BARRIERS CONFRONTING WOMEN IN LEADERSHIP IN THE PUBLIC SECTORS: THE CASE OF DEMBA GOFFA WOREDA, GAMO GOFFA ZONE

Zerihun Ayalew and Mengistu Agena

Arba Minch University, Ethiopia

Author's Note

Zerihun Ayalew (MA), Mengistu Agena (MBA), Arba Minch University, Sawla Campus, Arba Minch, Ethiopia. Correspondence concerning this article should be addressed to Email: zed89342@gmail.com .

Article Info	Abstract
 	This study attempts to investigate barriers confronting women in leadership in public sectors with reference to Demba Goffa Woreda, Ethiopia. It takes into account strategies that can be used to enhance participation of women in leadership in public sectors based on the nature of the sectors. In order to achieve this purpose, descriptive survey design has been employed. The target population of the present study is 510 out of which 146 respondents have been selected through sample size determination. Questionnaire, structured interview, and focus group discussion were employed for data collection. Data has been analyzed with the help of SPSS version 21 by employing descriptive statistics (percentage, frequency, mean and standard deviation), one sample t-test and multiple regressions. The findings reveal that the current status of women's participation in leadership is high in certain areas and they are found to be department heads, process owners, team leaders, and co-coordinators in the public sectors. The findings also reveal that employee perception related to barrier (b =0.250, p<0.05) with R^2=0.62(62%) is significant and positively related to women leadership. This indicates that 62% perceive perception of employee as the main barrier to women leadership when compared to the other variables. This is due to the fact that women get too emotional and frustrated when challenge encounters them. Strategies like reserving quota for women which will promote women leadership are important in enhancing participation of women in leadership.

Keywords: women; leadership; glass ceiling |

INTRODUCTION

Leadership is a process that involves influencing others (Northouse, 2001). It solves the problem in organizing collective effort. Good leadership leads to organizational success as well as financial and social well-being of people (Hogan & Kaiser, 2005). It is one of the debatable issues in the business environment as well as in the political environment. Grint (2004) is of the opinion that the call for change in global environment is given by the leaders who are catalysts for not only individual success but also for the success of business organizations. It appears to be, like power, an essential contested content. The true task of a leader is to make a change that illustrates improvement. However, leadership is dominated by men as a privilege in corporate, political, military and other sectors of society. Researchers argue that women have gained increased access to top level management, but the number is very few. Despite efforts made to ensure that female representation is achieved at all levels of governance, women are still underrepresented in many government organizations particularly in positions of leadership (de la Rey, 2005).

Women are more or less maltreated for seeking an executive position. This is largely due to society's attitude towards appropriate male and female roles. According to Growe and Montgomery (2000), women receive little or no encouragement to seek leadership positions and this indicates barriers against women's leadership. There is little difference found between men and women in leadership sector. Ambition is different on gender basis. Study shows that a glass ceiling phenomenon that stops women to reach the prioritized position as an invisible barrier is well-known (Cooper, 2007). In order to minimize this difference, the UDOHR (Universal Declaration of Human Rights) states that achieving the goal of equal participation of women and men in decision making will provide a balance for the achievement of a transparent and accountable government that strengthens democracy and promotes its proper functioning (Afroz, 2010). However, women suffer from occupational discrimination in the workplace and this debars women from achieving top-level management and professional positions. Again, even a few ones that try to occupy top leadership position face ample challenges that limit their performance. This is a serious concern as it reinforces the existing stereotypes about women's abilities to perform at the top level of public life and thus perpetuates a vicious cycle of marginalization and disempowerment of women (Birikti, 2014).

Despite increasing efforts through nationwide and global corporations to enhance the status of women in top leadership positions, the progress remains extraordinarily low (US Bureau of Labor Data, 2011). Even though huge work and study on women in leadership have been performed, women representation in leadership continues to be marginal (ECOWA, 2006).

In Ethiopia, women represent over half of the total population. According to Ethiopian Statistics Agency, out of the total population, 51% are women. Age proportion shows that 51,457,421 individuals are between 15 and 64 years old (25,188, 412 male and 26, 270, 017 female) and 2,690,406 people are above 64 years old (1,151,159 male and 1,540,255 woman).

The role of women is vital within the family and outside of the household. But women suffer from socio-cultural discrimination and get fewer opportunities in comparison to men for personal growth, education, employment and leadership positions. Heilman (2001) stated that women who diverge from conventional gender roles are perceived negatively in most societies. Consequently, it is expected that those holding traditional attitudes toward gender roles can have negative attitudes to women in leadership roles.

Hence a few women are entering leadership positions though women leadership plays an important role in challenging gender stereotypes. Therefore, the purpose of this study is to identify barriers confronting women in leadership in the different departments of public sectors with reference to Demba Goffa Woreda, Gamo Goffa Zone, SNNPR.

In our patriarchal society, women are identified as subordinates to males. As result of this, women are associated with being homemakers in the past experience (Littrell & Nkomo, 2005). This stereotype and male resistance originate from cultural and societal norms rooted in patriarchal structures in family units in which women play submissive roles to men (Bobbit, 2011; Mathur, 2006). Therefore, patriarchal ideology contributed to the disfavoring of female equality in male-dominated occupations (Chovwen,2007; Hicks,2015).

Furthermore, male-dominated work perspectives may cause women to decide to delay or sacrifice childbearing in an effort to remain in their occupations (Harris & Giuffre 2010; Watt, 2009). Even they decline career possibilities (Mathur, 2006). Also, global records show that if women tend to increase their percentage of managerial positions, the charge of development is slow

and unexpected (Schien, 2007). This is because of the negative perception of leadership as men's area. Thus, the majority of leadership positions in different public sectors are occupied by men leaders and the representations of women in senior leadership and decision-making positions in the sectors are almost insignificant. Furthermore, previous observers presented that there are some barriers. The behavioral expectations regarding women's role in the family represent a very real obstacle to their organization upward mobility and discrimination in the form of organizational structures and policies (Fielden *et al*. 2000).

Bartol and his colleagues investigated 658 middle managers and executives in a large professional services business organization and their findings reveal that female and male executives share similar leadership behaviors valued by top management more than male and female middle managers. And both female middle managers and female executives were rated higher than men on interpersonal behaviors. The females are also engaged more in goals and task leadership behaviors (Bartol *et al.,* 2003). Bartol and his colleagues, in another study, found out that females are more likely than males to indicate that they use a transformational leadership style. Females reported somewhat higher perceived effectiveness on coaching, developing, and communicating (Burke & Collins, 2001).

Similarly, Birikti G. (2014) study is aimed at assessing the factors affecting women's participation in management positions in Ethio telecom Company. The findings showed that women are highly underrepresented in higher level positions due to factors such as educational gap, socio-cultural attitude, organizational culture, and company recruitment and promotion practice. Due to this, women are unable to get role model and are less confident for the position.

Moreover, investigators like Hirut surveyed employees Attitude towards Female Leader in sampled population of 155(M=99, F= 56) randomly selected employees from different organizations. The finding of the study showed that the employees held positive (favorable) attitude towards female leaders. Furthermore, significant variations were not found among the subjects on the influence of other attributes treated in the study such as education and experience of working with female leaders on the employees' attitude towards female leaders (Hirut, 2014).

Increased attention has been directed towards the issue of gender equality and the state has also promoted it in every sphere. Furthermore, the above studies indicate the dynamic and rapidly changing nature of gender issues in today's globalized world. At the same time, as the society is under more universal influence of innovation process, change is expected. Thus, this study tries to provide current information on barriers confronting women leadership in Demba Goffa Woreda's public sectors by assigning the instrument domains, which have four domains containing the barriers confront the women leaderships, namely: current status, personal, perceptional and strategic. Unlike other instruments, this is a measure of women leadership.

Though women have the potential to change the existing culture or to establish new alternatives, they are not getting proper attention for leadership position in developing countries like Ethiopia. In Demba Gofa Woreda, women participation in leadership in general and public sectors' women leadership in particular are still minimal. There is only 4 .3% of women in leadership positions. Therefore, the ultimate goal of this paper is to highlight and address barriers confronting women in leadership positions in Demba Goffa woreda, Gamo Goffa Zone. The general objective of this study is thus to investigate barriers that confront women in leadership in public sectors in the case of Demba Goffa Woreda. The specific objectives are:- examining the current status of women in leadership of public institutions in Demba Goffa woreda; investigating the perceptions of workers towards female leaders in public sectors in Demba Goffa woreda; identifying the main barriers confronting women in leadership; and identifying strategies that can be used to enhance women in leadership in public sectors in Demba Goffa woreda.

The study will add to the existing body of knowledge on women leadership in public sectors. Along with it, the findings will provide insights to policy makers and researchers on challenges facing women leaders and help them in effectively and efficiently addressing those challenges. It would also pave a way for further study on the effect of attitude on the performance level of female leader.

RESEARCH METHODOLOGY

To achieve the objective of the study, descriptive survey design has been employed. The descriptive survey design is the best method for this study since it will describe existing characteristics of a large group of employees. It helps in obtaining self-reported information about the attitudes, beliefs, opinions, behaviors and other characters of the population. Data has been collected from members of the population in order to determine the current status of that population with respect to one or more variables.

Study Area and Period

This study has been conducted in Demba Goffa Woreda which is one of the 15 Woreda of Gamo Goffa Zone in SNNPRS. The Woreda is located in southern part of Ethiopia 510 km to the South of Addis Ababa. It is divided in to 38 rural Kebeles (CSA, 2007). The capital town is Sawla. The study area has three agro-climatic zones: highland altitude /Dega/ (7.8%), mid altitude /Woina Dega/ (15.8%) and low land altitude /Kola/ (76.4%). There are twenty-three governmental organizations in the woreda (Demba Goffa District public services Office Report 2017). The study was conducted from May 2017 up to January 2018.

Population and Sample

Both probability (systematic random sampling) and non-probability sampling technique have been used. Probability sampling techniques have been utilized to obtain the representative sample units for this research whereas non-probability sampling method (purposive sampling) has been used here to develop the sample and organization. In order to draw sampling, the researcher had sample frame which had the list of every individual in the population.

Sample Size Determination

Yamane (1967) provides a simplified formula to calculate sample sizes.. The sample is based on Taro Yamane's formula. The author provides a simplified formula to calculate sample sizes determination.

Where n is the sample size, N was population size, and e is level of precision.

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

Source: Yamane (1967:258)

Where n = the wanted respondents N = all populations e = designate maximum variabilities or error, it indicates from table to determine sample size for±3, ±5%, ±7% and ±10% Precision Levels where Confidence Level was 95% and 1= designate the probabilities of the event occurring. The researcher decided to employ designate maximum variabilities or error, +7%. This formula would be used in each organization that was known to determine sample size. Based on above assumption the researcher determined sample size from total women 510.

$$n = \frac{510}{1 + 510(0.07)^2}$$

146 women respondents' sample would be selected from each public sector.

Data Collection Instruments

Primary data has been collected using questionnaire. Interview method has been used in this study because this helps in getting some facts related to the issue under study from top officials of the public sectors, particularly culture and tourism, Health, women and children, women league municipality and public sectors. This can support quantitatively required data in the case of Demba Goffa woreda. All the respondents were literate, so they could read and answer the questionnaire more freely and express their ideas regarding the issues. Following this, focus group discussion was carried out in order to get more insight concerning barriers confronting women leadership among Demba Goffa woreda officers. Discussion was held with 6 men and 4 female officers regarding the current status, perception of employees towards women leadership, and the strategies to overcome barriers and enhance women leadership in Demba Goffa administrative organizations.

Data Analysis

The analysis for quantitative data has been carried out using statistical package for social science (SPSS) version 21. Descriptive statistics has been used for all demographic variables in order to describe the target population. Frequencies, percentages, mean, and standard deviation were utilized to describe outcome of variables. One sample t-test analysis has been used to examine the current status of women leadership of public institutions in the case Demba Goffa woreda. Moreover, one sample t-test analysis is used to investigate the perceptions of workers towards female leaders while multiple regression analysis has been employed to identify the main barriers which are affecting the access of women to get management positions in public sectors in Demba Goffa woreda. Following this, the research employs one sample t-test analysis to identify strategies that could be used to enhance women participation in public sectors' leadership in Demba Goffa woreda at p-value of 0.05 was set in testing the statistical significance. Moreover, interview analysis has been utilized to cross check, supplement, and confirm information obtained from questionnaire.

Ethical Considerations

The rights of the study participants to refuse participation or withdraw from the study at any point in time have been respected. A good rapport was established with the respondents to make them comfortable. Beside this, the respondents were also assured of the confidentiality and anonymity of their responses. To ensure confidentiality and anonymity, their names or any other information that would compromise their anonymity are avoided.

DATA ANALYSIS AND DISCUSSION

In this section, the findings are analyzed and discussed in comparison with previous researches. This includes the following aspects; the nature of barriers confronting women leadership, the demographic factors, current status of women in leadership, perceptions of workers towards women leadership, and the main barriers which are confronting women in leadership in public sectors in Demba Goffa woreda. Furthermore, strategies that can be used to enhance women leadership participation in public sectors in Demba Goffa woreda were illustrated by using tables followed by discussions of the findings.

The self-administered questionnaires were administered to 146 female employees (from 23 public sectors). Moreover, 146 (100%) were filled in and returned. Therefore, analysis was done on 146 female respondents of Demba Goffa woreda. Overall, the response rate was 100% and this was obtained through frequent site supervision. Besides, structured interview was administered to 13 male leaders and 2 female leaders who participated in interview to supplement quantitative data.

Background Information of the Respondents

The socio-demographic information of the respondents was collected parallel to the other types of data. Accordingly, the respondents were presented in the table below.

Table 1

Background characteristics of female respondents of Demba Goffa woreda

Variable	Sub-group	Frequency	Percent
SEX	Female	146	100.00
Age in Years	Below 24	27	18.5
	25 – 35	74	50.7
	36 – 45	39	26.7
	46 – 55	5	3.4
	56 – 65	1	0.7
Education	Below 10/12	9	6.2
	Certificate	13	8.9
	Diploma	67	45.9
	1st Degree	57	39.0
	Master's Degree	-	-
Experience	1 – 6 years	58	39.7
	7 – 12 years	46	31.5
	13 – 18 years	14	9.6
	19 – 24 years	17	11.6
	25 – 30 years	11	7.5
Marital Status	Single	29	19.9
	Married	108	74.0
	Widowed	5	3.4
	Separated	1	.7
	Divorced	3	2.1

Sources: Own Survey

As depicted in table 1 above, from the total of 146 respondents all 146 (100%) are female. On other hand, age of respondents ranges between below 24 years, 25–35 years and 36– 45 years which accounted 27 (18.5%), 74 (50.7%) and 39 (26.7%) respectively. Moreover, from the total of 146, the majority were young female employees. Among 146 respondents 67 (45.9%) were diploma holders and 57 (39%) were first degree holders; this indicates that majority of respondents were literate. In addition to this, out of 146 respondents, the majority have work experience either between 1–6 years 58 (39.7 %) or 7–12 years 46 (31.5%). Most of the female respondents 108 (74%) were married. On the other hands, 29(19.9%) of the female respondents were not married.

The Nature of Barriers Confronting Women in Leadership

The research question in this section is to investigate barriers that confront women in leadership in public sectors in Demba Goffa Woreda. To assess the nature of barriers confronting women in leadership in public sectors, scale was adapted for gathering data. This scale which consisted of 33 items measuring the degrees of the barriers confronting women's leaderships in Demba Goffa woreda was distributed over the following barriers: current status of women barriers: (7), personal barriers: (6), perception barriers: (11), and strategies (9). These items were used to investigate barriers confronting women in leadership perceptions.

Therefore, the five-point Likert scale was used to explore the respondents' agreement level with the given statement and had the following five responses: 1) Strongly disagree 2) Disagree 3) Hard to decide 4) Agree and 5) strongly agree. Negatively worded items were reverse coded before data analysis.

Assessment degree on the open categories was obtained by calculating the difference between the highest, medium and lowest degrees, and the difference was (4). Dividing this difference by (5), the category length obtained was (0.80). Accordingly, the means of the evaluation of the study sample members to the questionnaire items were followed: The degree of leadership was classified as low, medium and high: 0.80*1= 0.80, therefore, the lower limits were 0.80 and 0.80*2.99= 2.392. Thus, the lower degree of leadership falls between 0.80-2.392, accordingly the medium was 2.4-3.192 (3*0.80- 3.99*0.80) and the higher or strongest status of leadership fall between 3.2- 4 (0.80*4- 0.80*5). Hence, lower degree of barriers women in leadership falls between

0.8-2.392, while medium and high degree of barriers women in leadership fall between 2.4-3.192 and 3.2-4 respectively. Accordingly, degree of barriers confronting women in leadership is presented in table 2 below.

Table 2

Respondent's status of women in leadership

Degree of barriers women leadership	Frequency	Percent	Mean	Std. Deviation
Low status of women leadership	7	4.8	3.188	0.438
Medium status of women leadership	53	36.3		
High status of women leadership	86	58.9		
Total	146	100.0	146	146

Table 2 shows that from the total of 146 respondents, 7 (4.8%) reported low status of women in leadership, 53 (36.3%) reported medium degree of women in leadership, and 86 (58.9%) reported high status of women in leadership with the mean=3.188 (SD=0.438). This result provides an answer to the first question of the study i.e., what seems to be current status of women in leadership of public sectors in Demba Goffa woreda? Therefore, there was high status of women leadership currently. In addition, the qualitative data reported that participation of women in leadership has increased recently compared to past experience. But, it was not achieved as much as needed. There was not a substantial improvement though we could see women acting in certain areas as department heads, process owners, team leaders, and coordinators. Besides there were some barriers in terms of attitude, when they were acting like leaders. These include expression of superiority and inferiority complex from male counterparts. Further, some women lack initiation to perform certain activities. In the same way, focused group discussion revealed only one female leader in leadership position compared to the many men leaders in the Demba Goffa woreda. This is because they were not empowered and supported for leadership position. Besides these, women perceived themselves as

weak and others perceived women as incapable. However, there were some women leaders at vice positions at woreda level and Kebele's which was not according to government expectations.

The Perceptions of Workers towards Female Leadership in Public Sectors

Table 3

Perceptions of Workers towards Female Leadership in Public Sectors

					Test Value = 0	
Perceived variables	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Perception of employee towards women leadership	64.0 48	1 4 5	**0.000	3.415 8157	3.310407	3.521225

Source: Own Survey result

As shown in the table 3, t- test was performed to investigate the perceptions of workers towards female leadership in public sectors in Demba Goffa woreda. It revealed that t (64.048) =3.4158, P<0.05 which is less than the critical value of 0.05 and according to the statistics the mean difference for perception of employee towards women leadership is also positive significantly. Therefore, it is inferred from the above table-3 that perception of employees is perceived as barrier to women leadership. In the same way, as men leaders reported during interview, there was a problem of some employee still having negative attitude towards women in leadership thinking as if only men are blessed to play a leadership role and therefore giving position to women was taken as a wrong decision.

Moreover, the qualitative data revealed that some employees even discouraged women when they were performing different tasks, since the practical outcome of women leaders was similar to attitudinal change of society. Furthermore, the qualitative data reported that women were too emotional and frustrated when challenge encounters them. Likewise, focused group discussion revealed that employee perception towards female leaders was not good, incapable, and women themselves give less attentions for leadership. However, some others perceived that females were

confident and capable to lead others if we give them further opportunities; female are more responsible than male leaders. The result of the study matches with the finding of Becks (2004) who reported that women's poor representation in work result in negative perception of employees toward women in leadership.

The Main Barriers Confronting Women in Leadership

Table 4

Multiple regression among current status, perception, personal barriers and strategies

Perceived variables	Unstandardized Coefficients		Standardized Coefficient	R	R^2	Adjusted R^2	Sig.
	B	Std. Error	Beta				
(Constant)	-1.488E-007	.000		-	-	-	*0.042
Strategies to promote women to leadership	.250	.000	.370	.633[a]	0.40	0.397	**0.000
Current status of women in leadership	.250	.000	.323	.523[a]	0.27	0.268	**0.000
Perception of employee towards women leadership	.250	.000	.368	.785[a]	*0.62	0.615	**0.000
Personal barriers that affect the success women leadership	.250	.000	.460	.670[a]	*0.45	.445	**0.000

Sources: Author's Compilation

Note: **. Regression is significant at the 0.05 level

As shown in table 4, when women in leadership' was regressed with dimension of barriers related to strategies, current status, perception and personal barriers, it was found that personal related barriers (b =0.250, $p < 0.05$), with $R^2 = 045$ (45%) and employee perception related barriers (b = 0.250, $p < 0.05$) with $R^2 = 0.62$ (62%) were significantly and positively related to women

leadership respectively. This indicated that 62% of perception of employees towards women leadership were perceived as main barriers towards women in leadership when compared to rest of other variables. This occurs due to the absence of strong self-perception or the way women view themselves which also constrains them in leadership. Moreover, the qualitative data reported that the key barrier was unavoidable women's negative attitude of undermining themselves as if they are not gifted, qualified, and talented to lead but rather to be led by male. In other words, women themselves feel that they had insufficient educational qualification, are incapable of leadership, spend a lot of time when they were discharging their responsibility, and that this might create conflict with their husband. As a result, majority of women are missing leadership opportunity. Furthermore, focused group discussion reported that women were untrained, not ready to change themselves, get frustrated when leadership position was given to them, not encouraged by family members to go to school like male, and that this makes women not equal to men and economically weak.

The Strategies to Enhance Women Participation in Public Sectors Leadership

Table 5

Strategies that can be used to enhance women participation

One-Sample Test

Perceived variable	Test Value = 0					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Strategies to promotes women to leadership	69.094	145	**0.000	3.7006849	3.594826	3.806544

Sources: Authors Compilation

Note: **Denotes significant at 0.05 levels

As indicated in table 5, one sample t-test was used to test 'what kinds of strategies to be used to enhance women participation in public sectors leadership?'. The findings revealed that t (69.094) =3.700685, p< 0.05 which was less than the critical value of 0.05. The mean difference was also positive and p-value is statistically significant. This result shows that strategies were found to be

important in enhancing participation of women in leadership. This implied that almost all the respondents agreed that giving a chance for separate quota is another opportunity of women's participation in leadership position. Moreover, the qualitative data reported that much of effort shall be exerted to bring attitudinal change on both male and female since education is a key to bringing equal participation of women in leadership. Further, women themselves should feel proud of being civil servant leaders and understand that giving opportunity for women increases their ability in women leadership. This result has consistency with the findings of Cortis and Cessar (2005) who reported that in every condition, in every set of key development and socio-economic status, women have got poor attitude than men in all areas and levels of participation. In addition to this, focused group discussion reported that to enhance women participation in the leadership position-, short- and long-term training should be given for women in order to build their capacity and skills like business management skills and improve female's confidence and empower females in economy through income generating activities. Concerned bodies should arrange the access and availability of different facilities like health centers, work on equality of female and male in the society, and finally give opportunity to women for leadership roles.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of the study, the following conclusions were made. There are different barriers against women in leadership. These are current status, perception, personal, and strategies. Among these, current status of women is a barrier confronting women leadership. According to this study, there is medium status of women leadership currently. In addition to this, the qualitative data reported that participation of women in leadership currently is increasing compared to past experience. On the contrary, it was not achieved as much as needed and possible though there was substantial improvement as we were able to see women acting in certain areas as department heads, process owners, team leaders, and co-coordinators. Besides, there were some barriers in terms of attitude. When women were acting like leaders, they face expression of superiority and inferiority complex from male counterparts. Furthermore, there is the attitude that they lack initiation to perform certain jobs. This shows that leadership role of women is hampered by current status of

women and the prevalence of the negative attitude of women employees and top leaders. Due to this, women cannot be in leadership positions in different public sectors of Demba Goffa woreda.

There was statistically significant mean difference for perception of employees towards women leadership. In the same way, as men leaders reported during interview, there was still negative perception towards women leadership as they thought as if only men are blessed to play a leadership role and therefore giving position to women was taken as a wrong decision. Moreover, the qualitative data revealed that even some employees discourage women when they were performing different jobs, since practical outcome of women leaders were similar to attitudinal change of society. Further, the qualitative data reported that women were too emotional and frustrated when challenge encountered them. The findings of this study illustrated that even though women are capable and well qualified, in the absence of the positive attitude of top leaders, women cannot do well in the leadership status.

Employee perception was significantly and positively related to women leadership. This indicated that 62% of perception of employee observed as main barrier towards women leadership when compared to rest of other variables which occur due to absence of substantial self-perception. The way women view themselves also impedes women leadership. Providing a separate opportunity or chance number for women is one of the main strategies to increase women leadership participation in different public sectors of Demba Goffa woreda.

Recommendations

Based on the findings and conclusions, the following recommendations are forwarded. The status of participation of women in leadership is still low because of barriers against women. Thus, it is recommended to reduce current status barriers by presenting documentary movies to women in order to encourage women in leadership, imparting equal chance to men and women at the grass root level and sharing responsibilities equally at Kebele level, making leadership responsibility not to be dependent on gender except qualification, competence, and talent, encouraging women to be ready and committed and making them feel proud of being women, and eradicating long rooted stereotypical sort of things for the betterment of women in all spheres. These can boost the leading role of the women.

Employee perception is a key factor for hindering towards women in leadership in Demba Goffa woreda. Hence, to eliminate this, government has to create a framework to change the negative attitude of the society towards women in leadership. For instance, creating awareness in societies about women's potential. Government should also give great emphasis won omen leadership, since half of the population of the country are women. Members of the society should be made to understand that women are equal stake holders in public sectors with men. Women development associations should encourage citizens to recognize and support women to engage in leadership positions. And finally, women themselves should acknowledge their strengths and feel comfortable in leadership.

Providing a separate opportunity or chance to women is one of the main strategies to increase women leadership. Men should encourage women who aim at discharging their responsibilities. Men should believe in the capability of women create awareness about women leadership. Women themselves should exhibit readiness for leadership roles. There is also a need to change the mindset of women themselves. This requires further work in developing strategies to empower women so that they have the capabilities and confidence to attain leadership positions without waiting for those positions to be given to them. Women need to be creative and look at the larger context to get what they need. This may require the building of amalgamation with other stakeholders. Public sectors need to assign women at different levels and departments so as to make them closer to employees in several positions. Moreover, the sectors should work on motivating females to engage in a wide variety of occupations and give better chance of education. Stakeholders should organize in-service training for women in order to build or boost their confidence levels so that they can take appointments as leaders of public sectors. Furthermore, equal opportunities should be given to men and women in leadership positions. This can bring equality between women and men within society. Government needs to review the existing women empowerment policy and strategies for proper implementation and realization of women leadership at grass-root level of Demba Goffa woreda. Lastly, the government should create women leadership network in order to let women share success. This can increase the participation of women in leadership in different public sectors.

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