to the demographic variables of respondents is displayed as follows.

4.2 Participant's Demographic Profile

The demographic distribution of the respondents' are, age groups, educational background and stay/work experience, position level and marital status of the respondents. The outcome is, therefore, presented with a table and discussed as follows.

Table 4.1: Participants' Demographic Characteristics

Respondents Backgrounds		Frequency	Percent
Age Range	18-28	113	53.8
	29-39	65	31.0
	40-49	28	13.3
	50-55	4	1.9
Educational Qualification	MA	2	.9
	BA	28	13.3
	Diploma	79	37.4
	12 and below	98	46.4
Experience	1-7	89	42.6
	8-15	64	30.6
	16-23	39	18.7
	24-31	17	8.1
Position Level	middle level management	18	8.5
	lower level management	50	23.7
	no position	141	66.8
Marital status	married	115	54.5
	unmarried	96	45.5

Table 4.1 shows the characteristics of the respondents in terms of age, educational qualification, work experience, Position and marital status. In regarding to age of the respondent, the age distribution shows that the largest proportion of respondents, 113 (53.8%) was found between the age groups of 18 and 28., followed by 65 or 31% between 29-39, 28 or 13.3% between 40 and 49 and 4 or 1.9 was between 50 and 55.

From this, we conclude that the majority of respondent were young enough and to eager to respond the questionnaire toward their leadership involvement.

In relating to the educational qualification, out of the total respondents, 98 or (46.4%) were Grade 12 and below, followed by 79 or (37.4%) were Diploma holder, 28 (13.3%) were first degree (BA) holder and the remaining 2 or (9%) were second degree (MA) holder. From this we can understand that the majority of respondents were Grade 12 and below in academic qualification. This shows that low educational qualification has an influence on their leadership engagement.

In relating to the work experience of the respondents, the data from Table 4.1 revealed that, 89 (42.6%) of the respondents had work experience of 1 to 7 years, 64 or (30.6%) of them had worked 8 to 15 years, 39 (18.7%) had an experience of 16 to 23 years and 17 (8.1%) of the respondents had work experience of 24 years and above. From these, we can conclude that most of the respondents were well experienced to attempt questions related to leadership and gender issues.

In regarding to the management position level of the respondent, 141 (66.8%) of them have no any management position in AAPC, 50 or (23.7%) of them were at lower management level and the remaining 18 or (8.5%) of them middle level management.

From this, we can conclude that the majority of the respondents have no any management position in the AAPC, because of this the respondents were very eager and sensitive to respond the question related to women leadership participation.

In relating to the marital status of the respondents, 115 or (54.5%) of the respondents were married and 96 or (45.5%) were unmarried or single and therefore, since the majority of them were exposed to dual responsibilities; domestic and professional, they had a better understanding of the domestic and social barriers that affect the participation of women in school leadership.

Furthermore, when we see the relationship between educational level and marital status of respondents, 46.4% of the respondents were Grade 12 and below educational qualification. And 54.5% of the respondents were married. So, from this, we can conclude that being married or having family responsibility has an impact on women low level of education.

Moreover, when we see the relationship between educational level and management position of the respondents, 46.4% of the respondents were Grade 12 and below educational qualification. And, 66.8 % of the respondents have no management position in the organization. Leadership needs the necessary, skills, knowledge, arts and the like. So, women should upgrade their educational level in order to acquire those skills of leadership. Therefore, from this we can understand that having low level of educational background by women police officers has an impact on their leadership involvement

4.3. Factors that influencing women leadership Participation in Addis Ababa Police

Commission

Under this section, realizing the low participation of women in AAPC, the researcher tried to investigate the existing factors that hinder women not to become leaders in Addis Ababa Police Commission. This part tried to investigate out, the influence of organizational, socio-cultural, and individual factors on women leadership participation. And, also the result of interview and FGD were analyzed in relation to the questionnaire result of those factors.

Accordingly, the perceptions of the respondents were captured using a five-point Likert scale (1- Strongly Disagree, 2- Disagree, 3 –Neutral, 4 – Agree and 5 - Strongly Agree) and interpreted in accordance with the below detailed Zaidatol (2012), mean scores degree.

- ❖ Mean = 1.00 – 2.33 _ Low,
- ❖ Mean= 2.34 – 3.67 _ Moderate and
- ❖ Mean = 3.68 – 5 _ High

4.3.1 Organizational Factor

According to Nyirenda (2013), the structural or institutional factors paradigm advances the view that it is the disadvantageous position of women in the organizational structure (few numbers, little power, limited access to resources) which shapes and defines the behavior and positions of women.

Table 4. 2 Mean and Standard Deviation of Organizational Factor

No	Organizational factors	Min	Max	Mean	Standard Deviation
1	Lack of gender sensitive policies and strategies	1	5	4.22	1.310
2	Absence of educational opportunities criteria	1	5	4.15	1.300
3	Less opportunities for Higher education	1	5	4.25	1.286
4	Lack of women concerned regulatory mentoring	1	5	3.46	1.654
5	Absence of proactive strategies shifting to empower women leaders through training.	1	5	4.46	1.101
6	Lack of gender equality in all aspects	1	5	3.73	1.515
7	Lack of effective gender department in addressing women issues in all aspects	1	5	4.28	1.118

8	Absence of proper affirmative action in empowering women for leadership participation.	1	5	4.29	1.120
9	Lack of quota system	1	5	4.24	1.134
		Aggregate value		4.09	1.3

In table 4.2 the organizational factors that can contribute to the low participation of women police officers in AAPC. In the case of item1, considering lack of gender sensitive policies and strategies that encourage women’s to actively participate in leadership position in AAPC, it was rated as strongly agreed with the mean of 4.22. From this we can conclude that there were no gender sensitive policies and strategies that encourage women to participate for leadership position.

In table 4.2 under organizational factors that can contribute to the low participation of women police officers in AAPC. In the case of item2, considering Absence of educational opportunities criteria in AAPC, was rated as strongly agreed with mean of 4.15. From this we can conclude that there were no clear educational opportunities criteria in AAPC.

In table 4.2 organizational factors that can contribute to the low participation of women police officers in AAPC. In the case of item3, considering less opportunity for higher education in AAPC, it was rated as strongly agreed with the mean of 4.25. From this, we can conclude that women police officers in AAPC have low educational opportunities to enroll in higher education. So, this implies that having low educational level opportunities for women police officers can highly influence their leadership involvement.

In addition to the questionnaire result, the data obtained from table 4.1 participants demographic characteristics’ , indicated that, 46.4 % of the educational level of respondents were Grade 12 and below educational qualification. Thus, this data source was highly supported the finding of low level of educational opportunities for women police officer in AAPC.

But, in paradox, in relation to questionnaire result, participant A, of FGD indicating that “even though, less educational level of women has negatively influenced our leadership involvement, I was argued with the statement there was low educational opportunities for women in AAPC. Because the organization has given us equal chance to enroll in higher education but we reject the opportunities due to our personal problems like: family responsibility and fear of not pass entrance exam and the like”.

In table 4.2 organizational factors that can contribute to the low participation of women police officers in AAPC. In the case of item4, considering the Lack of women concerned regulatory mentoring in AAPC, was rated moderately with mean of 3.46. From this we can understand that the respondents were neutral about the mentoring program in the organization.

In table 2 organizational factors that can contribute to the low participation of women police officers in AAPC. In the case of item 5, considering Absence of proactive strategies shifting to empower women leaders through training in AAPC, it was rated as strongly agreed with mean of 4.46.

From this, we can conclude that there was no planned specific training toward women leadership involvement. So this reflects that lack of leadership concerned specific training for women should negatively influenced their leadership career.

In table 4.2 organizational factors that can contribute to the low participation of women police officers in AAPC. In the case of item 6, considering Lack of gender equality in all aspect in AAPC, it was rated as strongly agreed with mean of 3.73. From this, we can conclude that there was no gender equality in all aspect in AAPC.

In relation to the above questionnaire results, participants B, of FGD revealed that “some of higher police officials ignored women police officers during competing for management position in the organization. So this shows that the organization didn’t assure gender equality in all aspect. Because of this, our leadership participation in the organization highly discouraged”.

In table 4.2 organizational factors that can contribute to the low participation of women police officers in AAPC. In the case of item 7, considering Lack of effective gender department in addressing women issues in all aspect, was rated as strongly agreed with mean of 4.28. From this, we can conclude that the gender department of AAPC was not effective in addressing women police officers issues in all aspects.

In addition to the questionnaire results, the data obtained from women police officers D, participants of FGD, indicating that “the gender department of AAPC was not effective in addressing women police officers issues, the main challenges of its effectiveness were, lack of top management attention, lack of skilled man power and lack of well organized structure and so on.”

In table 4.2 organizational factors that can contribute to the low participation of women police officers in AAPC. In the case of item 8, considering Absence of proper affirmative action in

empowering women for leadership participation in AAPC, was rated as strongly agreed with mean of 4.29. From this, we can conclude that there were no any affirmative action's that empower women police officers for leadership participation.

In addition to the questionnaire results data obtained from police officers F, participants of interview confirmed that “According to my observation there was no any practically affirmative action has been taken by the organization to increase our leadership participation.”

In table 4.2 organizational factors that can contribute to the low participation of women police officers in AAPC. In the case of item 9, considering Lack of quota system in empowering women for leadership participation in AAPC, it was rated as strongly agreed with mean of 4.24. From this, we can conclude that there were no any quota systems that empower women police officers for leadership participation.

In relation to the above findings, the data obtained from participant G, of interview confirmed that “there was no well written quota system which has been supported by rule and regulation in the organization in favor of increasing the number of women leadership.”

Finally, to conclude the finding of organizational factor in table 4.2, results from interview and FGD. The result of questionnaires, shown an aggregate mean value of 4.12 a high score with standard deviation of >1. The results of interview and FGD also have been almost similar to the result in table 4.2

Therefore, the results established that the respondent were very sure, about the organizational factors which influence women leadership participation.

4.3.2 Socio- Cultural Factor

According to Owusu (2014), societal factors are indirect factors, which influence both organizational and individual behavior. Society sets standards, expectations and customs to organizations and individuals and, thus affects female leadership. Societal factors are the most difficult and time-taking factors to change as they have an effect on various dimensions of life and cannot be easily controlled.

Table 4.3: Mean and Standard Deviation of Socio-Cultural Factor

No	Socio-Cultural Factor	Min	Max	Mean	Standard Deviation
1	Participation of women in leadership is low because the community believes that women personality and behaviors are inappropriate for leadership.	1	5	4.14	1.231

2	Wrong beliefs that men are naturally born leaders	1	5	4.20	1.150
3	Beliefs that women leaders always seek support as compared with men leaders	1	5	4.11	1.216
4	Believe that women leaders are less influential and acceptable by their followers the men leaders.	1	5	4.19	1.390
5	Wrong beliefs that “women place is the kitchen”	1	5	3.68	1.483
	Aggregate value			4.06	1.29

In table 4.3 socio cultural factors that contribute to the low participation of women police officers in managerial position in AAPC. In the case of item 1, Participation of women in leadership is low, because the community believes that women personality and behaviors are inappropriate for leadership, it was rated strongly agreed with mean of 4.14. From this, we can understand that the community believes that women personality and behaviors are inappropriate for leadership negatively influenced women leadership participation in AAPC.

In table 4.3 the socio cultural factors that contribute to the low participation of women police officers in managerial position in AAPC. In the case of item 2, Wrong beliefs that men are naturally born leaders, was rated strongly agreed with mean of 4.20. From this, we can conclude that wrong assumptions that men naturally born leaders is negatively influenced women leadership engagement in AAPC.

In table 4.3 the socio cultural factors that contribute to the low participation of women police officers in managerial position in AAPC. In the case of item 3, Beliefs that women leaders always seek support as compared to men leaders, was rated strongly agreed with the mean of 4.11. From this, we can understand that beliefs that women leaders always seek support as compared to men leaders is highly influenced women leadership participation in AAPC.

In table 4.3 socio cultural factors that contribute to the low participation of women police officers in managerial position in AAPC. In the case of item 4, believe that women leaders are less influential and acceptable by their followers the (men leaders), was rated strongly agreed with mean of 4.19. From this we can conclude that believe that women leaders are less influential and acceptable by their followers the men leaders, was negatively influenced women leadership participation in AAPC.

In table 4.3 socio cultural factors that contribute to the low participation of women police officers in managerial position in AAPC. In the case of item 5, Wrong beliefs that “women place

is the kitchen”, was rated moderately with mean of 3.68. From this we can understand that the respondents are neutral on the issue raised.

Furthermore, with regards to the influence of socio- cultural factors towards women leadership participation in AAPC, the findings from interview and FGD almost supported the questionnaire result.

Mrs. H, one of the interview participants reported that, “In AAPC there were management positions that were regarded as untouchable (**አይነኩ**) by higher officials, for instance management position at commissioner level, has not been run by women police officers. Assumed that, women’s were unable to run this position.”

And other, woman police officer I, participants of interview reported that “even though some few women police officers were breaking the bottle neck of wrong perception of societies and came to power by their own effort, they were discriminating by their own organization during any resource distribution for their managerial position. For example, at a time of assigning vehicles for managerial post, they gave intentionally old car for women leaders.”

In addition to the questionnaire results and interviews, women police officers J, participants of FGD, stated that” even when some customers visit some particular office for his personal case or for any issue, unfortunately, if he saw a women who sat down on managerial chair, but due to society wrong perception, even though she was the manager of that office, he requested her, where is the manager?”

Furthermore, other women police officers K, participants of FGD stated that” even in AAPC some higher officials, to assign some individual for crime prevention shift head, they prefers to assign men police officers than women police officers. Because, they believe that women police officers are un able to take this responsibility.”

Finally, to conclude the finding of socio-cultural factor in table 4.3, results from interview and FGD. The result of questionnaires, shown an aggregate mean value of 4.06 a high score with standard deviation of >1. The results of interview and FGD also have been almost similar to the result in table 4.3.

Therefore, the result established that the respondents are very sure, about the socio-cultural factors which influence women leadership participation

4.3.3 Individual Factor

According to Nyirenda (2015), among personal factors: self-esteem and self-confidence, lack of motivation and ambition to accept challenges “to go up the ladder”, women’s low potential for leadership, less assertiveness, less emotional stability and lack of ability to handle a crisis.

Furthermore, according to the writer’s personal factors such as, assertiveness, confidence, resourceful creativeness, loyalty and trustworthiness are the major divers sing women to ascend to senior management positions.

Table 4:4 Mean and Standard Deviation of Individual Factor

No	individual factor	Min	Max	Mean	Standard Deviation
1	Women perception that “I can’t progress beyond certain position” or glass ceiling	1	5	3.72	1.468
2	Lack of confidence	1	5	3.53	1.510
3	Absence of establishing net work with other	1	5	4.16	1.163
4	Fear of balancing work and family responsibility	1	5	4.10	1.268
	Aggregate value			3.88	1.35

In table 4.4 refers to the individual factors that contribute to the low participation of women police officers in managerial position in AAPC. In the case of item 1, women perception that “I can’t progress beyond certain position” or glass ceiling, was rated strongly agreed with mean of 3.72.

From this, we can understand that the paradox of the finding was that females also agreed that they didn’t progress beyond certain position or concerning glass ceiling influence.

In relation to the result of questionnaire in table 4.4, participant L, of interview reported that “women leaders because of their individual factor, they could say I can’t able to proceed to this high position. They believed that if they would assign to higher level of position, they might be confronted challenges during managing.”

But, in paradox, with the result of questionnaire and interviews, participants M, of FGD stated that “No women could Said that, I can’t progress beyond certain level of position, if the organization creates conducive environment for their leadership participation”

In table 4.4 individual factors that contribute to the low participation of women police officers in managerial position in AAPC. In the case of item 2, women perception the Lack of confidence

was rated strongly agreed with the mean of 3.53. From this, we can understand that the respondents are neutral on the issue raised.

In table 4.4, individual factors that contribute to the low participation of women police officers in managerial position in AAPC, in the case of item 3, the absence of establishing net work with other, was rated strongly agreed with mean of 4.16. From this, we can understand that women also agreed that they are poor network with their colleagues in the organization.

In relation with the questionnaire result, participants N, of interview reported that” lack of social interaction with each other in the organization could highly influence women leadership participation. Most of the time, women employees, after ending their office work, they go their home. Because of this, they have week relationship with their intimates after work. Even, to take tea out office with their colleagues, they refrain to take part with them. Because, they fear societies wrong perception that if women specially seen with men colleagues out of office in the café, the people can may attach a meaning to their relationship.”

In table 4.4 individual factors that contribute to the low participation of women police officers in managerial position in AAPC, in the case of item 4, Fear of balancing work and family responsibility, was rated strongly agreed with mean of 4.10. From this, we can conclude that fear of balancing work and family responsibility is negatively influenced their leadership participation.

In relation to the questionnaire result, participants O, of interview reported that” women can be exposed to different home activities like: caring after children, cooking of food and the like. Because of the above fact, they fear of holding leadership position, thinking that if I engage in leadership position, it may have an impact on my home activities.”

Other participants P, of interviews, reported that, “Fear of balancing work and family responsibilities, besides influencing women leadership participation, it also affects their higher educational enrollment. Some women police officers of the organization were rejected their higher education opportunities due to fear of family responsibilities.”

In addition to the result of questionnaire and interview result, the data obtained from table 4.1 participants’ demographic characteristics’ indicated that, 54.5 % of the marital statuses of respondents are engaged. So that, this data source supports the findings on how family responsibility is influenced women leadership involvement in AAPC

Finally, to conclude the finding of individual factors in table 4.4, results from interview and FGD. The result of questionnaire, shows an aggregate mean value of 3.88, a high score with standard deviation of >1. The results of interview and FGD also have been almost similar to the result in table 4.4

Therefore, the result established that the respondents were very sure, about the individual factors which influence women in leadership participation

4.4 Women Leadership Participation

Table 4: 5 Mean and Standard Deviation of women leadership participation

No	women leadership participation rating	Min	Max	Mean	Standard Deviation
1	My leadership participation was low because I can't meet the selection criteria	1	5	4.41	1.098
2	My leadership participation was low because the leadership placement criteria is not gender sensitive	1	5	3.75	1.486
3	My leadership participation was low because of lack of women role models.	1	5	4.23	1.134
4	I don't have interest to compute for leadership position	1	5	3.64	1.464
Aggregate value				3.98	1.3

According to table 4.5, the aggregate mean value of women leadership participation fall strongly agreed score 3.98. From this we can concluded that the women leadership participation in AAPC were very low. Because of many factors like organizational, socio-cultural, individual and other factors the women's rate leadership participation in very low condition.

In relation to the above questionnaire result, participants Q, of interview reported that" one of the main cause for low involvement of our leadership participation was, lack of proper leadership promotion criteria that encourage women to participate for any level of leadership position in AAPC. Even, the existing leadership criteria of our organization itself weren't even clear enough to govern all police officers. Some times when assign any individual person in the organization for specific position, they assign without selection criteria."

4.5 Correlation Analysis

According to Zaid (2015), Correlation is a statistical measure that indicates the extent to which two or more variables fluctuate together. A positive correlation indicates the extent to which

those variables increase or decrease in parallel; a negative correlation indicates the extent to which one variable increases as the other decreases.

Correlation is an effect size and so we can verbally describe the strength of the correlation using the guide that Evans (1996) suggests for the absolute value of r : 0.00-0.19: “very weak,” 0.20-0.39: “weak”, 0.40-0.59: “moderate”, 0.60-0.79: “strong” and 0.80-1.0: “very strong

Table 4.6 Correlation Analysis the Independent and Dependent Variables

Correlation					
		Organizational factor	Socio-cultural factor	Individual factor	Women leadership participation
Women leadership Participation	Pearson Correlation	.472**	.771**	.588**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	201	204	207	207
**. Correlation is significant at the 0.01 level (2-tailed).					

Table 4.6 correlation analysis the independent and dependent variables

From table 5, we can see that the most correlated variable to the women leadership participation in AAPC was socio cultural factor. The correlation, $r=0.771$, indicates that socio cultural factors has positive strong relationship with women leadership participation in AAPC. This implies that, if there is good perception by the society toward women leadership engagement, the number of women’s that compute for leadership will be increased. But, if in contrast there are wrong perceptions by societies toward women leadership engagement, the number of women that compute for any managerial position in the organization will be very low.

The 2nd correlated variable to the women leadership participation in AAPC was individual factor. The correlation, $r=0.588$, indicates that women individual factors has positive moderately relationship with women leadership participation in AAPC. This implies that if women itself avoid there personally problems like, lack of confidence, glass ceiling, lack of build network and lack of balancing family responsibilities, there leadership participation will be increase. But, in contrast, if women’s are unable to solve their personal problems, it is very challenges for them to participate for any leadership position in the organization.

The 3rd correlated variable to the women leadership participation in AAPC was organizational factor. The correlation, $r=0.472$, indicates that women individual factors has moderately positive relationship with women leadership participation in AAPC. This implies that, if the organization will create conducive environment like: establishing a kind of affirmative action, assuring gender equality, creating clear leadership promotion criteria system and the like. Women leadership participation in the organization will be increased.

4.6. Common Assumption Tests

The following are common assumption tests of the multiple linear regressions done in this study

4.6.1 Multi colinearity Test

This assumption assumes that the independent variables are not highly correlated with each other. This assumption is tested by the Variance Inflation Factor (VIF) statistic as follows. Table 4.7 below shows that all tolerance levels are more than 0.2 and VIF is less than 10 (Meyer & Allen, 1991) proving that there is no multi collinearity problem.

Table 4.7 multi co linearity test

	Co linearity Statistics	
	Tolerance	VIF
Organizational factor	0.717	1.395
Socio cultural factor	0.268	3.730
Individual factor	0.224	4.462

4.6.2 Linearity Test

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. To determine whether the relationship between the Dependent variable (women leadership participation) and the independent variables (organizational, socio cultural and individual factors) is linear, plots of the regression residuals through SPSS had been used.

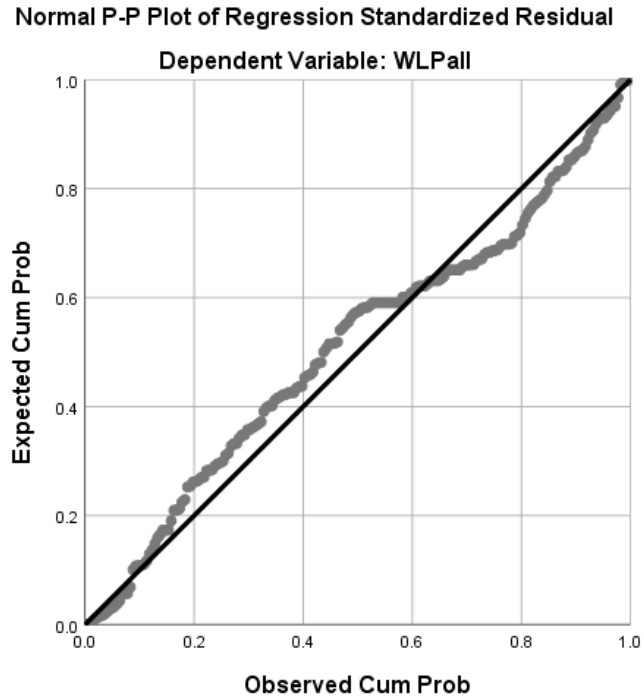


Figure 4.6.2.1 Linearity Test

The scatter plot of residuals shows no large difference in the spread of the residuals as we look from the left to the right in figure 4.1. This result suggests that the relationship is being predicted is linear. Hence, the linearity assumption is fulfilled.

4.6.3 Normality Test

The following figure shows the frequency distribution of the standardized residuals compared to a normal distribution. As can be seen from the figure, the data points are close to the vertical line (to mean) confirming that there is normality.

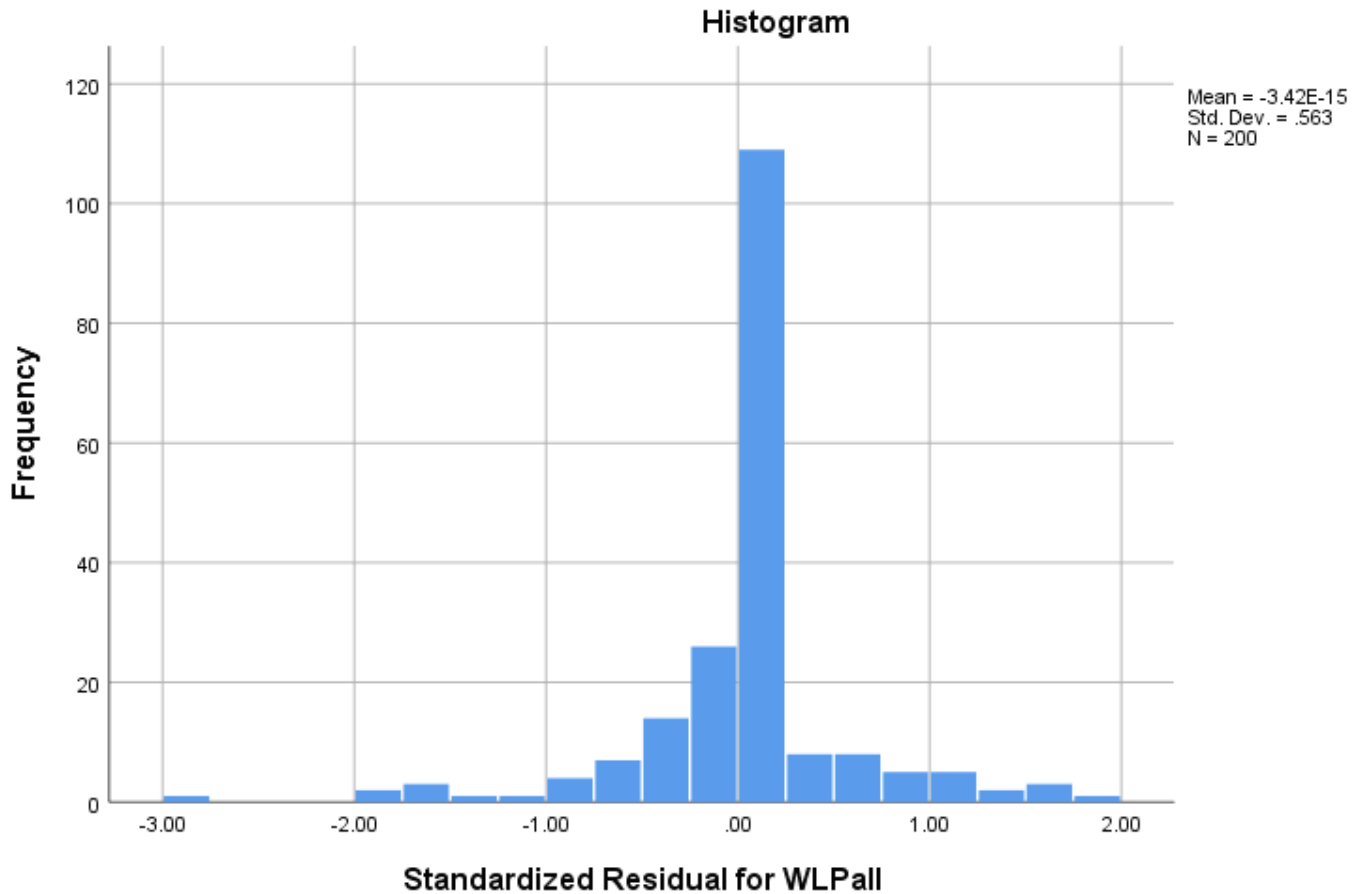


Figure 4.6.3.2 Normal Q plot of standardized residual

4.5.4. Homoscedasticity

According Brooks (2014), it has been assumed thus far that the variance of the errors is constant, σ^2 – this is known as the assumption of homoscedasticity. If the errors do not have a constant variance, they are said to be heteroscedastic.

Therefore, the next figures show that, the amount of error or the distance from the line to the dots not stays constant and not confirms its homoscedasticity. But, it is heteroscedastic.

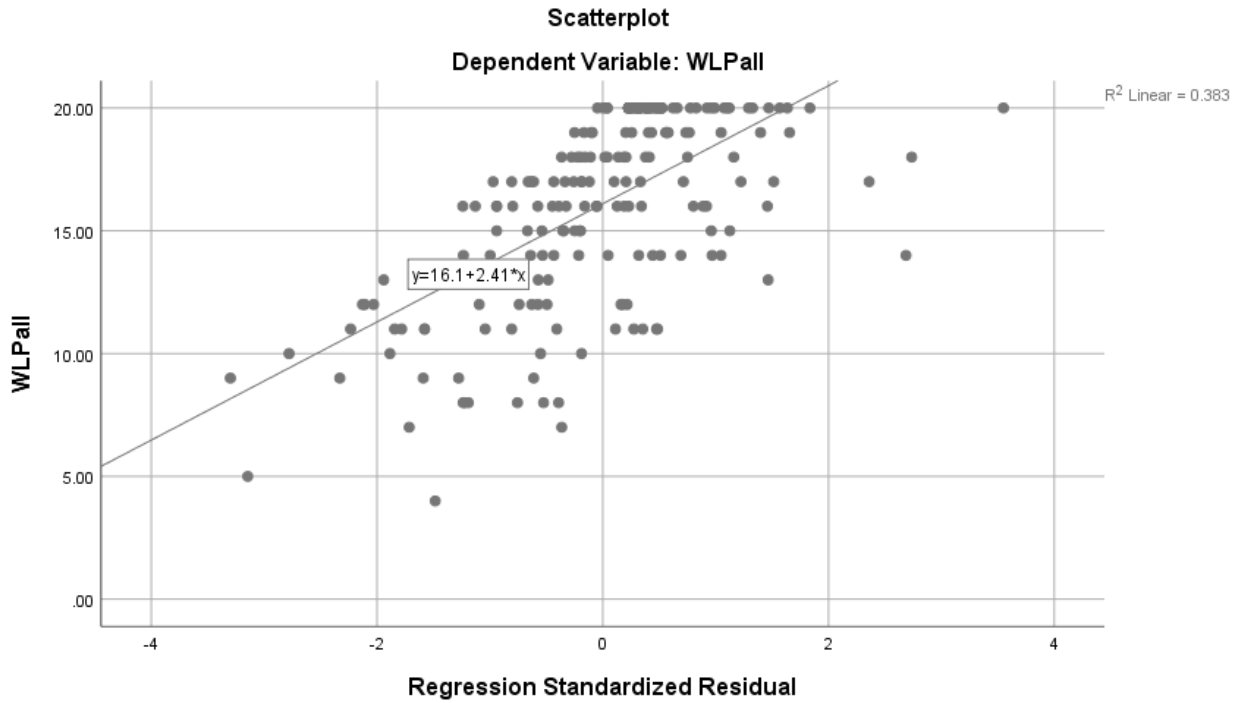


Figure 4.6.3.3 Scatter plot for testing homoscedasticity

4.7 Regression analysis

According to Zaid (2015), regression analysis is one of the most commonly used statistical techniques in social and behavioral sciences, as well as in physical sciences, which involves identifying and evaluating the relationship between a dependent variable and one or more independent variables, are also called predictor or explanatory variables

In this research, the “Unstandardized beta coefficient” and the “Adjusted R2” values are used to analyze the results of the regression. The unstandardized beta coefficients represent the amount by which the dependent variable changes with one unit change in the independent variable keeping others constant, while the Adjusted R Squared figure shows the extent to which the change in the independent variable explains the dependent variable.

Table 4.8 Regression Results (Unstandardized Coefficients) for Women leadership Participation as Dependent Variable

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	.992	1.037		.957	.340	
	Organizational Factor	.063	.030	.110	2.108	.036	
	Socio cultural Factor	.747	.081	.864	9.252	.000	
	Individual Factor	-.153	.076	-.171	-2.010	.046	
		R				.786 ^a	
		R2				.617	
		Adjusted R2				.612	
		Std.Error of the Estimate				2.40550	

The results of the regression analysis indicated that, 61.7% of the total variability in women leadership participation explained by the model or independent variables (organizational, socio-cultural, individual) factors.

The p.value of organizational factor is, 0.036, this tells us 0.036 was less than the 0.05 significant levels. So the test was significant. The p. value of socio-cultural factor was, 0.000, this tells us 0.000 was less than the 0.05 significant levels. So that, the test was significant.

In regarding to, individual factor the p. value was 0.046, this tell us 0.046 was less than 0.05 significant levels. So the test was significant.

Finally, to conclude the finding of regression analysis, the independent variable (organizational & individual) factors moderately predicted the model or the dependent variables women leadership participation. But the socio- cultural factor is well predicted the model or the dependent variable women leadership participation.

CHAPTER FIVE

Summary of Findings, Conclusion, and Recommendation

5.1 Summary of Findings

This chapter provides a summary of the purpose, methodology, and results of the study. Then, conclusions will be discussed based on researcher's insights gained from the study findings and limitations of the study are outlined. In addition, recommendations are presented for the organization under the study as well as directions for researchers who are interested in further exploring more research extending the scope and findings of this study

The purpose of this study was tried to identify factors affecting women to be leaders in Addis Ababa police commission. In order to meet the objective of the study, the following basic research question were stated and answered.

1. What are the major organizational factors affecting the participation of women in leadership position?
2. What are socio cultural factor affecting the participation of women in leadership position?
3. What are key individual factors affecting the participation of women in leadership position?

The study was conducted using descriptive survey method with quantitative and qualitative research approach and the related literature was reviewed in relation with women leadership. In order to conduct the study in AAPC Head Office, Stratified random sampling technique method and purposive sampling technique method were used for sampling purpose. In order to collect data for this particular study, questionnaire, interview, focus group Discussion and observation were applied. From the questionnaire distributed to the respondents, 211 (93%) were correctly filled and returned. However, 10 (4.4) % of the questionnaires were not returned and 5 (2.2) % questionnaires were not filled correctly.

The demographic mix of the respondents also confirmed the study's purpose, the majority accounted from secondary education, young & productive work force with age group between 18 and 28.

Interview was conducted to the women police officials who are working, at HRM, Gender Department, Crime Investigation Department, Crime Prevention Department and Finance Department.

In order to analyze the quantitative data finding, with the help of SPSS, statistical tool such as percentage, mean, frequency, correlation and regression analyzing were applied. The qualitative data were analyzed through narration.

In relation to the organization barriers for the low participation of women leadership participation, the finding of questionnaire, interview and FGD revealed that:

- In regarding to lack of gender sensitive policies and strategies, the respondent were strongly agreed, this implies there were no clear gender sensitive police and strategies in AAPC
- In relating to the absence of educational opportunities criteria, the respondents were strongly agreed. This indicates that there were no clear educational opportunities in AAPC. But, in contrast to this idea, one participants of FGD stated that the organization has given equally chance for all police officers in the organization, but women police officers reject the opportunities due to their problem, like fear of family responsibility and the like.
- In relating to the absence of proactive strategies shifting to empower women leaders through training, the respondents were strongly agreed. This shows that there was no strategic shifting training to empower women for leadership.
- In regarding to the lack of gender equality in all aspect, the respondents were strongly agreed; this implies that, there was gender equality in all aspect in AAPC. In relation to this fact one of the FGD, participants indicated that “some of higher police officials ignored women police officers during competing for management position in the organization. This shows that the organization didn’t assure gender equality in all aspects. Because of this, our leadership participation in the organization highly discouraged”
- In relating to the lack of effective gender department in addressing women issues in all aspects, the majority of respondents strongly agreed, in indicating that the gender department was not effective in addressing women issues in all aspect.
- In regarding to the absence of proper affirmative action in empowering women for leadership participation and lack of quota system, the respondents were strongly agreed. This shows that there were no any affirmative action’s or quota system that empowers women for leadership participation in AAPC.

In relation to the socio cultural barriers for the low participation of women leadership participation, the finding of questionnaire, interview and FGD revealed that:

- In regarding to those wrong perception by societies like “participation of women in leadership is low because the community believes that women personality and behaviors are inappropriate for leadership”, Wrong beliefs that men are naturally born leaders, Beliefs that women leaders always seek support as compared with men leaders, Believe that women leaders are less influential and acceptable by their followers than men leaders. Concerning those negative stereotyping, the respondent were strongly agreed that, it affects women leadership participation. In relating to this fact, the participants of Interview and FGD also the society’s negative stereotyping factor highly influenced women leadership involvement.

In relation to the individual factor barriers for the low participation of women leadership participation, the finding of questionnaire, interview and FGD revealed that:

- In regarding to women perception that “I can’t progress beyond certain position” or glass ceiling, the respondents strongly agreed, so this shows women themselves create their own glass ceiling for certain position.
- In relating to the absence of establishing net work with other, the respondents strongly agreed, this implies that women were low network with their colleagues in AAPC.
- In regarding to the fear of balancing work and family responsibilities, the respondents strongly agreed. This implies that the fear of balancing work and family responsibilities were highly influenced their leadership participation.

In relation to the finding of correlation analysis and regression analysis the finding were as follows:

- Regarding to the correlation analysis, the result showed that, the independent variables, socio-cultural and individual factors have strongly positive relationship with the dependent women leadership participation. But, the (organizational & Individual) factors have moderate positive relationship with the dependent variables women leadership participation.
- In relating to the regression analysis, the result showed that, the R² tells us, 61.7% of the total variability in women leadership participation explained by the model or independent variables (organizational, socio-cultural, individual) factors.

- The organizational, socio-cultural and individual factors were statistically significant. Therefore, the socio cultural well predicted the dependent variables women leadership participation. But, the organizational & individual variables (factors) are predicted at moderate level.

5.2 Conclusion

The main purpose of this study was to examine the influence of (organizational, socio and individual) factors on women leadership involvement in the case of AAPC. The study finds that the majority of the respondents were responded that they have low women leadership participation in their current organization. This implies that, there are many women police officers still have no management position in the organization. Furthermore, from the latest data in table 1.1, taken from data center of AAPC concerning the management position of women police officers statically indicated that, the number of women engaged in different managerial position of AAPC were very insignificant. As the researcher we can understand that the organization neither realized the seriousness of the issue in being part of the Gender Department nor to be committed to solve women challenges for being leaders.

Based on the summary of findings, the following conclusion has been drawing:

The finding indicates that, the organization was not taking any adequate actions to empower women in leadership position. Further, it didn't formulate well stated organizational plans and strategies that promote women for leadership position in AAPC.

In addition, they had no any affirmative action's or quota system that promotes women for leadership engagement. The Gender Department of AAPC was not fully effective in addressing women over all issues. Further the gender department of AAPC has lost attention from higher officials of the organization. And it wasn't well structured or organized in the status of addressing women concerned issues.

In regarding to the socio cultural barriers, Society sets standards, expectations and customs to organizations and individuals, thus affects women leadership in AAPC.

In relating to the individual barriers, women by themselves were not able to compute for higher level of management. This is due to convincing themselves by restricting their ability "I can't progress below certain level of management position". In regarding to balancing office work and home responsibilities, women police officers in AAPC, they confronted to balance or to

reconcile those identical responsibilities and to engage in different managerial position of the organization.

In regarding to the establishing of net work with other colleagues in the office, women police officers have low network and relationship with their colleagues in the office or out office or during their free time. The lack of effective network or socialization of women with their colleagues is highly influenced their leadership participation.

5.3 Implications of the findings (Recommendations)

To solve the problems that reduce the participation of women in leadership at AAPC, the following suggested recommendation in view of the finding as follows:-

In regarding to the policies and strategies that empower women leadership participation in AAPC, the findings of this research revealed that, there were no women sensitive policies and strategies that empower women for leadership engagement. The most common and visible, contribution of women's leadership to gender equality is the extension of women legal rights and policy change. Regarding to this issue, the organization should implement the policy and strategies that particularly empower women for leadership participation.

In relating to educational opportunities criteria in AAPC, the finding indicated that there were no clear educational opportunities that treated equally all police officers. Providing quality education without any discrimination provides opportunities for women to actively participate in the development process and enhances the mobility of women in the society. So, the organization should establish educational opportunities criteria system that will be supported by rule and procedures.

As far as affirmative action and quota system for women leadership participation in AAPC is concerned, the finding indicated that there were no any affirmative action's or quota system that were implemented by the organization. Affirmative action's attempt to bring members of under represents groups that are suffering discrimination at higher degree of participation in some beneficial program. So that, the AAPC should create a formal well written affirmative action or quota system that particularly promote women police officers who have an interest to compute for leadership position in the organization.

In regarding to the leadership promotion criteria in AAPC, the finding indicated that there was no clear leadership promotion criteria that were governed all policy officers equally. Further the

finding revealed that, there were no women sensitive leadership promotion criteria in the organization. Thus, the organization should establish clear leadership promotion criteria that will be sensitive to women police officers.

In relating to the influence of socio –cultural barriers for women leadership participation in AAPC, the finding revealed that, society’s wrong perception towards women leadership participation should also reflect in the same way by the employees of their organization. The majority of higher officials and some police officers are still overwhelmed by negative stereotype toward women leadership participation. They believe that women were unable to run key management position and the like. Gender stereotype is also one of the leading factors in shaping attitudes toward women in leadership roles, which hinder opportunities for career advancement. So, the gender department needs to sensitize, the employees of the organization, both men and women the importance of embracing pragmatic cultural practice that recognizes the equality of all person.

In referring to the women networks with their colleagues, the finding indicated that women police officers have poor network or socialization with their intimate in the office and out of the office. To have net work with their colleagues in the office or out office helps women, gather important information for their duties and further access to leadership opportunities through more effective networking. It will advisable, if the gender department to aware women police officers about the importance of establishing net work with their colleagues and teach them how they will create effective net work with different people.

In regarding to the fear of balancing home responsibilities and office work by women, the finding indicated that, women police officers have big constraint in balancing home responsibilities and the office work. It is to recommend that, if the Gender Department creates a kind of mechanism on how to women police officers compromise their home activities and office works together and ready themselves for competing for leadership position in AAPC.

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Appendix I

Addis Ababa University
College of Business and Economics
Department of MSC in management

This study is aimed to investigate factors affecting women participation in leadership positions in Addis Ababa police commission.

The information collected through this instrument will be used for the accomplishment of master's thesis entitled on "Factors Affecting women leadership" the case of Addis Ababa police commission. Thus, your devotion and cooperation to carefully fill these questionnaires will have so much contribution to know the factors hinder women leadership participation & solve the challenges. You are therefore, kindly requested to honestly complete the questions. I assured that your responses will be kept confidential and fully instrumental only to academic purpose.

Thank you in advance for your cooperation.

General instruction and Directions

- No need of writing name in any part of the questionnaire
- Make your response in the space provided by putting "v" mark

Part one. Personal information

1. Age in year: A. 18-28 C. 40-49
B. 29 – 39 D. 50-55

2. Educational Qualification

A. Grade12< B. Diploma C. BA.

D. MA E. PHD

3. Work experience in years

A. 1-7 B. 8-15 C. 16-23 D. 24-31
 E. >31

4. What is your current position at the sector you are working?

A. sector head B. Director C. Deputy Director
 D. Division E. Coordinator head F. Team
 G. No Position

5. Marital status

A. Unmarried B. Married

Part Two: Factors that affect women participation in leadership.

Please put “√” mark.

In the following tables, there are suggested factors that affect/influence the actual involvement of women to be leadership in the Addis police commission. Therefore, you are kindly requested to rate the barriers in relation to women’s leadership.

1. Barriers of women to become police leaders.

1.1 Organizational Factors

How do the following statements describe influence of organizational factor on women leadership participation?

<i>Please rate the question on a scale of 1 to 5, where 5=strongly agree, 4=agree, 3=neutral, 2=disagree, 1=strongly disagree</i>						
No.	Organizational Factors	Rating scale				
		5	4	3	2	1
1	Lack of gender sensitive policies and strategies					
2	Absence of educational opportunities criteria					
3	Less opportunities for Higher eudaction					
4	Lack of women concerned regulatory mentoring					
5	Absence of proactive strategies shifting to empower women leaders through training.					
6	Lack of gender equality in all aspect					

7	Lack of effective gender department in addressing women issues in all aspect					
8	Absence of proper affirmative action in empowering women for leadership participation.					
9	Lack of quota system					

1.2. socio-cultural Factors

How do the following statements describe influence of socio-cultural factor on women leadership participation?

<i>Please rate the question on a scale of 1 to 5, where 5=strongly agree, 4=agree, 3=neutral, 2=disagree, 1=strongly disagree</i>						
No.	socio-cultural Factors	Rating scale				
		5	4	3	2	1
10	Participation of women in leadership is low because the community believes that women personality and behaviors are inappropriate for leadership.					
11	Wrong beliefs that men are naturally born leaders					
12	Beliefs that women leaders always seek support as compared with men leaders					
13	Believe that women leaders are less influential and acceptable by their followers the men leaders.					
14	Wrong beliefs that “women place is the kitchen”					

1.3. Individual Factor

How do the following statements describe influence of individual factor on women leadership participation?

<i>Please rate the question on a scale of 1 to 5, where 5=strongly agree, 4=agree, 3=neutral, 2=disagree, 1=strongly disagree</i>						
No.	Individual Factor	Rating scale				
		5	4	3	2	1
15	Women perception that “I can’t progress beyond certain position”					
16	Lack of confidence					
17	Absence of establishing net work with other					
18	Fear of balancing work and family responsibility					

1.4. Women leadership participation

Indicate, on the scale provided, how would you rate your participation for leadership position.

<i>Please rate the question on a scale of 1 to 5, where 5=strongly agree, 4=agree, 3=neutral, 2=disagree, 1=strongly disagree</i>						
No.	Women leadership participation Rating	Rating scale				
		5	4	3	2	1
19	My leadership participation was low because I can't meet the selection criteria					
20	My leadership participation was low because the leadership placement criteria is not gender sensitive					
21	My leadership participation was low because of lack of women role models.					
22	I don't have interest to compete for leadership position					

Thank you!!!

Appendix II

Interview

**Addis Ababa University
College of Business and Economics
Department of MSC in management**

Interview guideline questions prepared for some human resource department officials, gender department and concerned individuals toward women leadership participation in the case of Addis Ababa police commission.

Guide line questions concerning women leadership.

1. Does your organization has policy and regulation particular encourage women for leadership participation?
2. What special leadership promotion criteria have been made by your organization to bring women to leadership position?
3. In your opinion what factors do you suggest for women underrepresentation?
4. What is your opinion about
 - A) Women's participation in decision making structures
 - B) Affirmative action and gender quota to increase women' participation in decision making
5. What do you recommend as remedial action to improve women's participation in leadership positions?

Appendix III

Focus Group Discussion (FGD)

Focus Group Discussion (FGD) guideline questions prepared for some women police officers who working in head office of Addis Ababa police commission.

Guide line questions concerning women leadership.

1. Does the organization have clear police and strategies to word women leadership empowerment?
2. Does less educational level of women in the organization have an influence on women leadership involvement?
3. Does gender Department of the organization has work hard toward women leadership participation?
4. Do socio-cultural factor has an influence on women leadership involvement in the organization?
5. Do individual factor has an influence on women leadership career?
 - A. Glass ceiling
 - B. lack of building Net work with others
 - C. lack of confidence
6. What additional factors have hinders women leadership participation?
7. What action should be taken by the organization to increase women leadership involvement?

Appendix IV

Amharic type Questionnaires

**በአዲስ አበባ ዩኒቨርሲቲ
የኢኮኖሚክስና የቢዝነስ ፋክሊቲ
የአስተዳደር የትምህርት ዘርፍ
የድህረ ምረቃ ኮሌጅ**

በአዲስ አበባ ዩኒቨርሲቲ የኢኮኖሚክስና የቢዝነስ ፋክሊቲ ውስጥ በአስተዳደር ፕሮግራም የሁለተኛ ዲግሪ ተማራቂ ተማሪ ስሆን ይህ መጠይቅ የተዘጋጀበት ዋናው ዓላማ በአዲስ አበባ ፖሊስ ኮሚሽን ውስጥ ሴት የፖሊስ አባላት ወዳ ተለያዩ የሃላፊነት ቦታዎች በተፈለገው ደረጃ ያለመጡበት (ተቋማዊ፣ ማህበራዊና በህላዌ እና ግላዊ ምክንያቶች/መንስኤዎች) በተቋሙ የሴት የፖሊስ አባላት ላይ ያላቸውን ተጽዕኖ ለማየት የተዘጋጀ ሲሆን የሚሰበሰበውም መረጃ ትምህርታዊ ለሆነ ምርምር ብቻ እንጅ መቼም ለሌላ ዓላማ ጥቅም ላይ አይውልም።። እየተካሄደ ያለው ጥናት በተሳካ ሁኔታ እንዲጠናቀቅ ለሚያደርጉት ልባዊ ምላሽ እያመሰገንኩኝ በጥናቱ ውስጥ እንዲሳተፉ በአክብሮት የተጋበዙ ሲሆን የሚሰጡትም ግብረመልስ ሚስጥራዊ እንደሆነ የሚቀመጥ ይሆናል።።

አመሰግናለሁ!

ክፍል 1:- የግል መረጃ

ከዚህ በታች የተዘረዘሩት ሁሉንም ጥያቄዎች በጥንቃቄ በማንበብ እና ሁሉንም መመሪያዎችን በመከተል መልስ ይስጡ።

ተገቢው ምላሽ ላይ ምልክት ያድርጉ (✓)

1. ዕድሜ

ሀ. ከ18-28

ለ. ከ29-39

ሐ. ከ40-49

መ. ከ50-55

2. የትምህርት ደረጃ

ሀ. 12ኛ ክፍል እና ከዚያ በታች

ለ. ዲፕሎማ

ሐ. የመጀመሪያ ዲግሪ

መ. ሁለተኛ ዲግሪ

ሠ. የዶክተራት ዲግሪ

3. የሥራ ልምድ

ሀ. ከ1-7

ለ. ከ8-15

ሐ. ከ16-23

መ. ከ24-31

ሠ. ከ31 ዓመት በለይ

4. አሁን የያዙት የሃላፊነት ደረጃ

ሀ. የዘርፍ ኃላፊ

ለ. ዳይሬክተር

ሐ. ም/ዳይሬክተር

መ. ዲቪዥን ኃላፊ

ሠ. ማስተባበሪያ ኃላፊ

ረ. ቲም ኃላፊ

ሸ. ኃላፊነት የለኝም

5. የጋብቻ ሁኔታ

ሀ. ያገበች

ለ. ያላገባች

ክፍል ሁለት

ከዚህ በታች በቀረበው መጠይቅ መሰረት ያለዎት ስምምነት ወይም አለመስማማት ምክንያት በደረጃ ይመልከቱ(ማለትም 5=አጥብቀው የሚስማሙ 4=የሚስማሙ 3=ገለልተኛ 2=የማይስማሙ 1=አጥብቀው የማይስማሙ

1. ተቋማዊ መንስኤዎች/ምክንያቶች በሴት የፖሊስ አባላት ላይ በአመራር ተሳትፎ ላይ ያለቸው ተፅዕኖ፤

ተ.ቁ	ተቋማዊ መንስኤዎች/ምክንያቶች	መስፈርቶች				
		5	4	3	2	1
1	በተቋም ደረጃ ሴቶች ወደ አመራር እንዲመጡ የታን ማዕከል ያደረገ ፖሊሲና ስትራቴጅ ያለመኖር					
2	እንደ ተቋም የሚሰጠው የትምህርት እድል ግልፅ የሆነ የመመልመያ መስፈርት የለውም					
3	በተቋም ደረጃ ለሴቶች የሚሰጠው የከፍተኛ የትምህርት እድል ዝቅተኛ ነው					
4	በተቋም ደረጃ በተለየ መልኩ ሴቶችን ለአመራር ለማብቃት የተለየ የምክር ድጋፍ(mentoring)ያለመኖር					
5	በተቋም ደረጃ ሴት የፖሊስ አባላትን በተለየ መልኩ ለአመራር ለማብቃት በእቅድ የታዘዘ የክህሎት ስልጠና ያለመኖር					
6	በተቋም ደረጃ በሁሉም ረገድ የስራዓተ የታ እኩልነት ያለመኖር					
7	በተቋም ደረጃ ያለው የሴቶች ጉዳይ ቢሮ ሴቶችን በሁሉም ረገድ ተጠቃም ከማድረግ አኳያ ውጤታማ ያለመሆን					
8	እንደ ተቋም ሴት የፖሊስ አባላትን ለአመራርነት ለማብቃት የተለየ እገዛ(Affermative action) ያለመኖር					
9	የሴቶችን የአመራር ተሳትፎ በተቋም ደረጃ ለማሳደግ በአሰራር የተደገፈ ከወንዶች የፖሊስ አባላት የአመራር ቁጥር ብልጫ(quota system) ያለመኖር					

2. ማህበራዊና ባህላዊ መንስኤዎች በሴት የፖሊስ አባላት የአመራር ተሳትፎ ላይ ያላቸው ተፅዕኖ

ከዚህ በታች በቀረበው መጠይቅ መሰረት ያለዎት ስምምነት ወይም አለመስማማት ምክንያት በደረጃ ይመልከቱ (ማለትም 5=አጥብቀው የሚስማሙ 4=የሚስማሙ 3=ገለልተኛ 2=የማይስማሙ 1=አጥብቀው የማይስማሙ)

ተ.ቁ	ማህበራዊና ባህላዊ መንስኤዎች	መለከያዎች				
		5	4	3	2	1
10.	በማህበረሰቡ ዘንድ የሚነገረው ጎጂ ልማዳዊ አስተሳሰብ “የሴቶች ስብእናና ባህሪ ለአመራርነት አይመጥንም” መባሉ በሴቶች የአመራር ሚና ላይ ተፅዕኖ አለው					
11.	በህብረተሰቡ ዘንድ የሚነገረው ጎጂ ልማዳዊ አስተሳሰብ “ወንድ የአመራርነት ችሎታን በተፈጥሮ ያገኘ ነው” መባሉ ሴቶች ለአመራር እንዳይበቁ ተፅዕኖ አለው					
12.	ጎጂ ልማዳዊ አስተሳሰብ ሴት አመራሮች አብዛኛውን ጊዜ ከወንድ አመራሮች ጋር ሲነፃፅሩ “ድጋፍ የሚፈልጉ ናቸው” መባሉ ሴቶች ለአመራር እንዳይበቁ የራሱ ተፅዕኖ አለው					
13.	ጎጂ ልማዳዊ አስተሳሰብ ሴት አመራሮች ከወንድ አመራሮች ጋር ሲነፃፅሩ በሚመሩት አባላት ዘንድ ያነሰ ተፅዕኖ እና ተቀባይነት አላቸው መባሉ በሴቶች የአመራር ተሳትፎ ላይ ተፅዕኖ አለው					
14.	በተለምዶ አነጋገር “የሴት ልጅ ሥራ ጓዳ” እንጂ መባሉ ሴቶች ለአመራር እንዳይበቁ የራሱ ተፅዕኖ አለው					

3.የሴቶች የግል መንስኤዎች/ምክንያቶች በአመራር ተሳትፏቸው ላይ ያለው ተፅዕኖ

ከዚህ በታች በቀረበው መጠይቅ መሰረት ያለዎት ስምምነት ወይም አለመስማማት ምክንያት በደረጃ ይመልከቱ(ማለትም 5=አጥብቀው የሚሰማሙ 4=የሚሰማሙ 3=ገለልተኛ 2=የማይሰማሙ 1=አጥብቀው የማይሰማሙ

ተ.ቁ	የሴቶች የግል መንስኤዎች/ምክንያቶች	መለኪያዎች				
15.	ሴቶች በተለምዶ "ከዚህ በላይ አልችልም" (glass ceiling) ብለው አቅማቸውን መገደባቸው የአመራር ተሳትፏቸው እንዲያድግ ተፅዕኖ አለው					
16.	የሴቶች በራስ አለመተማመን በአመራር ተሳትፏቸው ላይ የራሱ የሆነ ተፅዕኖ አለው					
17.	የሴቶች ክሌሎች የስራ አጋሮች ጋር እንደ ወንዶች ሁሉ በበቂ ሁኔታ የእርስ በርስ ግንኙነት/ትስስር አለማድረግ በአመራር ተሳትፏቸው ላይ ተፅዕኖ አለው					
18.	ሴቶች የቢሮ ሥራ ኃላፊነትና እና የቤተሰብ ኃላፊነትን አንድ ላይ አቻችሎ ያለመሄድ ሥጋት					

4.የአመራር ተሳትፎውን በተመለከተ

ከዚህ በታች በቀረበው መጠይቅ መሰረት ያለዎት ስምምነት ወይም አለመስማማት ምክንያት በደረጃ ይመልከቱ(ማለትም 5=አጥብቀው የሚሰማሙ 4=የሚሰማሙ 3=ገለልተኛ 2=የማይሰማሙ 1=አጥብቀው የማይሰማሙ

ከዚህ በታች በቀረበው መለኪያ መሠረት በተቋሙ ውስጥ ያለዎት የአመራር ተሳትፎ እንዴት ያገለጻል፤፤

ተ.ቁ	የአመራር ተሳትፎውን በተመለከተ	መለኪያዎች				
19.	በተቋሙ ውስጥ የአመራር ተሳትፎ፣ ዝቅተኛ ነው፤፤ ምክንያቱም የአመራር መመልመያ መስፈርቱን ማሟላት ስለመልቸል					
20.	በተቋሙ ውስጥ የአመራር ተሳትፎ፣ ዝቅተኛ ነው፤፤ ምክንያቱም የአመራር መመልመያ መስፈርቱ በተለይ መልኩ ሴቶችን ትኩርት ውስጥ ያስገብ በለመሆኑ					
21.	በተቋሙ ውስጥ የአመራር ተሳትፎ፣ ዝቅተኛ ነው፤፤ ምክንያቱም ወደ አመራር የመጡ አረፋዎች የሆኑ ሴቶች ስለሌሉ					
22.	ወደ አመራር ተሳትፎ የመምጣት ፍላጎት የለኝም					

Appendix V

**በአዲስ አበባ ዩኒቨርሲቲ
የኢኮኖሚክስና የቢዝነስ ፋክሊቲ
የአስተዳደር የትምህርት ዘርፍ
የድህረ ምረቃ ኮሌጅ**

በአዲስ አበባ ፖሊስ ኮሚሽን ለሚገኙ ሴት የፖሊስ አመራሮች በተቋም ደረጃ የሴቶች የአመራር ተሳትፎ የተመለከት ቃለ-መጠይቅ

1. በተቋም የሴቶች የአመራር ተሳትፎ ሊያበረታታ የሚችል ፖሊሲና ህግ አለ?

2. በተቋም ደረጃ ሴቶችን ወደ አመራር ሊያመጣ የሚችል በተለየ ሁኔታ የተዘጋጀ የአመራር ውድድር መስፈርት አለ?

3. ከዚህ በታች በተገለፁት ሀሳቦች ላይ ያለዎት አስተያየት፤

ሀ. የሴቶች ተሳትፎ በውሳኔ ሰጪነት መዋቅር ላይ

ለ. በተቋም ደረጃ የሴቶችን የውሳኔ ሰጪነት ሚና ለማሳደግ የተደረገ እገዛ

4. በእርሶ አስተያየት የሴቶችን የአመራር ተሳትፎ ሊገደቡ የሚችል መንስኤዎች ምንድናቸው?

5. በተቋም ደረጃ የሴቶች የአመራር ተሳትፎ እንዲያደግ ምን ምን እርምጃዎች መወሰድ አለባቸው?

Appendix VI

በአዲስ አበባ ዩኒቨርሲቲ
የኢኮኖሚክስና የቢዝነስ ፋክሊቲ
የአስተዳደር የትምህርት ዘርፍ
የድህረ ምረቃ ኮሌጅ

በአዲስ አበባ ፖሊስ ኮሚሽን ለሚገኙ ሴት የፖሊስ አባላትና አመራሮች በተቋም ደረጃ የሴቶች የአመራር ተሳትፎ የተመለከት የቡድን ውይይት ጥያቄ

1. በተቋም ደረጃ የሴቶችን የአመራር ተሳትፎ ሊያሳድግ የሚችል ግልፅ ፖሊስና ስትራቴጂ አለ?

2. የሴቶች የትምህርት ደረጃ ዝቅ ማለት በአመራር ተሳትፏቸው ላይ ተፅዕኖ አለው?

3. በተቋም ደረጃ ያለው የሴቶች ጉዳይ ቢሮ የሴቶች የአመራር ሚና ማደግ እንዲችል በተገቢው ሁኔታ እየሰራ ይገኛል?

4. ማህበራዊና ባህላዊ አስተሳሰቦች በሴቶች የአመራር ተሳትፎ ላይ ተፅዕኖ ሊኖራቸው ይችላሉ?

5. የሴቶች ግላዊ መንገዶች/ምክንያቶች በሴቶች የአመራር ተሳትፎ ላይ ተፅዕኖ ሊኖራቸው ይችላሉ?

ሀ. ሴቶች በባህሪያቸው ከዚህ በላይ አልችልም ማለት

ለ. ከሌሎች የስራ አጋሮች ጋር የእርስ በርስ ግንኙነት አለማድረግ

ሐ. በራስ አለመተማመን

6. የሴቶችን የአመራር ተሳትፎ ሊገድቡ የሚችሉ ሌሎች መንገዶች/ምክንያቶች ካሉ በዝርዝር ቢገልፁ?

7. በተቋም ደረጃ የሴቶች የአመራር ተሳትፎ እንዲያድግ ምን ምን እርምጃዎች መወሰድ አለበት ይላሉ?

Appendix VII

Partial picture taken from Participants of FGD

