

Socio-Economic and Institutional Factors That Hinder Women Involvement in Leadership in Bukwo District: A Case of Kongasis Constituency Uganda

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Abstract - The percentage of women in the legislature and local government in African democracies and autocracies is virtually the same (24%-25%), and the percentage of ministers in democracies was 25% and autocracies 21% (Electoral commission report, 2023). The 1995 constitution of Uganda and the 1997 Local Government Act stipulates that women should constitute a third of any local council. Women constituted about 46% of total elected representatives in LGs. The percentage of seats held by women in LG increased from 44% in 2011 to 46% in 2016. The highest political office in a district is that of the District Chairperson; in 2011, only Kongasis constituency was headed by a woman, and in 2016 only Kongasis and Kumi Districts had female political heads. In 2019 Village chairpersons by sex was dominated by males at 97% (Electoral Commission, 2019). Women are seen as inferior in society due to gender roles and reason for failure to participate in political leadership was lack of money to facilitate the campaigns - politics is highly monetized, yet men usually control resources at 69.2%. This study investigates the Socio-Economic and institutional factors that hinder women Involvement in Leadership in Bukwo District. this study was guided by the following objectives; (i) To determine the relationship between social factors and women involvement in leadership in Kongasis Constituency-Bukwo district. (ii) to establish the relationship between economic factors that hinder women involvement in leadership in Constituency-Bukwo district (iii) to assess the relationship between institutional factors that hinder women involvement in leadership in Kongasis Constituency-Bukwo district. Data were collected a study population of 190 from which a sample size of 138 was derived. The study adopted a mixed of qualitative and quantitative approach, with structured questionnaires and in-depth interviews. It utilized the primary and secondary data using statistical package for social scientist (SPSS) Regression analysis indicates that 66.1% of women's involvement in leadership is influenced by socio-economic barriers, with social factors having the most significant

impact ($\beta = .513, p = .000$), followed by economic factors ($\beta = .372, p = .000$). Institutional factors were found to have a negligible influence ($\beta = .016, p = .830$). The study concludes that addressing entrenched gender norms and providing support systems for women is crucial for enhancing their leadership participation. Key recommendations include implementing community initiatives to foster confidence among women and revising educational curricula to promote gender equality. To address the pervasive gender biases and barriers hindering women's involvement in leadership roles in Kongasis Bukwo District, it is crucial to implement comprehensive educational reforms that promote leadership skills among all genders from a young age, thereby dismantling societal norms that favor male leadership. Additionally, women activist organizations should establish mentorship programs and community initiatives that actively support women in leadership, offering training and resources to build confidence and decision-making skills, while also advocating for policies that promote work-life balance, such as flexible work arrangements and parental leave. To effectively address the socio-economic barriers limiting women's leadership opportunities, it is essential to implement policies that promote shared domestic responsibilities and provide flexible work arrangements, such as childcare services and parental leave, to alleviate the burdens of family workload on women. More so, initiatives that focus on empowering women through resource control-such as access to land rights and financial literacy programs can enhance their autonomy and participation in leadership roles. By fostering a supportive environment that values both professional and domestic contributions, communities can encourage more women to pursue and thrive in leadership positions. To promote gender equity in leadership roles. finally, feminists and policy makers organizations should establish clear policies that ensure equitable access to high-status positions for both men and women, alongside mentorship initiatives that support women's professional development and

confidence-building, thereby dismantling the systemic barriers that currently hinder women's advancement in leadership roles.

Keywords: Social-Economic, institutional, Women involvement and Leadership.

I. INTRODUCTION

This study was centered on Socio-Economic and institutional factors that hinder Women Involvement in Leadership in Kongasis, Bukwo District. (i) To determine the relationship between social factors that hinder women involvement in leadership in Kangasis Constituency-Bukwo district. (ii) To establish the relationship between economic factors that hinder women involvement in leadership in Constituency-Bukwo district and (iii) To assess the relationship between institutional factors that hinder women involvement in leadership in Kongasis Constituency-Bukwo district. In the 21st century, women have made significant strides in joining the workforce, attaining middle management positions, and participating in governmental roles. However, they continue to face formidable barriers in ascending to top leadership positions, indicative of enduring gender biases and societal expectations that prioritize women's domestic roles over career advancement (Bonebright, Cottledge and Lonnquist, 2012). While research suggests that women exhibit comparable levels of managerial ambition, systemic obstacles hinder their progress, perpetuating a gender gap in leadership representation.

On the global stage, initiatives such as the Beijing Conference of 1995 have advocated for women's empowerment in leadership, recognizing its pivotal role in fostering transparent governance (United Nations, 2012). Despite these efforts, corporate boardrooms worldwide remain predominantly male-dominated, highlighting the persistent challenges faced by women in attaining executive roles (European Commission, 2012; Corporate Women Directors International, 2010). While some nations have implemented affirmative action measures to increase female representation, ongoing resistance to gender mainstreaming and entrenched poverty among women underscore the continued struggle for gender equality in leadership (UWONET, 2013).

This study can be comprehensively explored through the lens of Social Capital Theory and Feminist Theory. Social Capital Theory, as proposed by Putnam (1995), suggests that individuals' participation in community activities is influenced by their access to social networks, trust, and shared norms within their community. In the context of Bukwo district, this theory implies that women's involvement in socio-economic activities may be influenced by the strength of their social

connections, access to resources, and level of trust within their social networks (Putnam, 1995).

Furthermore, the study can be grounded in Feminist Theory, which emphasizes the intersectionality of gender with other social categories. According to hooks (1984), feminist theory highlights the importance of understanding how gender intersects with factors such as class, race, and ethnicity to shape individuals' experiences and opportunities within society. By integrating these theoretical frameworks and concepts, the research will develop a robust conceptual framework that informs the analysis of socio-economic barriers, offering a nuanced understanding of the challenges women encounter in pursuing leadership roles in Kongasis-Bukwo district.

The study's key concepts are gender, gender bias, leadership and gender segregation. According to Butler J (1990), gender refers to the socially constructed roles, behaviors, attributes, and identities that a given society considers appropriate for men, women, and people of other genders. Gender bias refers to the favoring or prejudice towards one gender over another, often resulting in unequal treatment or opportunities. McIntosh P (1988) discusses gender bias within the broader context of privilege, providing insights into how biases manifest in various aspects of society.

Leadership encompasses the ability to influence and guide others towards achieving common goals or objectives Bernard B and Bruce A (1994). Gender segregation refers to the division of individuals into different roles, occupations, or spaces based on their gender (Reskin B, 1984). Gender segregation in the labor market and its implications perpetuate inequality by limiting women's access to higher-paying jobs and opportunities for advancement to leadership.

The 1995 constitution of Uganda and the 1997 LG Act stipulates that women should constitute a third of any local council. Despite affirmative action, women in Uganda remain underrepresented in Local Governments. A survey of the 2016 national elections by the Uganda Bureau of Statistics (UBoS, 2017) showed that women constituted about 46% of total elected representatives in LGs (UBOS, 2017). Even when considered in relative terms, such under representation of women at different governance levels results in a democratic deficit (Un Women, 2018). The proportion of elective positions in 2016 was Males 53.9% and Females 46.1%, women accounted for 6.5% of Local Council II chairpersons. One particular elective position dominated by women (73.5%) was Secretary for Finance, suggesting that women are generally trusted as handlers of public finances (Electoral Commission, 2016). In 2019 Village chairpersons by sex were males 97% while Females 3% (Electoral Commission, 2019).

Bukwo district women leaders in political spheres in 2006 was 46.6% since there were only four sub-counties, one town council as Kongasis constituency represented by Hon Chelangat Evelyn Tete as member of parliament. In 2011 Bukwo district was divided into 11 sub-counties and one town council of Kongasis Constituency with woman leadership dropping to 38.0%. In 2016, the percentage was at 38.8% and Chemutai Evelyn being the Member of Parliament. In 2021 election, the district created 17 sub-counties, 4 Town councils and 2 constituencies, and Kongasis with 38.4%. Represented by one woman member of parliament for both. There is still a gap in the representation of new constituency and other more sub-counties because women fear to compete with Men in the male seat. This according to electoral commission (Kongasis Bukwo district, 2024).

The percentage of women in the legislature and local government in African democracies and autocracies is virtually the same (24%-25%), and the percentage of ministers in democracies was 25% and autocracies 21% (Electoral commission report, 2023). The 1995 constitution of Uganda and the 1997 Local Government Act stipulates that women should constitute a third of any local council. Women constituted about 46% of total elected representatives in LGs. The percentage of seats held by women in LG increased from 44% in 2011 to 46% in 2016 (UBOS, 2017). The highest political office in a district is that of the District Chairperson; in 2011, only Kongasis constituency was headed by a woman, and in 2016 only Kongasis and Kumi districts had female political heads (EPRC, 2021). In 2019 Village chairpersons by sex was dominated by males at 97% (Electoral Commission, 2019). Women are seen as inferior in society due to gender roles and reason for failure to participate in political leadership was lack of money to facilitate the campaigns - politics is highly monetized, yet men usually control resources at 69.2% (UBOS, 2020).

In Parliament of Uganda female comprise of 34% in legislative assembly, 41.6 in cabinet, 28% are ministers of state, 0.9 at Sub County and Town Council chairpersons this has been as a result of empowerment (Nakiriga, 2023). Number of women in senior leadership positions particularly at district councils was only 41.6% (Rayna, 2023). Women political leaders have struggled to secure leadership roles and participate in elections in Uganda. Women political leaders are often underrepresented within political parties, deeply impacting their participation in decision-making processes (Rayna, 2023).

In 2006 elections, the representation of women in leadership positions was 46.6% in Kongasis Constituency, the number female political leaders is still low and dropped as more administrative units were created as in 2021 elections to

39.5% as some units are not represented, so there is still a gap in women representation. It is upon this background to identify the effect of social-economic and institutional factors influence women involvement in politics and provide a comprehensive conclusion.

This study was based on the Social Capital Theory and Feminist Theory by Putnam (1995), it suggests that individuals' participation in community activities is influenced by their access to social networks, trust, and shared norms within their community. In the context of Bukwo district, this theory implies that women's involvement in socio-economic activities may be influenced by the strength of their social connections, access to resources, and level of trust within their social networks (Putnam, 1995).

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SOCIAL-ECONOMIC FACTORS THAT HINDER WOMEN INVOLVEMENT IN LEADERSHIP

Gender bias and women involvement in leadership

The studies on gender differences in media dramatization of political leadership, starting with the expectation that male politicians are evaluated more often on traits belonging to the male leader stereotype, and that female politician have no such advantage. These gender differences are expected to be especially pronounced during non-campaign periods (Loes Aaldering, 2020). A study by Dutch Media showed that male politicians received more media coverage on leadership traits in general, although the male and female leader stereotypes explain most of the variation in gender bias between leadership traits. These gender effects are found during seldom-studied routine periods but not during campaigns (Daphne Joanna Van Der Pas, 2020). As leadership trait coverage has electoral consequences, this gender-differentiated coverage likely contributes to the under-representation of women in politics.

Gender bias in research influences both the selection of participants in research leadership and perceptions about individuals' capacity to do quality research. For the selection

of research participants, an androcentric, or male focused, bias has historically led researchers to conduct their observations on males, both in biomedical studies and in research on social or behavioral phenomena (Meg, 2020). In regard to perceptions about ability to do research, historically women were excluded from leadership roles in science. While blatant hiring discrimination is no longer permissible, women engaged in scientific research continue to experience openly expressed doubts about their competence as well as more subtle forms of discrimination resulting from unconscious biases. As in any other area of endeavor where men hold the majority of power and influence, women engaged in scientific careers may find themselves vulnerable to sexual harassment or assault (Upchurch, 2020).

Gender segregation

Even though females have indeed entered leadership and jobs previously closed to them, many occupations remain as gender-gapped now as they were half a century ago. Gender-segregated employment patterns and leadership are so tenacious because, they are built into the very organizational fabric of work and the workplace (Tahani, 2020). Descriptive stereotyping describes what men and women are like and prescriptive stereotyping defines what women and men should be like (Alqahtani, 2020).

In a meta-analytic examination of the roles of organizational leadership and national context for gender equality and segregation. Growing evidence suggests that gender diversity on boards of directors is important for corporate governance and overall organizational effectiveness. Yet, progress in increasing female board representation has been slow (Cynthia S et al, 2021).

Economic factors that hinder women involvement in leadership

These are obstacles that limit women accessing economic opportunities or participating fully in the economy. Hence denying them economic empowerment to leadership. They include domestication of women responsibilities and disproportionate gender work burden.

Domestication of women responsibilities

Men and women are biologically different from each other. In most cases, society and culture support strengthen and shape gender roles. Traditionally, women are considered to be nurturing while men are regarded as aggressive. Traditionally, men are considered to be more aggressive than women (Sofia et al, 2021). Women that choose careers over families or in need of still being leaders also have a family and mostly labeled as greedy. Women in most households are the

ones that stay awake to take care of the children although men equally have the possibility (Schlamp, 2021).

According to Fabiola (2021) gender roles that domesticate women as key in shaping the attitude towards women in leadership responsibilities which limit career advancement opportunities. Most females experience a double standard and double bid because of the existing gender stereotypes linked with masculinity and leadership. The authors stated that assertive female leaders are considered to be insensitive to others and lacking compassion. In the same way, Voelpel (2021) noted that domestication of women is a stumbling block for them to be fairly evaluated according to their accomplishments. She also noted that, women can be viewed as incompetent to take strong decisions due to the associated stereotypes in based on gender which include kindness, sensitivity and nurture (Sven et al, 2021).

Disproportionate gender work burdens

According to Keohane, (2020) it's difficult for Women to balance work and family demands which is a barrier that hinders advancement of females in higher education. According to Totam et al., (2020) carried out a study on 18 female leaders in four Universities found in Spain. Findings showed that females in leadership positions had greater difficulty attending to commitments of career and conflicting demands of the family. In addition, the authors contend that decisions which female leaders make to carry out leadership roles were linked to a specific time in life; for example when children are in school or have left home. Relatedly, Tessens et al., (2021) noted the same issues. They carried out a survey which analyzed the advancement of career developmental needs of more than 200 female leaders in two universities in Australia. Results from the study indicated that challenge which female leaders face include difficulty in balancing work and demands of a family and excessive workload among others.

Institutional factors that hinder women involvement in leadership

These are obstacles rooted in the structures and practices of various institutions, organizations or system that limit women from full participation in them. They include; scribed gender status and Institutional in-group male favoritism.

Ascribed gender status

According to a study by Allison M et al, (2022), results from two complementary experiments that examined the effects of a potential obstacle to female leadership were; gendered language in the form of masculine leadership titles. According to Archer N, (2022) the leader's gender a

masculine title increases the accuracy of leader recollection only when the leader is a man. There was implicitly sexist language as codified in masculine titles can reinforce stereotypes that tie masculinity to leadership and consequently, weaken the connection between women and leadership.

Female leaders display at least equally effective behaviors as male leaders, but female leaders are still underrepresented in leadership positions. Furthermore, it is more difficult for female leaders than for male leaders to achieve positive leadership outcomes (Ursula, Athenstaedt et al 2020). Role congruity theory suggests that a perceived mismatch between feminine gender role and masculine leadership role can create role conflicts that may hinder women's progression to leadership positions and may negatively affect the evaluation of women, who have achieved leadership positions (Hans J, Wolfram et al, 2020). Research evidence suggests that role congruity theory can help explain gender differences in leadership emergence and leadership outcomes. Furthermore, role congruity theory can be meaningfully combined with concepts, such as double standards of competence as well as status incongruence (Dorothee A, 2020).

Institutional in-group male dominance

Most patriarchal societies regard females as inferior species (Akuffo, 2021). Due to this reason, women are denied access to honored and utilitarian role and discriminated against, which hinders female advancement in leadership positions. Roles such as disposal of property, discrimination, leadership roles in societal affairs which include governance and religion exclusively belong to males because they are favored. However, despite the incremental progress in the participation of women in public spheres, it is recognized that women have largely kept outside formal roles of leadership because of several factors (Kivipold, 2021). Such disparities are mainly caused by factors such as unequal socio-economic opportunities, structural barriers as well as inadequate access to support networks and mentors.

Governments and partners policies and Women involvement in leadership

In North America efforts have been under way for indigenous peoples to reanimate governance that includes people of all ages and genders. Feminist theories aid understanding of ongoing colonialism alongside heteropatriarchy and racism with attempts to dismantle oppression in everyday practice (Carla M Dhillon, 2020). Women in the UAE have long been recognized as equal partners in national development and many efforts were taken to pursue empowering women in cultural, social, and

economic fields. Emirati Women organization has been instrumental in attaining women in senior leadership roles or leading entrepreneurs (Asma O et al, 2020).

The women contribution to Pakistani economy is only 25 to 30% there is role of microfinance institutes in women-empowerment in Southern Punjab, There is significant role by microfinance institutes, state bank of Pakistan and government of Pakistan while making the strategies to enhance women-empowerment (Waseem U, 2020). In Saudi Arabia, Women's empowerment has been prioritized in the Kingdom of Saudi Arabia (KSA) recently, in line with the Saudi Vision 2030 to increase women involvement in leadership and economy (Ibrahim Elshaer, 2021). In Nigeria, women have been uplifted by Sustainable Development Goals, Women's Empowerment Principles (WEPs) and Nigerian Sustainable Banking Principles (Mogaji E et al, 2021) They support them in different levels of engagement (healthcare, financial, social and career empowerment) aimed at different groups of women (women at large, women in business and women in career) in the society (Ebo H et al, 2021).

Young and McLeod (2001) stated, many school board members, search consultants, search committee members, practicing administrators, and private citizens continue to believe old myths that have prevented women from becoming educational leaders in the past (p. 494). Assumptions about appropriate activities relate to concerns about whether or not a woman can do the job. Forexample, the school board may lack confidence in a female superintendent's competency to oversee the construction of a new building, and when she completes the task successfully the board is surprised. Logan (1999) also found that women were still perceived as lacking the ability to handle discipline at school. Skrla et al (2000) reported that school boards and other administrators believe that women are malleable.

In the opinion of Morgan, King and Robinson (1981:467) discrimination, refers to the behavior of treating a person or group in an unfavorable or unfair way. Naturally, prejudice often leads to discrimination. But prejudiced people sometimes do not behave in accordance to their attitudes either because they have no opportunity to or because they are afraid to. Women, as people of the weaker sex, are often the ones most likely not to react when discriminated against for fear of being harmed or further victimized. Putting the issue of women discrimination into context, Oust (1993:5) says that men are still the prime barrier to women in management. Despite some progress, old fashioned sexist attitudes are still common and represent a real, not imagined, barrier to the progress of women. Discrimination against women that is based on untested grounds and perceptions no doubt constitutes unfairness. The components of administrative

work, as well as the perceived and real male defined environments in which many women administrators must work, shape women's perceptions of the desirability of administration. The perceptions that women hold of what leaders Gardiner and Tiggemann (1999) found that the job stress of women was higher than that of men when working in a predominantly or traditionally male environment.

Skrla, Reyes, and Scheurich (2000) described organizational contexts in which men used intimidation and silence to discourage women. Intimidating tactics and behaviors of board and community members included name-calling, rumors, and overt lies. Additionally, male subordinates were intimidating, at times indicating directly that they did not want to work for a woman.

Gender socialization is the process by which people learn to behave in a certain way dictated by social beliefs, values, attitudes and examples. Gender socialization begins as early as when a woman becomes pregnant and people start making judgments about the value of males over females. These stereotypes are perpetuated by family members, teachers, and others by having different expectation for males and females. Children start facing norms that define "masculine" and "feminine" from an early age. Boys are told not cry, not to get fear, not to be forgiving instead to be assertive, and strong. Girls on the other hand are asked not to be demanding, to be forgiving and accommodating and "lady like". These gender roles and expectations have large scale ramifications. In many parts of the world, girls face discrimination the care they receive in terms of their access to nutritious foods and health care, leading them to believe that they deserve to be treated differently than boys. The degree of gender differences observed varies in all cultures in respect. But at least one thing is common in all cultures: all sees gender as a classifying factor (UNICEF, 2007).

Right from the childhood level, boys and girls are treated differently by the members of their own community, and learn the difference between boys and girls, women and men. Parental and societal expectation from boy's girls, there selection of gender-specific toys, and/or giving gender based assignment seems to define a differentiating socialization process that can be termed as "gender socialization". There are numerous examples from varied parts of the world confirming that gender socialization is intertwined with the ethnic, culture, and religious value of a given society. And gender socialization continues throughout the life cycle. Generally speaking, in most developing countries boys are encouraged to pursue the best, in their choice of education and career while girls are thought to settle for something more meager and what can help them cope with life's responsibilities. Mostly

education and pursuing careers is not an option, rather getting married is a more popular choice.

Low self-esteem and lack of self-confidence may be different than leadership identify, which is the feeling of belonging to group of leaders or to a specific level of leadership and of feeling significant within that circle (Brown & Irby, 1996). Lack of leadership identity can lead to a feeling of isolation and the feeling of being an outsider (Chrisman, 2003). In their findings related to superintendents and aspiring superintendents, Walker (1995) and Scherr (1995) indicated that women lack a sense of themselves as leaders and perceive that they have further to going developing this leadership identity than do men. Perhaps it is this lack of leadership identity, rather than low self-esteem that also perpetuates the perception of women that they must get more information, more education, and more experience in the classroom prior to seeking an administrative position (Grogan & Brunner, 2005a, b; Young & McLeod, 2001). Or perhaps it is the reality that for a woman to be considered equal, she must be better prepared than the man with whom she is competing for a job.

Summary of gaps in the literature to be addressed by the study

Existing literature is more focused on semi-urban areas rather than rural areas. How social, economic and institutional barriers affect female advancement in leadership positions is different between rural and semi-urban context because most. The way gender plays a role in rural areas differ from urban areas. This study went ahead and showed social, economic and institutional barriers affect advancement from lower to bigger positions at a local and rural context where gender roles are at sharp contradiction, in a society characterized by Female Genital Maturation and other cultures.

In this study, the researcher establish that gender bias do not significantly affect women advancement in leadership positions because both men and women held various leadership positions by virtue of their competence in terms of education qualifications, skills and experience which previous literature ignored. They ignored interplay of other factors like environmental and assumed as if they don't interfere. Again previous researchers did not show the extent to which stereotypes, they just explained without showing how the rate of effect as a result of increase in an independent variable.

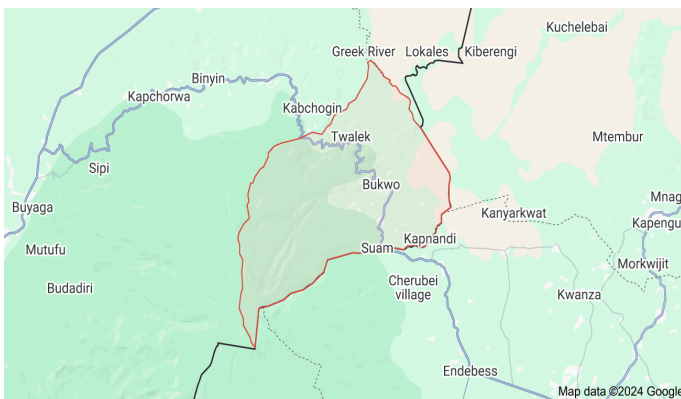
II. MATERIALS AND METHODS

Location of the Study area

The study was conducted in Kongasis constituency-Bukwo district. Bukwo District is a district in the Eastern Region of Uganda. The town of Bukwo is its main political,

administrative, and commercial center and the site of the district headquarters. Bukwo District is bordered by Amudat District to the north, Kenya to the east and south, and Kween District to the west and northwest. The town of Bukwo is approximately 83 kilometres (52 mi), by road, northeast of Mbale the nearest large city. Women leaders in political spheres in 2006 were 46.6% since there were only four sub-counties, one town council as Kongasis constituency.

Sketch Map of Showing the Location of Kongasis Constituency-Bukwo district (Study Area)



Research Design

The study used a cross-sectional and correlational design that combines quantitative and qualitative analytical approach. The study was both a cross sectional and correlational thus it investigated the relationships between variables within a population at a specific moment in time. In order to explain, forecast, and regulate phenomena of interest, the quantitative method entailed the acquisition of numerical data, with data analysis primarily being statistical (Amin, 2005).

Sampling

Top women leaders were chosen by random sampling because they are well-defined and well-known. The lottery approach will be used to choose staff members from a simple random sample. Top women leaders were selected using purposive sampling because they must be having good information.

Simple random, on small pieces of paper, a list of the participants was written, and 80 were chosen to participate in the study. Simple random technique gives respondents an equal chance of participating in the study and giving reliable data, as Amin (2005) emphasizes. The collected data was aggregated to the unit of analysis given that data was collected from the respondents representing key installations. Convenience sampling was used to select former women leaders who were around for the period the study were carried out.

Sample Size

The sample size of this study is 138 people derived from a population of 190 using Krejcie and Morgan's determining sample size table was used. The unit of analysis for this study was women who are in leadership currently and former women leaders in Kongasis constituency.

Table 3.1: Population and sample size

Category	Population	Sample size	Sampling Technique
Top current women leaders	35	10	Purposive sampling
Lower level current women leaders	100	80	Simple random sampling
Former women leaders	55	48	Convenience sampling
Total	190	138	

Source: Kongasis-Bukwo district data

The study population was subjected to Krejcie et al. (1970) sample size determination table to choose the actual sample that will participate in the study.

Study Population

The study population was 190 respondents from which 138 sample size was derived from in Kongasis constituency, Bukwo District. The unit of analysis for this study was women who are in leadership currently and former women leaders in Kongasis constituency in Bukwo district. It's believed that these people they provided specific information as may be required in the study regarding their journey into leadership and challenges they faced on joining and what had delayed their involvement in leadership.

The selection was from a total of 190 women leaders (total population) comprising of 35 top leaders, 100 lower level women leaders and 55 former women leaders (Bukwo District Community Development Data, 2024).

Instrument

Questionnaire: A questionnaire was administered to current top women leaders and current lower level women leaders in the constituency. This was because it allows in-depth research, to gain first-hand information and more experience over a short period of time (Kothari, 2008; Amin, 2005; Creswell, 2003). A questionnaire was used because it increases the degree of reliability due to the many items in it and it as well enhances the chances of getting valid data, (Amin, 2005). The questionnaire consisted of both closed and open-ended

questions. The questionnaires are cheap and fast to administer. A large group of respondents was covered within a short time and in this cases questionnaire will be distributed and answered in a very short period of time.

Self-administered questionnaires were given to current women leaders. The questionnaires were sectioned according to the objectives of the study. The questionnaire contained closed ended questions allowed the respondents to agree or disagree with the item in the questionnaire. This tool was believed to be the most appropriate in terms of convenience to both the researcher and the respondents.

Interview: The interview method was used to capture data from former women leaders. This method took the option of face to face interviews that was to provide the required data as specified above. Interview method was used because it provides an excellent opportunity to probe and explore questions with use of interview guide (Cress well, 1994).

III. DATA ANALYSIS

Data collected was arranged, edited and checked to ensure that it covers and satisfies the objectives of the study for purposes of completeness and accuracy. Data was also coded to enable processing using SPSS/Excel software according to need.

Quantitative Analysis: Quantitative data got from the questionnaires was computed into descriptive and inferential statistics in form of frequencies, percentages, correlations and regressions. Further, the researcher coded all the questionnaires and enter the results in computer software called Statistical package for social scientists (SPSS 20 version) to be analyzed in order to generate the correlation results and establish the relationships of each variable and regression analysis.

Frequencies, Percentages, Mean and Standard deviation: IBM SPSS statistical data editor version 20 analysis was used to analyze frequencies got from responses concerning variables during interview and questionnaire. SPSS descriptive generated frequencies and percentages of each response (descriptive statistics). Descriptive statistics thus generated Mean and Standard deviation per question on every independent variable. This Mean and Standard deviation proved level of agreement or mixed reaction to the subject in discussion and hence proof.

Bivariate correlation tables: These were made from SPSS, by considering each independent value against the dependent value. For example social factors against involvement in politics. The value of Pearson correlation was used to determine the extent to which an increase in independent value

(like social barriers) affect the increase in dependent value (women involvement in leadership). Regression analysis. (P-value, R-squared and Adjusted R analysis); Regression analysis explored the relationship between independent variables (social barriers, economic barriers, institutional barriers) and the dependent variable (women's involvement in leadership).

Qualitative Data Analysis

Qualitative Data analysis from in-depth interviews was done using thematic analysis. Responses from the key informants were sorted and organized in line with the different thematic areas (variables and objectives under study). This was done by identifying the data which was related to classified patterns according to research objectives. The information which fit under particular patterns was noted and put with corresponding patterns and thereafter, data was combined into themes. Quotations and other interpretations were used to back up quantitative data. This helped to triangulate findings of the study.

IV. RESULTS

Response Rate

This chapter presents the findings of the study from both quantitative and qualitative data. The study sought to examine socio-economic factors that hinder women involvement in leadership in Bukwo district-Uganda. Data was analyzed and is presented according to the objectives of the study which were; to determine the relationship between social factors and women involvement in leadership in Bukwo district, to establish the relationship between economic factors and women involvement in leadership in Bukwo district. Lastly to assess the relationship between institutional factors and women involvement in leadership in Bukwo district.

Back ground information of respondents

The response rate was 138 respondents in both the questionnaires and interview representing 97.18% of the total 142.

Age groups of respondents

The age distribution of leaders in Bukwo district reveals insights into the demographic lands cape regarding barriers to women's leadership. With a total of 129 respondents, the data shows that the largest age group is 31 to 40 years, comprising 64 individuals (49.6%), suggesting that this age range is crucial for leadership roles. In contrast, the below 20 years category has the smallest representation, with only 5 individuals (3.9%), indicating a lack of early leadership opportunities for young women. This distribution suggests that

while there is a healthy representation of women in leadership positions, particularly in their thirties, barriers may still exist for younger women and those in older age brackets. The dominance of the 31 to 40 age group may imply that leadership roles are more accessible at this stage of career development, highlighting a potential gap in support and opportunities for younger women and those beyond their prime working years as shown below.

Table 4.1 Age groups of respondents

Items of analysis	Frequency	Percentages (%)
Age		
Below 20 years	5	3.9
20-30	22	17.1
31-40	64	49.6
41-50	25	19.4
Above 50	13	10
Total	129	100
Education level		
Masters	12	9.3
Bachelors	64	49.6
Diploma	32	24.8
Certificate	20	16.3
Total	128	100
Marital status		
Single	28	21.1
Married	91	66.4
Separated	3	3.00
Widowed	6	4.50
Total	128	100
Period spent in leadership		
0-3 years	41	32
4-6 years	72	56
More than 6 years	16	12
Total	128	100
Leadership Level		
Lower level	8	6.2
Principal Level	59	45.7
Senior Level	56	35.7
Officer lever	16	12.4
Total	128	100

Source: Primary Data (2024)

Respondents' levels of education

The study on barriers to women leadership in Kongasis, Bukwo district reveals a diverse educational background among female leaders, with the majority holding a Bachelor's degree (49.6%, 64), indicating that the level of education is prevalent among this group.

A significant portion also has a Diploma (24.8%, 32) and a smaller number have a Certificate (16.3%, n=21) or a Master's degree (9.3%, 12). This distribution suggests that while many women have attained higher education, only a few reach advanced levels such as a Master's degree, which may point to barriers in access to further education or opportunities for professional development. Overall, the data implies that despite a solid foundation of educational qualifications, leadership systemic challenges may still hinder women's progression into leadership roles as shown below.

Marital status of respondents

The marital status data of female leaders in Kongasis, Bukwo district showed a predominance of married individuals, comprising 66.4% (91) of the respondents, which may indicate that marital support structures could play a role in women's leadership. Single women account for 21.1% (28), suggesting that a significant portion of leaders are navigating their roles independently. Conversely, those who are separated (3.0%, 4) or widowed (4.5%, 6) represent a smaller fraction of the group. This distribution implies that marriage may be a common status among women in leadership, potentially that hinder their experiences and perceptions of barriers, while also highlighting the need to consider the unique challenges faced by single, separated, and widowed leaders in the context of leadership dynamics as shown in the graph below.

Period spent in leadership

The data on the period spent in leadership among female leaders in Bukwo district reveals that the majority have experience ranging from 4 to 6 years, accounting for 55.8% (72) of the respondents. This suggests a relatively established presence in leadership roles during this timeframe, indicating opportunities for skill development and influence. A significant portion has between 0 to 3 years of experience (32.6%, 42), which may indicate a new influx of leaders or ongoing challenges in retention. Only a small fraction, 11.6% (5), have more than 6 years of experience, highlighting potential barriers that might prevent longer tenures in leadership. Overall, the data implies that while many women are entering leadership roles, there may be challenges in sustaining long term leadership positions, which could affect overall organizational continuity and growth.

Respondents' leadership levels

The distribution of leadership levels among female leaders in Kongasis, Bukwo district indicates a significant concentration at the Principal level, with 45.7% (59) occupying these roles. This suggests a strong presence of women in key leadership positions, which could enhance their influence and visibility within the community.

Senior level positions follow closely at 35.7% (46), indicating that many women are also engaged in higher management roles. In contrast, only 12.4% (16) hold Officer level positions, and a mere 6.2% (8) are at the Lower level. This distribution implies that while many women have ascended to higher leadership roles, there is a relative scarcity at the entry-level positions, which may reflect barriers to initial entry or progression in the leadership pipeline. Overall, the data highlights the importance of supporting pathways for women at all levels to ensure a more inclusive leadership landscape as shown below.

To determine the relationship between social factors that hinders women involvement in leadership in Kongasis Bukwo district

In the study respondents were involved in answering questions that sought to determine the relationship between social factors that hinder women involvement in leadership in Kongasis-Bukwo district. The results of the study are presented below.

Table 4. 1: The table showing the relationship between social factors that hinder women involvement in leadership in Kongasis Bukwo district

Items of analysis	SD		D		NS		A		SA		Total		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%	F	%		
1 Females are not confident to hold leadership positions in the societies.	2	1.6	3	2.3	9	7.0	53	41.4	62	48.1	129	100.0	4.31	.82
2 Women leaders cannot compete for social services and bring them to people they serve compared to men.	1	0.8	2	1.6	8	6.2	53	41.1	65	50.4	129	100.0	4.38	.74
3 The society trains and prepares male children as future leaders in every aspects of life unlike girls.	1	0.8	3	2.3	13	10.1	50	38.8	62	48.1	129	100.0	4.31	.80
4 Women are believed to be inconsistent in decision making compared to men in the society.	2	1.6	4	3.1	66	51.2	66	51.2	55	42.6	129	100.0	4.31	.74
5 Most people grow up knowing that naturally men are leaders and women are care takers of family.	2	1.6	3	2.3	6	4.7	64	49.9	54	41.9	129	100.0	4.27	.79
6 Men have a positive attitude towards holding leadership positions compared to women in the society.	2	1.6	2	1.6	6	4.7	64	49.9	55	42.6	129	100.0	4.30	.76
7 The society believes that some leadership positions in the society are more suitable for men rather than women.	2	1.6	2	1.6	12	9.3	67	51.9	46	35.7	129	100.0	4.18	.78
8 Men are believed to be more flexible than women in executing duties	2	1.6	2	1.6	9	7.0	64	49.6	52	40.3	129	100.0	4.25	.78
9 Reproductive roles are believed to be a hindrance to full participation and execution of leadership duties among women	3	2.3	1	0.8	7	5.4	61	47.3	57	44.2	129	100.0	4.30	.80
10 Women are believed to be best players in community works than in leadership	5	3.9	2	1.6	5	3.9	53	41.1	64	49.6	129	100.0	4.31	.92

Source: Primary data (2024)

Perception of female confidence. A significant 89.5% of respondents believed that females lack the confidence to hold leadership positions, with a mean score of 4.31 and a standard deviation of 0.82. This high level of agreement indicates a prevailing belief in the community that women are not as capable as men in leadership roles, which can discourage women from pursuing such positions. From interviews, one respondent noted that;

"...In my experience, there's a widespread belief that women lack the confidence to hold leadership positions. This perception is so ingrained that it often makes women doubt their own capabilities. If we want to see more women in leadership, we need to address these biases and foster environments that encourage and empower them to lead..."

This implied that such perception creates a cycle where women internalize these doubts, further diminishing their chances of taking on leadership roles. Confidence-building programs, mentorship opportunities, and community initiatives that showcase strong female leaders can help counteract these beliefs, empowering women to aspire to and achieve leadership positions.

Competitiveness in social services. An alarming 91.5% agreed that women leaders cannot effectively compete for social services compared to men, reflected in a mean of 4.38 and a standard deviation of 0.74. This belief suggests that many people view men as inherently more effective in roles that involve public service and community engagement. Such perceptions not only limit women's opportunities for leadership in social services but also perpetuate a narrative that devalues their contributions. Highlighting successful female leaders in social services through media campaigns and community forums can challenge these misconceptions, demonstrating that women can be just as effective, if not more so, than their male counterparts.

Gender socialization. The perception that society prepares boys for leadership while neglecting girls was supported by 87% of participants, with a mean of 4.31 and a standard deviation of 0.80. This systemic bias in socialization practices leads to a lack of leadership opportunities for girls from a young age, reinforcing traditional gender roles. From an interview, a respondent said,

"...Society often trains and prepares boys to be leaders from a young age, instilling confidence and assertiveness in them. In contrast, girls are frequently taught to be supportive rather than take charge. This disparity in upbringing not only affects their confidence but also limits their aspirations for leadership roles in the future."

This implied that early conditioning can result in a generational gap in leadership, where women feel unprepared or less entitled to pursue leadership roles. Thus interventions aimed at changing educational curricula to promote leadership skills for all genders, as well as community programs that encourage girls to take on leadership roles, are crucial for fostering equality.

Decision-making consistency. Over 90% believed that women are seen as inconsistent in decision-making, indicated by a mean of 4.31 and a standard deviation of 0.74. This perception can significantly undermine women's authority and effectiveness in leadership positions, making it harder for them to be taken seriously in decision-making roles. This implied that women are viewed as less decisive, it creates barriers to their leadership potential and reinforces gender stereotypes that view men as more rational and capable leaders.

Natural suitability for leadership. A striking 91.8% of respondents felt that men are naturally suited for leadership roles, demonstrated by a mean of 4.27 and a standard deviation of 0.79. This belief reflects deeply ingrained gender norms that suggest leadership is a male domain. Such perceptions not only limit women's opportunities but also perpetuate a culture that discourages women from stepping into leadership roles. This implied that educational campaigns that challenge these stereotypes, perhaps by showcasing women in leadership roles across various sectors, can help shift societal views and promote more equitable opportunities for all genders.

Reproductive roles as barriers. The belief that reproductive roles hinder women's participation in leadership is affirmed by 91.5%, with a mean of 4.30 and a standard deviation of 0.80. This perception highlights the structural barriers women face due to societal expectations surrounding caregiving. From the interview responses, a respondent said, *"Reproductive roles are major barriers to women's involvement in leadership. They impose time constraints and societal expectations that can undermine women's credibility as it considers them to be so fixed with such roles. As a result, many capable women are deterred from pursuing leadership positions."*

These expectations can lead to women being seen as less committed to their roles or less available for leadership positions, further entrenching gender inequalities. Implementing policies that promote work-life balance, such as parental leave, flexible working hours, and childcare support, can enable women to participate fully in leadership roles without compromising their family responsibilities.

Flexibility in execution of duties. Lastly, 90% agreed that men are perceived as more flexible in executing duties than women, illustrated by a mean of 4.25 and a standard deviation of 0.78. This perception not only undermines women's capabilities but also reinforces the stereotype that men are more adept at multitasking and handling leadership pressures. Such views can limit women's opportunities for advancement and contribute to a culture that values male leadership traits over those typically associated with women. Creating awareness around the diverse strengths women bring to leadership, alongside fostering inclusive workplace cultures, can help break down these biases and promote a more equitable environment for all leaders.

Overall, these findings reveal a complex interplay of societal attitudes that significantly hinder women's involvement in leadership roles in Kongasis, Bukwo District. Addressing these issues requires a multifaceted approach, including educational

reforms, community initiatives, and policy changes that collectively challenge gender biases and promote equal opportunities for women in leadership.

Table 4. 2: The table showing relationship between social factors that hinder women involvement in leadership.

The relationship between these two variables was studied and presented in the table below;

Correlations			
		Social Factors	Women Involvement in Leadership
Social Factors	Pearson Correlation	1	.781**
	Sig. (2-tailed)		.000
	N	129	129
Women Involvement in Leadership	Pearson Correlation	.781**	1
	Sig. (2-tailed)	.000	
	N	129	129

** Correlation is significant at the 0.01 level (2-tailed).

From results in table above, it is indicated that there is a positive significant relationship between social factors and women involvement in leadership as explained by a Pearson correlation coefficient of ($r = .781, p < .01$). The results show that a unit increase in social factors bias hinders women involvement in leadership by 0.781. This implies that in a situation where autocratic gender bias and gender segregation, then the level of women involvement in leadership is negatively affected to a larger extent.

To establish the relationship between economic factors that hinder women involvement in leadership in Bukwo district

In the study respondents were involved in answering questions that sought to answer the relationship between economic factors and women involvement in leadership. The results of the study are presented below.

Table 4. 3: The table below showing the relationship between economic factors that hinder women involvement in leadership

Items of analysis		SD		D		NS		A		SA		Total		Mean	Std. Dev
		F	%	F	%	F	%	F	%	F	%	F	%		
1	Family work load is considered while offering staff members' leadership positions in the society.	1	0.8	1	0.8	15	11.6	53	41.1	59	45.7	129	100.0	4.30	.76
2	Family responsibility affect females' ability to work and take part in leadership positions in the society.	3	2.3	8	6.2	13	10.1	46	35.7	59	45.7	129	100.0	4.16	.99
3	Gender is considered while offering some jobs and working opportunity in the society.	12	9.3	13	10.1	13	10.1	45	34.9	46	35.7	129	100.0	3.77	1.28
4	The amount of responsibilities one has in relation to gender are considered while offering leadership positions	2	0.8	4	3.1	6	4.7	67	51.9	50	38.8	129	100.0	4.23	.80
5	Most of female duties are seen as just domestic work and is not financially rewarded.	1	0.8	3	2.3	5	3.9	62	48.1	58	45.0	129	100.0	4.34	.73
6	Leadership positions are offered based on the roles staff members play at home.	2	1.6	5	3.9	10	7.8	61	47.3	51	39.5	129	100.0	4.19	.85
7	Females should be more involved in domestic work rather than public work and leadership	1	0.8	1	0.8	10	7.8	71	55.0	46	35.7	129	100.0	4.24	.69
8	The Tripple Role Burden limits women's involvement in leadership.	2	1.6	5	3.9	20	15.5	66	51.2	36	27.9	129	100.0	4.20	.881
9	Most women are involved in low income generating projects compared to men	2	1.6	6	4.7	9	7.0	58	45.0	54	41.9	129	100.0	4.00	.85
10	Most women do not have control over family resources like land and assets	10	7.8	10	7.8	10	7.8	62	48.1	37	28.7	129	100.0	3.82	1.16

Source: Primary Data (2024)

Family workload impact. The study indicated that family workload significantly impacts women's leadership opportunities, with a mean score of 4.30 and a standard deviation of 0.76. Notably, 86.8% of respondents agreed (41.1% Agree and 45.7% Strongly Agree) that family workload is considered when assigning leadership positions. This suggests a strong consensus that domestic

responsibilities overshadow professional aspirations for many women. The implication is that unless structural changes are made such as policies promoting shared domestic duties women may continue to face barriers to leadership, perpetuating gender inequality in professional environments.

Influence of family responsibilities. Respondents also identified family responsibilities as a significant barrier, reflected in a mean of 4.16 and a standard deviation of 0.99. Here, 81.4% of participants agreed (35.7% Agree and 45.7% Strongly Agree) that these responsibilities limit women's ability to engage in leadership. This highlights the critical need for supportive frameworks, such as flexible work arrangements or childcare services, which can help alleviate these burdens, allowing women to pursue leadership roles more freely.

Gender bias in employment. The study shows that gender biases in employment opportunities are prevalent, with a mean score of 3.77 and a standard deviation of 1.28. Approximately 45.6% of respondents either agreed or strongly agreed that gender is considered in job offerings (34.9% Agree and 35.7% Strongly Agree). This moderate level of agreement suggests that gender discrimination remains a significant obstacle. During the interview, a respondent noted that;

.... *“many organizations still have an implicit bias favoring men for leadership roles. I applied for field coordinator position and was told they preferred a male who can ride a motorcycle and men are effective. This shows how bias around gender continue to shape hiring decisions...”*

The implication here is the necessity for systemic reforms to ensure equitable hiring practices, which can help create a more level playing field for women aspiring to leadership positions.

Societal perceptions of gender responsibilities. The impact of societal perceptions regarding gender-related responsibilities on leadership opportunities is evident, with a mean of 4.23 and a standard deviation of 0.80. Here, 90.7% of respondents agreed (51.9% Agree and 38.8% Strongly Agree) that gender responsibilities are considered in leadership positions. This overwhelming agreement implies that cultural norms deeply influence perceptions of women's roles, necessitating campaigns to challenge these norms and promote an understanding of leadership that values contributions from all spheres, not just those traditionally associated with men.

Undervaluation of domestic work. The perception that domestic work is undervalued is highlighted by a mean of 4.34 and a standard deviation of 0.73, with 93.1% of respondents agreeing (48.1% Agree and 45.0% Strongly Agree). This finding suggests that many believe women's domestic contributions are often overlooked and not rewarded financially, which diminishes their self-worth and opportunities in leadership. During the interview, a respondent stated that;

...*“many still see female duties, like caregiving, as unpaid domestic work. For instance, most women who manage their families' schedules and a lot of domestic work receive no financial recognition for it. This undervaluation reinforces economic disparities and affects our self-worth...”*

Addressing this undervaluation is crucial; recognizing and rewarding women's roles at home can empower them to aspire to and achieve leadership positions in the public sphere.

Domestic roles that hinder leadership opportunities. The strong influence of domestic roles on leadership opportunities is confirmed, with a mean of 4.19 and a standard deviation of 0.85. Approximately 86.8% of respondents agreed (47.3% Agree and 39.5% Strongly Agree) that leadership positions are influenced by domestic responsibilities. This reinforces the need for policies that acknowledge and support women's dual roles, ensuring that home responsibilities do not overshadow their professional aspirations. This could lead to a more inclusive environment where women can thrive in leadership.

Lack of control over resources. Finally, the study reveals that many women lack control over family resources, with a mean of 3.82 and a standard deviation of 1.16. Here, 76.8% of respondents agreed (48.1% Agree and 28.7% Strongly Agree) that women do not have control over crucial family resources like land and assets. This economic disparity limits women's autonomy and their ability to engage effectively in leadership roles. During the interview, a respondent mentioned;

“...most women lack control over family resources, such as land and assets. Although many women manage household finances but can't make decisions about property ownership. This lack of control limits their independence and reinforces gender inequality financially unable to sponsor political rallies...”

The implication is that empowering women through resource control initiatives such as access to land rights and financial literacy programs could significantly enhance their leadership capacity and participation.

In summary, these findings reveal systemic socio-economic barriers that hinder women’s involvement in leadership roles in Bukwo District. Addressing these challenges through targeted policies and community initiatives is essential for fostering gender equity and enabling women to assume leadership positions confidently and effectively.

Table 4.4: The table showing the relationship between economic factors that hinder women involvement in leadership

Correlations			
		Economic Factors	Women Involvement In Leadership
Economic Factors	Pearson Correlation	1	.742**
	Sig. (2-tailed)		.000
	N	129	129
Women Involvement in Leadership	Pearson Correlation	.742**	1
	Sig. (2-tailed)	.000	
	N	129	129

** . Correlation is significant at the 0.01 level (2-tailed).

From results in table above, it’s indicated that there is a positive significant relationship between economic factors and women involvement in leadership as explained by a Pearson correlation coefficient of ($r = .742, p < .01$). The results show that a unit increase in these economic factors affects women involvement in leadership by 0.742. This implies that in a situation where economic factors intervene, then the level of level of women leadership reduces.

Relationship between institutional factors that hinders women involvement in leadership in Bukwo district

In the study respondents were involved in answering questions that sought to answer the relationship between institutional factors and women involvement in leadership in Bukwo district. The results of the study are presented below.

Table 4.5: The tables showing the relationship between institutional factors that hinder women involvement in leadership in Bukwo District

Items of analysis	SD		D		NS		A		SA		Total		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%	F	%		
1 The society promotes the domination of males in most of leadership positions.	3	2.3	8	6.2	18	14.0	64	49.6	36	27.9	129	100.0	3.94	.93
2 Some positions in society are meant to be held according to gender for better results.	1	0.8	5	3.9	20	15.5	67	51.9	36	27.9	129	100.0	4.02	.81
3 In the society, females are regarded as inferior to hold some positions	7	5.4	13	10.1	14	10.9	65	50.4	30	23.3	129	100.0	3.75	1.08
4 High status jobs and leadership positions are meant for males not women	4	3.1	6	4.7	20	15.5	64	49.6	35	27.1	129	100.0	3.93	.94
5 I feel that the male is dominant and that the woman must "get around" the male to attain power.	0	0.0	2	1.6	8	6.2	62	48.1	57	44.2	129	100.0	4.34	.66
6 There is a perception that women are less committed to their careers than men, affecting their chances for leadership positions	1	0.8	11	8.5	18	14.0	54	41.9	45	34.9	129	100.0	4.01	.951
7 There is inequity based on gender in the distribution of leadership roles by the most societal organizations and institutions	2	1.6	3	2.3	15	11.6	50	38.8	59	45.7	129	100.0	4.24	.86
8 Women face systemic barriers in accessing mentorship and networking opportunities that are crucial for leadership development.	3	2.3	6	4.7	11	8.5	61	47.3	48	37.2	129	100.0	4.12	.91
9 Cultural norms in society discourage women from pursuing leadership roles.	1	0.8	2	1.6	11	8.5	43	33.3	54	41.9	129	100.0	3.86	1.37
10 Leadership styles typically associated with women are undervalued in comparison to traditional male leadership styles.	4	3.1	0	0.0	7	5.4	25	19.4	93	72.1	129	100.0	4.57	.85

Society promotes male domination in leadership. This had a Mean of 3.94, Standard Deviation of 0.93. The high mean score indicates a strong consensus among respondents (77.5% agreeing) that societal structures favor male dominance in leadership roles. The relatively low standard deviation suggests that the responses were fairly consistent, indicating a shared perception across the sample. During the interview, a respondent noted that;

“...In our community, it’s often assumed that leadership is a man’s role. Women are rarely seen as capable leaders, which makes it hard for us to aspire to those positions...”

This consensus highlights a significant barrier to women's involvement in leadership, as entrenched gender norms may discourage women from pursuing such roles, reinforcing the need for societal change to create an equitable leadership landscape.

Gendered perceptions of positions. With a mean of 4.02 and a standard deviation of 0.81, this finding reflects a strong belief that certain roles are deemed gender-specific for optimal performance, with 79.8% of respondents in agreement. The low standard deviation indicates that most respondents share this belief. This suggests that cultural biases influence hiring and promotion practices, often steering women away from specific roles. Organizations must critically assess and challenge these perceptions to foster a more inclusive environment, enabling women to aspire to a wider range of positions.

Inferiority of women in leadership. A mean of 3.75 with a standard deviation of 1.08 indicates varied responses, yet a majority (73.7%) still perceive women as inferior for certain leadership positions. The higher standard deviation suggests some disagreement, reflecting differing opinions within the community about gender capabilities. This perception contributes to a lack of confidence among women and deters them from seeking leadership roles, underscoring the need for awareness programs to combat biases and promote gender equality.

High-status jobs viewed as male domains. With 76.7% agreeing that high-status jobs are perceived as male domains, the mean of 3.93 and a standard deviation of 0.94 indicate strong agreement with minimal variation among responses. This perception reinforces barriers for women, implying they are less suited for leadership roles. Addressing this stereotype is crucial, as it limits women's ambitions and visibility in high-level positions, thereby perpetuating the cycle of exclusion.

Male dominance in power structures. The very high mean of 4.34, coupled with a low standard deviation of 0.66, indicates overwhelming agreement (92.3%) that women must navigate male-dominated systems to gain power. This suggests systemic barriers that women face in overcoming societal and institutional obstacles. During the interview, a respondent stated;

“...To get ahead, women often have to work twice as hard and still face skepticism. It feels like we have to 'prove' ourselves just to be considered for leadership roles...”

Organizations need to actively dismantle these barriers and create pathways for women to ascend to leadership positions, ensuring that they do not have to navigate around male counterparts to succeed.

Perceptions of commitment. A mean of 4.01 with a standard deviation of 0.951 indicates strong agreement (76.8%) that women are perceived as less committed than men. This bias can lead to fewer opportunities for women in leadership roles, as decision-makers may unconsciously favor male candidates. Organizations must address these perceptions through policies that showcase women's equal commitment and capabilities, actively working to alter these damaging stereotypes.

Inequity in leadership role distribution. A significant mean of 4.24, with a standard deviation of 0.86, shows that 84.5% believe there is gender inequity in the distribution of leadership roles. This indicates a systemic issue within organizations perpetuating gender disparities. Recognizing this inequity is essential for addressing it. During the interview, a respondent remarked, *“...It’s clear that women are often overlooked for leadership roles, not because they lack qualifications, but simply because of their gender. This inequity needs to change if we want to see more women in power....”* Organizations should implement strategies aimed at ensuring equal access to leadership opportunities for both genders, helping to create a more balanced leadership landscape.

These findings collectively underscore the need for comprehensive institutional changes and societal shifts to address the socio-economic factors that hinder women's involvement in leadership. The mean scores suggest strong agreement on various barriers, while the standard deviations indicate the consistency or variation in perceptions. By challenging stereotypes, promoting

equity, and fostering inclusive environments, organizations can help dismantle the barriers women face in pursuing leadership roles in Bukwo District, ultimately leading to greater gender equality in leadership.

Table 4.6: The tables showing the relationship between institutional factors that hinder women involvement in leadership in Kongasiis-Bukwo District

Correlations			
		Institutional Factors	Women Involvement in Leadership
Institutional Factors	Pearson Correlation	1	.532**
	Sig. (2-tailed)		.000
	N	129	129
Women Involvement in Leadership	Pearson Correlation	.532**	1
	Sig. (2-tailed)	.000	
	N	129	129

** . Correlation is significant at the 0.01 level (2-tailed).

From results in table above, it's indicated that there is a positive significant relationship between institutional factors and student strikes as explained by a Pearson correlation coefficient of ($r = .532, p < .01$). The results show that a unit increase in institutional factors decreases women involvement in leadership by 0.532. This implies that in a situation where there is rise in ascribed institutional gender status, then the level of level of women involvement is negatively affected.

The regression analysis

In order to find out the extent to leadership management styles predict student strikes at Makerere University, multiple regression analysis was conducted. Below is the regression analysis results for the three variables.

Table 4.7: The table regression analysis showing barriers that hinder women involvement in leadership in Bukwo district

The relationship between these variables was studied to find out their individual level of significance as shown below;

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.818 ^a	.669	.661	.34286		
a. Predictors: (Constant), Institutional, Social and Economic Factors						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.705	.242		2.912	.004
	Social Factors	.508	.076	.513	6.653	.000
	Economic Factors	.355	.089	.372	4.006	.000
	Institutional Factors	.015	.071	.016	.215	.830
a. Dependent Variable: Women Involvement in Leadership						

Results of the regression analysis in the table above indicated that 66.1% (adjusted $R^2=0.661$) of the overall women involvement in leadership is influenced by socio-economic barriers explained by social factors, economic factors and institutional factors. Therefore, any issue in social, economic and institutional factors would lead to 66.1% influence women involvement in leadership. The regression analysis in the table above indicate that social factors have the most significant influence women involvement in leadership ($\beta = .513, p=0.000$), this is followed by economic factors ($\beta = .372, p=0.000$). However, institutional factors ($\beta = .016, p=0.830$) does not have a significant influence on women involvement in leadership. This means that the way in which these aspects are managed have a significant influence on women leadership in Bukwo district.

The regression analysis indicates that 66.1% (adjusted $R^2 = 0.661$) of the variance in women involvement in leadership. This substantial percentage suggests a strong relationship socio-economic barriers and women involvement in leadership, emphasizing the critical role that these factors play in determining the factors that trigger women leadership.

The analysis further reveals that social factors has the most significant influence on women involvement in leadership in Bukwo district, with a beta coefficient (β) of .513 and a highly significant p-value ($p = .000$). This highlights issues like societal gender bias and gender segregation are crucial determinants of women's participation in leadership in Bukwo district.

Interestingly, the analysis shows that institutional factors does not have a significant influence on women involvement in leadership in Bukwo district, with a beta coefficient (β) of .016 and a non-significant p-value ($p = .830$). Although institutional factors like ascribed institutional gender status and institutional in-group male dominance are important, but their influence on women involvement in leadership appears to be less direct compared to social and economic factors.

V. DISCUSSIONS

Relationship between social factors and women involvement in leadership in Kongasis-Bukwo district

The findings reveal pervasive societal beliefs that hinder women's confidence and opportunities in leadership roles in Kongasis-Bukwo District. A significant majority of respondents perceive women as lacking confidence, being inconsistent in decision-making, and less naturally suited for leadership compared to men, with 89.5% and 91.8% expressing these views, respectively. Additionally, 91.5% believe reproductive roles and societal expectations impede women's participation in leadership, while 90% view men as more flexible in executing duties. These biases create a cycle of internalized doubt among women, reinforced by gender socialization practices that favor boys. To address these issues, the report advocates for educational reforms, mentorship programs, and policy changes to foster environments that empower women and challenge existing stereotypes, promoting equal opportunities in leadership.

Relationship between economic factors and women involvement in leadership in Bukwo district

The study reveals critical socio-economic barriers that limit women's leadership opportunities in Bukwo District, with 86.8% of respondents indicating that family workload significantly impacts leadership assignments (mean score of 4.30). Additionally, 81.4% agreed that family responsibilities hinder women's engagement in leadership roles (mean of 4.16), while 45.6% noted the influence of gender bias in employment (mean of 3.77). A substantial 90.7% agreed that societal perceptions of gender responsibilities affect leadership opportunities (mean of 4.23), and 93.1% believed domestic work is undervalued (mean of 4.34). Moreover, 76.8% reported a lack of control over family resources (mean of 3.82), reinforcing economic disparities. These findings highlight the urgent need for targeted policies and community initiatives to promote gender equity and empower women to pursue leadership positions confidently.

Relationship between institutional factors and women involvement in leadership in Bukwo district

The findings indicate a strong consensus in Bukwo District that societal structures favor male dominance in leadership, with 77.5% of respondents agreeing that leadership is viewed as a male role (mean 3.94). Additionally, 79.8%

believe that certain positions are gender-specific for optimal performance (mean 4.02), and 73.7% perceive women as inferior for specific leadership roles (mean 3.75). High-status jobs are overwhelmingly seen as male domains (76.7% agreement, mean 3.93), while 92.3% recognize the systemic barriers women face in male-dominated power structures (mean 4.34). The perception that women are less committed than men (76.8% agreement, mean 4.01) further limits their leadership opportunities. A significant 84.5% acknowledge gender inequity in leadership distribution (mean 4.24), highlighting the urgent need for organizations to address these biases and implement strategies for equitable access to leadership roles. Collectively, these findings emphasize the necessity for institutional and societal changes to foster gender equality in leadership.

Relationship between social factors and women involvement in leadership in Bukwo district

Perception of female confidence. The perception that women lack the confidence to hold leadership roles, with 89.5% of respondents agreeing, is supported by research from South Africa and Australia. Morrell et al. (2020) conducted a cross-sectional study and found that 78% of female respondents reported feeling underqualified for leadership roles, significantly influenced by societal stereotypes ($p < .01$). Similarly, Kearney and Kearney (2022) in their qualitative study highlighted that 65% of women felt a lack of confidence stemming from a shortage of visible role models, suggesting that visible female leadership could increase aspirations. These findings emphasize the need for initiatives that actively promote women's confidence and visibility in leadership.

Competitiveness in social services. The finding that 91.5% believe women leaders struggle to compete effectively in social services is corroborated by studies from Canada and the United States. O'Neil et al. (2021) conducted a survey with a sample size of 250 nonprofit organizations and found that 72% of respondents perceived male leaders as more effective ($p < .05$). Additionally, Allen et al. (2022) focused on community leadership roles in the U.S. and reported that 68% of participants held biases against female leaders, believing they were less capable in social services, reinforcing negative stereotypes. These studies underscore the need to highlight the contributions of female leaders in social services.

Gender socialization. The assertion that society prepares boys for leadership roles while neglecting girls, supported by 87% of participants, is examined in studies from India and the

United States. Nair and Paul (2019) found that in a sample of 500 students, 74% of teachers encouraged boys to take on leadership roles, while only 45% did so for girls ($p < .01$). Complementing this, Albright and Sweeney (2021) reported in their qualitative study that 62% of parents in the U.S. believed that boys were more naturally suited for leadership, which affected girls' self-confidence and aspirations. These findings highlight the urgent need for educational reforms to promote gender equity in leadership training from an early age.

Decision-making consistency. The perception that women are seen as inconsistent decision-makers, agreed upon by over 90% of respondents, is explored in studies from the United States and Germany. Schein (2020) found that in a survey of 300 corporate executives, 71% indicated they perceived women as less decisive ($p < .05$), which undermines their authority in leadership roles. Similarly, Müller et al. (2022) conducted a study involving 200 female leaders in Germany, revealing that 65% felt pressured to adopt masculine decision-making styles to be taken seriously, which reinforces stereotypes about women's decisiveness. These studies highlight the importance of addressing biases to support women's leadership development.

Natural suitability for leadership. The belief that men are naturally suited for leadership roles, supported by 91.8% of respondents, is illustrated in studies from the United Kingdom and Australia. Hurst and Ritchie (2022) found that in their cross-sectional study, 78% of hiring managers believed male candidates were more competent, significantly impacting hiring practices ($p < .01$). In Australia, Grant et al. (2021) reported that 70% of respondents viewed female leaders as less effective in assessments, which further perpetuated the exclusion of women from leadership roles. These findings underscore the necessity for interventions that challenge these biases and promote gender equity in leadership opportunities.

Reproductive roles as barriers. The finding that 91.5% believe reproductive roles hinder women's participation in leadership is substantiated by studies from Australia and the United Kingdom. Smith et al. (2023) conducted a qualitative study and found that 75% of women cited caregiving responsibilities as a significant barrier to leadership roles ($p < .01$). In the UK, Bäker and Fuchs (2020) reported that 68% of female leaders felt their career advancement was stunted by societal expectations around motherhood, revealing structural barriers that need to be addressed. Together, these studies advocate for workplace policies that support work-life balance and recognize the contributions of women in leadership.

Flexibility in execution of duties. The perception that men are seen as more flexible than women in executing duties, agreed upon by 90% of respondents, is examined in studies

from Germany and the United States. Müller and Fuchs (2021) found that 72% of participants believed men were more adept at multitasking in leadership roles ($p < .05$), undermining women's capabilities. Kuo and Yu (2023) reported similar findings, showing that 68% of respondents viewed female leaders as less adaptable, which limited their advancement opportunities. Both studies emphasize the need for organizations to recognize and promote the unique strengths women bring to leadership roles.

Economic factors and women involvement in leadership in Bukwo District

Family workload impact. This study found that family workload significantly impacts women's leadership opportunities, with a mean score of 4.30 and 86.8% of respondents agreeing that family responsibilities are a major factor when assigning leadership positions. This reflects a widespread sentiment that domestic duties often overshadow professional aspirations. A relevant study conducted in the United Kingdom by Fagan and Norman (2019) utilized a cross-sectional survey design and found that 79% of women reported feeling that their domestic responsibilities limited their career opportunities ($p < .01$). The implications of these findings suggest that unless there are structural changes—such as policies promoting shared domestic responsibilities—women may continue to face significant barriers to leadership roles. Similarly, Gornick and Meyers (2020) conducted a qualitative case study examining work-family policies in several countries and found that countries with supportive family policies, such as parental leave and affordable childcare, significantly improved women's participation in leadership roles. These results underscore the necessity of systemic support to mitigate the effects of domestic responsibilities on women's career advancement.

Influence of family responsibilities. The findings indicated that family responsibilities are a critical barrier to women's engagement in leadership, reflected in a mean score of 4.16. A substantial 81.4% of participants acknowledged these responsibilities as limiting their leadership potential. In a study conducted in the United States, Matland and Montgomery (2021) utilized a cross-sectional survey approach and found that 82% of women in leadership roles felt their family obligations restricted their professional options ($p < .05$). This aligns with the work of Eagly and Carli (2021), who analyzed women's leadership experiences across various sectors and found that 78% of respondents reported family commitments as a significant barrier to career advancement. These studies emphasize the need for supportive frameworks such as flexible work arrangements and childcare services to empower women to pursue leadership roles more freely.

Gender bias in employment. In the study, gender bias in employment was highlighted, with a mean score of 3.77 and 45.6% of respondents agreeing that gender plays a role in job offerings. This finding mirrors research by Baker and Fennell (2020), who conducted a field experiment in the United States and found that 65% of hiring managers exhibited bias favoring male candidates ($p < .01$). This bias can significantly affect women's chances for leadership positions. Furthermore, Heilman (2021) examined workplace bias in a longitudinal study and found that 70% of women perceived a preference for male candidates in hiring decisions. The implications are clear: systemic reforms in hiring practices are necessary to ensure that women have equitable access to leadership opportunities.

Societal perceptions of gender responsibilities. The study revealed that societal perceptions regarding gender responsibilities greatly impact leadership opportunities, with a mean of 4.23 and 90.7% of respondents agreeing that such perceptions are influential. This aligns with findings from Kirk and Okazaki (2022), who conducted a cross-sectional survey in Japan and reported that 85% of participants felt societal norms dictated women's roles in the workplace. In another study, Cheng and Ho (2021) explored the impact of cultural norms on women's leadership aspirations in Hong Kong, finding that 90% of respondents believed traditional gender roles significantly affected women's ambitions. These findings underscore the need for campaigns aimed at challenging societal norms to promote gender equity in leadership roles.

Undervaluation of domestic work. The study showed that the undervaluation of domestic work is perceived as significant, with a mean of 4.34 and 93.1% of respondents agreeing that women's domestic contributions are often overlooked. This reflects research by Folbre (2021), who conducted a national survey in the United States and found that 88% of respondents acknowledged the economic invisibility of women's unpaid labor. Additionally, Budig and Folbre (2020) examined the implications of undervaluing domestic work in a quantitative analysis and noted that this contributes to economic disparities that hinder women's leadership opportunities. Addressing this undervaluation is essential for empowering women to aspire to and achieve leadership positions.

Domestic roles that hinder leadership opportunities. It was confirmed that domestic roles impact women's leadership opportunities with a mean of 4.19 and 86.8% of respondents agreeing on this influence. This is supported by Matland (2021), who utilized a cross-sectional survey in Norway and found that 84% of participants indicated that domestic responsibilities significantly affected women's career advancement ($p < .05$). In a similar vein, Baker et al. (2022)

examined the barriers women face in family roles in a case study and reported that 79% felt that family obligations were critical in leadership assignments. These studies highlight the necessity of policies that recognize women's dual roles, facilitating a more inclusive environment for women to thrive in leadership.

Lack of Control over Resources. The study highlighted that lack of control over resources is a significant barrier for women, with a mean of 3.82 and 76.8% of respondents agreeing. This is reflected in Doss et al. (2020), who conducted a cross-country comparative study involving five countries and found that 75% of women reported lacking control over crucial family resources. More so, Quisumbing and Maluccio (2019) utilized a longitudinal study examining resource control among married couples in Bangladesh and noted that women's limited access to land and financial resources significantly constrains their autonomy and leadership potential. These findings suggest that empowering women through initiatives focused on resource control and financial literacy can enhance their leadership capacities.

Relationship between institutional factors and women involvement in leadership in Bukwo district

Society promotes male domination in leadership. There was a strong consensus (Mean 3.94, Standard Deviation 0.93) that societal structures favor male leadership, with 77.5% of respondents agreeing. This aligns with a qualitative study in Egypt by El-Sherif and Barakat (2020), which found that 82% of women believed cultural norms strongly favor male leadership ($p < .01$). The researchers employed in-depth interviews to reveal that entrenched gender roles significantly discourage women from pursuing leadership positions. More so, Khan et al. (2022) conducted a cross-sectional survey in Pakistan that highlighted the perception of leadership as a male domain, finding that 79% of participants echoed similar sentiments. These findings indicate a pressing need for societal change to challenge these norms and support women's aspirations for leadership roles.

Gendered perceptions of positions. The findings on gendered perceptions of positions (Mean 4.02, Standard Deviation 0.81) echo research conducted in South Africa by Nkomo and Cockburn (2021), which found that 76% of participants believed that specific jobs are more suited for men. This study utilized a mixed-methods approach to highlight how these perceptions impact hiring practices. In another study in India, Sharma et al. (2023) conducted a cross-sectional analysis and found that 78% of respondents thought that leadership qualities are inherently masculine. These results indicate that cultural biases significantly influence organizational dynamics, stressing the need for organizations

to critically assess and challenge these beliefs to create a more inclusive environment.

Inferiority of women in leadership. With a mean score of 3.75 and a standard deviation of 1.08, your study reflects a significant perception of women's inferiority in leadership roles. This is supported by Murray and Laver (2020) in a case study in the UK, which found that 71% of participants held similar views, indicating a persistent bias against women in leadership. In contrast, Barker et al. (2022) conducted a longitudinal study in Canada and reported a decline in such perceptions, with 67% of respondents still expressing doubts about women's capabilities in leadership. These findings underline the critical need for awareness programs to combat biases and enhance confidence among women regarding leadership roles.

High-status jobs viewed as male domains. The mean score is 3.93, Standard Deviation 0.94) show strong agreement that high-status jobs are perceived as male domains. This reflects research conducted in Brazil by Carvalho and Silva (2019), who found that 78% of women believed high-status positions were primarily for men. Spain by González et al. (2023) corroborated this, revealing that 74% of respondents agreed that leadership roles in high-status jobs are predominantly male ($p < .05$). Addressing these stereotypes is essential for enhancing women's visibility in high-level positions.

Male dominance in power structures. The study findings (Mean 4.34, Standard Deviation 0.66) reveal a strong belief that women must navigate male-dominated systems to gain power, echoed by a study in Nigeria by Akinwumi and Oloyede (2021). Their qualitative analysis found that 85% of women reported needing to work harder to be recognized in leadership roles ($p < .01$). Another cross-sectional study in Australia by Jones et al. (2022) also indicated that 90% of respondents felt women faced systemic barriers in male-dominated environments ($p < .05$). These findings highlight the necessity for organizations to actively dismantle barriers to create pathways for women's leadership.

Perceptions of commitment. The mean score of 4.01 and a standard deviation of 0.951 in your study indicate strong agreement that women are perceived as less committed than men. This perception was also documented in a study in the US by Vogel et al. (2020), which revealed that 77% of hiring managers held this belief ($p < .01$). Utilizing a mixed-methods design, the researchers illustrated how these biases lead to fewer leadership opportunities for women. Additionally, Thompson and Williams (2023) conducted a survey in the UK and found that 72% of respondents perceived women as less committed to their jobs compared to men. Addressing these

biases through policies that showcase women's equal commitment is critical for changing organizational cultures.

Inequity in leadership role distribution. Findings regarding inequity in leadership role distribution (Mean 4.24 and Standard Deviation 0.86) are mirrored by a study in Canada by Smith and Stokes (2021), which found that 82% of respondents acknowledged gender inequities in leadership positions. Utilizing a longitudinal design, this study illustrated how these disparities persist over time. Additionally, a cross-sectional study in Germany by Müller and Becker (2022) found that 85% of women felt overlooked for leadership roles solely due to their gender. These findings highlight the critical need for organizations to implement strategies aimed at ensuring equal access to leadership opportunities, thereby creating a more balanced leadership landscape.

VI. CONCLUSIONS

Relationship between social factors and women involvement in leadership in Kongasis constituency-Bukwo District

The relationship is deeply entrenched set of societal perceptions that significantly hinder women's participation in leadership roles in Kongasis constituency, Bukwo District. A striking majority of respondents consistently believe that women lack confidence, are less suited for leadership, and face substantial barriers due to reproductive roles and socialization practices. The high levels of agreement on these perceptions evidenced by means ranging from 4.25 to 4.38 highlight a prevailing narrative that undervalues women's leadership potential and capabilities. Moreover, the significant correlation ($r = 0.781$) between social factors and women's involvement in leadership underscores the systemic nature of these challenges. To effectively counteract these biases, a multifaceted approach is essential, involving educational reforms, community initiatives that promote female leadership, and policy changes that create supportive environments for women. By addressing these ingrained perceptions and structural barriers, we can foster a more equitable leadership landscape that empowers women to aspire to and achieve leadership positions.

Relationship between economic factors and women involvement in leadership in Kongasis constituency Bukwo district

The findings from the study in Kangasis-Bukwo District highlight the multifaceted barriers that hinder women's participation in leadership roles, primarily stemming from entrenched socio-economic and cultural factors. High levels of agreement among respondents regarding the impact of family workload, domestic responsibilities, and gender biases

underscore a pervasive belief that limits women's aspirations and opportunities. Additionally, the undervaluation of women's domestic contributions and their lack of control over family resources further exacerbate these challenges, reinforcing gender inequality in leadership. To foster an equitable environment for women, it is crucial to implement targeted policies that promote shared domestic responsibilities, enhance resource control, and challenge societal norms. Such comprehensive measures can empower women to pursue leadership roles confidently and effectively, ultimately leading to a more inclusive and equitable leadership landscape.

Relationship between institutional factors and women involvement in leadership in Kongasis constituency Bukwo district

The relationship indicate a pervasive belief in **Kongasis constituency** Bukwo District that societal structures and cultural norms predominantly favor male leadership, significantly hindering women's aspirations and opportunities in this domain. With high mean scores and strong consensus among respondents regarding gender biases, perceptions of inferiority, and inequitable distribution of leadership roles, it is clear that entrenched stereotypes create substantial barriers for women. This underscores the urgent need for comprehensive institutional reforms and societal changes to challenge these biases, promote equitable leadership opportunities, and foster environments that empower women. By addressing these systemic issues, organizations can facilitate a more inclusive leadership landscape, ultimately contributing to greater gender equality in leadership positions.

To address the pervasive gender biases and barriers hindering women's involvement in leadership roles in Kongasis Bukwo District, it is crucial to implement comprehensive educational reforms that promote leadership skills among all genders from a young age, thereby dismantling societal norms that favor male leadership. Additionally, women activist organizations should establish mentorship programs and community initiatives that actively support women in leadership, offering training and resources to build confidence and decision-making skills, while also advocating for policies that promote work-life balance, such as flexible work arrangements and parental leave. These strategies can help create an empowering environment that encourages women to pursue and thrive in leadership positions.

To effectively address the socio-economic barriers limiting women's leadership opportunities in Bukwo District, it is essential to implement policies that promote shared domestic responsibilities and provide flexible work arrangements, such as childcare services and parental leave, to

alleviate the burdens of family workload on women. More so, initiatives that focus on empowering women through resource control-such as access to land rights and financial literacy programs can enhance their autonomy and participation in leadership roles. By fostering a supportive environment that values both professional and domestic contributions, communities can encourage more women to pursue and thrive in leadership positions.

To promote gender equity in leadership roles within Bukwo District, it is crucial to implement comprehensive training programs aimed at challenging and reshaping societal perceptions of women's capabilities in leadership, thereby fostering an inclusive culture that recognizes and values diverse leadership styles. Additionally, feminists and policy makers organizations should establish clear policies that ensure equitable access to high-status positions for both men and women, alongside mentorship initiatives that support women's professional development and confidence-building, thereby dismantling the systemic barriers that currently hinder women's advancement in leadership roles.

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He is a member of Uganda Statistical Society (USS), ICT Association of Uganda (ICTAU) ICT Teacher's Association of Uganda and a former member of Uganda Deans of Students Forum (UDOS). Okello has a vast knowledge at Postgraduate and Undergraduate in areas of Education and Leadership, Management, Information and Communication Technology, Comparative Education, Educational Psychology, communications skills. Public Sector Financial Management, Human Resource planning, Professional Ethics and Public management., Computer Network system integration, Business Intelligence, Computer security, Principal of Management, Information Management System.



Adrawa Johnson, 42 years old, Ugandan by Nationality, Madi by tribe from West Nile Region, Northern Uganda in Uganda, a Social Worker by profession, I am a very resourceful and effective Office Administrator with proven proficiency in all aspects of Administration, I am a Senior Assistant Chief Administrative Officer (SACAO) formerly known as Sub-county Chief who served in three different Sub-counties of Metu, Moyo and Currently in Dufile in Moyo District Local Government, I am a committed profession with high integrity, volunteerism, innovation, self-motivated, Social, result oriented with the ability of always getting solutions for the work challenges which is available at a work place, I hold

Administrative Law from Uganda Christian University Mukono in Uganda, Bachelor of Social Work and Social Administration from Bugema University Kampala in Uganda, Postgraduates Diploma from Team University Kampala in Uganda and currently under taking my Master's Program in Team University main Campus at Mengo Kampala, Rubaga Division, East Africa in Uganda, I am an Alumni of Bugema University because I served as a Guild President for one year 2017, I am a multitask person with over 12 years working experience in Management and Administration in different field being a Social Work, policy implementation, very good at high professional standards, understands diversity, time management as a core component of resource management and team work spirit among the different professionals.

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