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**WOMEN INCLUSION IN LEADERSHIP; FOCUSING ON THE UGANDA POLICE
FORCE**

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**A DISSERTATION “WOMEN INCLUSION IN LEADERSHIP” SUBMITTED TO
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REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER
OF SCIENCE IN LEADERSHIP AND GOVERNANCE OF
MAKERERE UNIVERSITY**

PLAN A

April 2024

DECLARATION

I Ameja Isabella Doreen declare that the content of this dissertation titled "**women inclusion in leadership**" is my personal work and has never been submitted elsewhere.

Signature: Ameja.....Date: 15th April 2024.....

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APPROVAL

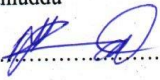
This research dissertation titled “women inclusion in leadership focusing on the Uganda Police Force”; was written by Isabella Doreen Ameja, under the guidance and supervision of

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DEDICATION

I dedicate this work entitled “**women inclusion in leadership focusing on the Uganda Police Force**” to my Children Ehsan, Haatim, Haleel and Kaysan, I thank them for motivating me to aim higher and be better, I pray that they would go much higher and be much better than I could have imagined by working hard and with the grace of God.

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In conclusion, this dissertation marks a significant milestone in my academic and personal growth. The contributions of the individuals and organizations mentioned above have been pivotal in its completion. I am excited about the implications of this research and look forward to continuing my academic pursuits with the same passion and dedication.

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LIST OF ACRONYMS

CVI	Content Validity Index
DRC	Democratic Republic of Congo
EA	East Africa
MoF	Ministry of Defense
NGO	Non-Governmental Organizations
UN	United Nations
UNDP	United Nations Development Program
UPDF	Uganda People's Defense Force
UPF	Uganda Police Force

ABSTRACT

Promoting gender inclusion is an essential cornerstone for the establishment of a just and harmonious society. Women's significance as leaders is undeniable, spanning across economic, social, and political domains, where their presence plays a pivotal role in driving gender equity. Despite significant strides in promoting women's participation in the workforce, a persistent male-dominated structure characterizes numerous governmental police forces, posing a substantial challenge to public welfare. On average, women's representation within these forces remains dishearteningly low, standing at a mere 15.4%. This gender disparity extends into leadership roles, emerging as a pressing global concern. There has been a sluggish pace of change towards equitable inclusion that has given rise to negative consequences, including isolation and low job satisfaction among female officers. The UPF has undertaken several measures to address this persistent gender imbalance, including the adoption of a gender policy by the Uganda Police Force (UPF) in 2018, accompanied by a Gender Strategy and Action Plan. However, despite these efforts, women's inclusion in leadership roles within UPF remains insufficient. Troublingly, emerging evidence suggests that women's underrepresentation in police leadership is exacerbated by

issues such as coerced engagement in exchange for promotions, further perpetuating their marginalized status. Presently, UPF faces considerable challenges in achieving its targeted 30% female recruitment rate, and high attrition rates among women persist. Recent data reveals that only three women occupy top management positions within UPF's workforce of 41,760. Considering these multifaceted challenges, this study aimed to investigate the interplay between institutional logics and work-life balance, seeking to understand their contributions to the scarcity of female leaders within UPF.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The inclusion of women is essential to fostering an equitable and peaceful society (Sule et al., 2017). Females as leaders and decision makers at all levels are critical to advancing gender justice that is vital for economic, social, and political progress. Women have made significant strides over the past half century in terms of advancement in the workforce (World Economic Forum, 2022). However, several government police forces consist of mainly men both at the operation level and management level to the detriment of the public. The average representation of women in the police at a mere 15.4% (UN Office of Drugs and Crime, 2022). Inclusion of women in leadership roles within police is still a challenge, and worst, in the leadership structure of police (National Institute of Justice Report, 2022).

For instance, in United States, women only make up 7% of the state troopers and less than 13% of full-time police officers in the United States. Relatedly, only 3% of police leadership positions are held by women (Van-Ness, 2021). Similarly, data from EUROSTAT (2022) indicates representation of women in the police force is at 21.28% across the police forces in 10 countries of Cyprus, England and Wales, Latvia, Lithuania, and Netherlands, Northern Ireland, Norway, Serbia, Scotland, and Sweden. The same data also reveals that rate of change toward full inclusion of women in police organizations remains alarmingly slow having various types of undesirable impact such as the perception of isolation, loss of identity, low self-esteem and low self-efficacy, stress, low job satisfaction and lack of affective and continuance commitment (Rubio et al., 2021).

Across Africa, challenges of women inclusion in leadership roles in the police forces are widespread. For instance, in Liberia, most recent statistics indicate that there is only one female police officer at the position of Assistant Police Director despite the existence of several positions in the administration wing of Liberia's police force (UN Women Report, 2020). More so, in South Africa, statistics indicates that only 3 women are in the position of deputy chief of police compared to 11 men, 4 women are in the position of directors compared to 22 men, 5 women are in the position of deputy directors compared to 25 men, 24 women are in the position of chief superintendent compared to 93 men, 33 women are in the position of superintendent compared to 87 men (Khosa, 2021).

Although the Equal Opportunities Commission Act (2007) in Uganda aims to address discrimination and promote equal opportunities for all individuals, women in Uganda remain underrepresented in leadership position across all spheres including the security forces for instance the Uganda Police force is mainly comprised of male compared to female since its inception, in 2011, UPF consisted of 37,548 officers of whom 5,082 were women (14%). Furthermore, only 2 women officers were in senior positions in the police department by end of 2011. The above scenario is also not quite different from the year 2010, 17% of the position of assistant superintendent of police was occupied by women, 11% of the position of superintendent of police was occupied by women, 8% of the position of assistant commissioners was occupied by women, 3% of the position of commissioner was occupied by women, and only 17% of the position of assistant Inspector General of police was occupied by women (Rubimbwa & Komurembe, 2011).

Most police forces seem to be driven by institutional logics that favor masculine traits as ideal for leadership, these institutional logics can perpetuate gender inequalities by reinforcing traditional norms and expectations, thus contributing to the persistent underrepresentation of women (Piggot and Pike 2019, Ely & Meyerson, 2010), coupled with this are the diverse roles which women have that make it a challenge to strike an appropriate work life balance. The pressure to increase women in leadership is increasing (Kalysh et al; 2016). Clarifying how work life balance is managed is an important component regarding the inclusion and advancement of women in leadership (Asirvatham& Humphries-kil, 2017; Carlson Kacman& William 2000; Kossek, 2016; Methol & lepine 2016; Phillips and Prieto, 2016).

In a bid to reverse the situation, UPF in 2018 adopted UPF gender policy in its recruitment coupled with development of UPF Gender Strategy and Action Plan to guide the implementation of the UPF Gender Policy (Chelimo, 2018). Nonetheless, inclusion of women in leadership positions within the force remained deplorable. Further, the situation is also worsened by growing evidence that shows that women are ill- exemplified in top management, command, and regulator functional units of the Uganda Police force.

Currently in the UPF the numbers of women joining the police force still fall below the minimum target of 30% and even when they join the force the attrition rate of female office remains high, in 2020, a drastic drop below the bare minimum in the number of women applying to join UPF, and those participating in operational and leadership positions was registered (African Policing Civilian Oversight Forum, 2021). Of recent, statistics portray that out of a total UPF work force of 52,000, about 11,400 are females and there are only two women out of 24 in top management (Ramadhan, 2022).

Thus, this study examined the relationship between institutional logics and work life balance and how they have contributed to the low numbers of female leaders in the UPF. This study was underpinned by the feminist standpoint theory developed by Nancy C.M Hartsock in 1985.

1.2 Statement of the problem

When women are empowered to lead everyone benefits, decades of studies show that women leaders help inspire productivity, enhance collaboration, inspire organizational dedication, and improve fairness. Despite these benefits, Uganda faces a significant challenge in achieving gender equality in leadership positions within its police force, these challenges include discrimination and bias, limited perspective, perpetuation of stereotypes, poor organizational performance and missed opportunities. Currently only five out of 52,000 women hold top management positions (Ramadhan, 2022; Chelimo, 2018). This gender gap contradicts the well-documented benefits of gender diversity which include a wider talent pool, better collaboration and increased profitability and productivity for the organization. and hinders women's empowerment and issue resolution. Addressing this issue requires a multi-faceted approach, focusing on transforming institutional norms that historically favored male leadership, implementing policies to support work-life balance, revising gender-biased regulations, and fostering a culture of diversity and inclusion. By aligning these efforts with the essence of SDG 5, Uganda can work towards creating a more inclusive police force that reflects diverse perspectives and contributes to a safer and more equitable society.

1.3 Purpose of the study

The purpose of the study was to examine the relationship between institutional logics, work life balance and women inclusion in leadership in forces, a case of Uganda Police Force.

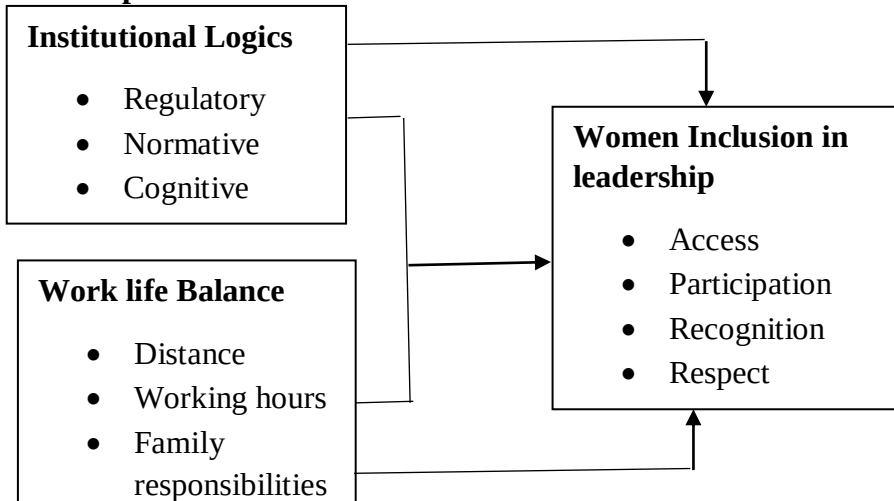
1.4 Specific Objectives of the study

- i. To examine the relationship between institutional logics and the women inclusion in leadership in Uganda Police Force
- ii. To examine the relationship between work-life balance and women inclusion in leadership in Uganda Police Force
- iii. To examine the combined power of institutional logics and work life balance on women inclusion in leadership in Uganda police force

1.5 Research Questions

- i. What is the relationship between institutional logics and women inclusion in leadership in Uganda Police Force?
- ii. What is the relationship between work-life balance and women inclusion in leadership in the Uganda police Force?
- iii. What is the combined power of institutional logics and work life balance on women inclusion in leadership in the Uganda police Force?

1.6 conceptual framework



Source: *Developed and modified by the researcher based on Maximilian Benner (2023), Ajaya Anchan & Prakash Pinto (2022), Burns et al (2020), Bethe Devos (2020) & Orbach (2017)*

Figure 1: Conceptual Framework

Figure 1 above illustrates the conceptual framework of the study, the dependent variable is women inclusion in leadership with its antecedents consisting of; access to leadership positions, meaningful participation of women in leadership, recognition of the positive role played by women in leadership and the respect given to women in leadership in the UPF. The independent variables of the study are institutional logics and work life balance.

1.7 Significance of the study

It is envisaged that the study findings will avail relevant information regarding factors that influence inclusion of women in leadership in forces which can be used by Uganda Police Force, Ministry of Defense, Uganda People's Defense Force among other state security organizations as benchmark point when formulating policies and strategies to promote inclusion of women into leadership roles within the forces.

This study is also expected to unearth relevant findings which can be adopted by development partners such as UN Women and Non-governmental organizations in the quest to encourage and promote women emancipation campaigns in different organizations by emphasizing inclusion of women into leadership roles.

To the realm of academia, this study will also add new literature to the already existing body knowledge regarding the factors associated with inclusion of women in leadership in forces coupled with strategies that can be employed to enhance inclusion of women in leadership of the Forces which can be used as literature review point by future scholars.

1.8 Scope of the study

This section is presented in three perspectives namely, geographical scope, content scope, and time scope.

1.8.1 Geographical scope

This study was conducted at the headquarters of Uganda Police Force and Kampala Metropolitan Policing area. This is because this area had the highest concentration of respondents who provided meaningful information to properly inform the research. Kampala is the capital and largest city of Uganda. Uganda is land lock country located in East Africa and it is bordered to the east by Kenya, to the north by South Sudan, to the west by the Democratic Republic of Congo, to the south-west by Rwanda, and lastly to the south by Tanzania.

1.8.2 Content scope

This study focused on assessing inclusion of women in leadership in forces considering a case of Uganda Police Force where the dependent variable of the study was Women inclusion in Leadership while the independent variable was limited to, work life balance, and institutional elements. Furthermore, this study was limited to; examining the effect of institutional elements on women inclusion in leadership in Uganda Police Force; determining the effect of work-life balance on women inclusion in leadership in Uganda Police Force; examining the combined effect of institutional elements and work life balance on women inclusion in leadership in the Uganda police force.

1.8.3 Time scope

This study focused on the period between 2011-2023. This is the period within which a number of women were recruited into the police due to gender mainstreaming policy enacted by the police force and at the same time; a hand full of the recruited women are leadership positions (Rubimbwa & Komurembe, 2011; Ramadhan, 2022).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents an account of what other scholars have documented in line with the specific objectives of the study. It is structured based on the flow of the specific objectives of the study. It also delineates a summary of the literature reviewed. The sources of the literature reviewed include journal articles, published and unpublished thesis, online documents, and lastly grey literature.

2.1 Feminist Standpoint Theory

This study was underpinned by the feminist standpoint theory. At its core, Feminist Standpoint Theory developed by Nancy C.M Hartsock in 1985 explores how societies are divided into dominant and marginalized groups, a division that profoundly influences access to resources, opportunities, and the construction of knowledge itself. One central tenet of Hartsock's theory is the acknowledgment that these societal divisions lead to unequal access to resources and opportunities, resulting in distinct worldviews and interpretations of reality. Dominant groups, positioned advantageously, tend to shape knowledge in ways that reflect and reinforce their own perspectives (Wood, 2005). Conversely, marginalized groups, often marginalized due to systemic inequalities, develop alternative viewpoints rooted in their

unique experiences and challenges. Feminist Standpoint Theory underscores the importance of amplifying the voices of women and other marginalized groups in knowledge creation. It recognizes that these groups, precisely because of their marginalized status, offer invaluable insights that challenge and enrich the prevailing narrative (Huirem et al., 2020). By exploring and elevating these perspectives, the theory aims to rectify historical imbalances in knowledge production.

Moreover, Feminist Standpoint Theory highlights the significance of power dynamics in everyday interactions. It underscores how power relations not only determine who gets a platform to speak and be heard but also shape the content and framing of knowledge. This recognition is essential for understanding how certain ideas become mainstream while others remain on the periphery. In essence, Feminist Standpoint Theory provides a critical lens through which to analyze how power dynamics within institutions, such as the police force, impact the inclusion of women in leadership roles. By examining how power influences decision-making, policy formation, and the advancement of individuals within these systems, the theory offers a nuanced understanding of the challenges women encounter in their pursuit of leadership positions (World economic Forum, 2020). This study aims to apply Hartsock's theory to unpack the institutional logics and work-life balance factors contributing to the limited presence of female leaders in the Uganda Police Force. Through this theoretical lens, the research endeavors to shed light on the complexities of gender inequality within the organization and provide insights that can drive meaningful change.

However, while this theory offers a comprehensive framework for understanding knowledge production within power structures, there exists a theoretical gap in its application to the context of women's inclusion in leadership roles within the Uganda Police Force. This gap

prompts the need to investigate how power dynamics, as illuminated by the Feminist Standpoint Theory, contribute to the persistent gender disparities in leadership positions within the force. By exploring this connection, the study seeks to uncover deeper insights into the factors hindering the progress of women in attaining influential roles and ultimately contribute to strategies for promoting gender-inclusive leadership practices.

2.2 Concepts

2.2.1 Women inclusion in leadership

Inclusion is universally recognized as a fundamental human right, aiming to provide equal access, opportunities, and eliminate discrimination based on various characteristics such as race, gender, or disability. It's imperative for the organizations including the UPF to align themselves to SDG 16 which aims to promote a just, peaceful, and inclusive society. Women's inclusion specifically refers to a society where all services, opportunities, and institutions are accessible regardless of gender stereotypes. This encompasses being part of an inclusive and supportive team, treated respectfully, and having systems in place to ensure fair treatment (Maryville University, 2017).

Although many people think inequality between men and women in our society is a thing of the past, conclusions from the 25-year review of the Beijing plan of action indicate that we are far from realizing the promises made in 1995, gender inequality and gender segregation in leadership still exists in both the public and private arenas. (Berthe Devos, 2020). This is particularly evident in the security forces, like the Uganda Police Force (UPF), where a deeply ingrained masculine culture has historically dominated due to its male-centric tradition. These environments perpetuate masculine values and behaviors, often lacking flexibility for work-life balance and family-friendly policies, which tend to deter women. Moreover, negative perceptions about women's competence and their suitability for roles

within such organizations persist (Ericksen & Schultheiss, 2009; Fielden, 2000; Galea et al., 2015; Rosa, 2017).

Challenges further arise due to isolation, discrimination, and harassment women face, requiring additional effort to navigate through their careers. The absence of role models and mentors exacerbates these difficulties. This isolation contributes to poor well-being, attrition, sluggish career progression, and reduced pay for women. Gender-related stress is amplified as women encounter everyday sexism and harassment in their roles, particularly evident among women leaders (Foley, 2020; Powell & Sang, 2015; Smith, 2013).

While the existing research comprehensively explores the gender disparities and challenges in male-dominated professions, there remains a research gap in understanding the nuanced strategies and interventions that can effectively mitigate the impact of gender bias, harassment, and isolation. Furthermore, limited attention has been given to investigating the role of organizational policies and cultural change in promoting women's inclusion and leadership roles in such traditionally male-dominated fields. Addressing these gaps could provide crucial insights into fostering an inclusive environment that not only encourages women's participation but also enables their progression and leadership within the security forces and related professions.

2.2.2 Institutional logics

Institutional logics are fundamental for comprehending the structural norms, values, and routines that guide organizations and mold their behavior (Thornton, Ocasio, & Lounsbury, 2018). Institutional logics are systems of cultural elements (values, beliefs and normative expectation) by which people make sense and evaluate their everyday activities and organize these activities into time and space (Heather A Haveman & Gillian Gualtieri 2017). These logics represent socially constructed systems of beliefs and practices that exert significant influence on decision-making and interactions within a specific context, providing a

framework through which individuals within an organization interpret their roles, relationships, and objectives. Contemporary research, extending from 2018 to the present, underscores that organizations often grapple with the integration of multiple and occasionally conflicting institutional logics due to their diverse stakeholders and historical trajectories. For instance, police forces may face the challenge of reconciling traditional law enforcement logic with a more community-oriented, service-driven logic, creating a complex organizational landscape.

In the context of gender and leadership, recent scholarship emphasizes that institutional logics can perpetuate gender inequalities by reinforcing traditional norms and expectations. These logics may prioritize masculine traits and behaviors as ideal for leadership positions, thus contributing to the persistent underrepresentation of women (Piggot and Pike 2019, Ely & Meyerson, 2010). For police forces, where a historically male-dominated logic prevails, promoting women to leadership positions can be particularly challenging (Lorbiecki & Jack, 2000). Women aspiring to leadership positions are commonly expected to demonstrate higher levels of expertise or efficacy than their male counterparts (Esse et al 2018., Clerc and Kels 2013., Buse et al., 2013)

In applying institutional logics theory to your study, it becomes evident that understanding the prevailing logics within the Uganda Police Force is crucial to grasping how perceptions of leadership suitability are shaped and how these logics contribute to the limited presence of female leaders. An investigation into how organizational logics align or clash with aspirations for gender equity can shed light on the barriers and opportunities for change within the institution.

2.2.3 Work life Balance

Work-life balance is a crucial concept for comprehending the challenges individuals face when managing their professional and personal lives. This equilibrium has significant implications for career development, job satisfaction, and overall well-being (Kossek et al., 2011). Work life balance refers to the effective management of multiple responsibilities at work, at home and in other aspects of life (Abdulrahman Ali and Wasif Ali, 2016) This study delves into the significance of work-life initiatives within organizations and their impact on employees' work-life balance, underscoring the necessity for organizations to actively promote work-life balance in order to enhance employee satisfaction and productivity. Women are better able to develop their unique leadership identity and successfully address their leadership role obligation when they learn from and experience supportive environments and are offered opportunities to balance their diverse obligations (Brue&Brue, 2018; Orbach 2017)This literature review provides a comprehensive overview of research on work-family balance and its effects on employees' physical and mental health, highlighting the pivotal role played by organizational support and policies in facilitating work-life balance (Greenhaus & Allen, 2011).

2.3 Institutional Logics and Women inclusion in leadership

The concept of institutional logics, which encompasses the socially constructed patterns of practices, values, beliefs, and rules, holds significant importance in understanding how individuals and organizations operate within specific contexts (Thornton, Ocasio& Lounsbury, 2018). Organizations like the UPF have to deal with multiple logics which lead to conflict, coexistence or blending of logics (Luiz Et al.,2019; Heeks Et al, 2020), this tends to have a negative impact on women inclusion in leadership. These logics have been examined across various studies, shedding light on their influence on women's participation in leadership positions. However, there is a noticeable research gap concerning the specific impact of institutional logics within the Uganda Police Force (UPF).

The institutional Logics of each organization all have their own distinguishing principles, practices, and norms that both enable and constrain individuals and organizations and shape individual and organizational practices (Greenwood et al.,2010; Smets, Morris and Greenwood; 2012). The institutional logics in the UPF seem to favor the men in leadership over the women, this research intends to uncover the reasons for this.

Although research has been conducted in diverse settings such as Ethiopian city administrations and other sectors, a direct exploration of how institutional logics shape the underrepresentation of women in leadership roles within the UPF is lacking. Prior studies in different environments have indicated a substantial connection between institutional logics and women's participation in leadership positions. Nonetheless, these studies have not been directly transposed to the unique context of the UPF.

Furthermore, while existing research has touched upon the broader influence of institutional logics, particularly in the form of policies and organizational culture, on hindering women's advancement into leadership roles, these findings cannot be directly applied to the UPF without considering the distinct operational dynamics of the institution.

To make sense of how institutional logics affect women inclusion in the UPF, it's imperative to identify the practices by which institutions dynamically negotiate institutional complexity in their normal work (Barley, 2018, Smets et al; 2015)

Women aspire to be leaders, but they are limited by the institutional logics in male dominated organizations like the UPF. These logics don't favor women to be leaders even when they are fully committed and qualified to lead (Santos & Stephanie, 2019). Women inclusion in leadership in the UPF is important because it eliminates the barriers in participation and stereo types in leadership that limit the opportunities and choices of both sexes, it also widens the opportunities for leadership and raises awareness so as to reduce the assumption in

society that women are less intelligent, weaker and emotional than men (Kilango, Hai, Nyoni & Sengho 2017)

There exists a significant research gap regarding the effect of institutional logics on the inclusion of women in leadership positions within the UPF. While studies from other sectors and regions have provided insights into the general relationship between institutional logics and gender disparity in leadership, it is crucial to undertake a study that is specifically tailored to the UPF's context. Such a study would offer a comprehensive understanding of how the UPF's institutional logics contribute to the low representation of women in leadership roles and provide targeted insights for addressing this disparity within the organization.

2.4 Work-life balance and women inclusion in leadership

The pressure to increase women in leadership is increasing (Kalysh et al; 2016). Clarifying how work life balance is managed is an important component regarding the inclusion and advancement of women in leadership (Asirvatham & Humphries-kil, 2017; Carlson Kacman & William 2000; Kossek, 2016; Methol & Iepine 2016; Phillips and Prieto, 2016). Work-life balance is the equilibrium achieved when an individual effectively prioritizes their work-related responsibilities and personal life demands. It signifies a state where one can manage both their professional and personal obligations while allowing time for relaxation and leisure (Employsure, 2022). In essence, work-life balance quantifies the allocation of time between job-related commitments and personal pursuits. Having a good work life balance is associated with various positive effects (Butts Casper & Yang, 2013). When work overshadows personal life, it results in longer working hours and less time for oneself and loved ones (Counsera, 2023). However, an ideal employee is still characterized as someone who always prioritizes work over family and working long hours is often equated with commitment (Kossek, Ollier-Malatiere, Pichler & Hal 2018)

Women are better able to develop their unique leadership identity and successfully address their leadership role obligations when they learn from and experience supportive environments and are offered opportunities to balance their diverse obligations (Brue & Brue 2018; Debebe, 2011; Orbach 2017; schuller- weidekamm & kautzky- willier 2012).

Notably, existing research has highlighted crucial factors influencing work-life balance, especially for women, within various contexts. For instance, a study focusing on female academic staff underscored that a lack of support and guidance on harmonizing career aspirations and family responsibilities dampened their desire to pursue leadership roles (Yelibay, 2022). Similarly, a study delving into the impact of work-life balance on women's positions at the workplace emphasized variables like skill-enhancing opportunities, workplace stress, and personal space as contributors (Sarna et al., 2018). However, the conceptualization of work-life balance in these studies varies from the proposed study, which particularly concentrates on factors such as work distance, working hours, and family obligations. Although the Center for Creative Leadership's survey (2023) indicated that work flexibility concerns and adaptable schedules were pivotal for women's leadership advancement, this notion hasn't been directly explored within the UPF context. Consequently, there is a significant research gap concerning the influence of work-life balance on women's inclusion in leadership roles within UPF.

While a study analyzing work-life balance strategies for women in leadership touched upon the significance of a fulfilling career, this research employed qualitative methods and did not encompass the UPF environment (Heath, 2012). Similarly, another study highlighted that flexible work-life arrangements contributed to the success of women holding high-level leadership positions, but this study did not specifically address the UPF context (Roebuck et al., 2012).

This glaring research gap underscores the necessity of investigating the effect of work-life balance on the inclusion of women in leadership roles within the UPF. While prior research has illuminated aspects of work-life balance and its implications for women's career progression, there remains an unexplored terrain within the unique context of the UPF. By conducting a comprehensive study on this topic, we can gain insights into the specific challenges and opportunities that affect women's advancement in leadership positions within the UPF, ultimately contributing to more informed policies and practices.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter covers the research design, study population, location of the study, sample size and procedure, primary sources, data collection instruments, reliability of the tool and the validity of the instrument used in the study.

3.1 Research Design

The methodology employed in this study followed a cross-sectional research design. This design involved the researcher gathering data from diverse respondents with the goal of drawing conclusions about the entire population, all within a singular time frame (Etyang, 2018). The choice of a cross-sectional study design was motivated by the aim to collect data from the Uganda Police Force at a specific instance. To achieve this, a quantitative approach was utilized to quantify the study's findings. This involved employing measures of central tendency, correlation analysis, and regression analysis. Through these statistical methods, the study sought to discern patterns, relationships, and potential causal links among variables within the data gathered. This approach enabled a thorough examination of the research questions within the context of the UPF, providing insights into the factors influencing the inclusion of women in leadership positions. To control for bias since the researcher was

researching about an organization in which she works, clearly defined research questions were crafted focusing on specific aspects of the UPF, data collected was analyzed by an independent party with no vested interest in the research to reduce interpretation bias also there was transparency in documentation of the research process including data collection, analysis and limitation to facilitate reproducibility and critique.

3.2 Population of the Study

The study population consisted of 220 officers holding the rank of Assistant Superintendent of Police and above, stationed at the police headquarters and Kampala Metropolitan policing Area. This study area had been selected due to its highest concentration of respondents who could provide substantial and relevant information for the study.

3.3 Sample Size Determination

Sampling according to Burns & Grove, (2003) is a process of selecting a group of people, events or behavior with which to conduct a study. In this study, the researcher used the Morgan and Krejcie (1970) table to determine the sample size from the given population.

Table 1: Sample Size

Population Category	Target Population (N)	Sample Size (S)
Top management (Commissioners and AIGPs)	10	10
Officers at the rank of ASP and above	210	136
Total	220	146

Source: Uganda Police Annual Report, 2023

3.5 Research Instruments

The researcher employed a questionnaire to gather primary data. This method was chosen due to its ease of administration, flexibility for respondents to complete at their convenience, and portability. The questionnaire was structured using a six-point Likert scale to assess the level of agreement or disagreement with provided statements.

The Likert scale was designed with scores ranging from 1 to 6, where 1 represented "strongly Disagree" and 6 indicated "strongly Agree." The questionnaire comprised three sections,

focusing on women's inclusion, institutional logics, and work-life balance. All the questions in the questionnaire were closed-ended items.

3.6 Data Collection Procedure

An introductory letter was obtained from Makerere University Business School. This letter served to secure permission for the researcher to initiate the data collection process. To ensure the anonymity and confidentiality of the participants, the questionnaires refrained from requesting their names and contact information.

During the data collection phase, the introductory letter from Makerere University Business School was employed when interacting with the Uganda Police Force. This facilitated the research process by establishing a formal connection between the researcher and the organization.

3.6.1 Questionnaire Method

The questionnaire method, a data collection approach, encompasses the utilization of questionnaires comprising a series of inquiries designed to amass statistical insights from respondents. Notably cost-effective and swift, the questionnaire method serves as an efficient means of acquiring substantial information from an extensive sample size (Etyang, 2018). In this study, the questionnaire method was employed to collect data from operational staff, specifically operational police officers, a population characterized by its considerable size and fast-paced nature. This method's advantage lies in its capability to rapidly accumulate data from a sizable population, such as the category of operational police officers, thereby facilitating an expedited research process (Etyang, 2018).

3.7 Self-Administered Questionnaire

A self-administered questionnaire constitutes a structured document comprising a series of both closed-ended and open-ended queries Edith Desiree Deleeuw (2018). To solicit responses, a self-administered close-ended questionnaire was distributed to the respondents.

The questionnaire was meticulously designed with logically sequenced questions, and participants were required to provide written responses. Employing a 6-point Likert scale, the questionnaire encompassed the following response options: 1 = strongly Disagree, 2 = Disagree, 3 = Slightly agree, 4 = Slightly Agree, 5 = Agree, and 6 = strongly Agree. This scale aimed to facilitate consistent and comprehensible responses.

The self-administered questionnaire was specifically targeted at operational police officers, serving as the chosen method for data collection.

3.8 Quality Control

3.8.1 Validity

Validity pertains to the degree to which the questions within an instrument accurately assess the variables they intend to measure (Hair et al., 2015). In simpler terms, validity refers to the precision and significance of the conclusions drawn from research findings (Mugenda and Mugenda, 1999). To ensure the validity of the questionnaire, it underwent expert content validity testing. The Content Validity Index (CVI) was utilized as a metric to determine the alignment between the instrument and the underlying concept it aimed to evaluate. According to Amin (2005), a recommended minimum CVI of 0.7 was adopted. The calculation of the Content Validity Index followed the formula: $CVI = (\text{Number of items declared valid} / \text{Total number of items}) * 100\%$

This approach was implemented to quantitatively measure the degree of validity of the questionnaire, as validated by experts in the field.

3.8.2 Reliability

Reliability is about the extent to which a degree of random error is present in the measurements taking place, since reliable measurements contain only a very small amount of error Noe, et al., (2008).

The internal reliability, also known as the consistency, of the instrument was assessed using the Cronbach's alpha coefficient. Variables possessing an alpha coefficient value greater than 0.7, a threshold widely accepted for research (Amin, 2005), were included in the analysis. The computation of the Cronbach's alpha coefficient was performed using SPSS Software. This approach aimed to quantitatively determine the extent to which the instrument's variables exhibited internal consistency, ensuring the reliability of the data collected for the study.

3.9 Data Analysis

3.9.1 Quantitative Data Analysis

Quantitative data were coded and entered into Statistical Packages for Social Scientist for analysis. Descriptive statistics, such as means, standard deviations, and frequencies, were utilized to examine the data at the univariate level. The findings from this stage were presented in the form of tables or graphs when appropriate.

Moreover, Pearson correlation analysis was employed to establish the nature of relationships among institutional logics, work-life balance, and women's inclusion in leadership within the Uganda Police Force. The resulting correlation coefficients and their corresponding p-values were documented in tabular format.

Furthermore, to assess the impact of institutional logics, work-life balance, and women's inclusion in leadership in the Uganda Police Force, bivariate regression analysis was conducted. The R^2 value was interpreted to determine the extent to which each factor (institutional logics and work-life balance) accounted for variations in women's inclusion in leadership. The F-statistics obtained from the ANOVA results were also interpreted to evaluate the model fit.

Additionally, the regression coefficients and their corresponding p-values were interpreted to ascertain the influence of institutional logics and work-life balance on women's inclusion in

leadership within the Uganda Police Force. The outcomes of the analyzed data were presented in tabular form to facilitate interpretation.

3.10 Ethical Considerations

Anonymity and Confidentiality were upheld as ethical principles in this study. Respondent identities were safeguarded to ensure both anonymity and confidentiality, mitigating potential biases.

To prevent plagiarism, proper attribution was given to authors whose materials and literature were incorporated into the research process.

Of utmost importance, the privacy of all respondents was assured by the researcher both during and after the study.

3.11 Measurement of Variables

Institutional logics were measured using a modified tool measuring regulatory, normative, and cognitive logics adapted from Ajaya Anchan & Prakash Pinto (2022), Work life balance was measured using a modified tool measuring distance, working hours, and family responsibilities adapted from Orbach (2017), Women inclusion in leadership was measured using a modified tool measuring access, participation, recognition and respect adapted from Bethe Devos (2020)

CHAPTER FOUR

PRESENTATION, ANALYSIS, AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter explores the presentation and interpretation of the findings derived from the study. These findings encompass a range of analytical approaches, including descriptive statistics, correlation analysis, and regression analysis. Prior to conducting these analyses, it was imperative to address the issue of missing data, given that some participants hadn't fully completed the questionnaire as stipulated. To mitigate this, the researcher followed the approach outlined by Pampaka et al, (2014) to account for and handle missing data effectively.

The outcomes of the study are systematically organized in alignment with the predefined research objectives. Firstly, the investigation scrutinized the connection between institutional logics and the level of women's inclusion in leadership positions within the Uganda Police Force. Secondly, an assessment was made regarding the potential relationship between work-life balance and the extent to which women are included in leadership roles within the same context. Lastly, the study delved into the collective influence exerted by institutional logics and work-life balance factors on the inclusion of women in leadership roles within the Uganda Police Force.

It's noteworthy that the researcher successfully gathered responses from 144 participants, reflecting an impressive 98% response rate. This substantial participation rate adds strength to the validity and reliability of the study's outcomes. By diligently analysing these findings through diverse statistical techniques, the subsequent sections of this chapter will shed light

on the intricate dynamics surrounding women's leadership inclusion in the Uganda Police Force, and the multifaceted factors that contribute to this phenomenon.

4.1 Descriptive statistics

The researcher conducted an analysis of the demographic attributes of the study participants. Using descriptive statistics, a comprehensive overview of the respondents' characteristics was revealed, which is further elaborated upon in the tables provided below. These tables serve as valuable tools for visually representing the essential demographic information of the participants. This meticulous examination of demographic data enables a deeper understanding of the composition of the respondent pool, offering insights into the various factors that could potentially influence the study's outcomes.

4.1.1 Gender of Respondents

Table 2: showing the respondents category by Gender.

		Frequency	Percent
Valid	Male	65	45.1
	Female	79	54.9
Total		144	100.0

Source: Primary Data/ July 2023

Table 2 displays the findings pertaining to the gender composition of the participants involved in the study. This table serves as a visual representation of the distribution of genders among the respondents who actively contributed to the research. By presenting this data in a tabular format, it offers a clear and concise overview of how different genders are represented within the study's sample. The gender distribution outlined in this table holds significant implications for the study's objectives and outcomes. It enables a deeper understanding of the extent to which various genders are engaged in the research context, potentially influencing the dynamics being investigated. This examination of gender-related data adds a layer of complexity to the overall findings, enriching the analysis of how gender factors interplay with the variables of interest. Exploring the gender composition of the

respondent pool sheds light on potential variations in perspectives, experiences, and outcomes, contributing to a more comprehensive interpretation of the study's results.

The outcomes presented in the table clearly demonstrate that a significant majority of the respondents identified as female. This observation underscores the notable participation of women in the study. Considering the study's specific focus on the inclusion of women, this gender distribution holds particular significance in reinforcing and justifying the overarching objective of the research.

The substantial representation of women in the respondent pool enhances the credibility and relevance of the study's objectives. It validates the research's purpose of investigating women's inclusion, as the ample participation of women aligns with the intended scope of the study. This prevalence of female respondents not only strengthens the study's rationale but also provides a robust foundation for drawing meaningful conclusions and insights regarding women's involvement and representation in leadership roles.

In essence, the notable presence of women in the study not only underscores the study's alignment with its objectives but also offers a rich source of data to explore the complexities of women's inclusion in leadership positions within the context of the Uganda Police Force.

4.1.2 Level of Education of respondents

Table 3: Respondents category by highest level of qualification.

		Frequency	Percent
Valid	Secondary	06	4.2
	Diploma	26	18.1
	Bachelor's	53	36.8
	Master's	57	39.6
	PhD	02	1.4
Total		144	100.0

Source: Primary Data/ July 2023

Table 3 presents the educational levels of participants, offering insights into their diverse backgrounds. Education's role in shaping perspectives and career paths, especially in

leadership, is crucial. Examining respondents' educational profiles enriches understanding of potential leaders' qualifications. This analysis contributes to a nuanced exploration of factors influencing women's inclusion in Uganda Police Force leadership. Different educational backgrounds may impact skills and perspectives, affecting effective leadership. In essence, Table 3 provides valuable insights into participant educational diversity and its potential influence on women's leadership inclusion.

The findings illustrated in the table reveal that a significant majority of the respondents held master's degrees. This observation suggests the potential existence of a notable level of women's inclusion in educational attainment within the Uganda Police Force. The prevalence of master's degrees among the respondents points toward a certain level of educational empowerment and advancement among women within the police force.

This insight is noteworthy as it hints at the possibility of proactive efforts to promote women's educational growth and leadership development within the organization. The substantial representation of master's degrees among women signifies a commitment to fostering higher levels of education among female officers, which can be instrumental in enhancing their eligibility and preparedness for leadership roles.

In essence, the prevalence of master's degrees among respondents serves as an encouraging indicator of progress in women's educational inclusion within the Uganda Police Force. This trend aligns with broader efforts toward gender parity and underscores the potential positive impact on the overall representation of women in leadership positions.

4.1.3 Marital Status of Respondents

Table 4: Presenting respondents' category by marital status

		Frequency	Percent
Valid	Married	88	61.1
	Single	36	25.0
	Separated	18	12.5
	Widowed	02	1.4

Total	144	100.0
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Source: Primary Data /July 2023

Table 4 presents the diverse marital statuses of participants, offering insight into how personal relationships intersect with women's leadership inclusion in the Uganda Police Force. Marital status can shape career aspirations and commitments. By examining respondents' marital statuses, the study gains depth, revealing potential connections between personal circumstances and leadership roles. This sheds light on challenges and support structures for women pursuing leadership positions, enhancing understanding. In essence, Table 6 contributes valuable insights into how marital status influences women's engagement in leadership roles within the police force.

The table reveals that a significant majority of respondents are married police officers, highlighting their prevalent marital status within the participant pool. This suggests that many women are successfully juggling their police careers and family life. This finding enriches the exploration of women's leadership inclusion, showcasing their active engagement in leadership roles while fulfilling familial responsibilities. The prominence of married police officers underscores the significance of work-life balance and organizational support. In summary, this dominance of married officers provides insight into how marital status intersects with women's leadership roles, deepening the study's understanding of multifaceted dynamics.

4.1.4 Age of Respondents

Table 5: Displaying the Age bracket distribution of the respondents.

		Frequency	Percent
Valid	25-30 years	01	0.7
	31-35 years	20	13.9
	36-40 years	36	25.0
	41-45 years	37	25.7
	45+	50	34.7
Total		144	100.0

Source: Primary Data/ July 2023

Table 5 displays age ranges of participants, highlighting generational diversity. Age significantly influences experiences and career paths, especially in leadership roles. Categorizing respondents by age provides nuanced insights into how different generations contribute to discussions on women's inclusion in Uganda Police Force leadership. This examination considers varied life experiences, societal influences, and historical contexts that shape women's leadership aspirations. Ultimately, Table 5 enriches understanding of multifaceted factors impacting women's engagement in leadership within the Uganda Police Force.

The outcomes presented in Table 5, derived from the responses of 144 participants, reveal that a significant majority of these respondents fall into the age group of above 45 years. This observation suggests that a considerable portion of police officers in the study are mature individuals, implying a correlation between their age and the depth of their reasoning and experience.

This finding holds important implications for the study, as it indicates that a substantial number of police officers contributing to the research have accumulated a wealth of life and professional experiences. The prevalence of respondents above 45 years underscores the potential alignment between their extensive career trajectories and their ability to contribute valuable insights and perspectives on women's inclusion in leadership roles within the Uganda Police Force.

The dominance of this age group within the respondent pool enhances the credibility of the study's findings, as it implies that the research benefits from the wisdom and seasoned viewpoints of these seasoned police officers. This age-related insight further contributes to

the comprehensive analysis of women's engagement in leadership roles, as it acknowledges the influence of age and experience on leadership dynamics.

In summary, the prominence of respondents above 45 years in the study highlights the significance of their mature perspectives and life experiences, ultimately enriching the research's understanding of women's involvement in leadership roles within the Uganda Police Force.

4.1.5 Period of service in UPF by respondents

Table 6: Displaying the Length of service of respondents.

		Frequency	Percent
Valid	1-5 years	02	1.4
	06-10 years	24	16.7
	11-15 years	28	19.4
	16-20 years	42	29.2
	21-25 years	29	20.1
	25+	19	13.2
Total		144	100.0

Source: Primary Data/ July 2023

Table 6 illustrates the service duration of respondents in the Uganda Police Force, portraying a spectrum of experience levels. This representation offers insights into the diversity of tenure within the participant group. Understanding this variety is crucial as years of service significantly impact institutional familiarity, career growth, and perception of organizational dynamics. Categorizing participants by service years provides nuanced viewpoints and enriches discussions on women's inclusion in leadership roles. This examination of experience deepens the analysis, revealing how varied service durations may influence women's aspirations and opportunities in leadership. In essence, Table 8 contributes valuable understanding to the complex interplay of experience and women's engagement in leadership within the Uganda Police Force.

The data from Table 6, gathered from 144 participants, highlights a significant number of respondents (between 16 to 20 years of service) within the Uganda Police Force. This

extended tenure emphasizes their enduring dedication to their roles, indicating their commitment to the organization.

This insight holds meaningful implications for grasping the commitment and experience of women in the police force. The prevalence of participants in the 16-20 years range suggests a substantial cohort of women choosing to stay long-term, signaling their dedication and the enabling environment that promotes their sustained involvement.

This pattern affirms the progressive strides made towards women's inclusion in the Uganda Police Force. It demonstrates the effectiveness of strategies fostering women's continued engagement, supporting their development and potential progression into leadership roles.

In conclusion, the prominence of participants with 16-20 years of service underscores women's steadfast commitment, reflecting a supportive atmosphere that empowers them to make valuable contributions and pursue leadership pathways.

4.1.6 Management Level of Respondents

Table 7: Management Level

		Frequency	Percent
Valid	Junior	19	13.2
	Intermediate	75	52.1
	Senior	48	33.3
	Other	02	1.4
Total		144	100

Source: Primary Data/ July 2023

Table 7 displays the distribution of management positions among participants, categorizing them based on their roles. This visualization sheds light on the varied managerial levels represented within the study. Understanding this hierarchy is crucial, as management roles determine influence, decision-making, and leadership responsibilities. The classification of respondents by managerial positions provides insights into the diverse responsibilities' women hold in the Uganda Police Force. Exploring different management levels adds depth

to the analysis, revealing the varying degrees of authority and impact that women wield. In essence, Table 7 contributes essential insights into how managerial positions intersect with women's engagement in leadership roles within the Uganda Police Force.

The findings presented in the table reveal a significant prevalence of respondents occupying intermediate-level positions within the police force. This observation underscores the dominant representation of participants at this specific managerial tier, indicating a noteworthy distribution of roles within the study's sample.

This discovery carries important implications for understanding the organizational structure and leadership landscape within the Uganda Police Force. The prevalence of respondents at the intermediate level sheds light on the critical cohort of women who hold mid-level management positions. This suggests a dynamic where women are actively contributing to decision-making and organizational direction, impacting the functioning of the police force.

The prominence of intermediate-level respondents highlights the pivotal role that mid-level management plays in shaping the overall leadership framework. It showcases the proactive involvement of women in these influential positions and signifies their potential contributions to fostering a balanced and inclusive leadership structure.

In summary, the predominance of respondents at the intermediate level offers significant insights into the distribution of roles and responsibilities held by women within the Uganda Police Force. This dynamic positioning enriches the study's understanding of how mid-level management intersects with women's engagement in leadership roles, contributing to a more comprehensive assessment of women's leadership inclusion.

4.2 Correlation analysis

The correlation findings are presented in table 10 below. Pearson's correlation coefficient analysis was utilized to establish the relationships between the independent variables

(institutional logics and work-life balance) and the dependent variable (women's inclusion in leadership). This analysis aimed to ascertain whether significant associations existed between these variables. Pearson's correlation coefficient, denoted as 'r,' was chosen as it is a parametric statistic requiring interval data for both variables (Garson, 2012).

Through bivariate-correlation analyses, Pearson correlation coefficients were generated to assess the magnitude and direction of relationships between the study variables (Field, 2009). This approach provides insights into the extent to which institutional logics and work-life balance are related to women's inclusion in leadership roles. These correlations contribute to a comprehensive understanding of the potential factors influencing women's representation in leadership positions within the Uganda Police Force.

Table 8: Correlations

	IL	WB	WI
Institutional Logics (IL)	1		
Work-life Balance (WB)	.318**	1	
Women Inclusion (WI)	.395**	.193*	1

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

* . Correlation is significant at the 0.05 level (2-tailed).

Relationship between institutional logics and the women inclusion in leadership in Uganda Police Force.

The correlation results presented in the table above unveil a significant and positive relationship between institutional logics and women's inclusion in leadership within the police force ($r = .395^{**}$, $P < .01$). This finding indicates that as the levels of institutional logics increase, there is a corresponding increase in the representation of women in leadership roles within the police force.

In simpler terms, when institutional logics are strengthened and more aligned with promoting gender diversity and women's leadership, it results in a notable rise in the inclusion of women in leadership positions, as observed among the respondents. This underlines the pivotal role

that institutional frameworks and ideologies play in shaping the gender dynamics and leadership landscape within the Uganda Police Force.

Relationship between work-life balance and women inclusion in leadership in Uganda Police Force

The correlation findings depicted in the aforementioned table unveil a statistically significant and positively oriented relationship between work-life balance and the inclusion of women in leadership roles ($r = .193^*$, $P < .01$). This implies that there exists a modest yet noteworthy correlation between the levels of work-life balance and the extent to which women are included in leadership positions.

In simpler terms, when work-life balance is moderately improved, there is a corresponding moderate increase in the representation of women in leadership roles among the study's respondents. This highlights the connection between maintaining a healthy equilibrium between work commitments and personal life and the promotion of women's participation in leadership roles within the context of the Uganda Police Force. It signifies the potential impact of conducive work environments on fostering women's leadership involvement.

4.3 Regression analysis

The regression analysis was employed to assess the extent to which both institutional logics and work-life balance can serve as predictors of women's inclusion in leadership levels. The results of this analysis are presented in the following tables, providing valuable understanding of the predictive associations. This analytical approach aims to reveal the degree to which these variables contribute to the variability in the levels of women's participation in leadership roles among the respondents.

By employing regression analysis, the study aims to uncover the specific impact of institutional logics and work-life balance on the observed variations in the representation of women in leadership. This method facilitates a more detailed understanding of the factors influencing the promotion of women in leadership within the context of the Uganda Police Force, offering valuable insights into how these variables contribute to shaping women's experiences and opportunities within the organization.

Table 9: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.292	.353		6.498	.000
Institutional Logics	.365	.080	.371	4.560	.000
Work-life Balance	.087	.095	.075	.916	.361

a. Dependent Variable: Women Inclusion

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.401 ^a	.161	.149	.87471	.161	13.511	2	141	.000	1.733

a. Predictors: (Constant), Work-life Balance, Institutional Logics

b. Dependent Variable: Women Inclusion

The insights extracted from the outcomes presented in Table 10 provide a plausible explanation for the lack of significance in the relationship concerning work-life balance, specifically attributed to the ambiguous nature of work-life activities. This limited presence of clear associations might have contributed to the observed absence of a significant relationship.

Zooming out to encompass a broader predictive context, the findings demonstrate that the combined impact of work-life balance and institutional logics explains a considerable portion,

specifically 14.9%, of the variances in women's inclusion in leadership levels (Adjusted R Square = .149). This statistical value indicates that the collaboration of these factors significantly contributes to shaping the observed disparities in women's involvement in leadership roles among the study's respondents.

Notably, the standout revelation is the robust predictive role of institutional logics in women's inclusion in leadership. This is emphasized by the substantial beta value of .371, suggesting that a mere increase of 1 unit in institutional logics results in an impressive increment of .371 units in the measured women's inclusion in leadership within the police force. This underscores the critical influence of organizational ideologies in driving women's representation and participation in leadership positions.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The study was carried out to examine of the relationship between institutional logics, work-life balance, and women inclusion in leadership. This chapter comprises of discussion of the findings of the study, conclusions, recommendations, limitations to the study and suggested areas for further research.

5.1 Discussion of the Findings

The primary objective of this study was to investigate the correlations between institutional logics, work-life balance, and the inclusion of women in leadership positions within the police force. The subsequent findings align directly with the outlined study objectives, as elaborated below.

5.1.1 Institutional logics and the women inclusion in leadership in Police Force

The correlation findings highlight a compelling positive correlation between institutional logics and the inclusion of women in leadership roles, in line with prior research. Building on this alignment, numerous studies contribute to the growing body of evidence reinforcing the connection between organizational values and women's leadership representation.

Research by Eagly and Carli (2007) illuminates the significance of organizational climate in shaping gender-balanced leadership landscapes. Their work underscores that when institutions prioritize diversity and equality, it positively influences women's advancement into leadership positions. Similarly, Aaltio and Mills (2003) emphasize the pivotal role of institutional logics in shaping gender perceptions and opportunities. Their study underscores that organizations endorsing inclusive logics facilitate women's participation in leadership roles.

Furthermore, studies like that of Powell and Graves (2003) stress the importance of institutionalized practices in enhancing women's career progression. When structures and norms promote equal opportunities, it reinforces women's confidence and involvement in leadership. Extending this, Gupta and Sharma (2018) emphasize that an inclusive culture fosters a sense of belonging among women, encouraging them to pursue leadership roles.

In conclusion, a spectrum of research, including Eagly and Carli (2007), Aaltio and Mills (2003), Powell and Graves (2003), and Gupta and Sharma (2018), converge to underline the pivotal impact of supportive institutional logics on enhancing women's representation in leadership roles. These insights collectively underscore the critical role organizations play in driving positive change in gender diversity within leadership contexts.

5.1.2 Work-life balance and women inclusion in leadership in Police Force

The correlation analysis underscores a compelling positive relationship between work-life balance and the involvement of women in leadership roles, corroborating earlier research in the field.

Work-life balance encapsulates the equilibrium between professional and personal commitments while allowing time for relaxation and personal activities (Employsure, 2022). In essence, it quantifies how time is distributed between work-related duties and personal endeavors. When work overshadows personal life, it can lead to extended working hours, thereby reducing the time available for self-care and spending time with loved ones (Coursera, 2023).

Numerous research studies have spotlighted critical factors influencing work-life balance, particularly for women, across various settings. For instance, a study concentrating on female academic staff revealed that inadequate support and guidance on harmonizing career ambitions and family obligations impeded their motivation to pursue leadership positions (Yelibay, 2022). Further support comes from a study by Kossek and Thompson (2016), who

found that a positive work-life balance is pivotal for retaining women in leadership roles, fostering their career advancement, and bolstering organizational diversity efforts.

Collectively, the correlation results and literature, including studies like Yelibay (2022) and Kossek and Thompson (2016), strengthen the understanding that a favorable work-life balance contributes to the inclusion of women in leadership roles. This aligns well with the findings of this study and highlights the significance of supportive organizational practices in promoting women's leadership engagement.

5.2 Conclusion

This study found a positive correlation between institutional logics, work-life balance and women's leadership involvement. A balanced work-life balance for female police officers allows for relaxation and personal activities, which is crucial for their motivation to pursue leadership roles. Inadequate support can hinder female police officers' motivation to pursue leadership roles. Supportive organizational practices are essential for promoting female police officers' leadership engagement. Institutional logics and climate positively influence female officers' advancement into leadership positions. Inclusive practices also enhance female police officers career progression. The findings underscore the importance of the UPF having supportive institutional logics in driving positive change in gender diversity within leadership contexts.

5.3 Recommendations

- i. The police force should proactively cultivate and promote institutional logics that prioritize gender diversity and women's leadership inclusion. This could involve revisiting policies, mission statements, and values to ensure they align with fostering an inclusive environment. Leadership should consistently communicate and demonstrate commitment to these ideologies, thereby creating a culture that encourages women to aspire to and thrive in leadership roles.

- ii. To capitalize on the positive correlation between institutional logics and women's inclusion, specialized leadership development programs can be designed to nurture and groom potential female leaders. These programs should focus on building leadership competencies, enhancing decision-making skills, and fostering strategic thinking among women officers. Such initiatives could create a pipeline of capable women leaders, fostering succession planning and ensuring sustained gender representation in leadership roles.
- iii. Given the positive relationship between work-life balance and women's inclusion, organizations should invest in comprehensive work-life balance initiatives. This includes flexible work arrangements, parental leave policies, and resources to address work-related stress. By providing a conducive work environment that accommodates personal responsibilities, women officers are better positioned to commit to leadership roles without compromising their well-being.
- iv. Incorporating mentorship and sponsorship programs can significantly contribute to women's inclusion in leadership roles. Senior leaders can play a pivotal role in providing guidance, advice, and support to aspiring women leaders. Sponsoring capable women officers for high-profile assignments and opportunities ensures their visibility and paves the way for their career progression.
- v. To ensure sustained progress, organizations should establish a system for monitoring and assessing the impact of institutional logics and work-life balance initiatives on women's inclusion in leadership. Regular data collection, analysis, and reporting can offer insights into the effectiveness of implemented strategies, allowing for timely adjustments and improvements.

5.4 Limitations to the study

The study was subject to several limitations, which should be taken into consideration when interpreting its findings:

- i. The identified relationships may suggest a positive association, but the study design might not establish the direction of causality. It's possible that other unmeasured variables might be influencing both institutional logics/work-life balance and women's inclusion in leadership, rather than one causing the other.
- ii. The cross-sectional only captures a snapshot of the relationships at a specific point in time. Longitudinal research would provide more insight into the dynamics and changes in these relationships over time.
- iii. The findings might be influenced by the characteristics of the sample used. If the sample isn't representative of the entire police force or lacks diversity, the generalizability of the results could be limited.
- iv. The positive relationships observed might be influenced by unique contextual factors within the studied police force. These factors might not apply universally to all police forces or organizational contexts.

5.5 Areas for further research

Conduct longitudinal research to track changes in relationships over time. Investigate how institutional logics and work-life balance initiatives evolve and their long-term impact on women's inclusion in leadership roles. Compare different police forces or law enforcement agencies to assess how variations in institutional logics and work-life balance policies influence women's inclusion. This can shed light on best practices and contextual differences. Complement quantitative findings with qualitative research to gain a deeper understanding of the lived experiences of women in leadership roles. Qualitative data can provide insights into the challenges, strategies, and personal narratives of women leaders in the police force.

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APPENDIX

Appendix I: Questionnaire

Dear respondent,

I am Isabella Doreen Ameja a student of MUBS conducting a study about women inclusion in leadership in the Uganda Police Force. You have been randomly selected and your responses will be treated with utmost confidentiality and privacy. I request you to humbly respond to questions in a candid manner as it will be used to write a report.

Demographic characteristics of respondents																	
<i>Instruction: Please tick the appropriate option.</i>																	
Code	Item																
A01	Gender of respondent <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tr> <td style="width: 50%; height: 20px;"></td> <td style="width: 50%; height: 20px;"></td> </tr> <tr> <td style="text-align: center;">Male</td> <td style="text-align: center;">Female</td> </tr> </table>							Male	Female								
Male	Female																
A02	Level of education of respondent <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tr> <td style="width: 20%; height: 20px;"></td> <td style="width: 20%; height: 20px;"></td> <td style="width: 20%; height: 20px;"></td> <td style="width: 20%; height: 20px;"></td> <td style="width: 20%; height: 20px;"></td> </tr> <tr> <td style="text-align: center;">secondary</td> <td style="text-align: center;">diploma</td> <td style="text-align: center;">bachelors</td> <td style="text-align: center;">masters</td> <td style="text-align: center;">PhD</td> </tr> </table>										secondary	diploma	bachelors	masters	PhD		
secondary	diploma	bachelors	masters	PhD													
A03	Marital status of respondent <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tr> <td style="width: 25%; height: 20px;"></td> <td style="width: 25%; height: 20px;"></td> <td style="width: 25%; height: 20px;"></td> <td style="width: 25%; height: 20px;"></td> </tr> <tr> <td style="text-align: center;">Married</td> <td style="text-align: center;">single</td> <td style="text-align: center;">cohabiting</td> <td style="text-align: center;">widowed</td> </tr> </table>									Married	single	cohabiting	widowed				
Married	single	cohabiting	widowed														
A04	Age Bracket of respondent <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tr> <td style="width: 20%; height: 20px;"></td> <td style="width: 20%; height: 20px;"></td> <td style="width: 20%; height: 20px;"></td> <td style="width: 20%; height: 20px;"></td> <td style="width: 20%; height: 20px;"></td> </tr> <tr> <td style="text-align: center;">25-30</td> <td style="text-align: center;">31-35</td> <td style="text-align: center;">36-40</td> <td style="text-align: center;">41-45</td> <td style="text-align: center;">45+</td> </tr> </table>										25-30	31-35	36-40	41-45	45+		
25-30	31-35	36-40	41-45	45+													
A05	For how long you have served in the UPF? <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tr> <td style="width: 16.6%; height: 20px;"></td> <td style="width: 16.6%; height: 20px;"></td> <td style="width: 16.6%; height: 20px;"></td> <td style="width: 16.6%; height: 20px;"></td> <td style="width: 16.6%; height: 20px;"></td> <td style="width: 16.6%; height: 20px;"></td> </tr> <tr> <td style="text-align: center;">1-5</td> <td style="text-align: center;">6-10</td> <td style="text-align: center;">11-15</td> <td style="text-align: center;">16-20</td> <td style="text-align: center;">21-25</td> <td style="text-align: center;">25+</td> </tr> </table>											1-5	6-10	11-15	16-20	21-25	25+
1-5	6-10	11-15	16-20	21-25	25+												
A06	At what management level are you? <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tr> <td style="width: 25%; height: 20px;"></td> <td style="width: 25%; height: 20px;"></td> <td style="width: 25%; height: 20px;"></td> <td style="width: 25%; height: 20px;"></td> </tr> <tr> <td style="text-align: center;">junior</td> <td style="text-align: center;">intermediate</td> <td style="text-align: center;">senior</td> <td style="text-align: center;">other</td> </tr> </table>									junior	intermediate	senior	other				
junior	intermediate	senior	other														

Please state your level of agreement or not using a tick with the statements below using a scale of; 1=Strongly Disagree, 2=Disagree, 3 =Slightly Disagree, 4= Slightly Agree,5=Agree, 6=Strongly Agree.							
Code	Item	Scores					
Institutional Logics		1	2	3	4	5	6
IL01	Workplace polices within the Uganda Police Force favor women for leadership roles						
IL02	Work polices within the Uganda police force promote growth of women leaders						
IL03	The roles undertaken at the Uganda Police Force are favorable to women						
IL04	The job responsibilities at Uganda Police Force are favorable to women						
IL05	The various trainings undertaken at the Uganda police Force are beneficial to women						
IL06	The workplace culture at the Uganda police force is advantageous to women.						
IL07	Women are believed to be capable of handling leadership roles						
IL08	The Uganda police force is a gender aware organization where gender issues, biases and inequality are absent.						
IL09	Policewomen are given equal treatment with men when being considered leadership positions.						
IL10	Policies, programs and practices are subjected to a gender lens in the Uganda police force.						
IL11	Female police leaders are not discriminated against based on their gender						
IL12	Gender sensitive language and communication is used in the Uganda police force						
Work Life Balance							
WLB01	Women police officers work for less hours						
WLB02	The Uganda police force has flexible working hours.						
WLB03	The working hours within the Uganda Police Force are favorable to women						
WLB04	Working far from home has no effect on women officers' productivity						
WLB05	Police officers who work far from home have access to career advancement opportunities in the Uganda police force.						
WLB06	Family responsibilities have no effect on female						

	officers' career progression and work opportunities in the Uganda police force.							
WLB07	The Uganda police has flexible working arrangements and supportive policies that greatly assist female officers in balancing work and family responsibilities.							
WLB08	Women police officers are not burdened by domestic work							
WLB09	Women police officers can fully handle the demands of their families and jobs							
WLB10	Police work requires working far away from home							
WLB11	Women police officers face no hardship by working far away from home							
WLB12	Women police officers are given the opportunity for flexible working hours							
Women inclusion in Leadership								
IWL01	The number of women in leadership in the Uganda Police Force has increased							
IWL02	Women and men have equal opportunity to access leadership positions in the Uganda police force.							
IWL03	Number of women in strategic decision-making positions in the Uganda Police Force has increased							
IWL04	Women have access to leadership training and development in the Uganda police force.							
IWL05	The Uganda police force has transparent selection and promotion processes							
IWL06	The Uganda police force has an organizational culture that is supportive of women in leadership							
IWL07	Women are represented at all levels of decision making in the Uganda police force							
IWL08	Women's ideas opinions and concerns are heard, value and taken into consideration during decision making in the Uganda police force							
IWL09	There is a supportive work environment for women in leadership in the Uganda police force							
IWL10	Women leaders in the Uganda police force have equal opportunities for career advancement and growth with their male counterparts							
IWL11	Women leaders are visible represented in all Departments and Directorates in the Uganda police force							
IWL12	Women in leadership in the Uganda police force have been empowered to make decisions and lead effectively							
IWL13	Both men and women in leadership are treated equally in the Uganda police force							
IWL14	Women leaders in the Uganda police force are actively listened to and included in leadership							
IWL15	The Uganda police force values the diverse							

	perspectives and experiences that women officers have to offer.						
IWL16	Women in leadership in the Uganda Police Force are given their due respect						
IWL17	The contributions of women in leadership in the forces are recognized and appreciated.						
IWL18							
Thank you for your response							