



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!

Addis Ababa University
አዲስ አበባ ዩኒቨርሲቲ



Center for Gender Studies, College of Development Studies, Addis Ababa University

STATUS OF YOUNG WOMEN'S PARTICIPATION IN LEADERSHIP AND DECISION-
MAKING POSITIONS OF PUBLIC INSTITUTIONS IN BAHIRDAR ZURIA
DISTRICT, AMHARA, ETHIOPIA

A Thesis Submitted to The School of Graduate Studies of Addis Ababa University in Partial
Fulfillment of the Requirement for The Degree of Masters of Art in Gender Studies

BY

TIGIST FEKADU BELAY
ADVISOR: EMEZAT HAILU (PH. D)

February, 2023
Addis Ababa

Advisor

Name ----- Signature ----- Date -----

Internal Examiner

Name ----- Signature ----- Date -----

External Examiner

Name ----- Signature ----- Date -----

Declaration

I, the undersigned, declare that this research thesis is my own work and has not been presented or submitted partially or in full by any other person for a degree in any other university, and that all sources of materials used for the purpose of the thesis proposal have been duly acknowledged.

Declared by: Tigist Fekadu

Confirmed by Advisor: Emezat Hailu

Sign:

Sign:

Date: February 2023

Date: February 2023

Table of Contents

List of Table	II
List of Figure.....	III
Acknowledgement	IV
Acronyms	V
ABSTRACT	VI
1. CHAPTER ONE: INTRODUCTION	1
1.1. Background of the Study	1
1.2. Statement of the problem	3
1.3. Objectives of the Study	5
1.3.1. General Objective	5
1.3.2. Specific Objectives	6
1.4. Significance of the Study	6
1.5. Scope of the Study	6
2. CHAPTER TWO.....	7
2.1. Review of Related Literature	7
2.2. Theoretical Literature Review	7
2.2.1. Meaning and Concept of Leadership	7
2.2.2. Feminine leadership versus masculine leadership	8
2.2.3. Overview of women leadership and decision making	9
2.2.4. Theoretical framework.....	13
2.3. Empirical Literature Review	15
2.3.1. Research Conceptual Framework	16
3. CHAPTER THREE.....	18
3.1. RESEARCH METHODOLOGY	18
3.1.1. Study area	18
3.1.2. Study design.....	19
3.1.3. Data Source.....	20
3.1.4. Data collection and Analysis Techniques	21
3.1.5. Reliability and Validity	21
3.1.6. Quantitative Data Analysis	22
3.1.7. Ethical Considerations and Quality Assurance	23
4. CHAPTER FOUR	24
4.1. RESULT AND DISCUSSION	24
4.1.1. Demographic Characteristics of Sample Respondents.....	24
4.1.2. Status of Young Women in Leadership and Decision Making in Public Institutions	27
4.1.3. Factors Affecting Participation of Young Women in Leadership and Decision-Making	31
4.1.4. Organizational Policies and Practices affecting Young Women’s Participation in Leadership and Decision-making	38
4.1.5. The Effect of Gender Stereo Type on Young Women’s Participation in Leadership and Decision Making 42	
4.1.6. The Effect of Personal Factors on Young Women’s Participation in Leadership and Decision-making 45	
4.1.7. Qualitative findings.....	47
5. CHAPTER FIVE	49
5.1. CONCLUSION AND RECOMMNDATION	49
5.1.1. Research Summary Findings	49
5.1.2. Conclusion	51
5.1.3. Recommendation	52
6. Reference	53
7. Annexure	60

List of Table

Table 1: Data Reliability and Validity	22
Table 2: Sex of respondents	24
Table 3: Age of respondents	24
Table 4: Marital Status of Respondents	25
Table 5: Educational Level of Respondents	25
Table 6:Institutional category of respondents,	26
Table 7:Employment experience of respondent,.....	26
Table 8.Liker Scale	31
Table 9:Socio-Cultural Factors Affecting Young Women in Leadership & Decision Making	34
Table 10:Organizational Policies & Practices affecting young women in leadership & decision making .	41
Table 11:Gender Stereotype factors affecting young women in leadership & decision making	45
Table 12:: Personal factors affecting young women participation in leadership and decision making	47

List of Figure

Figure 1:Map of Bahirdar Zuria District.....	19
Figure 2:Status of young women’s Participation in leadership and Decision-making	28
Figure 3:Respondents status in management team	29
Figure 4:Degree of Respondents voice in decision making	30
Figure 5:Proportion of young women as compared to men in decision making.....	31

Acknowledgement

Thanks to my God, who has made this study possible, I would like to express my gratitude to all my families for their support throughout my educational career and to everyone else who contributed to the completion of this study in terms of support and guidance.

First and foremost, I would like to extend my gratitude to Addis Ababa University for giving me this postgraduate study chance in Ethiopia.

A special tribute should be paid to my supervisor, Dr. Emezat Hailu, for her prominent help and constant advice and for her constructive and inspirational direction. She tirelessly coached and guided me in this proposal's development. My Special thanks go to my colleagues for supporting me in providing ideas and facilitating communication in different sector offices. I am thankful to Bahir Dar Zuria District administrators for providing relevant information and data within the district.

Acronyms

BDPA	Beijing Declaration and Platform of Action
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CPRW	Convention on the Political Rights of Women
CSA	Central statistics Agency
CSOs	Civil Society Organizations
FDRE	Federal Democratic Republic of Ethiopia
KII	Key informant interview
MDGs	Millennium Development Goals
SDG 5	Sustainable Development Goals 5
UCLG	United Cities and Local Governments
UN	United Nations

ABSTRACT

This research was conducted to assess the status of young women's participation in leadership and decision-making positions in public institutions in Bahirdar Zuria district, Amhara Regional State. The researcher used the descriptive research method to achieve the objective of the study. The descriptive method was used because the study was going to be a fact-finding study with an adequate and accurate interpretation of possible findings. It used both quantitative and qualitative research methods. The sample was selected by purposive sampling. Purposive sampling was used as a technique to include managers and above among employees at public institutions in Bahirdar Zuria district, Amhara region, to inquire about the status of young women's participation in leadership positions. The questionnaire was validated through a literature review and advisor approval and distributed to 196 employees of the selected population. The instruments' reliability was assessed through Cronbach's alpha method, and the reliability coefficient was 0.798. The data was analyzed with the help of a Computer Statistical Package For Social Sciences (SPSS). The data analyzed was presented using tables, percentages, and a figure. The main finding of the research was that the proportion of young women in leadership is smaller than that of men in their organizations. Even if organizational policies promote inclusiveness and are not age- or gender-discriminatory, a lack of transparency and good governance hinder women's participation in leadership and decision-making. Moreover, women are also negatively affected by a lack of affirmative action to empower them to participate in leadership and decision-making. It also found that societal perception and attitude towards women have negative impacts on the involvement of young women in leadership and decision-making. Awareness-raising, policy review and update, empowerment interventions, capacity building, gender-based affirmative action, and recruitment process review and update were recommended.

Key words: Yong women, Participation in Leadership and decision making

1. CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

The African Union estimates that almost 75% of Africa's population is under the age of 35. In June 2019, a Mo Ibrahim Foundation report found that almost 60% of the population in Africa is under the age of 25. Approximately 50% of these young people are young women. According to the African Union (AU), young people a demographic that covers men and women under 35 years of age comprise approximately three-quarters of Africa's population, but although their numbers are substantial, their political power has not reflected their demographics. For young women, the intersection of sex and age has compounded this problem; young women's representation in political institutions, policymaking, and decision-making processes has remained limited, apart from small pockets of progress.

The Ethiopian population is estimated to be more than 104 million people, among whom more than 28% are young adults aged 15–29 years. The demographic significance of these young people is increasingly taking center stage in discussions to achieve the socio-economic development agenda of the country. For instance, five of the eight Millennium Development Goals (MDGs) speak to improving the situation of young people (the United Nations Economic Commission for Africa (UNECA, 2009) and the United Nations Population Fund (UNFPA, 2013)). Youth has been at the center of the struggle for democracy and good governance in Ethiopia. As ancient and modern Ethiopian history told us there were different revolutions at different times in the country, we have observed the role of youth in the democratization process of the country.

Effective participation in politics and decision-making is a fundamental human right guaranteed under global, continental and national legal instruments. The 1948 Universal Declaration of Human Rights enshrines the principles of non-discrimination and equal enjoyment of political rights, including the right of women and men to take part in the government of their country. Subsequently, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) reinforced women's equal right to participation in political and public life, including the right to vote in elections and public referenda, eligibility for election to all publicly elected bodies and participation in the formulation and implementation of government policies.

Youth is a non-linear, indeterminate stage of existence. Although this life stage is also influenced by other identity markers, such as changes in demographic, financial, economic, and sociocultural situations, it is a term that evolves depending on the context. The national youth policy for Ethiopia (2004) defines "youth" as those between the ages of 15 and 29. (With the recognition that those under the age of 18 are universally considered children and subject to numerous protections.) The African Youth Charter (2006) defines "youth" as anyone between the ages of 15 and 35. Regardless of the various meanings used in various contexts, this stage of life entails numerous and overlapping changes to one's physicality, mind, emotions, politics, social life, and culture. If given access to the opportunities and training needed to reach their potential, youth can be a driving force for change and sustainable development.

The 1993 National Policy on Women (Women's Policy) of Ethiopia sought to establish suitable institutional frameworks within government agencies and institutions to develop fair and gender-sensitive public policies. Since then, the nation has made considerable progress toward gender equality and the empowerment of young women on a number of fronts. Endale A. (2014) noted that there are still structural and cultural barriers preventing young women from participating in decisions that affect their needs and objectives. By putting the appropriate systems in place all around the nation, it is possible to stop these problems. Understanding the advancements gained thus far, the difficulties encountered, and the future path is essential for the process of expanding the participation of young women in decisions that support gender equality.

Therefore, this study investigating the status of young women's participation in leadership and decision-making positions of public institutions, as well as the factors influencing their participation, in the Bahirdar Zuria district, Amhara region, Ethiopia, in order to support efforts to empower young women in these roles as well as to develop knowledge and practices in the field.

The study also selects the age category of youth on the basis of the African Charter in order to increase the age gap, and the number of employed staffs at this level will be higher than the age reference of the Ethiopian youth definition which is from 15-29. Currently, the youth policy of Ethiopia is under revision, and the age category will be changed after the endorsement of the national youth policy. That is why researcher used the Africa charter age category for this study.

1.2.Statement of the problem

Young women's participation in leadership and decision-making is an important aspect in both societal and economic terms. Effective participation in politics and decision-making is a fundamental human right guaranteed under global, continental and national legal instruments. The 1948 Universal Declaration of Human Rights enshrines the principles of non-discrimination and equal enjoyment of political rights, including the right of women and men to take part in the government of their country. Subsequently, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) reinforced women's equal right to participation in political and public life, including the right to vote in elections and public referenda, eligibility for election to all publicly elected bodies and participation in the formulation and implementation of government policies.

Regionally, Ethiopia ratified the African Charter on Human and Peoples' Rights in 1998 (UN Women, 2014). The country, having adopted these international legal and policy instruments, has progressed in domesticating these frameworks, implementing them, and issuing periodic progress reports for the Beijing Platform for Action and CEDAW. At the national level, the National Policy on Women, formulated in 1993, was a landmark development as it was the first policy formulated on women. The policy encourages equal participation of women in the political, social, and economic spheres of life in the country and subsequently institutionalizes the rights of women by creating the appropriate institutional mechanisms within government institutions to ensure gender sensitivity in public regulations and interventions. Moreover, following the 2018 elections in Ethiopia, a record-breaking number of women now hold leadership positions in the country's government, with women assuming leadership positions at the highest levels of government and being able to see a woman president (IPS, 2019). This is important, as the intention is to sustain the benefits of the system for both genders while also ensuring both men and women are equally engaged.

According to UN Women Ethiopia, after Ethiopia's transition to a federal democratic republic in 1991, the share of seats held by women in parliament has climbed from under three percent in 1991 and Proportion of seats held by women in national parliaments (%) in Ethiopia was reported

at 42.59 % in 2021, according to the World Bank collection of development indicators, compiled from officially recognized sources. Since Dr Abiy coming to power in April on first year of his experience he tries to increase the number of seat of women by 50 % but the current data show that the number women representation is decreased, even they were not young women and it is the fact shown at the ground.

However, at regional, sectoral, institutional, and local administration levels, there are few young women decision-makers; in line with this view, for instance, according to the Permanent Mission of the Federal Democratic Republic of Ethiopia to the United Nations in its 2021 report, the participation of women in regional, sectoral, institutional, and local government structures is still low (UNDAF 2021). In line with point, African Union AU (2020) report which also included Ethiopia also stated that that there has been considerable progress in increasing women's political representation in recent years. However, progress across the continent varies considerably, and statistics in relation to young women show that they are still far from being equally included in political institutions and decision-making.

Even most reports and studies focus on women participation and discrimination in general as this study tried to address it is essential to focus on young women participation and gender-based discrimination that hinders young women to have decision making power and leadership position. Young women participation is crucial as with greater access to knowledge, technology, education, and training than prior generations, today's young women are better situated and have more possibilities to influence development. To advance gender equality, peace, development, and human rights, young people can be enlisted, organized, and encouraged (Endale A. (2011).

As gender officer in government and non-governmental organization and from the research findings the researcher of this study observed that there is a low young woman to participation in politics and decision making in Ethiopia. For instance, according to Meskerem et.el (2021) study on women's and youth participation in political parties in Ethiopia indicated that women and the youth rarely occupy higher-level decision-making positions in political party structures. Moreover, the 2015/16 Afro Barometer survey data conducted across 36 African countries found that "young women's political engagement lags behind that of their male peers across all the

indicators under consideration, although these differences are smaller for voting levels and attendance at demonstrations or protest marches." There low participation emerges from different factors including policy, frameworks, attitude and stereotypes to women and organizational governance. There low participation politics, decision making and leadership contributes negatively to socio-economic and developmental progress of the country.

Therefore, all these issues imply the need to do more research on the status and gap in young women's participation. To the best of my knowledge, there is research gap or lack of study conducted on the status of young women's participation in public institutions. So, this study investigated the status of young women's participation in leadership and decision-making in public institutions.

Accordingly, this thesis research was conducted to investigate and answer the following main research questions:

- What is the status of young women under 35 in leadership and decision-making in public institutions in the study area?
- What are the major factors that facilitate the participation of young women in leadership and decision-making roles?
- What are the major factors that deter young women from participating in leadership and decision-making roles?

1.3.Objectives of the Study

1.3.1. General Objective

The overall objective of the study is to investigate the status of young women's participation in leadership and decision-making positions of public institutions in Bahirdar Zuria district, Amhara region, Ethiopia.

1.3.2. Specific Objectives

- To examine the proportion and positions of young women in decision making and leadership roles of public institutions of the study area;
- To identify the major barriers affecting for participation of young women in leadership and decision-making positions of public institutions;
- To identify opportunities facilitating for participation of young women in leadership and decision-making positions of public institutions.

1.4. Significance of the Study

The findings of this study will provide useful information on the status of participation of young women in leadership and decision-making roles in the target research area. The output of the study will primarily benefit the research gap on the involvement of young women in leadership roles of public institutions in the research area (Bahir Dar, Zuria district, Amhara region). By so doing, it will bring about research questions that might initiate further research on gender equality related to the representation of young women in the economic and social spheres we live in. The outcome will also be relevant for the other districts in the target region, as the political, economic, and sociocultural contexts of these districts are similar to those of the target study area.

1.5. Scope of the Study

This thesis mainly focuses on the discussion relating to the status of young women's participation in decision-making and leadership. It also tried to investigate factors affecting young women's participation in leadership and/or opportunities facilitating participation in public institutions. Even if the low number of young women in leadership positions is determined by several factors and opportunities, this research has chosen to focus on factors such as the education gap between women and men, lack of confidence, lack of recommendation, and socio-cultural attitudes. It also addresses organizational factors such as structural and behavioral ones. Moreover, the researcher didn't go to investigate female entrepreneurship, even though it would be interesting to study female leadership in that context. However, the purpose of this thesis is to investigate the status of women's opportunities to advance in various public institutions.

2. CHAPTER TWO

2.1.Review of Related Literature

Women's participation in leadership and decision-making roles is a fundamental prerequisite for gender equality, inclusive development, and genuine democracy. It facilitates women's direct engagement in public decision-making and is a means of ensuring better accountability for women (UN Women, 2014).

However, there are a number of factors that facilitate or affect the representation of women in general and young women in particular in decision-making and leadership roles in public institutions. The following literature reviews women and their representation, as well as barriers affecting their participation in leadership and decision-making processes at different levels in Ethiopia.

2.2.Theoretical Literature Review

2.2.1. Meaning and Concept of Leadership

Leadership is a process by which one person influences the thoughts, attitudes, and behaviors of others (Yalem, 2011). Leaders set a direction for the rest of us; they help us see what lies ahead; they help us visualize what we might achieve; they encourage and inspire us. Leadership is the ability to get other people to do something significant that they might not otherwise do. It's energizing people toward a goal. Yukl (2006, p. 8) defines leadership as "the process of influencing others to understand and agree about what needs to be done and how to do it, as well as the process of facilitating individual and collective efforts to accomplish shared objectives." Leadership is even used as a universal means for solving any social problem. Leadership exists only in the relationships and perceptions of the employees involved (Yukl 1994). In order to define leadership, it is of major importance to understand relationships (Kouzes and Posner 1995). Leadership is a process that occurs when one individual affects the rest of the group in order to achieve the defined aims of an organization or group (Byers, 1997).

2.2.2. Feminine leadership versus masculine leadership

According to Alexandrina When we compare male and female leaders, we can see that it is an ever-evolving situation. There are some female principles and characteristics (such as using their intuition in the decision-making process, being careful, getting a good work-life balance, and having social responsibility) that are in tune with the basic cultural hypotheses with regard to the way men and women think and act.

Furthermore, young women tend to be better evaluated in terms of empathy (showing good people management skills and their needs by establishing a strong connection with their team) and communication (establishing clear demands from others, expressing their thoughts and ideas clearly, and maintaining a solid communication flow) when compared to young men. (Appelbaum, S 20003). Also, young women are better qualified in terms of people skills (sensitivity toward others, being kind, having good listening skills, and developing efficient relationships with their team and their superiors). Contrary to popular belief, young women have great results on the leadership scale, which measures their focus on production (women have a great interest in achieving their goals; they have high expectations both from themselves and their colleagues). Young men tend to get good results on scales that evaluate the focus on strategic planning and the overall company vision.

Traditionally, the most appreciated leadership characteristics were those that were masculine in nature. Yet, in the past few years, the researchers have shown that many of these traits do not always contribute to the efficacy of leadership. Instead of the leadership theory centered on The Great Man, transformational leadership has emerged, and its efficiency is being supported by more and more researchers (Eagly, A.H. 2007). It is interesting that many of the traits of transformational leadership are traditionally associated with women, which illustrates that many feminine features contribute to leadership efficacy. The Fortune 500 showed how the companies with many female managers have a much higher average productivity of their own capital in comparison with the companies with few female managers (The White House Project Report, 2014). Despite this information, female leaders still deal with many disadvantages. Often, people tend to attribute their success as leaders to external rather than internal factors and avoid placing them in leadership

positions.

2.2.3. Overview of women leadership and decision making

Over View of Ethiopian Women's Situation

Women in Ethiopia typically hold poor social position. Women have lower socioeconomic position overall than men, which prevents them from voting at all levels despite their contributions to the health of their families and communal affairs in general. Women are often stereotyped as being passive, humble, accepting of violence, and docile, with this notion being justified by culture (Hirut, 2004). The majority of Ethiopian women have a poor status in society, similar to that of many other African nations. Several researches showed that Ethiopia in particular and poor countries in general had low status for women (Almaz, 1991; Hirut, 2004; Mukuria et al., 2005). They haven't had the same possibilities for education, training, and gainful work, and they've had no say in how policies are made or how decisions are made. By handling all societal responsibilities, women indubitably contribute significantly to their communities. But they do not gain the rewards of their effort and experience social, political, economic, and cultural marginalization. According to Meaza (2009), claims that while numerous women have held significant political and leadership positions throughout Ethiopian history, very few of them are depicted in the literature that has already been written (Meaza, 2009).

Women's leadership in Ethiopia

Ethiopian women's history, contributions, and remarkable leadership roles played by Bafena, the first official wife of Emperor Minilik (1877–1913), and Empress Taitu, the second official wife, are unmatched in history and come first when discussing Ethiopian women's achievements. For instance, Taitu served as the Emperor's top counselor and was particularly influential in the field of international relations. She has a prominent place in history due to her patriotism and unwavering efforts to secure Ethiopia's independence (Meaza, 2009). These historical facts illustrate that Ethiopian women have never found it simple to rise to formal political authority despite their accomplishments, achievements, and established leadership skills (ibid.).

According to Article 35(6) of the FDRE constitution, women have the right to full consultation when it comes to the creation of national development policies and the planning and

implementation of projects, particularly when those decisions have an impact on their interests. The FDRE government has put in place a variety of strengthening measures to encourage women's equal involvement in all areas of national decision-making, the most promising and binding of which has ever been seen in the history of the nation. Despite some attempts, women still make up a small percentage of those in leadership and decision-making roles as compared to their male counterparts (Endale, 2014).

The FDRE Constitution acknowledges that women and men have equal rights in the political, social, economic, and cultural realms in order to increase women's participation. As a result, women have the right to vote, to run for office at any level of government, and to join any political party, labor union, trade association, employer, or professional association of their choosing. They also have the right to participate in public affairs directly and through freely elected representatives. As a result, there are now significantly more women in positions of leadership and decision-making. Simultaneously, tangible steps were being taken in Ethiopia to improve the representation of women in political processes. In this regard, the proportion of women holding seats in the Ethiopian parliament has increased dramatically, rising to 22% in 2010 from 2% in 1995. Women achieved 13% at the ministerial level, 8.3% at the state ministerial level, 25% at the commissioner level, and 12.7% at the ambassadorial level in terms of leadership and decision-making in the same year (*ibid.*). Ethiopia is one of the nations with an unacceptable level of female representation in the parliament, nonetheless.

As part of ensuring youth participation in addition to the constitution the National Youth Policy was also developed as an important element to ensure youth participation. The National Youth Policy was introduced by the Ministry of Youth, Sports and Culture in 2004. The youth policy stressed the need to take important measures to enable the youth to be competent citizens with a democratic outlook, professional competence, skills and ethics to effectively participate in the democratization process and to help youth benefit from the ongoing socio-economic development in the country. Moreover, the policy acknowledged the active role of young Ethiopians in the struggle against oppressive regimes. It particularly recognized the role of young students in the 1960s in mobilizing their communities to bring about social, economic and political changes in the country. However, both constitutions have reported to have strengths and gaps. For instance,

according to the study conducted by Meskerem et.al (2021) Women's and Youth Participation in Political Parties in Ethiopia indicated that FDRE Constitution and the national women's policy as assuring women of equal rights with men in every sphere and emphasizing affirmative action to remedy past inequalities suffered by women. Hence, many of the participants maintain that the national legal and policy frameworks do not put barriers to women's participation in politics, rather, implementation is the problem. Similarly, most of the participants also consider that the national youth policy as being 'good enough' for the participation of the youth in the political sphere and public office. Civil Society Organizations (CSOs) representatives also reflected the same opinion. Few participants, however, reported several gaps in the national policy and legal frameworks that could prevent youth and women from political participation (Meskerem et.al (2021).

Factors affecting young women's participation in leadership and decision-making roles

There are several factors affect women's participation in leadership position includes personal, institutional, cultural and societal. These have been highlighted as major factors that prevented women from ascending to senior positions in the organizations despite being qualified. It has also been indicated that at personal level, factors such as lack of confidence which arises from socio-cultural and perception of women towards attitude of on their capacities and fear of public office are deterring women from taking senior management positions, at the institutional level discriminatory recruitment, appointment and promotion procedures, political appointments, unclear promotion criteria, absence of documented staff development policies for senior managers and few opportunities for further training deride women's participation in decision making. In addition, social, religious and cultural factors such as discrimination against female child education and general beliefs about women's domestic roles have been identified as eroding women's self-perception just as those women who succeeded in public domain were seen as failures in their domestic roles. Underrepresentation of women in senior leadership is problematic for several reasons. First, a lack of women in senior positions may discourage the lower-level women to aspire to an upper level position, because they feel that it is unsustainable at all. Highly qualified and experienced women may thus not apply for upper level positions. As a result, organizations lose the opportunity to capitalize on the skills and talent of a portion of their workforce.

Issues affecting youth participation in the socio-economic and political development of Ethiopia

Over the last years, the issue of youth has received greater attention in Ethiopia and the government has started to implement policies to support young people. The National Youth Policy of Ethiopia marks a major step in recognizing and promoting the rights of young people in the country. Established in 2004, the policy aims “to bring about the active participation of youth in the building of a democratic system and good governance as well as in the economic, social and cultural activities and to enable them to fairly benefit from the results.” It envisions youth as “a young generation with democratic outlook and ideals, equipped with knowledge and professional skills”. A wide range of priority areas of action are identified, including democracy and good governance, health, education and training, as well as culture, sport and entertainment.

Ethiopia's youth has the potential to play a significant role in the country's socio-economic and political development. The National Youth Policy (2004) recognizes the importance of youth,” to participate, in an organized manner, in the process of building a democratic system, good governance and development endeavors, and benefit fairly from the outcomes”. Participation of youth is increasingly recognized by the public authorities, following the government's strategy to involve youth in decision-making processes. As a result, state agencies and ministries now invite representatives of youth federations during the approval of youth-related policies. Importantly, the Ethiopian Youth Federation was established in 2009 and is composed of regional youth federations, which themselves consist of various youth associations in order to involve youth in the development of the country at both the local and national level.

However, there are many barriers that hinder youth's active participation in socio-economic, political and cultural life, including persistent gender inequality, youth poverty, and a lack of recreational activities. The government recognizes ‘the lack of entertainment facilities; scarcity of public library services; and the lack of physical education training institutes. Most youth have limited awareness of youth policies and there is little evidence that young Ethiopians are involved in the decision-making processes and the livelihoods of their communities. Moreover, participation in volunteering programs and use of youth center services is still limited, especially for young women. Although youths' voluntary service is an increasingly common practice (the number of volunteers reached more than ten million young people in the summer of 2015), lack of financial,

human and communication capacities constrain youth federations in scaling up youth mobilization. Efforts should be made to support youth federations with necessary resources at all territory levels and to increase the number and the quality of youth centres throughout the country (OECD, 2021).

2.2.4. Theoretical framework

In the context of Ethiopia, a number of strategies for increasing female participation in decision-making in Africa are valid. The first is the human rights approach for women, which contends that because women make up roughly half of Africa's population, they have a right to be included in decision-making (Boserup et al., 2013). The critical mass theory follows, which asserts that if women were represented in decision-making, they would attain a unity of purpose for their interests and welfare (Oliver and Marwell, 1988; Fraser, 1990).

Efforts to promote gender balance in leadership and decision-making have been undertaken in numerous countries. However, despite the policies and measures taken, data shows that women remain under-represented. In order to empower women policies and strategies are important. Devising such policies and strategies needs a sound understanding of theories and approaches. There are many theories and approach that are used analyze socio economic challenges of women. Theories and approach are an essential tool to examine how women is perceived in society, represented in public institution and participated in economy.

One of the widely used theory that used in understanding women status in society, economy and decision-making process, challenges and factors affecting women are feminism theories. Feminist theories attempt to describe women's oppression, explain its causes and consequences, and prescribe strategies for women's liberation (Tong, 2009). Feminism theories, categorically divided as socialist feminism, radical feminism and liberal feminism. Socialist feminist theory, acknowledges the ubiquitous impact of gender differences on social life and aims to comprehend women's marginalization and the social institutions that uphold this enslavement and subordination.

Giddens (2001) also defines liberal theory as a “feminist theory that believes gender inequality is created by lowering access for women and girls to civil rights and allocation of social resources

such as education and employment”. This situation is mainly centered on the socially constructed ideology of patriarchy that perpetuates inequality between the two sexes. Liberal feminism is derived from the liberal political philosophy in the enlightenment period, and centers on the core ideas of autonomy, universal rights, equal citizenship, and democracy (Tong, 2009). It is characterized by an individualistic emphasis on equality (Khattak, 2011). It is depicted as focusing on individual rights and on the concepts of equality, justice and equal opportunities, where legal and social policy changes are seen as tools for engineering women’s equality with men (Maynard, 1995). Liberal feminism is a gradualist approach to improving the position of women in society by promoting equal opportunity through legislation while, at the same time, challenging the socialization process that accepts gender inequality. Gradualism that seeks equality and focuses on cultural assumptions and social relations; adherents address legislation, social conventions, and socialization. Rather than train women to dismantle structural supports of power imbalances, liberal feminists are more likely to examine interpersonal interactions and encourage women to behave more like those men who are successful in their careers. That is, liberal feminists work within the structure of mainstream society to integrate women into that structure, often using a model of individual rather than structural deficit (Khattak, 2011).

In complementing the feminist theory, their view in women, challenges women faced and factors affecting women empowerment gender socialization approach examined. Gender socialization is a “process by which individuals develop, refine and learn to ‘do’ gender through internalizing gender norms and roles as they interact with key agents of socialization, such as their family, social networks and other social institutions” (p. 6) (John et al. 2017). Gender socialization process helps us to understand the multi-level factors that influence gender socialization during adolescence. While the interaction between the individual being ‘socialized’ and the agents of socialization is the key process for gender socialization, this does not occur in isolation. The broader structural forces such as prevailing socio-economic conditions, political institutions and levels of patriarchy play a critical role and shape the nature of interactions between the individual and the agents of socialization.

As of the feminist theory varieties, liberal feminism is a type of gender reform feminism that emanates from the liberal thought. Hence the proposed study is primarily informed by liberal

feminism and liberal feminist theory and thoughts and gender socialization in examining status and factors affecting women in public leadership and decision-making position.

With this theoretical background in mind, the researcher of this thesis work proposes to investigate the status of young women's participation in leadership and decision-making positions of public institutions, as well as the factors that affect or facilitate their participation in Bahirdar Zuria district.

2.3. Empirical Literature Review

Regarding the empirical literature, there are some papers conducted on women's participation in decision-making and leadership positions. Endala (2014) studied the variables affecting women's participation in leadership and decision-making roles in the Bedele town administration of the Oromia regional state. The study's main goal was to examine the state of women's engagement in leadership and decision-making roles in public institutions as well as the factors that influence this participation in the Bedele Town Administration.

The research revealed that socio-cultural attitudes, a lack of experience acquiring the required experience for participating in public decision-making, and other major impediments prevent women from holding leadership and decision-making roles in the public sphere. Nevertheless, the burden of household duties and enduring stereotypes about women's capacity for leadership and rule, the absence of female role models for young women and girls was highlighted as one of the main causes, along with other elements (Ely, Ibarra, & Kolb, 2011).

Similar to this, Birikit (2014) studied the variables influencing the participation of women in management roles in Ethiopian telecom. The study's primary goals were to evaluate and examine the barriers that prevent women from holding managing positions and to propose potential tactics for increasing women's participation in senior managerial roles within the case organization. The results demonstrated that there is a significant underrepresentation of women in higher-level jobs as a result of issues like the educational gap, socio-cultural attitudes, organizational culture, and hiring and promotion procedures used by businesses. Women struggle to locate role models as a result, which lowers their confidence in the role. Hence, the corporation must implement

affirmative action at the managerial level, providing a quota for women at the entrance stage as well as explicitly defining the criteria when allocating personnel to managerial roles in order to reduce the current gender gaps in decision-making.

2.3.1. Research Conceptual Framework

Feminist theory and the basic idea of the "glass ceiling" served as inspiration for the researcher as she created the conceptual framework for the study. The unseen hurdles that prevent women from achieving top management positions are known as the "glass ceiling" (Pai & Vaidya, 2009). The upward movement is impeded by the "ceiling," and the "glass" reflects the obstacle's invisibility (Afza & Newaz, 2008). Even when there is a clear road to promotion, women seem to have reached a point where they are unable to advance any farther (Afza & Newaz, 2008). Concepts like the "glass ceiling" have become widely used to explain the slow progression of women into prominent positions of leadership. The term is commonly used to describe the invisible barrier that blocks women's chances of further promotion or advancement up the corporate ladder. The glass ceiling is not simply a barrier for individual women; it also applies to women as a group, who are kept from advancing simply because they are women. Subtle, indirect obstacles as a result of labeling or stereotyping place stumbling blocks in the career paths of many women. There are numerous reasons for women's glass ceilings.

However, socio-cultural factors, organizational policies and practices, gender stereotypes, and individual factors were identified as factors limiting young women's participation in leadership and decision-making. According to Hofstede (2011), men are expected to be aggressive, tough, and focused on material success, while women are presumed to be more modest, tender, and concerned with the quality of life. Masculine culture in organizations and a selective perception of management create the effects of a "glass ceiling" in organizations. Women managers must be more prepared and accomplished than men managers in order to advance (Tlaiss & Kauser, 2010).

Nzomo (1995), referenced in Osongo (2004), asserts that the underrepresentation of women in senior management roles is a global issue because most nations still have a very low proportion of young women in these positions. The idea that established gender roles are "natural" has been questioned by the women's movement. Instead, gender roles are social constructs that are

influenced and reinforced by the patriarchal structure of society, communities, and families. Thus, it is crucial that these fundamental, patriarchal categorization schemes be contested and dismantled. The foundation of Western patriarchal culture is based on the idea that men are superior, more powerful, and the "norm," whereas women are seen as subordinate, lacking in authority and autonomy, and secondary. It is impossible to overlook the influence of socialization, which underlies this system. In reality, patriarchal and sexist values are so ingrained in society that they are virtually invisible. Males have weaved the very foundation of social organization in order to help other guys. The majority of the senior posts are held by men in many bureaucracies, whether they are governmental or corporate. Women tend to be concentrated in the lower-level, supporting roles required to maintain this male leadership in power. As a result, the status, privileges, and power of those in positions of authority—typically men—depend on the subordination of women. So, the effects of this power structure on young women in leadership are grave (Nzomo, 1995, cited in Osongo, 2004). Feminist theory, which acknowledges the widespread influence of gender divisions on social life and seeks to comprehend women's marginalization and the social institutions that uphold this subjection and subordination, is also a foundational component of the study framework. The feminist viewpoint claims that women and men have equal capacity for personal growth after examining the many commonalities between the sexes. Hence, variations in the fulfillment of that potential must be caused by restrictions placed from without as well as by the influence of social institutions and norms (Nzomo, 1995, cited in Osongo).

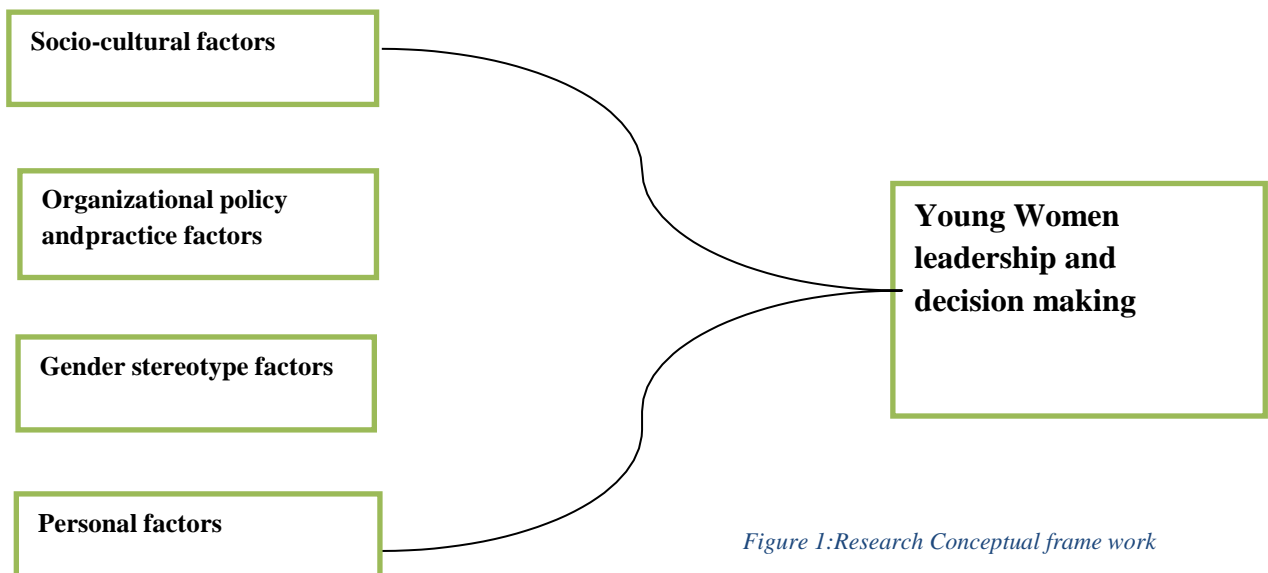


Figure 1: Research Conceptual frame work

3. CHAPTER THREE

3.1. RESEARCH METHODOLOGY

3.1.1. Study area

The study is in Bahr Dar Zuria Woreda, which is the political and economic capital of the Amhara Regional State and where all political and economic decisions at regional level are made. Hence, as there are many government-employed women who are working in Bardar Zuria Woreda, focusing the study on these women is justifiable. Bahirdar Zuria is one of the 15 administrative districts of the West Gojam Zone of Amhara Regional State. The district is administratively divided into 36 kebeles, and as its name indicates, the woreda kebeles are located around Bahirdar Town. Based on the Amhara Region Plan Commission's annual magazine for the year 2020, the total population of the woreda is 227,469, of which 110,643 are females. From this total population, 39%, or 89,574, are between the ages of 10 and 29, of which 45,544 are female. The district has 25 sectoral offices and 1191 permanent employees. Only six out of the 25 sector offices were chosen for this study. The selection is based on their operational, strategic, and programmatic focuses on youth, leadership issues, gender equality, and womens issues. These sector offices selected for this study include the Government Communication Office, Women's and Children's Affairs Bureau, Civil Service Bureau, Youth and Sport, and Women's League. Among them are 602 female permanent employees, regardless of their professional positions. Besides, among the total number of female permanent employees, the constituency has 421 expert-level female employees.

The study limited itself to assessing the status of youth participation in leadership and decision-making in Bahir Dar city administration. The choice of Bahir Dar as the case study is due to the fact that the city is the center of the Amhara regional state, where many youths from all corners of the region reside, the familiarity of the researcher with the area, and the unavailability of studies on the issue raised in spite of recent political upheavals in the major cities of the region, including the study area.



Figure 2: Map of Bahirdar Zuria District

3.1.2. Study design

The type of study is descriptive because it is going to be a fact-finding study with adequate and accurate interpretation of possible findings. It employed a quantitative and qualitative research method. The study seeks to answer the question of the number and proportion of women under 40 who are represented in leadership and decision-making roles in the district through a survey method, which is a quantitative approach.

Data was collected, analyzed, interpreted, and presented in relation to research questions through descriptive statistical tools such as tables, figures, percentages, graphs, and charts. Moreover, to find out factors that affect or facilitate the participation of young women under 35 in the aforementioned roles in the district and to explore the subjective understandings and opinions of the respondents about their reality on the ground, the study employed a qualitative research technique. Data was categorized and analyzed in line with the specific research question using qualitative collection, analysis, interpretation, and presentation techniques. By so doing, the researcher believes the blend of these methods will adequately address the research questions through triangulation of data from one method to another.

3.1.3. Data Source

In order to gather reliable information, both primary and secondary sources were employed. The data were collected primarily from first hand sources through interviews and questionnaires. The secondary data were gathered from official statistical sources (like- MOFED, CSA, publications and municipal documents), books, journals, internet sources, research findings of various scholars on the topic under investigation, and other publications. Data also collected through KII method 11 of them are women leaders from the sector offices Bahirdar Zuria woreda participated in the interview. These women are purposively selected respondents, who are district cabinet members and heads of women's affairs and youth offices in the district.

The population of the study was all women under the age of 40 who were permanent employees in a total of 6 public institutions in Bahirdar Zuria district, working at different positions, and they were 387 in number. Regarding the sample size of the study, 196 of them from six public institutions were selected using Slovin's formula, where the confidence interval and margin of error are 95% and 5%, respectively. The researcher believes that this sample size determination technique will return an optimal representation of the population. Besides, 11 female members of the district cabinet and the head of the Women Affairs and Youth Offices of the district (if they are not part of the cabinet) were selected purposefully as additional sample respondents of the study to gain more politically relevant information that affects young women's participation in decision-making.

Slovin's sample size formula:

$$\frac{N}{1 + N.e^2}$$

Where N=population size, e=margin of error (5%)

To select a sample of respondents from the total study population, both probability and nonprobability sampling techniques were used. The probability sampling technique is used because it avoids bias, helps generalize data gained from sample respondents, and eliminates errors

that may arise from sampling methods. As a result, for the survey respondents, a mixed purposive and random sampling technique was used. A purposeful sampling technique was used to include 11 respondents from the district cabinet and two individuals from the district women's and youth's offices (if they were not part of the cabinet) for the qualitative data 11 key informative interview was done.

3.1.4. Data collection and Analysis Techniques

The data collection tools that were used for this study were a self-administered structured questionnaire and a key informant interview (KII). The questionnaire was used to collect data from the 196 sample respondents, while the researcher used unstructured interview guide questions to conduct 11 KII and gather data from purposively selected respondents, who are district cabinet members and heads of women's affairs and youth offices in the district. Moreover, all the respondents were literate. Thus, they can read and answer the questionnaire more freely to express their opinions on the issue. In the analysis part, the data gathered has been analyzed using SPSS version 21 to perform the descriptive analysis and statistically describe factors that affect women's participation in leadership and decision-making.

3.1.5. Reliability and Validity

To confirm the validity and reliability of the data gathered and to achieve the aim of study the researcher gave due care to this issue. The validity of the study was confirmed through the use of review literatures and use of instruments used by other researchers and finally the researcher material was confirmed by the advisor. The researcher calculated reliability test through Cronbach's alpha method by using SPSS for factors selected in the study. As known, when the value of items calculated by Cronbach's alpha is greater than 0.70 that indicates there is confidence of reliability.

Table 1: Data Reliability and Validity

S/n	Item	No items	Cronbach's Alpha	Cronbach's Alpha
1	Socio-cultural	9	0.82	0.798
2	Organization Policy and Practice	12	0.88	
3	Gender Stenotypes	4	0.84	
4	Personal factors	3	0.72	
	Total	28		

3.1.6. Quantitative Data Analysis

Quantitative data was collected through self-administered research questioner and distributed to expert level women permanent employees of public institutions of the study area. Once the structured questionnaire is developed, it was translated into Amharic language and distributed to respondents. Once data is collected, there was cleaning of data for any possible inconsistency and incompleteness. Then SPSS software was used to analyze the data. Simple quantitative data analysis techniques used that fit the gender analysis research report framework. Most common ones include descriptive statistics like frequency counts, percentages, and mean. Presentation was followed simple methods such as tables, graphs, and charts. Quantitative data was following a brief introductory sentence, narrations and be followed by qualitative data for triangulation.

Qualitative data analysis

These qualitative data, was collected through KII, is very useful for in-depth understanding of the ground reality of the district to answer the research questions. Upon oral consents of the respondents, audio recording was made for retrieval during the qualitative data analysis and report writing period. In qualitative analysis data was categorized thematically and analyzed in line with the specific research question, and respondents' view, opinion and experiences on the level of young women decision making and leadership role shall be scrutinized to get the culture perspective of the respondents towards women in general and young women in particular. Thematic sorting based on the research objectives and report outline helped the researcher to categorize the qualitative data. In the write-up, narration, direct quotes from data sources (with anonymity) and interpretations was used. As some of the questions of the survey questionnaire was collected information that are of subjective understandings of the respondents, when qualitative data is found from the survey and documented sources, similar applications was

followed as above. Overall, to ensure quality data from KIIs, daily summary sheet was prepared; the transcription was made daily and to the researcher checked the quality.

3.1.7. Ethical Considerations and Quality Assurance

Ethical considerations

Overall, the research had the following underpinning principles of:

- Informed consent: it is the means of getting the agreement of respondents in any convenient form. In this case, the researcher got the oral consent of the research participants;
- Confidentiality: The researcher was ensured that their participation is voluntary and personal information was kept secret and responses was not be either exposed or shared to the third party;
- Anonymity: Personal names or identifiers did not used while interviewing, reporting, and presenting and communicating findings so that individuals did not traced back. Hence, the researcher ensured participants that personal information was kept secret and name and personal addresses did not written on the survey questionnaire and KII;
- They had also the right to ask any clarifications whenever necessary or skip the question if they find it uncomfortable, strange and a must to pass.

4. CHAPTER FOUR

4.1.RESULT AND DISCUSSION

4.1.1. Demographic Characteristics of Sample Respondents

Sex Composition of Respondents

With regards to sex composition of sample respondents, as indicated in research methodology, and as depicted in the below table all respondents of the research are women.

Table 2: Sex of respondents

SEX	PERCENT (%)
MALE	0
FEMALE	100%
Total	100%

Source: Own survey, 2022

Age Category of Respondents

As shown in the figure below, regarding the age category of respondents, majority of the respondents fall within the age range of 30 – 35 constituting 65.31 % of the sample size. The respondents who are in the age of category of 25-30 constitutes 30.61%. Small portion of the respondents which are 4.08% of the respondents are fall within the age category of 20-25. The target population of these respondents was supposed to be youth who were under the age of 35.

Table 3: Age of respondents

AGE CATEGORY OF RESPONDENTS	NUMBER OF RESPONDENTS	PERCENT (%)
20-25	8	4.08
25-30	60	30.61
30-35	128	65.31
Total	196	100

Source: Own survey, 2022

Marital Status of Respondents

Regarding the marital status of the respondents, the study revealed the majority 76.59 % are married. While 20.96 % respondents are single and the rest are divorced.

Table 4: Marital Status of Respondents

Marital Status	PERCENT (%)
Married	76.49
Single	20.96
Divorced	2.44
Total	100%

Source: Own Survey, 2022

Academic Qualification of Respondents

Regarding the academic qualification of respondents as shown in the figure below, majority of the respondents (81.95 %) hold a first degree. Followed by Master's degree holders representing 15.61 % of the respondents. The remaining with 2.44 % percentage is TVET graduates.

Table 5: Educational Level of Respondents

Academic Status	PERCENT (%)
Diploma /TVET/Graduate	2.44
First degree	81.95
Masters	15.61
Total	100%

Source: Own Survey, 2022

Institutional Category of Respondents

As depicted in the figure below 20.49 % respondents are from Government Communication Office. Women's and Children's Affairs Bureau representing 51.22 % of the respondents. 9.27 % of the respondents came from Civil Service Bureau. 11.71 % represented Civil Service Bureau in the study and the rest 7.32 % were from Women's League.

Table 6: Institutional category of respondents,

Institutional category of respondents	PERCENT (%)
Government Communication Office,	20.49
Women's and Children's Affairs Bureau	51.22
Civil Service Bureau	9.27
Youth and Sport	11.17
Women's League	7.32
Total	100

Source: Own Survey, 2022

Employment Experience of Respondents

Regarding employment experience of respondents, 41.95 % of respondents have employment experience less than five years. And 37.56 % have employment experience greater than ten years. And the rest 20.49 % have employment experience of 5 – 10 years.

Table 7: Employment experience of respondent,

Employment experience	PERCENT (%)
<5years	41.95
>5years	20.49
>10Years	37.56
Total	100%

Source: Own Survey, 2022

4.1.2. Status of Young Women in Leadership and Decision Making in Public Institutions

This section discusses the current level of participation by young women in leadership and decision making at different management positions of public institutions and the level of their voice in the decision-making process of the organizations.

In this regard, according to the finding of the research, as described in the figure below the majority (72.2%) of respondents reported that Team Leader position is held by young women. Followed by 11.71% of the respondents disclosing Head of Office position is held by young women. While only 9.76% & 6.34% indicated young women held the Vice Head & Director positions respectively. This finding showed that young women's participation is mainly limited to technical post like team leader which is not in the highest levels of management like Vice Head of the office and Directorial posts.

This finding with respect to the status of young women participation concentrated in lower position and only few women able to move above the ladder to secure the leadership position. This is in line with view (Nzomo 1995 cited in Osongo, 2004). As he stated women are generally concentrated in the lower, supportive positions necessary to keep this male leadership in power. Thus, the power, prestige, and privileges of those in positions of power, generally males, depend on the subordinate position of women. This ordering of power thus has serious consequences for young women's leadership (Nzomo 1995 cited in Osongo, 2004).

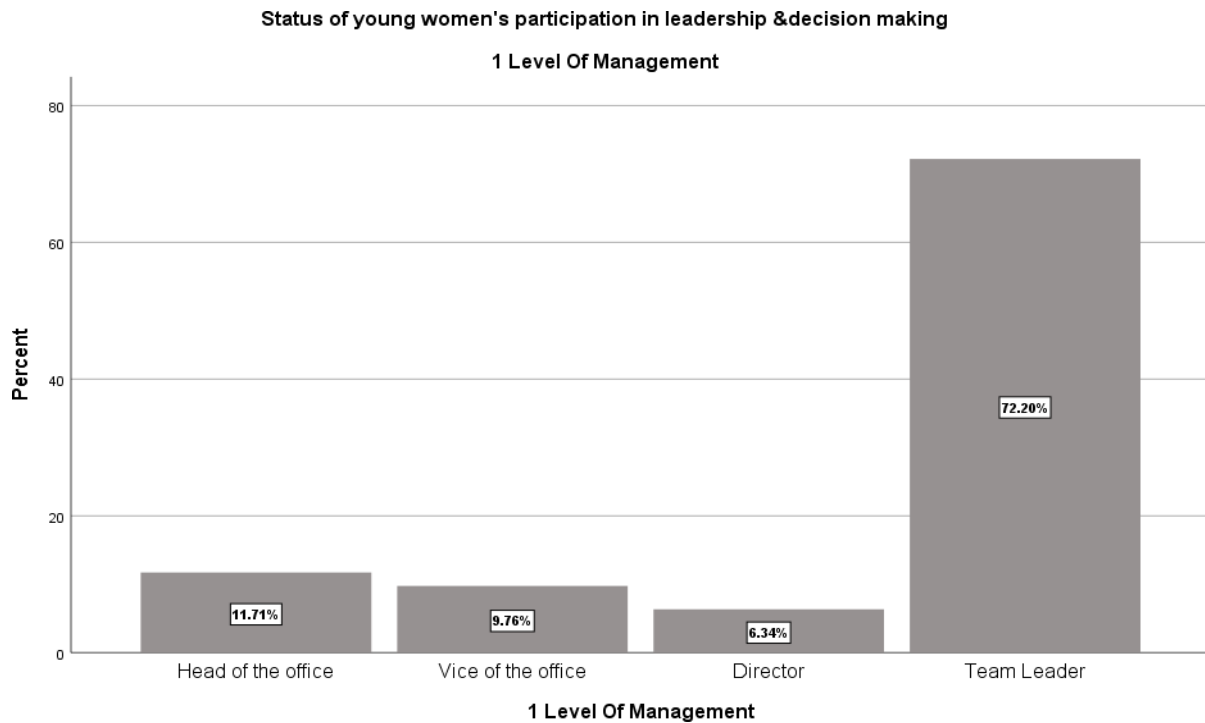


Figure 3: Status of young women's Participation in leadership and Decision-making

Source: Own Survey, 2022

Respondents also were asked whether they are members of management team, a team organized by managerial decision makers to discuss on some specific issues propose decision and action so highest level of leaders make decision on it. in their respective organizations, accordingly as the research finding depicted and shown in the figure below most of the respondents which are 86.83% disclosed, they are not members management in their organizations and only 13.17% which are small proportion of young women research participants reported being part of the management team.

The research finding implied that the participation of women in management team is small. In key informant interview conduct women in management team indicated organization has weak cultures for nominating women for different management organized in their respective organization. They pointed out that organizational culture prefers men for management team with the belief that decision made at management team needs are tough and as men counterparts are strong enough and candle these issues. There different reason and factors that shape organizational belief and the

stand the organization not to include women in their management team. In this regard, when referring to organizational culture in line with point, Bajdo & Dickson, (2001) stated that organizational culture is referred to as the judgment made by organization people about how the thing should be and shape the behavior and attitudes based on their shared values, norms and belief, organizational cultures are mainly shaped by men and it contributes to the gap between men and women in organization (Bajdo & Dickson, 2001, 2002). In the organization the men preference for management team is masculinity of the culture of the organization in which the feminist theories stand to object it. Masculine organizational culture makes it more difficult for women to hold the positions with power and authority due to women’s gender identity (Ismail & Ibrahim, 2008).

With the belief of gender role, management always perceive that women do not place priority on career as compared to men (Ansari, 2016). Management has the impression that women lack the extra work hour availability as they hold parenting responsibility. The masculine organizational culture make organizational members believe that men perform better than women (Al-Manasra, 2013). Women in managerial positions are always given the non-significant tasks and some of them are restricted in operational roles instead of administrative roles (Sahoo & Lenka, 2016).

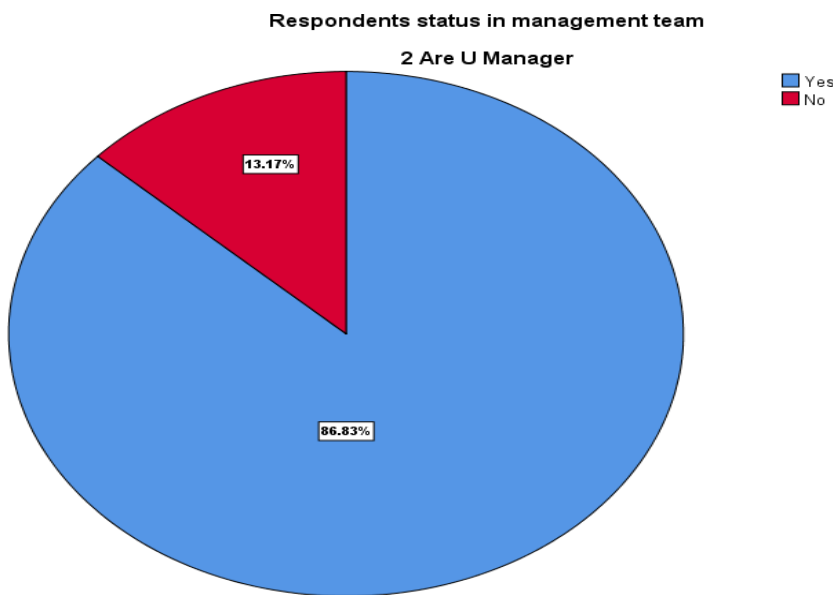


Figure 4: Respondents status in management team

Source: Own Survey, 2022

In order to explore young women’s degree of role and criticalness of their voice, respondents were asked “What is the degree of your decision-making role and how critical is your voice in major decision-making process of your organization?”. As the depicted in the figure below, majority of respondents which is 41.95 & 43.9% reported they have moderate or no role in decision making in their organization respectively. Only 14.15% reported their voice is strongly critical and are involved in decision-making as they are part of management team. The finding suggests what makes important is not being part of the management team but also the degree of there is voice is heard. For instance, as expressed for by informants’ women who are become part of the management have challenges for making their voice heard.

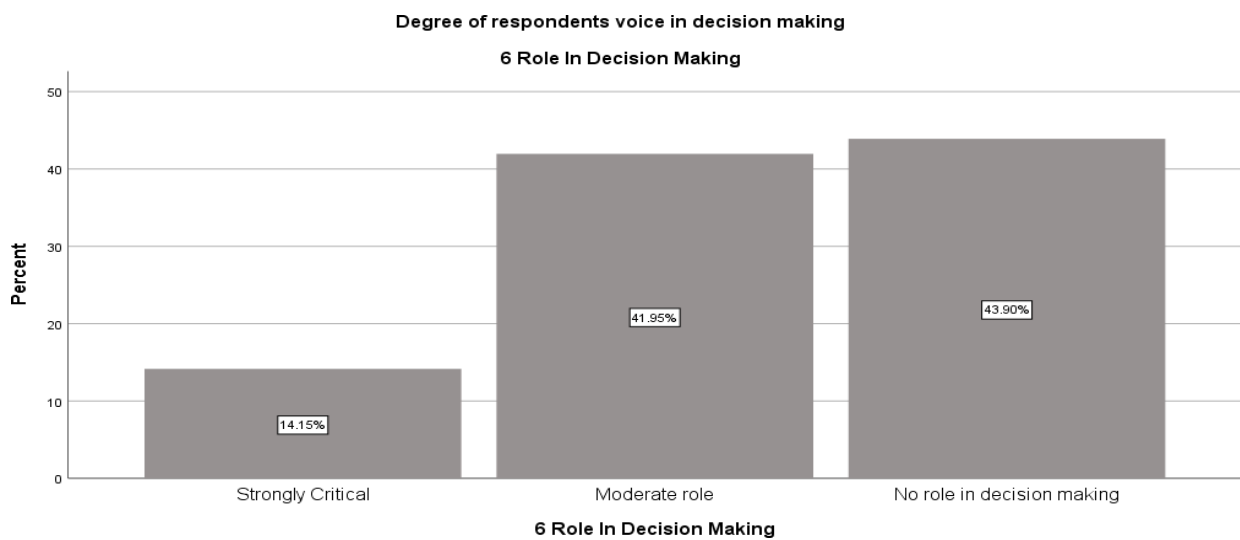


Figure 5: Degree of Respondents voice in decision making

Source: Own Survey, 2022

With respect to exploring the proportion of young women vs men, respondents were presented with a question, “Do you think the number of young women in mangerial position is proportional enough compared to men in your organization?”. The figure below revealed majority of respondents (86.29%) believe the number of young women is not proportional enough when compared to men in their organization.

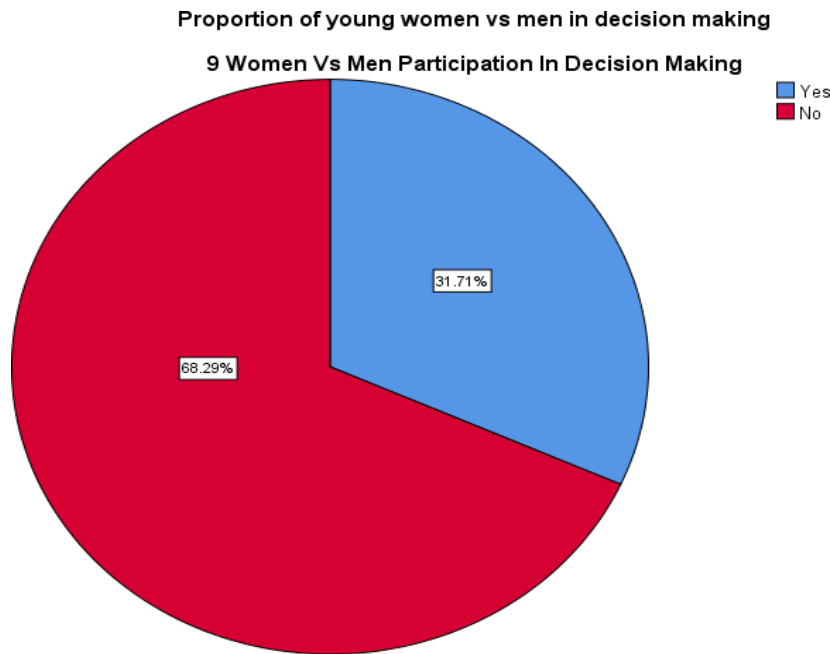


Figure 6: Proportion of young women as compared to men in decision making

Source: Own Survey, 2022

4.1.3. Factors Affecting Participation of Young Women in Leadership and Decision-Making

This section discusses factors affecting participation of young women in leadership and decision-making. From the reviewed literature factors have been categorized into Socio-cultural, Organizational policies and practices, Gender stereo-types and Personal reasons categories. The questionnaire was designed in a five level Likert scale and administered to respondents to show their level of agreement.

Table 8. Likert Scale

Response	Weight
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

A total of 28 questions were prepared for this section of the questionnaire. Of which 9 questions were included in socio-cultural factors subsection, 12 questions were assigned for the organizational policies & practices subsection, 4 questions were put in the gender stereotypes subsection and 3 questions were included in the personal reasons subsections of the questionnaire.

Socio-Cultural Factors Affecting Young Women in Leadership & Decision Making

In the assessment of socio-cultural factors nine indicative variables have been identified and questions were administered to respondents to show their level of agreement in a five scale Likert scale. The factors identified are cultural belief towards women leadership, belief towards personal behavior of women, social status of women, economic status of women, work load, spousal influence, social responsibilities, attitude and perception towards women leaders and religious practices. The table below depicts the mean scores and standard deviation results of the nine indicative variables of socio-cultural factors affecting young women in leadership & decision making.

In order to understand the impact of culture respondents were presented the question “Participation of young women in leadership is low because culturally young women’s leadership is unacceptable or less regarded by the society.” According to the data analysis the result showed a mean score of agreement 3.61. This is between ‘Neutral’ and ‘Agree’. This implies respondents agree the cultural belief that young women’s leadership is unacceptable or less regarded by society is a reason for the low level of participation in leadership by young women. However, the mean being below 4 shows a weak degree of agreement.

Regarding personal behavior of young women as factor for their participation in leadership, respondents were administered the question; “Participation of young women in leadership is low because the community believes that young women’s personal behaviors are inappropriate for leadership.” The table below indicates a mean score of 2.96, this implies societal belief young women’s personal behavior are inappropriate doesn’t bear impact on women’s participation in leadership.

The question on the effect of social status of women affecting women’s in managerial position

scored a mean of 3.89. This indicates that social status is an influential factor to factor affecting women, resulting in a low participation of young women in managerial positions. However, as the mean value is below 4, showing the factor doesn't strongly affect women's participation in managerial positions.

With respect to economic status as factor negatively affecting young women for managerial positions, the question; "Economic Status negatively affects young women's participation in managerial positions." was presented to participants resulting in a mean score of 3.74. This implies economic status has a negative impact on young women. However, as the mean is below 4, it doesn't bear a strong impact on women being considered for managerial position. Women's historical experience of discrimination puts them at a disadvantage position economically. Socio-economic status of women to a greater extent plays a significant role in enhancing their participation and representation in decision making bodies. In this regard Shvedova in 2002 argues that social and economic status of women in society has a direct influence on their participation in political institutions and elected bodies. In other word Lack of economic resources is one of the biggest obstacles that prevent women from participating in politics in greater numbers. Making it easier for women to access economic resources, therefore, is a key in expanding women's presence in the political realm.

Regarding, high work load or family responsibility as a factor holding back young women to be considered for managerial positions, a mean score of 3.46 was registered. This implied family responsibility of young women at home prevents them from participating in managerial roles in public institutions and influential factor for the low participation of women in leadership and decision making. Social responsibility by women also investigated whether to have impact on the low participation on young women in leadership and decision making. In this regard it was found that, Social responsibility which includes cooking food, care for children and the family, cloth washing and other household activity by women is also identified to be factor negatively impacting their participation is also agreed by respondents with a mean score of 4.21. This suggests social responsibility besides household chores has a strong bearing on the participation of young women in management.

Considering the societal perception that decision making power rests with men, the study registered a mean score of 4.21. The mean value depicted the strong relation between the social perception and the low level of young women’s participation in management. This result shows that the societal attitude strongly affects young women’s participation in public offices’ managerial positions.

Religious and ritual practices were also identified as a factor affecting young women going up the management ladder. The mean registered for this factor is 2.65. This implies that the factor has a minimal contribution to young women involvement in leadership.

Table 9: Socio-Cultural Factors Affecting Young Women in Leadership & Decision Making

SN	Items	Mean	Std. Deviation
1	Participation of young women in leadership is low because culturally young women’s leadership is unacceptable or less regarded by the society.	3.61	1.377
2	Participation of young women in leadership is low because the community believes that young women’s personal behaviors are inappropriate for leadership.	2.96	1.690
3	Social status negatively affects young women’s participation in managerial positions.	3.89	1.042
4	Economic Status negatively affects young women’s participation in managerial positions	3.74	1.379
5	High work load or family responsibility at home prevents young women to participate in public service office managerial positions.	3.46	1.242
6	Husband influence prevents young women to participate in public institution managerial positions.	3.55	1.604
7	Different social responsibilities, apart from household chores, negatively impact participation of young women in managerial positions.	4.21	1.254
8	Most people have attitude and perception that decision making power rests with men.	4.22	1.292
9	The community’s religious and ritual practices and believes prevent young women from going up to the ladder of leadership positions in government institutions.	2.65	1.496

Source: own Survey, 2022

The study found that cultural beliefs that young women's leadership is unacceptable or isn't valued by society are a significant contributor to the low level of participation of young women in leadership. This is one of the socio-cultural factors affecting young women in leadership & decision making. Hirut (2004) made the following statement in relation to this idea: "There is a view that women are docile, obedient, patient, and tolerant of tedious work and violence. Culture is used as a justification for this belief" (Ibd). The majority of Ethiopian women have a poor status in society, similar to that of many other African nations. Studies have shown that this cultural concept has an impact on the poor status of women in developing nations generally and in Ethiopia in particular (Almaz, 1991; Hirut, 2004; Mukuria et al., 2005).

Young women's leadership and decision-making are also examined in relation to the societal perception that their personal behavior is wrong. The community's perception that young women's personal habits are unsuitable for leadership was determined to not be a significant contributing factor to the poor involvement of young women in leadership and decision-making. In accordance with Juneja (Management Study Guide), a person's interpersonal behavior, attitude, traits, and thinking define his personality. The Five Factor Model, put forth by Costa & McCrae in 1992, explains how a person's personality and various behaviors are related. Personality attributes refer to a woman in a leadership position's aspirations and self-assurance (Terjesen & Singh, 2008). According to Junaimah Jauhar (2016), who also found this to be true, the theories of role congruity, expectation states theory, and social cognitive theory do not significantly influence women's professional advancement. According to Browne (2002), personality traits are a collection of hidden qualities and the processes that drive a consistent pattern of behavior in response to ideas, objects, and other people in the environment. These individuals exhibit a tendency to be expressive, gregarious, self-assured, talkative, and enthusiastic. Investigation of how women's social standing affects their participation in managerial roles as a sociocultural element revealed that it has a significant impact on women, particularly on young women.

The socio-cultural effects of young women's economic status on their participation in leadership and decision-making were investigated. As a result, it was discovered that economic status had an impact on young women's engagement in leadership and decision-making as well as how qualified they are to hold managerial positions. Several research in this area highlighted the effects of

economic marginalization on people's participation in leadership and decision-making. Women suffer from a variety of disadvantages, including gender-based discrimination, abuse, a lack of protection for their fundamental human rights, poor access to training, education, work, and healthcare facilities (Kaminski & Pauly, 2013). Also, women experience gender-based and work-based typecasting, despite the fact that the majority of them are typically given tasks that are economically insignificant (Elmuti, Jia, & Davis, 2009).

In general, women tend to experience low socioeconomic status and are, therefore, marginalized from decision making at every level. Nevertheless, women are perceived as poor with regards to resource access, employment and services. Additionally, women are not fully represented within the formal employment sector. A study carried out by Bilen-Green, Froelich and Jacobson (2008) indicated that women comprise less than 43% of the workers in developing nations. This is an indication that middle and upper level positions in public institutions are mainly occupied by men (Alexander & Welzel, 2011). Such concentration of women in lower level positions also has an impact on the women's income status. Thus, studies have indicated that in developing nations, approximately 4 out of 10 women working within the civil service earn lower compared to 2 out of 10 men (O'Connor, 2010). As such, the increment in the overall number of women serving at management and leadership positions in organizations is still insignificant (Kaminski & Pauly, 2013).

High work load or family responsibility is another factor which has an implication on the participation of young women in leadership and decision making. In this regard, high work load or family responsibility was found to be as an influential factor holding back young women to be considered for managerial positions. Social responsibility by women also one of the sociocultural factors which affects young women participation in decision making and leadership. Social responsibility by women includes cooking food, care for children and the family, cloth washing and other household activities. Social responsibility besides household chores has a strong bearing on the participation of young women in management. With regard to household work and social responsibility is a growing body of evidence has shown that in low-resource settings, government investment in public services such as childcare and health facilities, and in essential infrastructure such as local roads, public transport, clean water and energy options as well as time- and labor-

saving technology, are critical for reducing the heavy unpaid workloads of women and girls, thereby reducing poverty and inequality. From cooking and cleaning to collecting water and firewood or caring for children, women across the world undertake the vast majority of household work – spending approximately three times more hours per day than men, according to the UN. This imbalance results in time poverty for women and girls, reducing their opportunities to participate in education, decent paid work, public life and leisure, and further reinforcing gender-based socioeconomic disadvantages. Women and girls' disproportionate responsibility for providing household work is deeply rooted in beliefs and norms that define women's and men's roles in society (UN Economic and Social Council, 2019).

The study also found that societal perception that decision making power rests with men has significant implication for the low participation of young women in leadership and decision making. In agreement with finding studies indicated that management positions dominated by male managers, male managers are influential in the organization and low participation of women in managerial positions. This is mainly because of the notion that women are not good manager (Marshal, 1984). Peoples negative reactions to women in authority are particularly expected to undermine the ability of women. The notions of people towards women managers as indicated in Mason et al (1992), indicated two-thirds of men and one-fifth of women would feel uncomfortable to work for female managers. This study has also revealed that there is a negative attitude and beliefs on the performance of women managers in selected public organizations (Mason et al, 1992). With respect religious and ritual practices, the study has found that religious and ritual practices have no significant impact on the participation of young women in in leadership and decision making. In relation to culture, religion has subjected women into submissive position, not questioning anything.

4.1.4. Organizational Policies and Practices affecting Young Women's Participation in Leadership and Decision-making

As part of assessing policy & practice factors 12 indicative factors are identified and administered to participants to measure their level of agreement. The factors identified are gender discriminatory nature of policies and practices, age discriminatory policies & practices, inclusiveness not reflected on mission vision and goals, political party membership, institutional politics lack transparency, multi-responsibility nature of decision making, unfair recruitment practices, affirmative measures, Experience, academic & performance merits, management's gender awareness, regular monitoring of gender issues and equal involvement of women in decision-making. Mean and standard deviations were analyzed to measure their level of agreement of respondents on these factors.

The first question presented to respondents is; "The leadership and HR policies and practices of the organization do not favor inclusiveness and are discriminatory based on gender of employees." The mean score for this parameter is 1.42. The result shows respondents agree with the statement implying the leadership & HR policies of the organizations are not inclusive and are gender discriminatory. In line with statement, in pointing out gender-based discrimination and investigating gender cases in public institutions a study conducted Mihrete (2021) revealed that experts lacks commitment to conduct gender sensitive M&E in time. This conclusion was manifested by the inability of the government workers to provide feedback on their sector's performance for implementing gender equity. Because there was a failure of feedback, there was a lack of gender equity commitment from the government offices. This was the challenge which emanates from gender experts themselves (Mihrete, 2021).

Respondents were asked; "The leadership and HR policies and practices of the organization do not favor inclusiveness and are discriminatory based on age of employees." As per the table below figure, it was found policies and practices are not age discriminatory towards young women. The mean value for the question is 2.02, which shows the participants did not agree with the statement.

With respect to the reflection of gender and age inclusiveness on organizational vision, mission & goals the study indicated that respondents agree with the statement; "Inclusiveness of workforce based on gender and age not reflected on vision, mission, goals and policies of the organization

resulting in marginalization of young women in leadership roles.” The mean score registered was 2.91, showing a strong disagreement by the respondents.

Political party membership is also identified as an enabling factor for young women in leadership and decision-making. The table below depicts a mean score for the question; “Political party membership is one of the enabling factors to be part of the management team or assume senior leadership role of the organization,” to be as 4.53.

The bureaucracy and institutional politics of organizations and lack of transparency and good governance practices is agreed as a factor hindering young women from participating in leadership and decision making with a mean score of 3.07. As shown in the table below, the question is; “The bureaucracy or institutional politics of the organization lacks transparency and good governance practices. So that young women tend to avoid leadership roles due to these reasons.” For the question; “To participate in leadership and decision roles of the organization means to engage with a number of responsibilities and handling of risky client concerns. As such, young women tend to avoid that.” The study registered a mean value of 2.69, which translates as young women are willing to take on a number of responsibilities and handling of risky client concerns.

Unfair recruitment practices that favor men are identified as a factor hindering young women’s participation in leadership & decision-making. As the mean score of 4.01 registered in the table below, respondents agreed there is an unfair recruitment practice favoring men over women. With a registered mean score of 4.23, the respondents agreed there is no affirmative measure to encourage young women into leadership positions and decision-making. The lack of affirmative action is also identified as a hindrance for young women to participate in leadership and decision-making. In agreement with finding, with respect gender discrimination in recruitment process News Editor (2009) stated that gender discrimination in the workplace continues to be a major problem in the workplace despite the passing of time. Sexual or gender discrimination at work occurs whenever an individual is treated differently on account of their gender and may affect anything from hiring decisions to promotions” (News Editor 2009). Moreover, in agreement with view Geremew et.al. (2021) stated that absence of affirmative actions, appointment requirement and irrelevant questions asked during interview respectively as factor affecting women’s

participation in managerial positions at institutional level.

On the topic of management's level of awareness regarding gender issues the study recorded a mean value of 3.2. Participants were undecided on management's awareness of issues on gender. The researcher also gathered participants opinion on the question; "Gender related issues are monitored and evaluated regularly by top officials so as to increase young women leaders" Finding listed in the table below shows a mean score of 2.5. Participants hold the opinion that top management have not a system in place to regularly monitor and evaluate gender issues, there by presenting a challenge for young women to participate in leadership and decision-making. In line with this finding in lack of proper gender monitoring Moreover (2021) Mihrete revealed that experts lack commitment to conduct gender sensitive M&E in time. Moreover, they added that some of expert's lack commitment to conduct gender sensitive M&E in time. This conclusion was manifested by the inability of the government workers to provide feedback on their sector's performance for implementing gender equity. One of the responsibilities for the "Gender Mainstreaming" focal position was to support the different government offices in implementing gender within their plans. For the government offices, reviewing their individual annual plans and their implementation of gender mainstreaming was a responsibility to uphold. After regrouping their evaluation of their public sectors plan and reimplementation of gender mainstreaming, there was a failure to communicate feedback between the government offices and the "Gender Mainstreaming" focal leader. Because there was a failure of feedback, there was a lack of gender equity commitment from the government offices. This was the challenge which emanates from gender experts themselves. In this regard, one of the interviewees said:

The questionnaire also administered one final question on this section to participants if they feel young women are equally involved in the decision-making process of their respective organizations. The result acquired was a mean score of 2.33, showing a disagreement by the participants. This tells those respondents believe young women are not involved in the decision-making process as much as men do. In agreement with this finding's studies indicated that management positions dominated by male managers. This is mainly because of the notion that women are not good manager (Geremew et.al.2021).

Table 10: Organizational Policies & Practices affecting young women in leadership & decision making

SN	Items	Mean	Std. Deviation
1	Policy and Practices - Gender Discriminatory	1.42	1.102
2	Policies and Practices - Age Discriminatory	2.02	.955
3	Inclusiveness Reflected on Vision, Mission, Goals and Policies	2.91	.658
4	Political Party Membership Is A Factor	4.53	1.440
5	Institutional Politics Lacks Transparency and Good Governance	3.87	1.374
6	Decision Making- Multi Responsibilities and Risky Client Concerns	2.69	1.365
7	Unfair Recruitment Practices	4.01	1.400
8	No Affirmative Measures	4.23	1.441
9	Management Aware of Gender Issues Works to Increase Participation	3.20	1.189
10	Gender Issues Are Monitored Regularly	2.50	1.174
11	Women Regularly and Equally Involve in Decision Making	2.33	1.032

Source: Own Survey

In the assessment of organizational factors as barriers to women participation in leadership and decision making it was found leadership & HR policies of the organizations are not inclusive and are gender discriminatory. When it comes to age, however, policies and practices are not age discriminatory towards young women. With respect to the reflection of gender & age inclusiveness on organizational vision, mission & goals it was found that inclusiveness of workforce based on gender and age not reflected on vision, mission, goals and policies of the organization resulting in marginalization of young women in leadership roles. Moges et.al (2023) in their factor assessment study in agreement with this finding stated that In the organizational factors such as ‘absence of clear promotion criteria, improper implementation of women policy for leadership, less budget and resources for women empowerment, no supportive and objective way of coming to leadership and decision making. The organization culture inhibits the progression of women to top leadership positions. Organization politics are major inhibiting factors in upward mobility of women in top leadership positions. Moreover, in the study conducted in revealed lead that some sector heads and

staffs have low respect for gender mainstreaming officers. As to the interviewee, the reason why they gave low respect was because of giving little attention toward the issue by itself. The unwillingness of some of the heads of sectors in the city administration to conduct a face-to-face discussion with gender mainstreaming experts toward integrating gender issues into their action plan and implementation was also another challenge. The reason was because of considering them as they would not be evaluated by experts since they are politically appointed, and believed that, they were evaluated by heads of the office rather than by experts.

Political party membership is also identified as an enabling factor for young women in leadership and decision-making. Moreover, the bureaucracy and institutional politics of organizations and lack of transparency and good governance practices is identified as to be as a factor hindering young women from participating in leadership and decision making. Unfair recruitment practices that favor men are also identified as a factor hindering young women's participation in leadership & decision-making. Moreover, unfair recruitment practice favoring men over women and lack of affirmative action is also identified as a hindrance for young women to participate in leadership and decision-making. It was also found not sure of top management has the required awareness of issues on gender and haven't put a system in place to regularly monitor and evaluate gender issues, there by presenting a challenge for young women to participate in leadership and decision-making. Finally, it was also found that due to these all barriers they believe young women are not involved in the decision making and leadership. In similarity to this view studies indicated that unsupportive working system, lack of training opportunities, and Poor monitoring system to include women in leadership' fall under strongly agree range indicating that there is no supportive and objective way of coming to leadership and decision (Moges et.al , 2023).

4.1.5. The Effect of Gender Stereo Type on Young Women's Participation in Leadership and Decision Making

In the assessment of gender stereo type as a factor young women's participation in decision making four indicative parameters have been identified and analyzed. The indicative variables are women are not good at decision making and risk taking, women are unable to coordinate organizational activities, women are naturally kind and can't take decisions affecting employees and clients and

women leaders are not competitive. Mean and standard deviation have been employed to analyze the perception of respondents.

For the first indicative variable participants were required to respond to the statement; “Women leaders are not good enough in decision making and risk taking”. A mean score of 1.83 was registered on this item showing the participants’ strong disagreement on the statement. The respondents strongly believed women were not typically bad at decision making and risk taking. On the second variable participants were asked to rate their opinion about the statement; “Women leaders are unable to coordinate organizational activities effectively”. For this item the study a mean value of 1.67 was acquired, the mean value indicated participants strongly rejected the notion that women lack the competency to coordinate organizational activities. In other words, the research participants strongly believed women are competent enough in coordinating organizational activities.

For the third variable research participants were requested to reveal their opinion to the statement; “Women leaders are more kind enough than men, as such they can’t pass critical decisions that affect employees and clients.” A mean value of 2.42 was the output for this item. The result clearly showed research participants were against the statement. They disclosed their belief that women are not biased by their natural empathy when faced with critical decisions impacting fellow employees and clients.

For the last item in this section research participants were asked to reveal their opinion to the statement; “Women leaders are not competitive enough to be successful in the public sectors.” This item when analyzed came back with a mean score of 1.58. The mean shows that respondents were highly in disagreement with this statement. The mean revealed their opinion that women can be competitive as any other employee to be involved in leadership and decision making. In agreement with this finding research finding revealed that gender is not a core aspect of Competence. However, cultural biases often color interpretation of competencies based on sex and Gender. For example, outstanding performance in athletic events by men is usually attributed to the male athletes themselves. In contrast, similar outstanding performance in athletic events by women is often attributed to their male coaches. A leader should be competent and have the

abilities, skills, and knowledge necessary to perform the jobs effectively. The Gender of the leader should not define a leader's competence on the Personal, Interpersonal, Team, or Organizational levels. Yet, because Gender biases may affect perception of Competence in self and others, it is important to be aware of any Gender related biases that contribute to misperceptions about Competence and to, instead, focus on each Competence per se (Kathryn, 2017).

Gender stereotyping affects women's path to leadership, in various ways. The most demonstrative way stereotyping of this nature affects occupations and professions is through the way in which it limits women for opportunities for greater income potential, promotions and higher more respected statuses in the work place. Because women are stereotypically portrayed as more committed to their traditionally domestic responsibilities than their vocational responsibilities, they are sometimes overlooked for consideration when applying for work. Their male counterparts are a more attractive option, given the also traditionally stereotyped greater commitment to their jobs versus home life (Dubeck and Borman, 1996).

In exploring the effect of gender stereotype on young women's participation in leadership and decision making with respect to women leaders are not good enough in decision making and risk taking the study has found that women were not typically bad at decision making and risk taking. The other gender stereotype explored was women ability of coordinating organizational activities. In this regard strongly rejected the notion that women lack the competency to coordinate organizational activities is false and research participants strongly believed women are competent enough in coordinating organizational activities. In line with finding in the study conducted by Zenger and Folkman in (2011), a pool of 7,280 leaders were asked to rate their peers, bosses, and subordinates. Men and women leadership characteristics were compared using 16 different competencies that top leaders exemplify most: takes initiative; practices self-development; displays high integrity and honesty; drives for results; develops others; inspires and motivates others; builds relationships; collaboration and teamwork; establishes stretch goals; champions change; solves problems and analyzes issues; communicates powerfully and prolifically; connects the group to the outside world; innovates; technical or professional expertise; and develops strategic perspective (Zenger and Folkman, 2012).

Concerning, the notion that women leaders are more kind enough than men, as such they can't pass critical decisions that affect employees and clients the study has found that women are not biased by their natural empathy when faced with critical decisions impacting fellow employees and clients it was found that young women are competitive as any other employee to be involved in leadership and decision making.\

Table 11: Gender Stereotype factors affecting young women in leadership & decision making

SN	Items	Mean	Std. Deviation
1	Women are Not Good in Decision-Making And Risk Taking	1.83	.555
2	Women-Unable to Coordinate Organizational Activities	1.67	.474
3	Women are kind can't decide Affecting Employees And Clients	2.42	1.261
4	Women Leaders Are Not Competitive	1.58	.495

Source: Own Survey, 2022

4.1.6. The Effect of Personal Factors on Young Women's Participation in Leadership and Decision-making

In the assessment of personal factors affecting young women participation in leadership and decision making three indicative parameters were identified and analyzed. These parameters are women aren't interested to take responsibility, not capable to handle responsibility and not their priority to participate in leadership. For statistical analysis of perception and opinion of respondents mean and standard deviation were used.

For the first parameter respondents were asked to reveal their perception to the statement; "I am not personally interested to take such responsibilities." For this parameter a mean value of 2.25 was calculated. The mean value depicted research participants were against the statement, women lack interest to be involved in leadership & decision-making process in their respective organizations.

Secondly, research participants were asked to scale their reaction to the statement; "I am not sure whether I am capable enough to participant in organizational leadership." The mean result for the response on this statement is 2.33. The respondents were in clear disagreement to this statement.

The result showed participants believed young women were not in the belief that they were not incapable to assume responsibility for leadership & decision-making in their organizations. This finding indicated that women have the confidence and skill required for leadership and decision making but they need only empowerment. For instance, in line with view Talouselämä (2013) stated they might need more reassurance that they are suitable and competent for a position, whereas men more commonly more aggressively pursuit or demand a positions suitable for their talents. In a positive note, women's own determination and courage are often what gets them ahead, especially if one does not have sponsors or proper networks (Talouselämä (2013).

The final statement presented to respondents to scale their perception towards is; “I have other personal responsibilities or priorities so that I don’t want to be involved additional duties.” The mean result for this item was 2.50. Participants were in clear disagreement to this statement showing their belief that women still wanted the opportunity to be included in leadership and decision-making process in their respective organizations. In line with view as Dubcek et.al (1996) stated the long and demanding hours required for this type of work put pressures on women who already have gender role conflicts. This is to say that women are seen as less likely to succeed or to be less committed to their professions because of the socially prescribed gender roles as family care takers as their main priorities (Dubeck and Borman, 1996).

In conclusion, this study has found that women have interest to take leadership responsibility, are capable to handle responsibility. Moreover, if given the chance and other priorities does not prevent them in participating in leadership and decision making to participate in leadership. In line with finding networks (Talouselämä (2013) stated that It is misleading to say that women do not want to be leaders, as there are those kinds of men too. It is more about women's underestimation of their own skills and in some cases, pressure from traditional views about what women should do or not do.

Table 12:: Personal factors affecting young women participation in leadership and decision making

SN	Items	Mean	Std. Deviation
1	I am not personally interested to take such responsibilities	2.25	1.095
2	I am not sure whether I am capable enough to participant in organizational leadership	2.33	1.111
3	I have other personal responsibilities or priorities so that I don't want to be involved additional duties	2.50	1.329

Source: Own Survey, 2022

4.1.7. Qualitative findings

Qualitative data was collected through self-administered research questioner and distributed to expert level women permanent employees of public institutions of the study area. High level women who have position government offices in Bahirdar Zuria woreda participated in the interview. Question regarding the representation and status women in public institution, number of women in the decision-making position as compared to men, the main challenges that affects women to uphold position in decision making and leadership position, factors affecting them, policy and strategies contribution and effect to uphold these position and affirmative action to empower women to these position were discussed with these women. From the in depth interview it was found that in the Bahirdar Zuria woredas the number of women in decision making and leadership was low as compared to men. There were few women in top position in government decision making and leadership position.

Currently, according to this information obtained from them, the percentage of women in leadership and decision making is 30%. However, a few years ago this figure was very low. In fact, the number is different from one woreda to another. The increment comes from the decision by the cabinet level to make the number women decision making 30% and above. The reason for the high number of women is due tradition social perception that women are in cable of and are not fit to leadership and decision-making position. However, according to the information obtained from them due to the coordinate effort to results such problems are being improved. These second

problem are the perception of women themselves. Women perceived that they are in cable and unable to do such a high-level job.

With respect to the impact of low number of women in decision making and leadership position is that it makes difficult to address women issues and challenges. However, in order to alleviate related to women in top position model women are being promoted and used as a model to help other women to come to power. With respect to organization barriers it was found that there is no in fact written probation that prevent women to participate in leadership and decision making but women perception still effecting. In empowering women in collaboration with donor projects are being designed and implemented and capacity building training are given to women. Moreover, forums such women forum were established with support of women affairs officer.

5. CHAPTER FIVE

5.1.CONCLUSION AND RECOMMNDATION

This chapter deals based on the summery of research findings conclusion of the overall discussions made in the previous chapter mainly on young women's participation in leadership and decision making, status of participation in leadership and decision making and factors affecting in enabling and hindering leadership and decision making. In addition, the research provided appropriate recommendations based on the findings.

5.1.1. Research Summary Findings

Based on the researcher experience and encounter with young women and their challenges in participating in leadership and decision making in public institution, the overall objective of the study is outlined to investigate the status of young women's participation in leadership and decision-making positions of public institutions in Bahirdar Zuria district, Amhara region, Ethiopia. In order to attain the objective, the researcher proposed two key question to be answered. These key questions that the research analysis focused are;

- What is the status of young women, under 35, involvement in leadership and decision making of the public institutions in the study area?
- What are the major factors that either deter or facilitate participation of young women in leadership and decision-making roles?

In order to get answer for these question survey questionnaires were designed and distributed to a total of 195 respondents. The study employed descriptive statistics and quantitative research method but also applied qualitative research techniques to substantiate the data and findings of the first method. Moreover, to find out factors that affect or facilitate the participation of young under 40 women in aforementioned roles of the district, and explore subjective understandings and opinions of the respondents about their reality on the ground, the study will employee a qualitative research technique. Hence, with respect to status of young women participation in leadership and decision making and factors affecting their participation in leadership and decision the study drew the following main findings.

With respect to the status of young women participation in leadership and decision making it was found that most young women held the position of Team Leader position. While only a small proportion of young women held the position of Vice Head & Directorial positions. This finding showed that young women's participation is mainly limited to technical posts like team leader which is not in the highest levels of management like Vice Head of the office and Directorial posts. With respect to their involvement in management team in their organization it was found that most young women have limited opportunity to be involved in the management team.

Even if a small proportion of women gets the chance to take part in management team, they are not part of the organizational decision-making process and their voices are not also critical. With respect to the proportion of young women participation in leadership and decision making as compared to men it was found that the proportion of young women was small. For the limited participation of young women in leadership and decision-making process socio-cultural, organizational policy and practices, gender stereotype and personal factors were identified as critical factors for limiting or enabling their participation in leadership and decision-making process. From the socio-cultural factors it was found that different social responsibilities, apart from household chores, negatively impact participation of young women in managerial positions regarded to have strong negative impact on participation of young women in managerial positions. Even if they are not as strong as the above two parameters the cultural belief that young women's leadership is unacceptable or less regarded by the society, social status, economic status, high work load or family responsibility, husband influence, different social responsibility also regarded to have negative impact on the participation of young women in leadership and decision making.

Regarding the organization policy and practice impact on the participation of young women in leadership and decision making the study found that political party membership unfair recruitment practices, lack of affirmative measures to have strong negative impact on the participation of young women in leadership and decision making. Even if they are not as strong as the above parameters lack of institutional politics, transparency and good governance and management awareness of gender issues regarded to have impact on the participation of young women in leadership and decision making. Moreover, it also found that the leadership and HR policies and practices of the organization are in favor of inclusiveness and are not discriminatory based on gender of employees.

and age. With respect gender stereotype factors affecting women leadership and decision making it was found that women leaders are good enough in decision making and risk taking, able to coordinate organizational activities effectively, are not biased by natural empathy when faced with critical decision impacting follow employees and clients. Moreover, it was found that women leaders are not competitive enough to be successful in the public sectors.

Regarding personal factors affecting women participation in decision making and leadership the study found that women are interested to take on responsibilities and capable enough to participate in organizational leadership. Moreover, it was also found that it was a priority for women to be have the opportunity to be included in leadership and decision-making process in the organization.

5.1.2. Conclusion

Based on the findings of the study, the following conclusions have been drawn:

- Young women's participation in leadership and decision-making was concentrated in lower positions, with only a few women able to move up the ladder and secure the position of leadership;
- Young women's exclusion from political and public leadership and decision-making structures and processes is observed as the result of multiple socio-cultural, individual, and institutional factors;
- The findings of the study indicated that the majority of respondents confirmed that if favorable conditions are set in place and young women are provided the opportunity to lead, they are as effective and successful as or more than their male counterparts. This indicates that there are some encouraging but still needed attitudinal changes among civil servants in the town toward young women's leadership and decision-making;
- Women are negatively affected by the lack of affirmative action to empower them to participate in leadership and decision-making. It was also found that societal perception and attitude towards women have negative impacts on the involvement of young women in leadership and decision-making.

5.1.3. Recommendation

In Ethiopia, especially in empowering young women in their leadership positions since young women are highly powerful, can hold responsibility in any direction, and are committed too, Despite the fact that young women are currently involved at the ministerial level, their numbers are small when compared to insolvent males; thus, the government, the Ministry of Women and Social Affairs, and any other concerned body must pay attention.

Public organizations should review their organizational structure, recruitment process, affirmative action strategies, and promotional procedures and adjust them as suitable for women's organizations to improve the participation of women in leadership and decision- making. Organizations can ensure and enhance the participation of young women in managerial positions through different strategies and mechanisms. Training and continuous capacity building for them can ensure their participation in managerial positions.

Providing facilities and initiatives is also another mechanism to ensure the participation of women in managerial positions. Information and communication about the organization are the other critical strategy to enhance women's participation in managerial positions.

Young women should use their own effort to improve themselves by gaining knowledge and skills in order to fit into managerial positions. They should increase social networks through social media and by creating interpersonal relationships with both men and women in and out of their organization, and expose themselves to organizational and other current information.

Many activities were carried out by the government, even though they were unable to bring about the desired change in terms of empowering young women; it is unusual to see a woman president in Ethiopia, increase the number of young women ministers to 50%, and others are highly regarded today.

6. Reference

Afza, S.R., & Newaz, M.K. (2008). Factors determining the presence of Glass Ceiling and influencing women career advancement in Bangladesh. *BRAC University Journal*, 5(1), 85-92.

Ademe, G., & Singh, M. (2015). Factors affecting women's participation in leadership and management in selected public higher education institutions in Amhara Region, Ethiopia. *European Journal of Business and Management*, 7(31), 18-29.

Almaz E (1991). Perspectives on Gender and Development, In: TsehaiBerhane Selassie (Ed.) *Gender Issues in Ethiopia*, Institute of Ethiopian Studies, Addis Ababa University, Addis Ababa.

Ahuja, M.K. (2002). Women in the information technology profession: a literature review, synthesis and research agenda, *European Journal of Information Systems*, Vol.11(1), PP.20-34

Appelbaum, S.; Audet, L.; Miller, J. Gender and leadership? Leadership and gender? A journey through the landscape of theories. *Leadership & Organization Development Journal*. 2003;24(1):43-51

Eagly, A.H. Female leadership advantage and disadvantage: resolving the contradictions. *Psychology of Women Quarterly*. 2007;31(1):1-12.

Advocates for Youth (2014):Ethiopian Youth Council for Higher Opportunities <http://www.advocatesforyouth.org/workingwithyouth/1421?task=view>

Al-Manasra, E. (2013). What Are the "Glass Ceiling" Barriers Effects on Women Career Progress in Jordan? *International Journal of Business and Management*, 8(6), 40-46.

AU (2006). African Youth Charter. https://au.int/sites/default/files/treaties/7789-treaty-0033_-_african_youth_charter_e.pdf

Asian Development Bank. (2016). More women leaders to vitalize Asia's corporate sector.

Retrieved from <https://blogs.adb.org/blog/more-women-leaders-vitalize-asias-corporate-sector>

Alexander, A. C., & Welzel, C. (2011). Empowering Women: Four Theories Tested on Four Different Aspects of Gender Equality. Retrieved September 27th, 2016, from democracy.uci.edu: <http://www.democracy.uci.edu/files/docs/conferences/grad/alexander.pdf>

Bilen-Green, C., Froelich, K. A., & Jacobson, S. W. (2008). The Prevalence of Women in Academic Leadership Positions, and Potential Impact on Prevalence of Women in the Professorial Rank. Fargo, North Dakota: North Dakota State University.

Bajdo, L.M., & Dickson, M.W. (2001). Perceptions of Organizational Culture and Women's Advancement in Organizations: A Cross-Cultural Examination. *Sex Roles*, 45(5-6), 399-414.

Boserup, E., Tan, S. F., & Toulmin, C. (2013). *Woman's role in economic development*. Routledge.

Campbell, D. E., & Wolbrecht, C. (2006). See Jane run: Women politicians as role models for adolescents. *The Journal of Politics*, 68(2), 233-247.

Ely, R. J, Ibarra. H & Kolb D.M. (2011). Taking Gender into Account: Theory and Design for Women's Leadership Development Programs, *Academy of Management Learning & Education*, Vol. 10(3), PP. 474–493.

Elmuti, Jia, H., & Davis, H. H. (2009). Challenges Women Face in Leadership Positions and Organizational Effectiveness: An Investigation. *Journal of Leadership Education* Vol. 8 Issue no. 2, 167-188

Latchanah,C. & Singh. S (2016). An Investigation of The Challenges Faced by Women When Progressing into Leadership Positions: A Case of the IT Division at Barclays Africa Technology, *Journal of Management and Administration*, ISSN 1728 – 9157

Central Statistical Agency - Ministry of Finance and Economic Development (2013) National Labor Force Survey 2013

CSA. (2008). 'Population and Housing Census Reports'. A. A, Ethiopia

CSA. (2013). Statistical Report on the National labour force Survey of 2012. Addis Ababa.

Declaration, B. (1995, September). Platform for Action (BPA). In 4th World Conference on Women (Vol. 15, pp. 11-10).

Emebet, M. (2010). Report on Selected Practices on Gender Mainstreaming–Ethiopia. Addis Ababa University.

Endale A. (2014), Factors that affect Women Participation in Leadership and Decision-Making Position, Volume 1, February 2014

Ely, R. J, Ibarra. H & Kolb D.M. (2011). Taking Gender into Account: Theory and Design for Women's Leadership Development Programs, Academy of Management Learning & Education, Vol. 10(3), PP. 474–49.

Federal Democratic Republic of Ethiopia (1993). Ethiopian women's policy, Addis Ababa, Ethiopia.

Feyerherm A. & Vick Y.H. (2005). Generation X women in High Technology, Career Development International, Vol. 10 Iss 3 PP. 216 – 227.

Federal Democratic Republic of Ethiopia (2004). Ethiopian youth policy, Addis Ababa, Ethiopia.

Fine, T. S. (2003). The Difference Women Make: The Policy Impact of Women in Congress. By Michele L.

Fraser, N. (2021). Rethinking the public sphere: A contribution to the critique of actually existing

democracy (pp. 34-41). Routledge.

Gell.F & Hoare.J (2009). Women's Leadership and Participation; Case Studies on Learning for Action, Practical Action Publishing Ltd, UK Giddens A (2001). Sociology. Oxford, Polity Press

Assessment of Factors Affecting Women Participation in Managerial Positions in Selected Public Organizations in Jimma Zone, Oromia, Ethiopia

Hirut T (2004), Violence against Women in Ethiopia: A Strong Case of Civil Society Concern. In: Chowdhury, S., Wais, A., and Kahsai Wolde Giorgis (Eds) Civil Society in Ethiopia:

Reflections on Realities and Perspectives of Hope. African – Asian Studies Promotion Association IGAD. 2010. Strategy on Women's Participation and Representation in Decision Making.

Inter-Parliamentary Union (2020) 'Women in national parliaments: Situation as of 31 march 2016' [online]. Inter-Parliamentary Union. Retrieved from: <http://www.ipu.org/wmn-e/classif.htm>

Jebessa, U. G., Amentie, C., Kaushik, K. K., & Akessa, G. M. (2015). Assessment of factors affecting women participation in managerial positions in selected public organizations in Jimma Zone, Oromia, Ethiopia. Global Journal of Management and Business Research.

Junaimah Jauhar (2018) The 'Glass Ceiling' And Women's Career Advancement to Top Management: The Moderating Effect of Social Support Global Business and Management Research: An International Journal Vol. 10, No. 1 (2018, Special Issue)

Kumar, N., & Quisumbing, A. R. (2015). Policy reform towards gender equality in Ethiopia: Little by little the egg begins to walk. World Development, 67, 406–423.

Kathryn, (2017). Gender and Leadership Marwell, G., Oliver, P. E., & Pahl, R. (1988). Social networks and collective action: A theory of the critical mass. III. American journal of Sociology, 94(3), 502-534.

Meaza, A. (2009). Participation of Women in Politics and Public Decision Making in Ethiopia. FFS monograph, 5.

Miranda, R.T (2005), Impact of women's participation and leadership on outcomes. UN Department of Economic and Social Affairs (DESA), Division for the Advancement of Women (DAW) (2005).

Mihrete and Bayu (2021): Challenges and opportunities of gender mainstreaming strategy implementation in public sectors: The case of Women and Children Affairs Office, Bahir Dar City Administration, Amhara Region, Ethiopia Alemeneh G. Mihrete

Kaminski, M., & Pauly, J. (2013). Union leadership and gender: obstacles for women. Union leadership and gender , 1-11

MoLSA (2009) 'National Employment Policy and Strategy', Addis Ababa: Ministry of Labour and Social Affairs.

National Youth

policy(2004):http://www.youthpolicy.org/national/Ethiopia_2004_National_Youth_Policy.pdf

OECD (2021):Key Issues affecting Youth in Ethiopia.

<https://www.oecd.org/dev/inclusivesocietiesanddevelopment/youth-issues-in-ethiopia.htm>

Moges, A., & Hundito, B. (2023). Women's participation in leadership and decision-making positions: in the case of some selected woreda sport offices in hadiya zone, ethiopia. Journal of Management Information and Decision Sciences, 26(1), 1-10.

Northouse Peter G. (2013). Leadership: Theory and Practice ,7th ed, Sage Publications, Inc., USA

Osongo, J. (2004). Factors Affecting women's participation in University management. Organization for social science research in Eastern and Southern Africa. Gender issues research

report Series, (22).

O'Connor, K. (2010). *Gender and Women's Leadership: A Reference Handbook, Volume 1*. Thousand Oaks, California: SAGE.

Pankhurst, A., & Tafere, Y. (2020). Jobs, businesses and cooperatives: young men and women's transitions to employment and income generation in Ethiopia.

Pateman, C. (2005). Equality, difference, subordination: the politics of motherhood and women's citizenship (pp. 22-35). Routledge

Panigrahi, MR. (2013), Perception of secondary school stakeholders towards women Representation in educational leadership in Harari region of Ethiopia. *International women online journal of distance education*. Vol.2, No. 1,

Sahoo, D.K., & Lenka, U. (2016). Breaking the glass ceiling: opportunity for the organization. *Industrial and Commercial Training*, 48(6), 311-319.

Swers, M. L. (2002). *The Difference Women Make: The Policy Impact of Women in Congress*. University of Chicago Press.

Swers. Chicago: The University of Chicago Press, 2002. 200p. 16.00 paper. *Perspectives on Politics*, 1(3), 612-613.

Thomas-Hunt, Melissa C. & Nagpal. M. (n.d). *Women in Leadership: Obstacles and Opportunities*, Report, Filene Research Institute 58. Thomson. P & Laurent. C. (2015).

UNDAF (2021). UNDAF Results Report 2018 – 2020. [http:// https://ethiopia.un.org/en/126559-undaf-results-report-2018-2020](https://ethiopia.un.org/en/126559-undaf-results-report-2018-2020).

UN Economic and Social Council (2019). Special edition: progress towards the Sustainable Development Goals - Report of the Secretary-General. <https://unstats.un.org/>

sdgs/files/report/2019/secretary-general-sdg-report- 2019--EN.pdf

UNFPA 2005. The State of World Population. The Promise of Equality: Gender Equity, Reproductive Health and the Millennium Development Goals.

United Nations Economic Commission for Africa. (2009). African Youth Report: Expanding Opportunities for and with People in Africa. Addis Ababa.

United Nations Population Fund. (2013). Strategy on Adolescents and Youth: Towards realizing the full potential of adolescents and youth.

Convention on the elimination of all forms of discrimination against women (CEDAW). UN Women (1979).

Women, U. N. (2014). Women, Peace and Security Statistics: Where We Stand and How to Move Forward.

Walby S (2002). Feminism in a global era, *Rutledge, Economy and Society* 31(1):533-557.

Young, I. M. (1989). Polity and group difference: A critique of the ideal of universal citizenship. *Ethics*, 99(2), 250-274.

Zenger, J., & Folkman, J. (2012). "Are Women Better Leaders than Men?", available at: <http://blogs.hbr.org/2012/03/a-study-in-leadership-women-do/> (accessed 31 March 2014)

7. Annexure

Annexure 1

Research Questionnaire

Center of Gender studies, College of Development studies, Addis Ababa University

Dear Respondent

My name is Tigist Fekadu and this survey is part of a thesis research work, which is required for my Master's Degree in Gender Studies from College of Development Studies, Addis Ababa University. The objective of the thesis research work is to investigate the status of young women's participation in decision-making processes of public institutions.

This questionnaire, therefore, asks about your personal understanding about the representation of young women in leadership roles of your institution, and factors that hinder their participation in these roles.

Your responses will be confidential. Please Do NOT write your name on this questionnaire, so your responses will never be linked to you personally. Your participation in this study is voluntary. If you do not want to participate, please return the questionnaire to the researcher. You also do not have to answer any question that makes you uncomfortable.

Please tick most appropriate response:

Section I: Socio Demographic

1. Gender:

A) Male B) Female

Please write your age:

2. Marital Status:

Married B) Single C) Divorced D) Widowed E) Separated

3. Level of academic qualification:

Diploma (TVET graduate) B) First Degree C) Master's D) PhD

4. Name of the institution/organization you work for:

5. Please write your current position in the organization?

6. How long have you been working in this capacity/position?

A) Below five years B) Above five years C) More than ten years

Section II: Status of young women in leadership and decision making in public institutions

1. In your understating in which leadership role and decision-making young women are participated in public institution?

A) Head of the office B) vice of the office C) Director D) Team leader

2. Are you a member of the management team of your organization?

A) Yes B) No

3. If your answer for question number 2 is Yes, what is your role in the management team of the organization?

A) Chairman B) Vice chairman C) Member

B) D) Other:

4. What is your level of participation in the management team of the organization?

A) Active participation B) Passive Participation C) Participation in information giving

D) Participation on decision making

5. If your answer for question number 4 is Yes, do you feel that your participation is participatory in the management team?

- A) Yes B) No

If your answer for question number 4 is No, please explain the reason:

6. What is the degree of your decision-making role or how critical is your voice in major decisions making processes of the organization?

- A) Strongly critical because I am part of the top management team;
B) Moderate because I am a team leader or department head;
C) I have no role of any decision making; I am just an expert or employee.

7. If your answer for question number 2 is No, are you involved in any decision-making process and leadership practices of the organization, apart from the management team, in matters that affect the day to day activities of the organization?

- A) Yes B) No

8. If your answer for question number 7 is Yes, how do you involve and how impactful is your participation in decision making process or leadership practices of the organization?

Please explain:

9. Do you think that the number of young women in managerial positions is proportional enough when compared with men in your organization?

- A) Yes B) No

10. If your answer for question number 9 is No, what is the proportion of young women representation in decision making and leadership practices of the organization?

- A) Less than the proportion of young men

- B) More than the proportion of young men
- C) The proportion is unknown

11. If your answer for question number 9 is A, what is the reason?

Section III: Fifth-Scaled Liker’s Measures

Please suggest your opinion regarding each of the following variables that may be factors to deter the participation of young women under 36 in decision making and leadership roles of your organization. Use the following scales to indicate your agreement level. Evaluate them in relation to your opinion and then put a tick mark (✓) under the choices below.

Response	Weight
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

Factors affecting facilitating participation of young women in leadership and decision-making positions	Level of agreement				
1. Socio- cultural issues	Strongly Agree =5	Agree=4	Neutral=3	Disagree=2	Strongly disagree= 1
Participation of young women in leadership is low because culturally young women's leadership is unacceptable or less regarded by the society.					
Participation of young women in leadership is low because the community believes that young women's personal behaviors are inappropriate for leadership.					
Social status negatively affects young women's participation in managerial positions.					
Economic Status negatively affects young women's participation in managerial positions					
High work load or family responsibility at home prevents young women to participate in public service office managerial positions.					
Husband influence prevents young women to participate in public institution managerial positions.					
Different social responsibilities, apart from household chores, negatively impact participation of young women in managerial positions.					
Most people have attitude and perception that decision making power rests with men.					
The community's religious and ritual practices and believes prevent young women from going up to the ladder of leadership positions in government institutions.					
Organizational policy, culture and practices	Strongly Agree =5	Agree=4	Neutral=3	Disagree=2	Strongly disagree= 1
The leadership and HR policies and practices of the organization do not favor inclusiveness and are discriminatory based on gender of					

employees.					
The leadership and HR policies and practices of the organization do not favor inclusiveness and are discriminatory based on age of employees.					
Inclusiveness of workforce based on gender and age is not reflected on vision, mission, goals and policies of the organization resulting in marginalization of young women in leadership roles.					
Political party membership is one of the enabling factors to be part of the management team or assume senior leadership role of the organization, which young women do not like to go through.					
The bureaucracy or institutional politics of the organization lacks transparency and good governance practices. So that young women tend to avoid leadership roles due to these reasons.					
To participate in leadership and decision roles of the organization means to engage with a number of responsibilities and handling of risky client concerns. As such, young women tend to avoid that.					
There is unfair recruitment practices that tend to favor men.					
There are no affirmative measures that encourage young women to participate in leadership roles of the organization.					
To be part of management team of the organization or assume any leadership role depends on performance, experience and academic merit, which most young women do not qualify.					
Management bodies of the organization are highly aware of gender issues and take high responsibility to increase participation of young women Leadership					
Gender related issues are monitored and evaluated regularly by top officials so as to increase young women leader					
Young women are happily part of the senior management team, regularly and equally involve in decision making processes, and the organization favors that.					
Gender stereotypes	Strongly Agree =5	Agree=4	Neutral=3	Disagree=2	Strongly disagree= 1
Women leaders are not good enough in decision making and risk taking					
Women leaders are unable to coordinate organizational activities effectively					
Women leaders are more kind enough than men, as such they can't pass critical decisions that affect employees and clients					

Women leaders are not competitive enough to be successful in the public sectors					
Personal reasons	Strongly Agree =5	Agree=4	Neutral=3	Disagree=2	Strongly disagree= 1
I am not personally interested to take such responsibilities					
I am not sure whether I am capable enough to participant in organizational leadership					
I have other personal responsibilities or priorities so that I don't want to be involved additional duties					
If there is any other reason that deter young women from participating in leadership and decision-making roles in your organization please explain here:					

Key in format interviews for women and social affairs and public service of Human Resource Office

1. Do you think the proportion of young women and men in managerial positions of the woreda is equal? if not, which one them has higher proportion and why?
2. What is the impact of gender gap in leadership in the woreda?
3. What are the major barriers that deter young women from participating in decision making roles of public institutions of the woreda?
4. Does the woreda has any policy that encourages or motivates young women to participate in leadership roles of public institutions?
5. Does the woreda maintain any rule or procedure to ensure young women's participation in leadership positions?
6. What are the most important things or strategy that the woreda considers for ensuring young women's participation in managerial position?

የዳሰሳ ጥናት መጠይቆች
አዲስ አበባ ዩኒቨርሲቲ
የልማት ጥናቶች ኮሌጅ እና የሥርዓተ-ይዘት ጥናት ማዕከል

ውድ ተጠያቂዎች !

ትዕግስት ፈቃዱ እባላለሁ ይህ ዳሰሳ ከአዲስ አበባ ዩኒቨርሲቲ የልማት ጥናት ኮሌጅ በሥርዓተ ይዘት ጥናት ሁለተኛ ዲግሪዬን የሚያስፈልገው የመመሪያ ጥናት ሥራ አካል ነው። የዚህ ጥናት ዋና ዓላማ ወጣት ሴቶች በሕዝባዊ ተቋማት የውሳኔ አሰጣጥ ሂደቶች ላይ ያላቸውን ተሳትፎ ሁኔታ ለመዳሰስ ነው።

ይህ መጠይቅ፣ ስለ ወጣት ሴቶች በተቋም የአመራር ሚና ላይ ያላቸውን ውክልና እና በእነዚህ ሚናዎች ውስጥ እንዳይሳተፉ ስለሚያደናቅፉ ጉዳዮች ያለዎትን የግል ግንዛቤ ይጠይቃል።

እርስዎ የሚሰጡት ምላሽ ሚስጥራዊነቱ የተጠበቀ ነው። እባኩትን ስምዎን በዚህ መጠይቅ ላይ አይጻፉ፤ ስለዚህ የእርስዎ ምላሾች በጭራሽ ከእርስዎ ጋር በግል አይገናኙም። በዚህ ጥናት ውስጥ ያለዎት ተሳትፎ በፈቃደኝነት ላይ የተመሰረተ ነው። መሳተፍ ካልፈለጉ፣ እባክዎ መጠይቁን ለተመራማሪው ይመልሱ። እርስዎን የሚያናድድዎትን ማንኛውንም ጥያቄ መመለስ የለብዎትም።

እባክዎ በጣም ተገቢውን ምላሽ ምልክት ያድርጉበት፡-

ክፍል I: አጠቃላይ መረጃ

1. ጾታ፡-

- ሀ) ወንድ
- ለ) ሴት

2. እባክዎን እድሜዎን ይጻፉ፡-

3. የጋብቻ ሁኔታ

- ሀ) ያገባ
- ለ) ያላገባ
- ሐ) የተፋታ
- መ) ባል የሞተባት
- ሠ) ተለያይቷል።

4. የትምህርት ደረጃ፡-

- ሀ) ዲፕሎማ (የቴክኒክና ሙያ ትምህርትና ሥልጠና)
- ለ) የመጀመሪያ ዲግሪ
- ሐ) ማስተርስ
- መ) ፒኤችዲ

5. የሚሰሩበት ተቋም/ድርጅት ስም፡-

6. እባክዎ በድርጅቱ ውስጥ አሁን ያለዎትን አቋም ይጻፉ?

7. በዚህ የሥራ መደብ ውስጥ ምን ያህል ጊዜ እየሰሩ ነው?

- ሀ) ከአምስት ዓመት በታች
- ለ) ከአምስት ዓመት በላይ
- ሐ) ከአሥር ዓመት በላይ

ክፍል II በሕዝብ ተቋማት ውስጥ ያሉ ወጣት ሴቶች በአመራር እና በውሳኔ አሰጣጥ ውስጥ ያሉበት ሁኔታ

1. እርስዎ አረዳድ በሚሰሩበት የሕዝብ ተቋም ውስጥ በየትኛው የመሪነት ሚና እና ውሳኔ ሰጪ ወጣት ሴቶች ይሳተፋሉ?

ሀ) የቢሮ ኃላፊ ለ) የቢሮው ምክትል ሐ) ዳይሬክተር መ) የቡድን መሪ

2. እርስዎ የድርጅት አስተዳደር ቡድን አባል ነዎት?

ሀ) አዎ ለ) አይደለም

3. ለጥያቄ ቁጥር 2 መልስዎ አዎ ከሆነ፣ በድርጅቱ የአስተዳደር ቡድን ውስጥ የእርስዎ ሚና ምንድነው?

ሀ) ሊቀመንበር ለ) ምክትል ሊቀመንበር ሐ) አባል መ) ሌላ፡

4. በድርጅቱ የአስተዳደር ቡድን ውስጥ ያለዎት ተሳትፎ ምን ያህል ነው?

ሀ) ንቁ ተሳትፎ ለ) ተገብሮ ተሳትፎ ሐ) በመረጃ መስጠት ላይ መሳተፍ መ) በውሳኔ አሰጣጥ ላይ ተሳትፎ

5. ለጥያቄ ቁጥር 4 መልስዎ አዎ ከሆነ፣ የእርስዎ ተሳትፎ በአስተዳደር ቡድን ውስጥ ተሳታፊ እንደሆነ ይሰማዎታል?

ሀ) አዎ ለ) አይደለም

ለጥያቄ ቁጥር 4 መልስዎ አይ ከሆነ እባክዎ ምክንያቱን ያብራሩ፡-

6. የውሳኔ ሰጪነት ሚናዎ መጠን ምን ያህል ነው ወይስ በድርጅቱ ዋና ዋና ውሳኔዎች ውስጥ የእርስዎ ድምጽ ምን ያህል ወሳኝ ነው?

- ሀ) እኔ የከፍተኛ አመራር ቡድን አካል ስለሆንኩ በጣም ወሳኝ;
- ለ) እኔ የቡድን መሪ ወይም መምሪያ ኃላፊ ስለሆንኩ መጠነኛ;
- ሐ) ምንም ዓይነት ውሳኔ የማድረግ ሚና የለኝም; እኔ ባለሙያ ወይም ተቀጣሪ ነኝ።

7. ለጥያቄ ቁጥር 2 መልስዎ የለም ከሆነ ከድርጅቱ የዕለት ተዕለት እንቅስቃሴ ጋር በሚዛመዱ ጉዳዮች ላይ ከድርጅቱ የውሳኔ አሰጣጥ ሂደት እና የአመራር ተግባራት ውስጥ ይሳተፋሉ?

ሀ) አዎ ለ) አይደለም

8. ለጥያቄ ቁጥር 7 መልስዎ አዎ ከሆነ፣ እርስዎ እንዴት ይሳተፋሉ እና በውሳኔ አሰጣጥ ሂደት ወይም በድርጅቱ አመራር

ተግባራት ውስጥ ተሳትፎዎ ምን ያህል ጠቃሚ ነው?
 እባክዎን ያብራሩ፡

9. በድርጅትዎ ውስጥ ከወንዶች ጋር ሲወዳደር በአመራር ቦታ ላይ ያሉ ወጣት ሴቶች ቁጥር በቂ ነው ብለው ያስባሉ?

- ሀ) አዎ
- ለ) አይደለም

10. ለጥያቄ ቁጥር 9 መልስዎ የለም ከሆነ፣ በድርጅቱ የውሳኔ አሰጣጥ እና አመራር ተግባራት ውስጥ የወጣት ሴቶች ውክልና ድርሻ ምን ያህል ነው?

- ሀ) ከወጣት ወንዶች ብዛት ያነሰ
- ለ) ከወጣት ወንዶች መጠን በላይ
- ሐ) መጠኑ አይታወቅም

11. ለጥያቄ ቁጥር 9 መልስዎ ከሆነ ምክንያቱ ምንድን ነው?

ክፍል III

አምስተኛ-ሚዛን የላይከር መለኪያዎች

እባክትን ከ 36 ዓመት በታች ለሆኑ ወጣት ሴቶች በድርጅትዎ የውሳኔ አሰጣጥ እና የመሪነት ሚና ላይ ተሳትፎን ለመግታት ምክንያቶች ሊሆኑ የሚችሉትን እያንዳንዳቸውን በሚከተለው ተለዋዋጮች ላይ አስተያየትዎን ይጠቁሙ። የስምምነትዎን ደረጃ ለማመልከት የሚከተሉትን መለኪያዎች ይጠቀሙ። ከእርስዎ አስተያየት ጋር በተዛመደ ገምግሚቸው እና ከዚያ ከታች ባሉት ምርጫዎች ስር ምልክት ያድርጉ (✓) ።

ምላሽ	ክብደት
በጣም አልስማማም።	1
አልስማማም።	2
ገለልተኛ	3
ተስማማ	4
በጣም ተስማማ	5

ወጣት ሴቶች በአመራር እና በውሳኔ ሰጭ ቦታዎች ላይ ተሳትፎን ማመቻቸት ላይ ተጽእኖ የሚያሳድሩ ምክንያቶች	የስምምነት ደረጃ
--	------------

1. ማህበራዊ-ባህላዊ ጉዳዮች	በጣም እስማማለሁ=5	እስማማለሁ=4	ገለልተኛ=3	አልስማማም=2	በጣም አልስማማም=1
1.1. ወጣት ሴቶች በአመራር ላይ ያላቸው ተሳትፎ ዝቅተኛ ነው ምክንያቱም በባህላዊ ወጣት ሴቶች አመራር በህብረተሰቡ ዘንድ ተቀባይነት የሌለው ወይም ብዙም ግምት ውስጥ የማይገባ ነው.					
1.2. ወጣት ሴቶች በአመራር ላይ ያላቸው ተሳትፎ ዝቅተኛ ነው ምክንያቱም ማህበረሰቡ የወጣት ሴቶች ግላዊ ባህሪ ለአመራር አግባብነት የለውም ብሎ ያምናል.					
1.3. ማህበራዊ አቋም የወጣት ሴቶችን በአመራር ቦታዎች ተሳትፎ ላይ አሉታዊ ተጽዕኖ ያሳድራል.					
1.4. የኢኮኖሚ ሁኔታ የወጣት ሴቶችን በአመራር ቦታዎች ተሳትፎ ላይ አሉታዊ ተጽዕኖ ያሳድራል					
1.5. በቤት ውስጥ ከፍተኛ የሥራ ጫና ወይም የቤተሰብ ኃላፊነት ወጣት ሴቶች በሕዝብ አገልግሎት ቢሮ የአስተዳደር ቦታዎች ላይ እንዳይሳተፉ ይከለክላል.					
1.6. ባል ተጽእኖ ወጣት ሴቶች በመንግስት ተቋም የአስተዳደር ቦታዎች ላይ እንዳይሳተፉ ይከለክላል.					
1.7. የተለያዩ ማኅበራዊ ኃላፊነቶች፣ ከቤት ውስጥ ሥራዎች ውጪ፣ የወጣት ሴቶችን በአመራር ቦታዎች ተሳትፎ ላይ አሉታዊ ተጽዕኖ ያሳድራል።					
1.8. ብዙ ሰዎች ውሳኔ የመስጠት ስልጣን የወንዶች ነው የሚል አመለካከት እና ግንዛቤ አላቸው።					
1.9. የህብረተሰቡ ሃይማኖታዊ እና የአምልኮ ሥርዓቶች እና እምነቶች ወጣት ሴቶች በመንግስት ተቋማት ውስጥ ወደ አመራርነት ደረጃ እንዳይወጡ ይከለክላል.					
2. ድርጅታዊ ፖሊሲ, ባህል እና አሠራር	በጣም እስማማለሁ=5	እስማማለሁ=4	ገለልተኛ=3	አልስማማም=2	በጣም አልስማማም=1

<p>2.1. የድርጅቱ አመራር እና የሰው ሃይል ፖሊሲዎች እና ተግባራት አካታችነትን አይደግፉም እና በሰራተኞች ጾታ ላይ የተመሰረተ አድሎአዊ ናቸው።</p>					
<p>2.2. የድርጅቱ አመራር እና የሰው ሃይል ፖሊሲዎች እና ተግባራት ሁሉን አቀፍነትን አይደግፉም እና በሠራተኞች ዕድሜ ላይ የተመሰረተ አድሎአዊ ናቸው.</p>					
<p>2.3. በጾታ እና በእድሜ ላይ የተመሰረተ የሰው ሃይል ማካተት በድርጅቱ ራዕይ፣ ተልዕኮ፣ ግቦች እና ፖሊሲዎች ላይ አልተንፀባረቀም ፣ በዚህም ወጣት ሴቶችን በአመራርነት ሚና ላይ ማግለል ያስከትላል።</p>					
<p>2.4. ወጣት ሴቶች ማለፍ የማይወዱትን የአመራር ቡድን አባል እንዲሆኑ ወይም የድርጅቱን ከፍተኛ አመራር ሚና እንዲወስዱ ከሚያስችሏቸው ምክንያቶች አንዱ የፖለቲካ ፓርቲ አባልነት ነው።</p>					
<p>2.5. የድርጅቱ ቢሮክራሲ ወይም ተቋማዊ ፖለቲካ ግልጽነት እና የመልካም አስተዳደር ተግባራት የሉትም። ስለዚህ ወጣት ሴቶች በእነዚህ ምክንያቶች ከመሪነት ሚና እንዲርቁ ያደርጋሉ.</p>					
<p>2.6. በድርጅቱ አመራር እና ውሳኔ ላይ መሳተፍ ማለት ከብዙ ኃላፊነቶች ጋር መሳተፍ እና አደገኛ የደንበኛ ስጋቶችን ማስተናገድ ማለት ነው። እንደዚያው፣ ወጣት ሴቶች ይህንን ማስወገድ ይፈልጋሉ.</p>					
<p>2.7. ወንዶችን የሚደግፉ ፍትሃዊ ያልሆኑ የቅጥር ልማዶች አሉ።</p>					
<p>2.8. ወጣት ሴቶች በድርጅቱ የመሪነት ሚና ላይ እንዲሳተፉ የሚያበረታታ ምንም ዓይነት አዎንታዊ እርምጃዎች የሉም።</p>					
<p>2.9. የድርጅቱ የአስተዳደር ቡድን አባል መሆን ወይም የትኛውንም የመሪነት ሚና ለመጫወት በአፈጻጸም፣ በተሞክሮ እና በአካዳሚክ ብቃት ላይ የተመሰረተ ነው፣ ይህም አብዛኛዎቹ ወጣት ሴቶች ብቁ አይደሉም።</p>					
<p>2.10. የድርጅቱ አስተዳደር አካላት የሥርዓተ-ይዘት ጉዳዮችን ጠንቅቀው የሚያውቁ እና የወጣት ሴቶች አመራር ተሳትፎን ለማሳደግ ከፍተኛ ኃላፊነት ይወስዳሉ</p>					
<p>2.11. ከሥርዓተ-ይዘት ጋር በተያያዙ ጉዳዮች ላይ የወጣት ሴት መሪን ለማሳደግ በከፍተኛ ባለስልጣናት በየጊዜው ክትትል እና ግምገማ ይደረግባቸዋል</p>					

2.12. ወጣት ሴቶች በደስታ የከፍተኛ አመራር ቡድን አካል ናቸው፣ በመደበኛነት እና በውሳኔ አሰጣጥ ሂደቶች ውስጥ በእኩልነት ይሳተፋሉ፣ እና ድርጅቱ ይህንን ይደግፋል.					
3. የሥርዓተ-ይዘት አመለካከቶች	በጣም እስማማለሁ=5	እስማማለሁ=4	ገለልተኛ=3	አልሰማማም=2	በጣም አልሰማማም=1
3.1. ሴት መሪዎች በውሳኔ አሰጣጥ እና አደጋን ለመውሰድ በቂ አይደሉም					
3.2. ሴት መሪዎች ድርጅታዊ እንቅስቃሴዎችን በብቃት ማቀናጀት አይችሉም					
3.3. የሴቶች መሪዎች ከወንዶች የበለጠ ደግ ናቸው፣ ስለዚህ ሰራተኞችን እና ደንበኞችን የሚነኩ ወሳኝ ውሳኔዎችን ማለፍ አይችሉም					
3.4. ሴት መሪዎች በመንግስት ዘርፍ ውጤታማ ለመሆን በቂ ተወዳዳሪ አይደሉም					
4. የግል ምክንያቶች	በጣም እስማማለሁ=5	እስማማለሁ=4	ገለልተኛ=3	አልሰማማም=2	በጣም አልሰማማም=1
4.1. እኔ በግሌ እንደዚህ አይነት ሀላፊነቶችን ለመውሰድ ፍላጎት የለኝም					
4.2. በድርጅታዊ አመራር ውስጥ ለመሳተፍ በቂ ብቃት እንዳለኝ እርግጠኛ አይደለሁም።					
4.3. ተጨማሪ ተግባራትን መሳተፍ የማልፈልግ ሌሎች የግል ኃላፊነቶች ወይም ቅድሚያዎች አሉኝ።					
ወጣት ሴቶች በድርጅት ውስጥ በአመራር እና በውሳኔ ሰጪነት ሚናዎች እንዳይሳተፉ የሚያግድ ሌላ ምክንያት ካለ እባክዎን እዚህ ያብራሩ፡-					

የሴቶች እና ማህበራዊ ጉዳዮች ፅ/ቤት እና የሰው ሃብት ጽሕፈት ቤት የህዝብ አገልግሎት ቢሮ አመራሮች ቃለ-መጠይቅ

1. በወረዳው በአመራርነት ላይ ያሉ ወጣት ሴቶች እና ወንዶች እኩል ናቸው ብለው ያስባሉ? ካልሆነ የትኛው ነው ከፍተኛ መጠን ያለው እና ለምን?

2. በወረዳው ያለው የሥርዓተ-ይዘት ችግር በአመራር ላይ ያለው ተጽእኖ ምንድነው?
3. ወጣት ሴቶች በወረዳው የመንግስት ተቋማት የውሳኔ ሰጭነት ሚና ላይ እንዳይሳተፉ የሚከለክሏቸው ዋና ዋና ማነቆዎች ምንድን ናቸው?
4. ወረዳው ወጣት ሴቶችን በመንግስት ተቋማት የመሪነት ሚና ላይ እንዲሳተፉ የሚያበረታታ ወይም የሚያነሳሳ ፖሊሲ አለው ወይ?
5. በወረዳው የወጣት ሴቶችን በአመራር ቦታዎች ላይ ተሳትፎን ለማረጋገጥ የሚያስችል ህግ ወይም አሰራር ያስጠብቃል?
6. በወረዳው የወጣት ሴቶችን በአመራርነት ተሳታፊነት ለማረጋገጥ የነገበራቸው ዋና ዋና ነገሮች ወይም ስትራቴጂ ምን ምንድን ናቸው?