ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

CHALLENGES OF WOMEN EMPOWERMENT IN PUBLIC SERVICE ORGANIZATION
(A CASE OF WOREDA 01 OF NIFAS SILK LAFTO SUB CITY)

By

Misikir Getachew

CHALLENGES OF WOMEN EMPOWERMENT IN PUBLIC SERVICE ORGANIZATION
(A CASE OF WOREDA 01 OF NIFAS SILK LAFTO SUB CITY)

By Misikir Getachew

A Thesis Submitted to St. Mary's University, School of Graduate Studies in Partial Fulfillment of the Requirements for the Degree of Master of Business Administration (General MBA Concentration)

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Acknowledgment

List of Acronyms

EWLA - Ethiopian Women Lawyers Associations

FDRE - Federal Democratic Republic of Ethiopia

GBV - Gender Based Violence

GTP - Growth and Transformation Plan

NGO- Non governmental organizations

NSLS- Nifas Silk Lafto Sub City

SDGs - Sustainable Development Goals

SPSS - Statistical Package for Social Science

UN- United Nations

WHO- World Health Organization

List of tables

Abstract

*This study tries to assess the challenges of women employee empowerment in the public organization in the case of Woreda 01 of Nifas Silk Lafto Sub City. The aim is to enforce women's capacity in the public service organization and increase the number of women participation in leadership rolethat will achieve gender equality as per agenda 2030. Simple random **sampling** was used to collect the required data through a structured questionnaire and conduct interview with the head of the office. One hundred thirty-nine questionnaires (137) were distributed and eighty-seven percent (87%) of them were filled and returned. Descriptive research design and the mixed approach was used to analyze the information gathered from the survey questionnaire, interview, observations, and desk review information. Findings from this study explain that women employees have challenges from her own weakness, organizational challenges, societal perspectives, and environmental factors that limit women upward move as men coworkers. Here are the major contributors that make the women remain incapable such as career gaps, double burden responsibilities, poor organizational women inclusive policy, gender discrimination, economic problem, lack of enabling environment, minimal husband/family support and societal perception are the major factors that deny gender equality. Besides, male-dominant culture and stereotyping are also other contributing factors that exclude half of the workforce which has not been seen. As a result, female employees are discouraged to participate in decision making role in an organization.To mitigate these challenges, the individual, the organization, and the government should collaborate and build a foundation of an enabling environment that outshine women employees and achieve gender equality upon agenda 2030.*

(Keywords: Women empowerment, gender equality, agenda 2030)

CHAPTER ONE

1.1. Introduction

Human beings are born free and equal in dignity and under the law but gender-based discrimination remains to delay women's formal participation in decision-making (Alsharif, 2018). Even though women are half of the world's population, countries in the globe do not enjoy equality with men in political, social, and economic power (Ibid). Empowering women is not simply helping a woman to have a good life, but it is crucial for sustaining the development in economy, social, political, and cultural treatise. In most public service organizations, they lack quality service delivery, transparency, and accountability which the government tried to reform where the majority of leaders are male (Worku, 2019). If the women get an opportunity to higher-level education and are capable; the organizations will provide efficient service and the future will be sustained. Both male and female contributions in an organization are crucial for the country's sustainable development (UN Women, 2014).

The society has to acknowledge that educating and empowering women has a robust potential to stimulate sustainable community development, combat poverty and improve familial living standards (Elilta, 2013).Empowered women can then fulfill her and her family needs, bring change to the society, lead a quality life, and contribute to the economy. Capability is akin to freedom that lead a particular life in a better way than another (UN Women, 2014).In the past, most parents are giving prior education opportunities for boys than girls since childhood, and women's capacity then depends on their educational background besides other challenges and household responsibilities (Woynshet, 2014; Elilta, 2013). An educated workforce has the potential to solve the world's complex problems proactively and responsive for the challenges that has happened in an organization.

Women empowerment and gender equality are one of the United Nations' key priorities of the 17th sustainable development goal. Globally there are few numbers of women who are fronting in decision-making power with multiple roles and responsibilities at home (Meron, 2018). Research proofed that women's workforce contribution is dynamic to the individual life, in an organization, and in the society at large (Nigist, 2019) but less opportunity to grow. Ethiopia is one of the poorest countries but the fastest growing in African with a larger population of more

than 100 million and of which 50 percent accounts for women (UN-Women 2014). Achievement of women empowerment will bring the utilization of half of the population which was not considered in the past that boost the status of the individual and the society at large.

In the current political arena, the Ethiopian government has made remarkable progress in the 2018 cabinet appointment and brought women in leadership to high-level political positions. The cabinet is formed with 50% women appointment and the first Ethiopian president as well. But this leadership assignment and women empowerment practice is not seeing in different sectors of the public organizations. Actually, "the federal government has introduced national reform programs as an instrument of public sector transformation towards delivering required services for citizens effectively and efficiently" (Worku,2019). The delivery of quality service and utilization of full human potential is not possible if one half of humanity continues to be denied its human rights and opportunities (Woinshet, 2014). To transform Ethiopia, women, and girls must enjoy equal access to quality education, economic resources, and political participation as well as equal opportunities on employment, leadership, and decision-making positions at all levels. Tackling the deep-rooted women empowerment challenges will promote gender equality. So, intervention is required to give equal access and opportunity to empower these large number of less considered women employees to achieve agenda 2030.

1.2. Statement of the problem

Opportunity and full education access to the workforce and recognition of women's contributions are essential to women's participation in development and the political arena. "Gender equality and women's empowerment could raise productive potential and boost the continent's development" (UNESCO, 2017). To achieve gender equality in 2030, women must empower through better education opportunity and engaged herself career development. Women's capability enhances their economic stability, independence, and social status that will excel her power demand. Moreover, women employment secured one's family financial reliance and maintain options that provide decision making power. Practically the multiple responsibilities and the trends challenge women's career development and remain her move to the front. Traditionally most mothers have sacrificed their lives for their families without education and served their family as full-time work (Frehiwot, 2019).Besides, the tradition is also affected the women to suffer from socio-cultural and economic discrimination and have

had fewer opportunities than men for personal growth, education, and employment (Abate, 1991) cited by (Elilta, 2013).

Since 1991 the Ethiopian government initiates the reform programs in three phases to improve organizational service provision (Tadesse, 2019). Furthermore, the government has also prioritized the advancement of gender equality through the development and implementation of the national plans (UN Women 2014) but still, it is a long way off attaining quality service delivery and gender equality in public organizations (Meron, 2018). The physical burden at home, social activities, male-dominant culture, economic problem, career gaps, and gender-exclusive organizational policies affect women's confidence and their potential not to involve in the decision making role. There are studies related to better women education in Arab countries and more involvement in paid work in US and Indian countries but limited study has been conducted in our country related to women empowerment challenges at the public organization.

The study made by Elilta (2013) supported that Ethiopia is ranked 64 out of 86 countries in the 2012 Social Institutions and Gender Index that showed gender inequality gap in the country. In addition, by conducting the preliminary study, the researcher identified that the number of women employees in the public sector in general and woreda 01 in particular increase - which currently reaches 50% of the total employees. However, as confirmed by the assessment, even though the organization endeavors to promote women employees, still their number in the decision-making area is very negligible and lagging far behind compared to male employees. The study shows that the number of female employees in the decision-making area is not more than 7%. Thus, this study is designed to investigate the main challenges why equal number of women employees are not empowered as men coworkers.

1.3. Research questions

Women's day-to-day activities at home and women's empowerment in the public organization are the two incompatible challenges unless the below questions addressed satisfactorily. This study addressed the challenges of women empowerment and recommend alternatives through the following four subsequent questions:

1. What are the individual-specific challenges for women that left them not to empower?
2. What are the organization-oriented challenges for women empowerment in the organization?
3. What are the societal related challenges for women empowerment in the public organization?
4. How the organization can create an enabling environment for women's employee capacity development?

1.4. Research questions

The study has both general and specific objectives. The general objective of the study is to identify the challenges of women empowerment in Woreda 01 of N.S.Lafto Sub City"

The specific objectives are:
1. To identify the individual specific challenges for women empowerment problem in woreda 01.
2. To assess organization-oriented challenges for women empowerment in public organizations.
3. To assess societal related challenges for women empowerment in public organizations.
4. To create an enabling environment for women's capacity development in public organizations.

1.5. Scope of the study

Woreda 01 of Nifas Silk Lafto Sub City is selected as the study area because of the large number of populations who demand diverse services from the institute. Usually massive number of service seekers visited the woreda and received less satisfactory services. This happened due to different reasons such as inefficiency of the employees, poor technology utilization, the organizational system and the city administration manuals/procedures. This signifies the unutilized women work force who are in the lower level even though the majority are at their productive age. The study mainly targeted women employees and has identified the major challenges that affect women's empowerment in the public organization.

There are individual level, organizational level, societal level, and environmental level difficulties that women employees are facing in Woreda 01 that remain them in a lower position. The study used both primary and secondary data sources that are collected through a survey questionnaire, interview, observations, and document review. Again, the scope of the study is bound at woreda 01 only.

1.6.Significance of the study

As stated above, in the 21st century, empowering women is not a choice, it is a means for a better future in the world but the majority in developing countries and in the public organization has little thought yet. Women's activities are burdensome in the house that creates the gap that most women are less educated and left without a profession. Gender equality and women empowerment is a recent phenomenon that most women are inspired and engaged in the outside paid work but most of them are employed in the lower position. So, this study is trying to address the importance of gender equality and women empowerment in the following ways:

Some of the significances:
➢ The study signifies the importance of educated women work force in the public organization to include half of less considered population.
➢ The study gives an insight to policy makers to include gender inclusive policy in major projects related to women capacity development and empowerment.
➢ The study inspires funding organization to invest on the area and create more opportunity for women who have left behind because of the trends and gender inequality challenges.
➢ Finally, as this is an academic study, this helps for future work reference and the way forward for uncovered areas.

1.8. Limitation of the study

It was difficult to collect primary data in wider terms by reaching all women team leaders and employees at the mid level due to COVID-19. As most of female employees are at the lower level, their understanding was a challenge to convince to get their response. Accordingly, this

research is limited only in Woreda 01 of N.S.L sub city and the result may not necessarily represent the reality for the entire woreda of women employees at N.S. but within the targeted woreda, the researcher tried to make representative samples in dealing with the research population.

1.9. Organization of the Study

The research contained five chapters, the first chapter begins with an introduction, problem of the statement, general and specific objectives, research questions, the scope of the study, limitations, and significance of the study. The second chapter includes theoretical and conceptual framework and related literature reviews. The third chapter has the research methodologies with research design, methods, and sample size of the study. The fourth chapter encompasses data presentation, interpretation, analysis, and discussion of the findings. Finally, the fifth chapter summarizes, conclude, and recommend the results.

Definition of terms

Agenda 2030: is a plan of action for people, planet, and prosperity to strengthen universal peace in larger freedom.

Career development is the enduring process of learning and work experience that transforms the transitions to move forward for the preferred future personality.

Quality service delivery: a process of continuous improvement through which everyone strives to create and support an environment in which people are committed to serving and meeting the needs of customers.

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

Gender: refers to the social meaning given to be a woman or a man.

Gender equality refers to equal rights, responsibilities, and opportunities for women and men and girls and boys.

Unpaid care work refers to all unpaid services provided within a household for its members, including care of persons, housework, and voluntary community work.

Women empowerment refers to a collective and individual process designed to ensure that women have control over their lives, setting their agendas, gaining skills, building self-confidence, solving problems, and developing self-reliance.

CHAPTER TWO
RELATED LITERATURE REVIEW

2.   Literature of the Study

The literature part includes the theoretical, empirical and conceptual framework of the challenges of women empowerment and gender inequality in the public organization. The study assessed the trends of women's movement in paid work, the challenges of women empowerment, the gaps in career development, and the importance of gender equality in the public service organization. Moreover, Covid-19 challenges and opportunities and critical review will also be part of the literature.

2.1. Defining Women Empowerment

Empowered women around the world are making a difference in the public sector as well as in private business but the meaning do not have consensus in literatures. It shows up that the concept of women has changed over time from financial and budgetary strengthening to a broader concept counting mental, socio-cultural, social, legitimate and political components (Elilta, 2013).

To look on the different aspects of empowerment, it is important to define related concepts like gender and gender inequality. Gender could be a social build that characterizes what it implies to be a man or a lady in a given society. Gender frequently endorses parts for men and ladies, managing with division of labor, duties and rights. These parts shift by culture and may alter over time. In societies, gender structures have the potential to produce institutionalized inequalities between men and women (i.e. gender inequality). One approach to   challenge gender   orientation disparity is   through women picking   up control through a handle of   women's empowerment. Control over somebody cannot as   it was happen through restraint and constrain, but it can moreover happen through assent and complicity. Therefore, in looking at women's empowerment, it is essential to look at gender relations and how power relations between the men and women are constructed and reproduced. The

concept of empowerment has historical foundations in several collective struggles for social justice, such as the Protestant Reformation, Quakerism, Jeffersonian democracy, capitalism, and the black-power movement.

Their vision of women's empowerment stressed on three main fundamentals:

• It was a sociopolitical process;

• Power was the critical to empowerment; and

• The process promoted shifts in political, social, and economic power between and

across individuals and groups (Kabeer, 2005) cited on (Elilta, 2013).

2.2. Dimension of empowerment

2.2.1. Economic empowerment

Economic empowerment seeks to ensure that people have the appropriate skills, capabilities and resources and access to secure and sustainable incomes and livelihoods. And such kind of empowerment can be the result of literacy, improved involvement and position of a person in decision making.

2.2.2. Human and social empowerment

Empowerment as a multidimensional social process that helps people gain control over their own lives. This is a process that fosters power (that is, the capacity to implement) in people, for use in their own lives, their communities and their society, by being able to act on issues that they define as important (Page and Czuba, 1999).

2.2.3. Political empowerment

The capacity to analyze, organize and mobilize. This results in the collective action that is needed for collective change. It is often related to a rights-based approach to empowerment and the empowering of citizens to claim their rights and entitlements (Piron and Watkins, 2004).

2.2.4. Cultural empowerment

It is the redefining of rules and norms and the recreating of cultural and symbolic practices (Stromquist, 1993). This may involve focusing on minority rights by using culture as an entry point.

2.3. Theoretical frameworks

The transformative philosophical worldview focuses on the needs of groups and individuals in our society that may be marginalized or excluded (Creswell, 2014). In the current era, gender equality and women empowerment agenda are hot issues in the world and highly introduced in the UN and International Organizations. Universally, women take fifty percent of the total population and they are involved in providing their labor in the informal and self-employment economic activities. Again, women spend two to ten times more time on unpaid care work than men (OECD, 2014). However, the formal employment sector engaged most women in a lower and middle-level positions and hence women are invisible in the management positions of the government, the private as well as the civil society sectors (Meron, 2018). This unequal distribution of employment is linked to discriminatory social institutions and stereotypes on gender roles (OECD, 2014) that imbalance gender equality.

Empowerment refers to the development of enhancing the capacity of individuals or groups to make choices and to transform those choices into anticipated actions and outcomes (FAO, 2015). The empowerment of women employees about escalating women's capability to participate in decision making power and influence in organizational matters that reflect the women's contribution. Women empowerment ensures that women have the potential to control their lives and can involve actively in social, political, and economic spheres. Women are involved in the outside work for the sake of economic independence, starving professionalism, and for gaining decision making power. Steffen stated that "Economists increasingly see investing in women as the key to development" (Steffen, 2014).

2.4 Trends of women movement

It is a social movement, largely based in the United States that in the 1960s and '70s sought equal rights and opportunities and greater personal freedom for women. The first wave movement of the 19th and early 20th centuries focused on women's legal rights, especially the right to vote. The second-wave movement is about the women's rights movement touched on every area of women's experience including politics, work, the family, and sexuality. The second

wave movement improved education for women, decrease fertility rates and increase the cost of mortgages, which in turn created an opportunity for more women included in the workforce O'Sullivan (2012) cited by (McGrath, 2014). While Organized activism by and on behalf of women continued through the third and fourth waves of feminism from the mid-1990s and the early 2010s, respectively.

Postmodern feminist analysts argue that women need to be esteemed for having their own legitimate needs, aspirations, and desires. Trends and culture influences women outside work in the past but globalization and feminist theory reintroduced the equality and the rights of human beings. Given the importance of women's role in leadership, women's career development and capacity development require unreserved effort from the government, the employer, and the family to achieve agenda 2030.

2.5. Challenges of women empowerment

Society gives less attention and less credit to women who are involved in unpaid works. How the society and policymakers address issues concerning unpaid work has important implications for the achievement of gender equality: they can either enhance the capabilities and alternatives of women and men or confine women to traditional roles (Razavi, 2007) cited by (OECD, 2014). Usually, women are engaged in motherhood and caring roles in addition to other multiple responsibilities that create further education and career development sometimes unthinkable. While we are now in the twenty-first century, most of the decisions made on our planet continually exclude the participation of half of its population, that is, women (Alsharif, 2018). A study conducted by Alsharif showed that the share of women workforce in the Arab countries accounted for more than 40% of the total employment and here in the capital also more women are involved in formal employment but expansion remains horizontal and does not rise upward. Again, the percentage of women holding senior positions in the United States was only 3% and not exceeding 6% in the UK(Ibid). The study above shows that there are improvements in women's paid work involvement but gaps in the decision-making role have to be addressed.

Meron in her finding states that socio-cultural attitude, gender insensitive organizational culture, lack of organizational supportive system, gender-based violence, and company recruitment and

promotion practice are the major factors that challenge women in a leadership position (Meron, 2018). Society perceived women leaders lack confidence and assertiveness that discourage other women's participation in leadership. Again, the working mothers are also perceived as a bad mother when they left their children at the daycare or with the caregiver (Frehiwot, 2019). There are also common societal perceptions that women have a much higher tendency to seek out careers in caring professions such as nursing, childcare, administrative positions but make counters look for construction, Science, or IT related roles that discriminates women by profession (McGrath, 2014).

2.6. Career Gaps

Education is the basic tool to bring the anticipated societal change in politics, economy, health, equality, development. Quality education without discrimination offers an opportunity for women to contribute to the development process and boosts the movement of women in society (Nigist, 2019). As per the study made by Alsharif, there is a huge shift of women in Saudi enrolled in higher education, and an increasing number of women are involved in the labor force (Alsharif, 2018). Also, an increased number of women labors is needed in Ireland and educational qualification is prioritized (McGrath, 2014).

Again, here in the capital of the study area, 32% of female employees in woreda 01 have good academic performance who has served the organization in the top and middle-level positions. The rest are in the lower level and clerical positions that show the gap that more educated female employees are required in the public organizations. However, the system in the organization, individual responsibilities, and the government shall involve to work on women's career development. It is also asserted that women empowerment cannot be achieved without the participation and involvement of men in the sense that the idea is significantly advantageous not only for women but also for men (Woynshet, 2018).

2.7. FDRE Constitution

As per Article 35 of the FDRE Constitution, "Rights of women" are addressed descriptively, among them the following are more related to the topic that the researcher is considered.

1. Women shall, in the enjoyment of rights and protections provided for by this Constitution, have equal rights with men.

2. The historical legacy of inequality and discrimination suffered by women in Ethiopia taken into account, women, to remedy this legacy, are entitled to affirmative measures. The purpose of such measures shall be to provide special attention to women to enable them to compete and participate based on equality with men in political, social, and economic life as well as in public and private institutions.

1. (a) Women have the right to maternity leave with full pay. The duration of maternity leave shall be determined by law considering the nature of the work, the health of the mother, and the well-being of the child and family.

2. Maternity leave may, following the provisions of law, include prenatal leave with full pay.

6. Women have the right to the full consultation in the formulation of national development policies, the designing and execution of projects, and particularly in the case of projects affecting the interests of women.

8. Women shall have a right to equality in employment, promotion, pay, and the transfer of pension entitlements.

Based on the constitution Article 35, the public service giving organizations, like the sub-cities are supposed to apply and promote gender equality and women empowerment.

The city of Addis Ababa has a Women's Affairs Office which is responsible for policy formulation, implementation, advocacy, and capacity building. For Addis Ababa women empowerment NGO's, Ethiopian media women association (EMWA), Ethiopian women lawyers association (EWLA), and Network of Women Association (NEWA) were involved to priorities the areas listed below:

• Capacity building at all levels.

 Economic empowerment of women through practical measures.

• Gender mainstreaming in the public sector.

• Sustainable awareness creation on gender issues.

• Fight Harmful Traditional Practices through legal amendments and awareness campaigns.

• Mobilize women to participate in the municipal and kebele elections.

2.8. Significance of Gender Equality

Limitless sources have recognized the problems that women face in the accomplishment of the top levels of today's businesses. Women leaders have diverse potentials, values, and realities but are compensated and encouraged less. Creating an environment of inclusive excellence, where both women and men can prosper, takes the right skills and strategy. Alsharif stated that enhancing the role of women and exploiting their participation in the growth stems from a firm belief that improving the status of the working women of public development (Alsharif, 2018).

The significance of gender equality, women's empowerment, and the consciousness of women's rights in achieving sustainable development have been increasingly recognized in recent decades (UN Women, 2014). The research made by Woinshet stated that UN Women is playing a significant role in gender equality and women's empowerment in Ethiopia in areas like increasing women's representation and participation in leadership positions and economic empowerment with the cooperation of Civil Societies, Nongovernmental organizations, and the Ethiopian government (Woinshet, 2014). Woinshet acknowledged the drastic change that has been seeing in UN and international organizations but less representation is observed in the government institutions (Ibid).

2.9. Challenges and Opportunities of COVID-19

COVID-19 is a respiratory illness that was publicized at the finding at beginning of 2020. WHO was reporting a continued steep rise in the number of cases and deaths worldwide, with the pandemic spreading to at least 240 countries and territories (FAO, 2020) cited by (Degneh, 2020).COVID-19 crisis is affecting the societies and economies around the world and will eternally reform the globe. There is a sincere risk that people will practice famine conditions if needs are not met. At the beginning of 2020, there were 27 million people acutely food insecure in 35 countries, who could potentially affect due to the COVID-19 pandemic (FAO, 2020).COVID-19 brings social, economic, technological, cultural, religious, and political challenges and the life of an individual that results in financial and political instability. Globally, the COVID-19 pandemic is already directly affecting the food systems through impacts on food

supply and demand, and indirectly through decreases in purchasing power that affects women and children (FAO, 2020).

On the other hand, COVID-19 provides an opportunity to practice technology utilization that shifts the day to day routine activities into the digital world. The digital era benefits women to spend more time at home and get access to personal development.

2.10. Empirical research

Research findings showed that half of the world's population are not considered and less involved in decision-making power, which usually result poor organizational performance. Addis Ababa is a city in which big population density of women's are found. According to the Federal Democratic Republic of Ethiopia's Population Census Commission (FDREPCC, 2014) of the 2,739,551total population of Addis Ababa city, 1,434,164 are females. More than half of these females are within the age category of 15-59 years which is a productive age group. Although the city has greater and productive number of women, but the unemployment rate is high. One reason might be similar to that of the country as a whole, which is less use of women's potential (Daniel, 2019). Moreover, women are excessively spend more time in the house to manage the family need that impacts their performance in the organization. In the outskirt of Ethiopia, for example, the proportion of women collecting water and firewood (71% and 54%, respectively) is twice that of men (29% and 28%, respectively). Besides, the average duration of these activities is higher for women (more than seven hours for both) than for men (less than six hours and six and a half hours, respectively) (Suárez Robles, 2010) cited (OECD, 2014). This is because women are giving priority to their families than themselves and may remain uneducated and far to empowerment.

2.11. Conceptual framework

Gender equalities and women empowerment are the current global agenda that enforce women's upward move and make them influential in decision making power. "Women began to move away from the traditional roles and began taking up paid work" (McGrath N., 2014). Women empowerment and gender equality are both interrelated concepts that contribute to

women participation in decision making role in an organization as well as in the political arena. The individual, organizational, societal and environmental challenges affect women's capability and upward move that imbalance gender equality in the organization. An educated woman is confident, assertive, capable, and a decision-maker in a multidimensional role. The relationship of independent and dependent variables can be expressed and shown in the figure below.

Diagram 1: Conceptual framework for women empowerment challenges.

WOMEN EMPOWERMENT

Gender equality and women participation in leadership role

Individual level

Organizational Level

Societal Level

1. Career gap
2. Household activities

1. Gaps Policy/rules
2. Gender discrimination

1. Trends and culture
2. Perception

Gaps in enabling environment

1. Husband/family support
2. Facility

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3. Methodology of the study

This part includes the description of the study area, methodological approach of the study, such as the design, the data collection instrument, the population and sample size, source of data, and data analysis methods.

3.1. Description of the study area

Addis Ababa is the capital city of the country established in 1887 by emperor Menilik II. It is a chartered city, where the Africa Union, UNECA, UNDP Africa Regional Office, and other continental and international organizations reside. Recently the city is divided in to eleven sub-cities, which are the second administrative units next to city administration. Nifas Silk Lafto sub city is one of eleven sub cities of Addis Ababa.

Capacity, responsibilities and authorities are delegated to kebele/woredas in the public organizations, but capacities are not yet created at the kebele/woreda levels. Working procedures, institutional facilities, and manpower are not in place. Lack of support from the central city administration and manuals for planning practices are complex and outdated. Sub-cities are not empowered to prepare more adequate regulations, as these prerogatives are restricted to the city-administration level.

Nifas Silk Lafto Sub-City in the study area that has covered 68.3 sq. km with a population of 335,740 (Male:158,126 and Female: 177,614). It is located at Sar Bet, Pushkin square with a population density of 4,915.7 per m2 and has 12 woredas. The Sub-City Council are being accountable to the sub-city residents and the City Council by providing different services and endorse the sub-city's socio-economic development as well as municipal services. Powers and functions of the sub-city such as:

- Carry out municipal functions within the bounds of the physical space located for it following the principle of decentralization and in conjunction with the center of the city.
- Administer the Woreda under its jurisdiction and ensures the observance of law and order.

The study was carried out to see the challenges of women empowerment in the public organizations at the woreda level in case of 01 woreda of N.S.Lafto sub city administration

3.2 Research design

This study used survey method that involves sampling which is more appropriate to incorporate the study area.This research is used as a descriptive research design which provides a voice for female employees working at public organizations, raising awareness and advancing their capacity to increase women's participation in a decision-making role. The theoretical perspectives may be integrated with the philosophical assumptions that construct a picture of the issues being examined, the people to be studied, and the changes that are needed (Creswell, 2014).

3.3   Research approach

The study employed mixed approaches (qualitative and quantitative) to capture data for the purpose of deep analysis and understanding of the contribution of the individual, the organization, the society and the environment on women participation and leadership path in the public organization. Survey questionnaire, observation and document review was used to analyze the primary and secondary data obtained from the study. Descriptive research was also used to investigate the various challenges of women empowerment in public organizations. Finally, establishing an enabling environment is recommended to empower women employees and achieve gender equality in 2030's.

3.4. Data Type

The study used both primary and secondary data collected through a survey questionnaire, observations, and document review. Survey research provides a quantitative or numeric

description of trends, attitudes, or opinions of a population by studying a sample of that population (Craswel, 2014). Primary data is collected from a survey of female employees through a closed-ended questionnaire in the woreda. The research also used field observations as a primary data source. Secondary data is collected from books, articles, published and unpublished works of others, and reviews of sub-city circulars.

3.5 Population and Sampling Technique

Due to imbalanced gender participation in the public organizations like sub-cities; organizational performance was depending on male dominant leaders. The government made various reforms to improve women participation and delivery of quality services through annual planning, BPR, BSC, Kaizen, and Deliverology but none of them met their objectives (Tadesse, 2019). Hence, empowered women's participation is required to increase the efficiency and effectiveness of public organizations performance to achieve agenda 2030. Simple random sampling techniques was used to collect relevant information from female employees in the woreda and analyses the finding.

Sampling frame: the list of elements from which the sample is to be drawn. The sampling frame in this study is female employees at woreda 01 of Nifas Silk Lafto Sub City and the unit of analysis is the women empowerment challenges.

3.6 Method of data collection and Sample Size

The study has focused on women empowerment challenges to achieve gender equality upon agenda 2030 and provide quality service in the public organization. Based on Yemane (1967) cited on (Daniel, 2019) study, sample size determination formula, it is possible to determine the sample size, at 90 % confidence level and 0.01 precision levels.

Population: female employees in Woreda 01=213; confidence level 95%; margin error 5% and the ideal sample size will be equivalent to 139.

$$n=N/(1+N(e)2)$$

Where:

n= 213/(1+213(0.05)2)= 139 target respondents

n = sample from the population

N = the total population(213)

e = the margin of error is 5% (i.e. at 95% confidence interval)

3.7. Data Analysis Methods

The data analysis part is produced tables and detailed descriptions of the challenges under study. This study is used in both quantitative and qualitative methods. The study begins with a survey to generalize results to a population and then, in a second phase, focuses on qualitative views collected from participants to help explain the initial quantitative survey (Creswell, 2014). Statistical Package for Social Sciences (SPSS) and descriptive statistics such as percentages, frequencies, and tables are used as tools to analyze and describe the findings of the study. Gathered data is also tabulated, integrated, and narrated with the responses that have been gained from primary and secondary data sources. Descriptive statistics are used to describe the relationship between variables in a sample or population and provided a summary in the form of mean and standard deviation.

3.8. Eligibility Criteria and Ethical Consideration

This study is made on women empowerment trends and challenges in the public organization. Privacy and confidentiality are crucial and shall be maintained. Most data are collected from woreda 01 of Nifas Silk Lafto Sub City. A questionnaire is distributed for women employees and leaders in the woreda.

With the support letter given by St. Mary University, the following ethical considerations are incorporated and inform the participants for the assurance of the study that the purpose is purely academic. Respondents are informed about the objective, nature, and use of the study and inform the respondents that they have the right not to participate if they are not interested. The researcher informs the respondents that the information will remain in the hands of the researcher and at the university.

3.8. Validity and reliability

In quantitative studies, rigors are determined through an evaluation of the validity and reliability of the tools or instruments utilized in the study. Reliability and validity are concepts used to evaluate the quality of research. They indicate how well a method, technique or test measures something.

Reliability is about the consistency of a measure, and validity is about the accuracy of a measure. Reliability should be considered throughout the data collection process. When you use a tool or technique to collect data, it's important that the results are precise, stable, and reproducible.

Cronbach's α is the most commonly used test to determine the internal consistency of an instrument. In this test, the average of all correlations in every combination of split-halves is determined. Instruments with questions that have more than two responses can be used in this test. Cronbach's α result is a number between 0 and 1. An acceptable reliability score is one that is 0.7 and higher.

Here are some of the results to show that the instrument that the researcher used is reliable.

1. Reliability checked related to household activities challenge

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.835	.810	5

Tables are annexed.

CHAPTER FOUR

DATA PRESENATION, INTERPRETATIONAND ANALYSIS

4.1 Data presentation

Chapter four of this study includes the findings developed from the responses provided through survey questionnaires, interview, observations, and secondary data, i.e. desk review. The collected data are compiled, summarized, and interpreted by using the SPSS software program. Descriptive statistics, such as frequency counts, percentage, mean and standard deviation are used to describe the collected data through a survey.

The result interprets various challenges that affect women employee's empowerment.

Table 4.1.1 response rate

No	Data collection tools	No. of participants	Collected questionnaires	Respondents rate
1	Survey questionnaires	139	121	87%
2	Interview	2		100%
3	Observations	5		
4	Document review			

Source: Field survey, 2020

Table 4.1.1 states that the study used survey questionnaires, observation, and document review as a data source. There are 139 survey questionnaires were distributed and (87%) of the respondents answered properly and returned the questionnaire.

4.2. Background Analysis of the respondents

Human beings are their own innate ability to perform and respond to the surrounding nature that has to be grown. However, such kind of individuals ability needs to have an opportunity for enhancing the capacity through formal education, training, and environmental exposure. Based on diverse studies, women have equal potential with men coworker, but trends undermine women's capacity and left them

incapable. This study considered 121 respondents and above 50% aged below 40 years but inefficiently used. This study basis: Women empowerment challenges in the public organization. There are individual, organizational, societal, and environmental challenges that affect women's capacity and limit women participation in decision making role.

Table 4.2.1 Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 30	43	35.5	35.5	35.5
	31-40	31	25.6	25.6	61.2
	41-50	31	25.6	25.6	86.8
	51-60	16	13.2	13.2	100.0
	Total	121	100.0	100.0	

Source: Field survey, 2020

Table 4.2.1When segregated by age group, about thirty six percent (35.5%) of the respondents are in the age group below 30 years. About twenty six percent (25.6%) are in the age group of 31-40 years. Whereas twenty six percent (25.5%) are in the age group of 41-50 and the remaining thirteen percent (13.2%) of the respondents are between the age of 51-60 years. This shows that around sixty percent (60%) of women employeesin the woreda are below forty years. This shows that large number of employees are the younger work force but inefficiently placed.

Table 4.2.2. Marital Status of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	65	53.7	53.7	53.7
	Single	35	28.9	28.9	82.6
	Divorced	21	17.4	17.4	100.0
	Total	121	100.0	100.0	

Table 4.2.2 When segregated by marital status, about fifty four percent (53.7%) of the respondents are married. About twenty nine percent (28.9%) are single. Whereas seventeen percent (17.4) of the respondents are divorced.

Table 4.2.3. Academic qualification of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	12th grade and below	12	9.9	9.9	9.9
	Diploma	37	30.6	30.6	40.5
	Degree	68	56.2	56.2	96.7
	Masters and above	4	3.3	3.3	100.0
	Total	121	100.0	100.0	

Source: Field survey, 2020

Table 4.2.3 described the academic qualification of women employees in woreda 01. Among the respondents, the majority are degree holders which are fifty-six percent (56.2%) while thirty-one percent (30.6%) of the respondents hold a diploma and ten percent (9.9%) of them are twelve completed or lower. The remaining three percent (3.3%) are with a master's degree. This shows that most female employees become educated but are not placed in an appropriate position.

Table 4.2.4 Work Experience of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 5 years	42	34.7	34.7	34.7
	6-10 years	43	35.5	35.5	70.2
	11-20 years	24	19.8	19.8	90.1
	21-30	12	9.9	9.9	100.0
	Total	121	100.0	100.0	

Source: Field survey, 2020

From table 4.2.4 it is learned that about seventy percent (70.2%) of women employees in the woreda have below ten years of experience. About twenty percent (19.8%) of the respondents are rich in experience for up to twenty years. It is only ten percent (9.9%) of the respondents who have more years of experience above twenty years. This result shows that the majority of employees have good work experience with a first degree or diploma and may demand a better opportunity in the future.

Table 4.2.5. Position of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top management	12	9.9	9.9	9.9
	Middle level management	51	42.1	42.1	52.1
	Lower level management	57	47.1	47.1	99.2
	Missing values	1	.8	.8	100.0
	Total	121	100.0	100.0	

Source: Field survey, 2020

According to table 4.2.5, ten percent (9.9%) of the respondents are in the team leader position. Forty-two percent (42.1%) are in the middle level and the rest forty-seven percent (47.1%) are in the clerical position or at the lower level. The finding shows that even though the majority have well experienced and educated there is less representation in the team leader position.

4.3. Analysis of Challenges of Women Empowerment

The individual, Organizational, Social, and Environmental associated challenges affect women empowerment in public organizations: such as career gaps and the double burden of women employees are interpreted in the below table.

Table 4.3.1.Career Gaps

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Career Gaps	0						
Women employee's academic qualification and work performance are not equal to men coworkers in the public organizations	121	3.00	2.00	5.00	3.9174	.83253	.693
Women employees lack courage and confidence towards herself career development and personal growth.	121	3.00	2.00	5.00	4.6033	.63874	.408
Most women employees earn less salary and have economic problem to continue higher education that remain the women uneducated.	121	3.00	2.00	5.00	4.5868	.64122	.411
Political affiliation, work experience, education qualification and networking are the major criteria for getting the team leader position in the organization	121	3.00	2.00	5.00	4.5950	.62688	.393
Flexible working hours arrangement increases the number of educated women that contributes for agenda 2030 achievement	121	3.00	2.00	5.00	4.1488	.82322	.678
Valid N (listwise)	0				4.37	0.71	

Source: Field survey, 2020

Table 4.3.1 states that among the five questions about the career and capacity gaps the mean score and the standard deviation of three questions are analyzed. The mean score of women employees who lack courage and confidence towards their career development and personal growth is the higher score with (MEAN=4.60, S.D =0.64) this indicates that the respondents highly agree with the question related to women incapability. The least result is found on the question regarding equality of women and men employee's academic qualification and work performance in the public organization with the mean score of (MEAN=3.92, S.D=0.83). Question-related to women earnings is not competitive like men that affect their career development due to economic problems respond with the mean score of (MEAN=4.59, S.D=0.64).

Table 4.3.2 Women responsibility and the paid work (double burden)

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Challenges_Household	0						
Women responsibilities in the household activities and childcare service restrict women outside work	121	3.00	2.00	5.00	3.9008	.84068	.707
The multiple responsibilities of the women in the house impacts her role in the organization	121	3.00	2.00	5.00	4.2066	.61803	.382
Limited husband/family support in the household activities hinders women empowerment	121	3.00	2.00	5.00	3.8512	.86276	.744
In the absence of the housemaid, the women are expected to fill the gap in the household activities that results poor performance in the organization	121	2.00	3.00	5.00	4.2645	.52866	.279
The emergence of COVID-19 affects women and children physically and psychologically that makes the women feel insecure.	121	3.00	2.00	5.00	3.8926	.83468	.697
Valid N (listwise)	0				4.02	0.74	

Source: Field survey, 2020

Table 4.3.2. states that among the five questions about double responsibilities of women employees, the high responsibility of the women during the absence of house helper scored high mean with (MEAN=4.26, S.D =0.53). The higher score indicates women's organizational performance affected by their role in the house. Regarding the question about minimal husband/family support in the household, activities that hinder women empowerment scored minimum mean with (MEAN=3.85, S.D=0.86). The response related to the question of women's responsibilities in the household activities and childcare services restricts women outside work to remain on average (MEAN=3.9, S.D=0.84).

The overall mean score is (MEAN=4.02, S.D=0.74) indicate that employees score towards the double burden responsibility is comparatively lower than the career and capacity gap.

The overall mean score is (MEAN=4.37, S.D=0.71) this indicates that employees score towards a career gap is very high.

Table 4.3.3 Policy/Rules and Regulations

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Policy_rules_regulations	0						
Capacity development intervention organizational policy shall be important to give opportunity for female employees.	121	3.00	2.00	5.00	3.9008	.82062	.673
The organization shall have gender inclusive policy for women recruitment, promotion and empowerment opportunity.	121	3.00	2.00	5.00	4.5785	.61579	.379
Establishing gender responsive monitoring and evaluation system against gender discrimination in the organization	121	3.00	2.00	5.00	4.5289	.69611	.485
The organization shall have a protective system against gender based violence that protects the women not to be abused.	121	3.00	2.00	5.00	4.3140	.77495	.601
Agenda 2030 is promoting gender equality and women empowerment in an organization since 2015 but women are not in leadership positions.	121	3.00	2.00	5.00	4.5124	.63398	.402
Valid N (listwise)	0				4.37	0.71	

Source: Field survey, 2020

Table 4.3.3. states that among the five questions about Organizational policy, rules, and regulation the mean score and the standard deviation of the maximum, minimum, and the average are analyzed. The mean score regarding the gender-inclusive policy for women

recruitment, promotion, and empowerment opportunity is higher with (MEAN=4.58, S.D =0.62) this indicates that there is a need for intervention on the policy gaps that include women in recruitment and promotion to balance the number of women employees in power. A small number of respondents answered the importance of Capacity development intervention policy in the organization with a low score of the mean (MEAN=3.90, S.D=0.82).

Questions related to the importance of a protective system against gender based violence answered on average with the mean of (MEAN=4.31, S.D=0.77).

The overall mean score is (MEAN=4.37, S.D=0.71) this indicates that employees score towards the importance of inclusive policy is very high.

Table 4.3.4 Gender Discriminations

Gender_discriminations	0						
Employers usually influence women to do more routine and clerical tasks	121	4.00	1.00	5.00	4.0331	.83600	.699
More women employees are at the lower position in the organization that shows the gaps in education assistance policy which require intervention.	121	3.00	2.00	5.00	4.4380	.65692	.432
Organizational culture and trends favor men in decision making power.	121	3.00	2.00	5.00	4.4959	.69671	.485
Women lacks confidence and hesitate to demand what she needs and deserves.	121	3.00	2.00	5.00	4.1983	.73734	.544
Male dominant culture affects the women not to practice her capability.	121	3.00	2.00	5.00	4.2314	.79331	.629
Valid N (listwise)	0				4.28	0.74	

Source: Field survey, 2020

Table 4.3.4. states that among the five questions about gender discrimination the mean score and the standard deviation of three questions are analyzed. The questions with the high mean score are Organizational culture and trends favor men in decision-making power with the (MEAN=4.50, S.D 0.70) this indicates that there is gender discrimination in an organization that favors men employees for a leadership position. Regarding the question that employers usually influence women to do more routine and clerical tasks responded with the lowest score of mean and S.D of (MEAN=4.03, S.D=0.84). Question-related to the male-dominant culture in an

organization affects the women not to practice her capability with (MEAN=4.23, S.D=0.79) this shows that the employee's response is neutral.

The overall mean score is (MEAN=4.28, S.D=0.74) this indicates that employees score towards gender discrimination is very high. Elilta in 2013 states that according to the federal government employees of 2012, those employees who are getting a salary more than three thousand birr per month are 76% and 24%, male and female respectively this supports that female employees are usually discriminated and earned less salary.

Table 4.3.5 Trends and Culture

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Trends_culture	0						
Women leaders face challenges that the society perceived women are less capable and less confident	121	4.00	1.00	5.00	4.0331	.80554	.649
The feminist movement, gender equality and women economic empowerment adversely affect the marriage/relationship	121	3.00	2.00	5.00	4.3884	.67542	.456
Trends, culture, history and religion are the major nagging barriers that hinder the women from moving up to the managerial positions.	121	3.00	2.00	5.00	4.5455	.59161	.350
Women are good communicator and mediator during conflict and disagreements	121	3.00	2.00	5.00	4.1901	.74514	.555
Traditionally women household activities were not valued but recently women are marketable, and her contribution recognized in the family.	121	3.00	2.00	5.00	4.1736	.80289	.645
Valid N (listwise)	0				4.23	0.72	

Source: Field survey, 2020

Table 4.3.5. among the five questions about the trends and culture towards women empowerment the mean score highest, lowest, and the average questions are analyzed. The mean score of Trends, culture, history, and religion are the major nagging barriers that hinder

the women from moving up to the managerial positions is higher with the (MEAN=4.55, S.D=0.59) this indicates that women empowerment affected by culture, religion, history, and trends. Regarding the question about Women, leaders face challenges that the society perceived women are less capable and less confident with the lowest mean score of (MEAN=4.03, S.D=0.81). Question-related to Women's good communication ability and peacebuilder technic score average with (MEAN=4.19, S.D=0.75).

The overall mean score is (MEAN=4.23, S.D=0.21) this indicates that employees' scores towards culture and trends are very high.

Table 4.3.6 Perceptions

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Perception	0						
The stereotype and male dominant culture affect the women not to involve in decision making role.	121	4.00	1.00	5.00	4.0826	.77014	.593
There is a strong cultural constraint in terms of what the women is doing and capable of	120	3.00	2.00	5.00	4.2583	.81474	.664
Customers attitude towards low level employees	121	3.00	2.00	5.00	4.0744	1.03413	1.069
The society have positive perception towards women leaders and encourage more women to empower.	121	4.00	1.00	5.00	4.0992	.99503	.990
Women are capable of managing money and make economic decisions in the house that fulfil the need and demand of her family.	121	3.00	2.00	5.00	4.1157	.74375	.553
Valid N (listwise)	0				4.13	0.87	

Source: Field survey, 2020

Table 4.3.6. states that among the five questions about societal perceptions towards women's capacity the mean score and the standard deviation of three questions are analyzed. The mean of strong cultural constraint in terms of what the women are doing and capable of scored higher with the (MEAN=4.26, S.D=0.81) indicates that there are strong cultural influences on women employees empowerment. Regarding the question about customer's attitude towards lower level female employees in the public organization with a low score with the mean of (MEAN=4.07, S.D=1.03). Questions related to societal positive perception towards women leaders score average with (MEAN=4.01, S.D=1.00).

The overall mean score is (MEAN=4.13, S.D=0.87) indicate that societal perception towards female leaders is not that very high.

Table 4.3.7 Facility and Environment

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Facility and Environment	0						
Transport access and facility by the government makes the employee feel safe and secured.	121	4.00	1.00	5.00	4.0331	.80554	.649
Public organization employees earn less salary that dissatisfy them but the freedom retains them for long year services.	121	3.00	2.00	5.00	4.3967	.66432	.441
The government provides condominium houses for the public organization employees with long term payment that retain the employee in the organization	121	3.00	2.00	5.00	4.5620	.60405	.365
Women leaders create conducive and peaceful work environment that inspires other women to follow.	121	3.00	2.00	5.00	4.1901	.74514	.555
Most women are stable and satisfied with the conducive environment than monetary values.	121	3.00	2.00	5.00	4.3223	.81869	.670

					4.30	0.73	
Valid N (listwise)	0						

Table 4.3.7. states that among the five questions about the facility and environment the mean score and the standard deviation of three questions are analyzed. The mean score for providing condominium houses by the government is very high with (MEAN=4.56, S.D =0.60) this indicates that more employees are motivated with this advantage and stay in the organization until they secure the house. Regarding the question of transport access and facility by the government makes the employee feel safe and secured with the lowest score mean of (MEAN=4.03, S.D=0.81). Questions related to women stability towards a conducive environment than monetary values score average with (MEAN=4.32, S.D=0.82).

The overall mean and standard deviation score is (MEAN=4.30, S.D=0.73) this indicates that an employee's score towards the importance of enabling the environment is very high.

Table 4.3.8 Husband Support	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Husband_Family Support	0						
Women's economic dependency and insecurity on husband.	121	3.00	2.00	5.00	3.8760	.81210	.660
Due to trends men are reserved for support at home and challenge women empowerment	121	3.00	2.00	5.00	4.5455	.56273	.317
Husband/partner's is supposed to satisfy the economic need of one's family as his prior responsibility than sharing other responsibilities.	121	3.00	2.00	5.00	3.8843	.81843	.670
Media coverage and formal counseling service is important for husband/partner for sharing women responsibilities in the house.	121	3.00	2.00	5.00	4.5455	.56273	.317
Mental readiness and psychological gaps are observed in relationship that most men leaves the responsibility of the house to women that impacts the women to engage more on the house responsibility.	121	1.00	4.00	5.00	4.7438	.43835	.192
Valid N (listwise)	0				4.32	0.64	

Table 4.3.8. states that among the five questions about husband/family support towards women empowerment analyzed the three with high, low, and average mean. The mean score high for question-related to husband's mental readiness and psychological gaps that impact the women career development and empowerment mean with (MEAN=4.70, S.D=0.44). Questions related to women's economic dependency and insecurity on husband score low with (MEAN=3.87, S.D=0.81). Question-related to the importance of media coverage about women empowerment and awareness creation score average with (MEAN=4.55, S.D=0.54).

The overall mean score is (MEAN=4.32, S.D=0.64) this indicates that the result towards the husband's support in women's career path is very essential.

4.4. Analysis of the study

In the woreda, gender-balanced employment has been conducted but the composition at the higher level is still beyond the targeted objectives. Of the total number of 428 permanent employees, there are 213 women. Among these numbers, those who hold the top and middle management levels are only 14 and 70 respectively. Thus, according to the statistical data found in woreda 01 women's share is about 50% but the majority positioned at the lower level. Even though the result showed that most of the respondents agreed that both men and women have equal capacity and potential, the society constructed perspective that "men take action" Vs "women care(Meron, 2018)".

From the study, results have been drawn that the workforce is at workable age and has the potential to proceed to their high level of education. Short term refreshment training and online courses also alert their attention. As per the government salary scale and their position, they earned less salary and unaffordable to pay the education fee. Their level of assertiveness, interest, and confidence is also not attractive. This shows that unless the organization creates a conducive and workable environment women employees will not be empowered as expected... Meron stated that the leadership role of women at the federal executive bodies is considered in GTP II, and the target is to achieve 40% by 2019/2010 (Meron, 2018). This is achieved that the federal executive bodies are about 50% in a leadership position. Unpaid care

work is both an important aspect of economic activity and an indispensable factor contributing to the well-being of individuals, their families, and societies (Stiglitz et al., 2007) cited by (OECD, 2014) but in our culture that is not valued as such.

The organizational environment is sometimes affiliated with the political interest that breaks rules and regulations and favors what is not allowed. Work experience, academic qualification, and networking are the major criteria for getting the team leader position in the woreda. As per the observation and information gathered from the woreda, the organization does not have a gender-inclusive policy for women recruitment, promotion, and empowerment opportunity. Organizational culture and trends favor men in decision making role than women. The study showed that trends persisting inequality between men and women in decision-making.   In developing countries where social institutions discriminate highly against women, women's role in society is restricted to reproductive and domestic functions, with women performing more unpaid care work than men (OECD, 2014)

Gender inequality is continuing to be structural in Ethiopia, contributing to the low level of socio-economic and political development of the country. Discriminatory laws, harmful traditional practices, and stereotyped thinking are making life difficult (and often dangerous) for women while disregarding the vast potential half the population could contribute to the country.

> *Getachew and Common (2006) expressed that some of the objectives of the reform programs included building the capacity of the public service to enable the successful execution of the government policies and programs, enhancing the transparency and accountability of the public service, building a public service that is ethical and free of corruption, and facilitating the public service's provision of efficient and fair services to the public (Tadesse, 2019).*

The law did not recognize Domestic Violence until the Feminist Movement became a societal issue and the existing police reports and studies have also shown that the magnitude of the problem cannot be underestimated (Dogget, 1992) cited by (Meron, 2013). UN Women reports that one in three women worldwide experience physical or sexual violence during COVID-19 mostly by an intimate partner. Violence against women and girls is a human rights violation (UN Women,2014). The study showed that the growing threat of Gender-Based Violence (GBV) requires a protective measure.

The research made by Meron stated that there are deep-rooted attitudes, beliefs, and mindsets about gender roles that in turn influence men's and women's leadership capability (Meron, 2018). Stereotype and male-dominant culture influence women's involvement in a decision making role. Most of the respondents agreed that women are highly influenced by the male-dominant culture that affects women's involvement in the leadership role.

> *Researches supported that Stereotypical generalizations are passed on from one generation to the other and include ideas such as that women are born with inferior status; women are Eve incarnated; girls are seen as property; men and women are not equal; men are superior because God ordained them to be superior; sin originates from women's embedded wickedness and weakness, and women may not be leaders because of their fragility. Endendijk et al. (2013:1) cited by (**Wood, 2019**)*

There is a substantial imbalance between the demand for and supply of residential houses in Addis Ababa. The above table states that the government provides condominium houses for the employees in the public institutions that retain the employees. Around ninety-six percent (95.9%) agreed with the condominium houses opportunity proposed by the government. Only one percent (.8%) disagree and three percent neutral (3.3%) that the provision of condominium houses will create stability of the employee in the organization.

The study showed that men's prior responsibility is fulfilling the economic need of the family than other responsibilities. Most women face discrimination at home because of the economic dependency on men. The majority of the women's economic and social lives of the women are dependent on their marital relations states in the family law (Meron, 2013)

The importance of media is also growing every day due to globalization and the great connectivity that the world is connected. Most developed countries have a well-designed system for an equal share of responsibilities at home that gives space for the women to prioritize. For this reason, the media can promote more frequently gender equality and women empowerment that will add value to the life of both men and women.

The result showed that without the involvement of women leaders in the public organization customer satisfaction will not be achieved. To bring more women in leadership, capacity

development policy and instrument has to be prioritized. Prior education opportunity has to give for female employees by considering the individual, the organizational, and the societal problem that the women usually face. The gender-inclusive policy is also a good instrument to give equal chances in employment and promotion. The economic problem is also another major factor that deteriorates women's life and lifestyle.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

1.1. Summary findings

This study reveals that there are 428 permanent employees in Woreda 01 among which 213 (50%) are women employees. There are 14 and 70 women employees who are serving at the top and middle level positions respectively. Thus, among the total number of women employees, only (6.5%) of them are in the team leader position. Moreover, around (85%) of them are BA degree and diploma holder in the organization but worked at the lower level which dissatisfy the employee.

In the woreda there are massive number of service seekers are visited the organization regularly fand demands capable and motivated work force. In accordance, the educated women who are assigned for clerical work can be empowered and support the team in the frontline. Because women are more flexible and multitask oriented by its nature, but opportunities are not given to them to exercise their full potential.

In this study women's contribution and role are highly described in all round. The study found that women are good manager, communicator, problem solver, conflict resolver and coordinator. With the available human resource, efficiency of quality service can be delivered with empowered women workforce and enable environment. Women's day-to-day life around the world share one important characteristic: unpaid care work is seen as a female responsibility (OECD, 2014)which requires much attention at higher level.

5.2 Conclusion

In the woreda, gender-balanced employment has been conducted but the composition at the higher level is still beyond the targeted objectives. Of the total number of 428 permanent employees, there are 213 women. Among these numbers, those who hold the top and middle management levels are only 14 and 70 respectively. The employees at the woreda are less active, less interested, less motivated to challenge their individual problems. Based on their background and age factor they can be capable of learning but the organizational policy and the system is not female inclusive.

The unpaid care work that she is doing at home is both an important aspect of economic activity and an indispensable factor contributing to the well-being of individuals, their families, and societies (Stiglitz et al., 2007) cited by (OECD, 2014) but not recognized. Again, in developing countries women are highly discriminated and restricted her role in society is to reproductive and domestic functions.

The research made by Meron stated that there are deep-rooted attitudes, beliefs, and mindsets about gender roles that in turn influence men's and women's leadership capability (Meron, 2018). Stereotype and male-dominant culture influence women's involvement in a decision making role. Most of the respondents agreed that women are highly influenced by the male-dominant culture that affects women's involvement in the leadership role. Violence against women and girls is a human rights violation (UN Women,2014). The study showed that the growing threat of Gender-Based Violence (GBV) requires a protective measure.

Most women face discrimination at home as well because of the economic dependency on their husband. The majority of the women's economic and social lives of the women are dependent on their marital relations states in the family law (Meron, 2013)

5.3 Recommendations

Based on the results and the findings of the study, the following recommendations have been forwarded in aiming for gender equality and women empowerment in the public organization. The recommendations will be helpful for the individual, the organization, and the society to put the workable system on the channel that mitigates the challenges of women empowerment. The recommendations will also ultimately contribute to women's lifestyle, equal representations in the leadership position, and delivery of quality service.

1. Pay a competitive salary like other private and international organizations. Apart from transport and housing benefits, providing incentives for a yearly bonus, compensation for the overtime work, arrange staff retreat will increase staff engagement and motivation for empowerment.
2. Above 50% of the employees have a bright future to learn and empower themselves but capacity development interventions are highly recommended.
3. The organization has also women inclusive policy in recruitment and promotion to balance an equal number of employees in a leadership position.
4. Create a conducive environment in the organization like renovating the office building of the organization, design well, make the office safe and secure.
5. Promote gender equality and women empowerment in different media.
6. Arrange psychological advice and consultation with a professional physiatrist for a healthy relationship in the house and at the workplace.
7. Develop an instrument for monitoring and evaluating women's participation in organizational decision roles.

Generally, the result showed that without the involvement of women leaders in the public organization, agenda 2030 of gender equality will not be achieved. To bring more women in leadership, capacity development policy and gender inclusive employment opportunity has to be prioritized.

The way forward

Women are always important and valuable in the life of everyone, providing opportunities extends her involvement in all sector. I suggest that further studies can be done on Women's e-learning practice and capacity development.

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Appendix

St.Mary's University
School of Graduate Studies (MBA Program)
QUESTIONNAIRE: Trends and Challenges of Women Empowerment in Public Organization
(a case of Nifas Silk Lafto Sub City)

Dear Madam,

I am a graduate student in the department of General Management (MBA Program) at St.Mary'sUniversity. Currently, I am writing a thesis on "Trends and Challenges of Women Empowerment in Public Organization (a case of Nifas Silk Lafto Sub City). This is to kindly ask your cooperationin responding to the below questions. Finally, the information that you will provide will remainconfidential and only be used for the academic purpose.
Misikir Getachew
Mobile 0911036689
E-mail Misikir_g@yahoo.com
I thank you very much for your cooperation and kindness in advance!
General Instruction:

➢ No need of writing your name;
➢ Pease use "√" sign in the appropriate box

Part one: Demographic Information

1. Gender a. Male ☐   b. Female ☐
2. Age:

a. Under 30 ☐ b. 31-40 ☐ c. 41-50 ☐ d. 51-60 ☐ e. Above 60 ☐
3. Marital Status:

a. Married ☐ b. Single ☐   c. Divorced ☐   d. Widowed ☐   d. Separated ☐
4. Level of education

a. 12th grade and below ☐   b. Diploma ☐ c. Degree ☐ d. Masters & above ☐
5. Working Experience

a. 0-5 years ☐   b. 6 – 10 years ☐   c. 11 – 20years ☐   d. 21-30 years ☐
6. What is your current position in the organization?
a. Top Management   b. Middle Management   c. Lower Level(clerical)

Part two: Please state your Level of Opinion for each of the given statement using the following scales:
1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Part I Individual Level Challenges
Career gaps

S.No.	Items	1	2	3	4	5
1	Women employee's academic qualification and work performance are not equal to men coworkers in the public organizations					
2	Women employees lack courage and confidence towards herself career development and personal growth.					

3	Most women employees earn less salary and have economic problem to continue higher education that remain the women uneducated.					
4	Political affiliation, work experience, education qualification and networking are the major criteria for getting the team leader position in the organization					
5	Flexible working hours arrangement increases the number of educated women that contributes for women empowerment					

Household activities

S.No.	Items	1	2	3	4	5
1	Women double burden responsibilities in the household activities and the paid work restrict women outside work.					
2	The multiple responsibilities of the women in the house impacts her role in the organization.					
3	Most women employees earn less salary and have economic problem to continue higher education that remain the women uneducated					
4	In the absence of the housemaid, the women are expected to fill the gap in the house that results poor performance in the organization					
5	The emergence of COVID-19 affects women and children physically and psychologically that makes the women feel insecure.					

Part II Organizational Level Challenges
Gender inclusive policy, rules and regulations

S.No.	Items	1	2	3	4	5
1	Capacity development intervention organizational policy requires for female employees educational opportunity.					
2	The organization shall have gender inclusive policy for women recruitment, promotion and empowerment opportunity.					
3	Establishing gender responsive monitoring and evaluation system against gender discrimination in the organization					
4	The organization shall have a protective system against gender based violence that protects the women not to be abused.					

| 5 | Agenda 2030 is promoting gender equality and women empowerment in an organization since 2015 but women are not in leadership positions. | | | | | |

Gender discrimination

S.No.	Items	1	2	3	4	5
1	Women can do multiple tasks at a time that negatively enforce the women to do the clerical and routine tasks.					
2	More women employees are at the lower position in the organization that shows the gaps in education assistance policy which require intervention.					
3	Organizational culture and trends favor men in decision making power.					
4	Women lacks confidence and hesitate to demand what she needs and deserves.					
5	Male dominant culture affects the women not to practice her capability.					

Part III Societal Level Challenges
Trends, belief and culture

S.No.	Items	1	2	3	4	5
1	Women leaders face challenges that the society perceived women are less capable and less confident					
2	The feminist movement, gender equality and women economic empowerment adversely affect the marriage/relationship					
3	Trends, culture, history and religion are the major nagging barriers that hinder the women from moving up to the managerial positions.					
4	Women are good communicator and mediator during conflict and disagreements.					
5	Traditionally women household activities were not valued but recently women are marketable, and her contribution recognized in the family.					

Perception of the society

S.No.	Items	1	2	3	4	5
1	The stereotype and male dominant culture affect the women not to involve in decision making role.					
2	There is a strong cultural constraint in terms of what the women is doing and capable of.					
3	Clients mistreat women employees in the sub city because of their position.					
4	The society have positive perception towards women leaders and encourage more women to empower.					
5	Women are capable of managing money and make economic decisions in the house that fulfil the need and demand of her family.					

Part IV enabling environment
Facility and conducive environment

S.No.	Items	1	2	3	4	5
1	Transport access and facility by the government makes the employee feel safe and secured.					
2	Public organization employees earn less salary that dissatisfy them but the freedom retains them for long year services.					
3	The government provides condominium houses for the public organization employees with long term payment that retain the employee in the organization.					
4	Women leaders create conducive and peaceful work environment that inspires other women to follow.					
5	Most women are stable and satisfied with the conducive environment than monetary values.					

Questions related of lack of husband/partner support

S.No.	Items	1	2	3	4	5
1	Lower level female employees earn less salary that always feel insecure and dependent on husband.					
2	Trends and culture challenge a husband/partner not to give the required support at home that delays women career development.					

3	Husband/partner's is supposed to satisfy the economic need of one's family as his prior responsibility than sharing other responsibilities.					
4	Media coverage and formal counseling service is important for husband/partner for sharing women responsibilities in the house.					
5	Mental readiness and psychological gaps are observed in relationship that most men leaves the responsibility of the house to women that impacts the women to engage more on the house responsibility.					

Many thanks for your cooperation!!!

Interview guiding questions

As a leader your participation is highly important for the contribution of the study to understand the organizational challenges. All your responses will be kept confidential and used only for academic purpose

1. How do you evaluate women employees motivation of their self development?
2. As per agenda 2030's, the state government has empowered women employees in federal institutes and in the parliament but how is the implementation at the woreda level?
3. To what extent have you tried to support women employees in your organization to empower and improve their academic qualification?
4. Do the organization have women inclusive policy to balance women and men employees during employment and promotion?
5. How does the organization prioritize the need and demand of gender equality and women empowerment?
6. Does the society accepts women leaders positively?
7. How do you rate the performance of women and men employees in team leader position?
8. How is the organizational culture towards male dominant trends in our society?
9. Is the system progressive in empowering women employees in the organization?
10. Does the organization improve the working environment by considering multiple responsibilities of women employees and the determinant to the upward move?

Household

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.835	.810	5

Media

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.714	.697	5

Women academic
Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.803	.820	5

Capacity

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.767	.785	5

Women

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.706	.713	5

Transport

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.689	.706	5

Women leaders

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.743	.743	5

Stereotype

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.492	.605	5

Declaration

I here declare that the thesis entitled "Challenges of Women Empowerment in the Public Organization: the case of Woreda 01 of Nifas Silk Lafto Sub City" is submitted by me in partial fulfillment of the requirements for the honour of the Degree of MBA. The thesis, from its inception up to its completion, had been properly guided by my Advisor Mesifn Tesfaye (Asst. Prof), in St. Mary's University School of Graduate Studies (MBA Program).

Name of participant: Misikir Getachew

Signature: _____

Date: January 2021

Place: Addis Ababa, Ethiopia