BARRIERS AND OPPORTUNITIES OF WOMEN'S LEADERSHIP IN HIGHER EDUCATION IN TANZANIA.THE CASE OF THE INSTITUTE OF ACCOUNTANCY ARUSHA

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BY

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DECEMBER, 2022

CERTIFICATION

I, **NADHIRU S. ABDULNURU** the undersigned certify that I have read and recommended for acceptance by the Institute of Accountancy the research report entitled: "BARRIERS AND OPPORTUNITIES OF WOMEN'S LEADERSHIP IN HIGHER EDUCATION IN TANZANIA" in fulfillment of the requirements for the degree of Masters of Business Administration Leadership and Governance (MBA-LG) offered at the Institute of Accountancy Arusha.

……

(Supervisor Signature)

(Mr. James Makula)

Date ……

DECLARATION

I, **NADHIRU S. ABDULNURU**, declare that this report is my original work and that it has not been presented and will not be presented to any university for a similar or any other degree award than the Institute of Accountancy Arusha.

Signature……

Date……...

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ABSTRACT

The main objective of this study was to study barriers toward women participation at managerial posts. To achieve this, the study was guided by four key research objectives: Assessing awareness and participation level of women to mentoring scheme, capacity of women, motivation and commitment of women as well as impact of traditional beliefs and cultural attitudes on women's participation. The study combined qualitative and quantitative research approaches and data analyzed by using SPSS version 25.0, using a sample of 100 respondents from IAA. The study used simple randomly sampling. Questionnaires and interviews were major data collection methods used to collect primary data in this research. The findings revealed that, Women are unaware of mentoring scheme and few of them who had ever heard about it never involved in the program, respondents agreed women to have capacity, trust, honesty and transparency in undertaking managerial tasks. Respondents disagreed that women can only fit in doing home duties, junior positions as well as religious and that their tribe does not hinder them since historically, women have proved to be good leaders. The only problem noted was that men agreed that both are given equal opportunities but women disagreed on this. It was concluded that much of what is said has been known for several decades but the problem is how to translate that knowledge into policy and practices. The study recommends to the government to prepare competitive environment, incorporate gender in management, commits to gender balances, monitor progress of women and restructure the Public Service Recruitment Secretariat (PSRS) to be able to ensure full participation of all people regardless of gender.

ABBREVIATION

HE	Higher education
HLS	Higher learning institutions
IAA	Institute of Accountancy Arusha
PSRS	Public Service Recruitment Secretariat
UDSM	University of Dar es salaam
WED	Women Education and Development

CHAPTER ONE

INTRODUCTION

1.1 Background of the Problem

The concept of leadership for a long time has attracted the attention of the general public. Since early times, the focus was concentrated on diplomats, generals, philosophers, thinkers, artists, and the like. With the development of industry, transport, trade, and finance, the concept of leadership is also now frequently associated with the economic activities and the functioning of organizations (Satyendra, 2020). Every organization is facing today a complex social environment of confrontation, miscommunication, manipulation, hostility, and conflict. Organizations are also being faced with the problem of the inter-relationships of the employees which affect the work which is being done, the goals which are set, and the decisions which are being made. Without effective leadership, employees of the organization frequently degenerate quickly into arguments and conflict, since each employee sees things in different ways and leans toward different solutions (Satyendra, 2020).

As gender diversity in the workplace increases, the complexities surrounding the challenges faced by organizations, men, women, and their families also continue to evolve (Sweat , 2020). In recent years this shift has women entering the workforce in record numbers allowing them the opportunity to have successful careers and expand their professional influences, particularly concerning leadership

In different parts of the world, when you talk about leadership, you directly talk about the role of men in society (He & Nyoni, 2019). In Indonesia, the study by Herman, Sowiyah, & Hasan, (2021) has substantiated that, women in tertiary institutions in Indonesia still face obstacles in achieving top leadership, even though the level of discrimination in Indonesia is almost non-

existent, one of the fundamental reasons there are few women in leadership positions is gender inequality. While effective leadership is based on behavior, gender remains an obstacle for women ascending to leadership positions.

In Vietnam, the study by Maheshwari & Nayak, (2020) has substantiated that, barriers and enablers that the women leaders experience in the higher education (HE) sector have been a widely researched topic in many developed countries. However, the research on this topic is very limited in developing countries such as Vietnam. Despite the Gender Equality Law introduced in 2006 by the Vietnamese government to promote equal opportunities for women and also reduce the Gender Gap Index score of 70% in Vietnam, there are few women in leadership roles in several sectors including her.

In Sweden, the study by MacAlpine, (2022) on exploring Gendered Barriers to Higher Education Leadership for Women in Midlevel Student Affairs Roles, findings from the study indicated three themes related to personal barriers, which were impostor syndrome, work-life conflict, and showing emotion is unacceptable. Findings also revealed sociological barriers that included the nature of student affairs work, saying yes to everything, and religion's influence on gender roles. Implications for practice, as suggested by participants, were a move to more flexible policies about work hours and locations, providing networking and mentoring opportunities, teaching men to be allies to women, and professional development opportunities focused on developing leadership skills.

In the US, the study by Madsen & Longman (2020) has substantiated that, the progress toward the goal of advancing more women into postsecondary leadership has been frustratingly slow. In Africa, despite the progress women have made in the professional sphere, they remain underrepresented in strategic and essential positions. In fact, in academia, the representation

of women can be likened to a pyramid where very few women exist at the top and in key leadership positions, especially in Africa (Ahmed, 2021; Klege, 2020)

In Kenya, the study by Flöttmann, (2021) has substantiated that, gender inequalities and the underrepresentation of women in senior management positions in companies still dominate Kenya. In Kenya, women face substantial prejudice regarding their skills and leadership abilities. The few women who are at the top are left out of decision-making, either because of exclusion from situations where informal decision-making takes place or because women experience dismissal in senior-level meetings.

In Tanzania, Career Progression Barriers for Female Staff in Tanzania, it is been half a century since women's progression in professional careers has been under debate. Yet today, only a scant percent of women can make their way to leadership and decision-making positions at higher education institutions across the globe. However, women's career in higher education has been of little concern to researchers (Mwalyagile, 2020; He & Nyoni, 2019). In Tanzania Furthermore, though evidence suggests that the proportion of women in management is increasing, doubts and prejudice regarding women's leadership skills and abilities still exist. The emergence of several initiatives in Tanzania such as the Women Education and Development (WED) organ in the early 1980s, whose main goal was to enhance gender equity in education has given rise to improved numbers of women in higher education and access to resources. However, such progress has not fully translated into future professional work settings, especially in areas such as educational leadership (Mollel & Tshabangu, 2014)

1.2 Statement of the Problem

Currently, there is an insufficient number of women holding leadership positions as compared to men in higher learning institutions. This causes women's underrepresentation in the political arena, social arena economy, and also in academia. Despite these efforts still, the number of

women at management levels in educational institutions is low. Therefore, the study investigates barriers and opportunities for women's leadership in higher education in Tanzania by focusing on factors contributing to inequalities in leadership and managerial positions and suggesting a way forward.

1.3 Research Objectives

The main purpose of this study was to investigate barriers and opportunities for women's leadership in higher education in Tanzania, particularly at the Institute of Accountancy Arusha (IAA).

1.3.1 Specific objective

i. To determine awareness and participation level of women in mentoring schemes.

ii. To assess the capacity and ability of women's in undertaking managerial tasks

iii. To assess the level of motivation and commitment of women in undertaking managerial tasks.

iv. To determine the extent to which traditional belief and cultural attitudes affects women's participation in managerial level.

1.3.2.1 Research Questions

i. What is the awareness and participation level of women in mentoring schemes?

ii. What is the capacity and ability of women's in undertaking managerial tasks?

iii. What is the level of motivation and commitment of women in undertaking managerial tasks?

iv. To determine the extent to which traditional belief and cultural attitudes affects women's participation in managerial level?

1.4 Scope of the Study

The study was delimited itself in examining barriers and opportunities for women's leadership in higher education in Tanzania, particularly at IAA. The study was confined to IAA offices in the Arusha region. Data in this study was gathered from the employees at the IAA offices in the Arusha region. Data were collected in one week. The study also is confined to two tools for data collection, which are a questionnaire and an interview.

1.5 Limitations of the Study

Limitations are constraints and possible errors out of the control of the researcher (Creswell, 2014 & Marshall and Rossman, 2016). These study limitations are methodological limitations in terms of the sample size which was drawn from one organization only. However, the researcher probed all necessary information to make sure the collected data is accurate. Also, the researcher selected the respondents purposefully. The study experienced participants to get relevant data. Also, the Lack of sufficient previous literature can be another limitation since prior studies are important in developing a theoretical foundation for the study. However, there might be limited literature which may hinder in development theoretical foundation. Furthermore, the uncaringness of the respondents to participate in the study since some target respondents might not participate in the study. To avoid this the researcher used good language to communicate with the target respondents. However, respondents were not forced to participate in the study.

1.6 Significance of the Study

The study is significant to women because it was addressing the factors that are pushing them back from holding positions at the management level and provide them with the way forward. Also, policymakers because it give direction toward making policies that touch on gender inclusion at all levels.

The institutions, because the study helps the management to involve women in decision-making so that they can influence young women to hold a different managerial positions in different sectors of the economy. The information obtained is useful in addressing the imbalances that exist between men and women at the place of work so that the gaps can be reduced at all levels socially, politically, and economically.

1.7 Organization of the Research report

The proposal was organized into three chapters which are chapter one, chapter two, and chapter three.

Chapter one presents the background of the study including research objectives, the significance of the study, limitations of the study, and scope. Chapter two presents the theoretical review, empirical review, conceptual review, and research gap. Chapter three presents the research methods and procedures which include the research design, approach, sampling procedure, data collection methods, validity and reliability, and data analysis methods. Chapter four consists of data analysis and chapter five is conclusion and recommendation

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Review

Because this study examined the experiences of women in higher education in Tanzania, an exploration of theories that deal with the experiences of women in postcolonial societies is appropriate.

2.1.1 Postcolonial feminist theory

The theory provides the theoretical framework for this study. To understand postcolonial feminism, it is important to briefly explain the postcolonial theory as it has had a powerful bearing on postcolonial feminism. Postcolonial refers to the period after colonial rule; but in some instances, it refers to the literature that has been written in opposition to colonialism Parashar (2016) ·

According to Carlson and Dimitriadis (2003), post-colonialism is about reading colonial texts alongside text written from the perspective and standpoint of former colonial and subjugated people. For these peoples to free themselves of the colonial mindset, and to actively resist subjugation, they must engage in the process of representing themselves, in telling their own stories, and in regaining control over their representation in popular culture. Thus, a goal of postcolonial theory is to give voice to unacknowledged voices recovering from decades of colonial rule and oppression. This theory has been chosen as one of the 62 models for this study as its principles advocate giving a voice to the marginalized in society, women in this case, (Nerisa, 2017).

2.2 World Perspectives

Study of three villages of block Ranbir Singh Pura of District Jammu of Jammu and Kashmir statein India (2007) was conducted to find out the extent of involvement of women in various farm management operations along with the various constraints use and importance of information sources and the drudgery level associated with these operations. The study revealed that extent of women involvement was at the maximum in operations like transplanting, weeding, harvesting and storing. The farm women face constraints like non-availability of inputs on time, low price of produce less involvement in decision making. Farm women also reported heavy drudgery level in operations like field preparation, threshing and marketing.

However, the study did not uncover the barriers behind high women involvement in operational levels than decisional/managerial level. Thus, this study concentrated on the study behind low level of women participation in managerial levels.

Ross, 2007, in his study on female participation in top management and firm's performance in Columbia used two measures to include data from 1992-2006, FEMRATION (Ration of female executive in Exec comp for a given firm in a given year to total number of executives for that firm and year.

Also, FEMCEO (takes value of 1(0) for a given firm in a given year, the executive with the tag CEO is female (Male), Result revealed that consistent with the notion of the female management style that enhances the performances of senior management by facilitating collegiality but is rendered less effective by leadership attributes of the CEO position. However, the study failed to tell anything about women who manage well from various managerial levels than men.

Linehan.(2001), in her study titled "Barriers to women's participation in international management", argues that female international managers have to overcome many additional

overt and covert barriers before being developed for international assignments. Based on an extensive empirical research study conducted with senior female international managers in a European context, the paper highlights a number of the barriers which the interviewees believed limit women's international career opportunities such, as programs, Networking and Sex discrimination. The paper also highlights the implications of these barriers for international human resource management policies and practices.

Kiamba, (2008), examined the many challenges women still face in taking leadership positions with specific reference to African women in Kenya. The paper reveals that women themselves are often reluctant to run for public positions and this is partly attributed to cultural prohibitions on women speaking in public or going to public places. However, the paper did not tell the reason for the reluctance. In this particular regard, therefore, the study attempts to bring this into light. .

Musai, Abhari and Shaybani (2011), studied on Participation of Women in Management of Political –Social Development in Iran. The present research is combination of quantity studies (survey) and quality method based on interview which has been done in data analysis with use of secondary analysis technique. Research finding shows that, although the number of female experts in society and manpower has increased their progress in decision making and policy making jobs has not been considerable. Research shows that future management requires more and efficient use of potential female power in management major level of society.

The planners firstly, shall emphasize on mental participation and change in beliefs and tendencies of women. Participatory behavior shall be done in two parts. In the first stage, effective factors of women participation shall be considered and in the second stage, participation in executed plans and programs shall be preserved. Increasing participation of

women and determining their participatory strategies. However, the study did not pin point barriers toward women's participation at managerial levels.

Solomon's (2006), study "Improving Women's Access to and Participation in Key Decision-Making Organs in Tanzania: A Case of Special Seats for Women in Tanzania" main objective was to examine factors limiting women's access to and participation in key decision-making organs, with particular reference to the Parliament of Tanzania. The constraints and challenges facing the special-seats women MPs were examined, and their selection criteria and procedures in various political parties investigated. The study revealed that there are more women MPs now in the House. Thanks to the special-seats affirmative action, but several structural and attitudinal constraints to special seats women MPs faced in executing their duties were noted. For attaining women's meaningful participation in decision-making, it was recommended to complement affirmative action with other measures, such as awareness-raising and continuous development of gender-sensitive environment.

2.3 Tanzania Perspective

Meena (2009), studied the state of art of women's participation in position of power and influence in Tanzania, focusing on the implementation of cabinet decision of 1996. The study finding was socio economic obstacle affecting women participation in decision making organs including belief system embedded in people culture, reinforced with levels of poverty, lack of access to education and dual burden of domestic and productive labour which women carry. The paper recommended for more holistic approach to address the underlying causes of discrimination in the broader context. However, the paper did not cover level of women participation in various parastatal organizations.

Kabyemela (2008), examined prospects and challenges of using theatre for development to promote women's participation in local politics with a focus on Buzi village in Bukoba Rural

District in Tanzania. The main aim of the study was to examine whether or not women can be empowered to participate effectively in politics and other key decision-making organs at local level. Secondary data were obtained from both published and unpublished materials from different libraries, including UDSM, TGNP, IDS, and FAWE-TZ. Primary data were obtained through observation, questionnaire and theatre.

Overall findings from this study indicate that; first, women, do not participate effectively in local politics and decision-making organs due to the influence of social, economic and political structures prevailing in the society. Second, it was found that, theatre for development can be used to empower and sensitize women to participate in local politics and decision-making bodies through the use of indigenous media of communication familiar to them. It is recommended that the government should mainstream theatre for development in different developmental policies, and that gender policy advocacy should be done to rural communities for them to understand the ongoing development issues in the country.

2.4 Empirical Literature

Gender representation in senior positions has been a call to several authors. Zulu (2015), in the study titled gender representation pattern in higher education management, found that out of 1,647 available top positions, only 217 which is 13.2 percent are occupied by women. Efforts by many agencies to fix women in the leadership pipeline have been done with little improvement. Shepherd (2017) commented that women tend to opt out of applying for top management positions which encourages their underrepresentation. The study insisted on letting the process select than fixing them because they are women. Makara (2015), had similar findings in Lesotho although according to this study, women have an effective management style when chances are given. However, with such underrepresentation, universities adopted a

new model that include an institutional change that would create a balance between men and women and their impact on management (Machado & Carvalho, 2015).

Madera (2017) found several barriers to pursuing a leadership position in higher learning institutions. Such barriers include cultural barriers, institutional barriers, and individual barriers. A similar idea is found in Thi Dang (2017) on the influence of culture on gender inequality and women's advancement to a senior position. The result shows that there is still a gap between gender policies and practices. This implies that there is a gap between policies that are documented and what is found on the ground. Obeiyeh (2016), on gender inequality in senior management of universities, found that lack of qualified education, the religious factor, involvement of women in domestic chores, lack of support from husband, and the patriarchal nature of the society are among the barriers to leadership positions. Adamma (2017) argues that there is less percentage of women holding higher ranks in management. However stereotypical view has little impact on women who aspires to be leaders in higher education (Faye, 2017).

Yousaf et al (2017), found that there are several barriers that women might be experiencing in academia including personal barriers, organizational barriers, and societal barriers. Also Nishan et al, (2018), on challenges of women leaders in higher education institutions in the Maldives, found that heavy workload, lack of carrier development opportunities, voice not being heard and lack of support from spouses are the barriers to achieving higher positions in higher learning institutions. Some of the barriers found in the study by Yahya and Mutarubukwa (2017) include dominant masculine culture, negative attitudes from subordinates, woman's natural roles, low level of commitment and confidence, and lack of time to socialize and network.

However, Doroba (2015) in dealing with gender inequality in higher education institutions found that women are prepared to hold lower positions at the management level. This is in line with

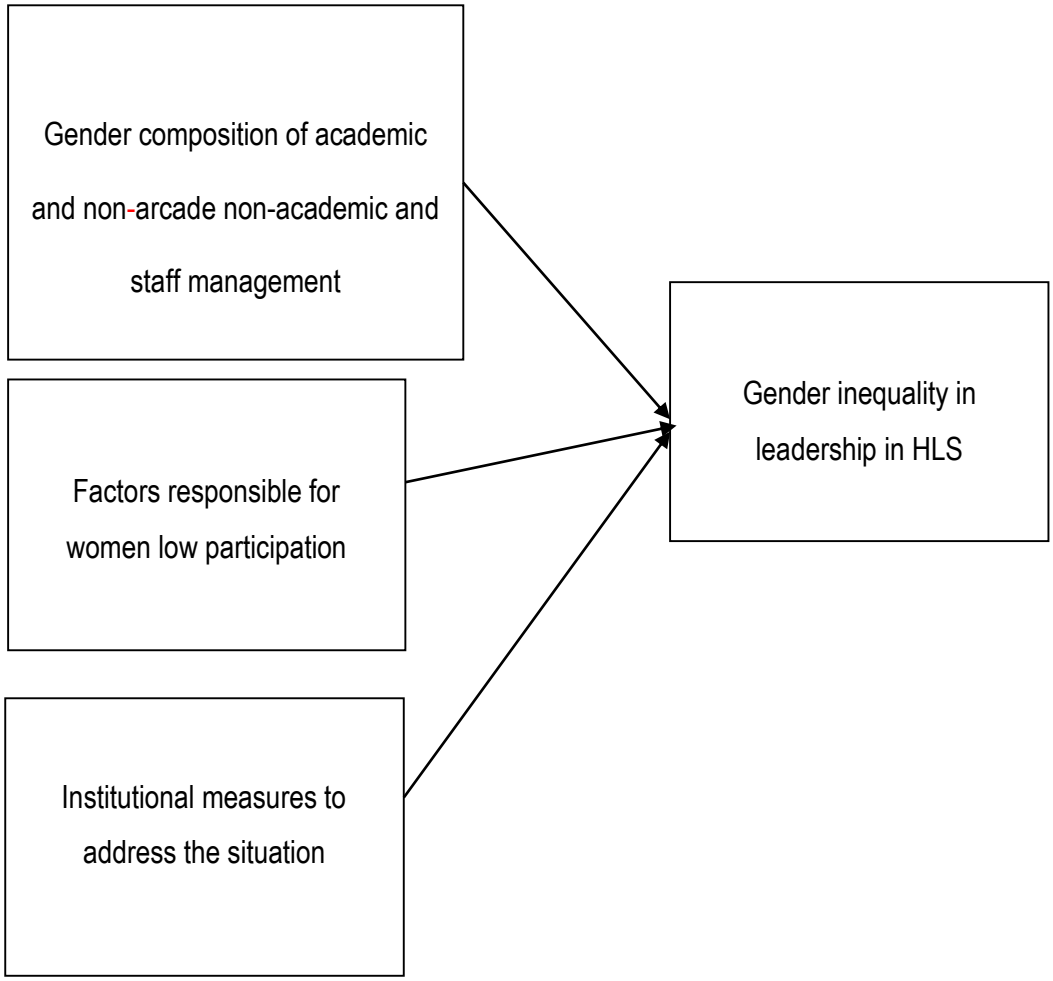
White (2019) who said that higher learning institutions require gender-competent leadership which is a high level of gender responsiveness to change organizational culture. The study by Mwaipopo (2015) also found that organizational culture impacted leadership. Palagan et al (2017) found that institutional policies are changing to include gender mainstreaming that in the future was help reduce the gap between men and women in leadership and management positions.

The study by Sart (2014) on the factors that affect women leadership in university administrations in public and private universities in Turkey whereby descriptive and inferential analysis was conducted. The study finds that organizational culture affects positively and negatively most women holding a leadership positions. The study shows further the importance of the organization's culture which impacts the acceptance of women as leaders in administration. Also, Wroblewski (2017), that senior women are overloaded with responsibility for gender equality and that nothing was change structurally unless this responsibility is owned and shared by the whole office.

Agosto et al (2018), in a study on underrepresented women in higher education institutions, found that race has an impact on carrier development and advancement. In this case therefore black women had little chance of advancing in their carrier as opposed to their white counterparts. In this case, race has acted as a barrier to climbing the leadership and carrier ladder.

The above review shows that several authors have focused on organizational culture as one of the barriers to women holding positions in higher learning institutions (HLS). However, little has been documented about personal barriers or factors, therefore this study was added to the existing literature.

Figure 2. 1 Conceptual framework



Source: Field data, (2022)

CHAPTER THREE

METHODOLOGY

3.1 Research Design

Research design is "the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedures" by Kothari (2004). Research design explains how the chosen method was applied to answer a particular research question. Research design is classified into four categories as follows; Research approach (qualitative and quantitative), according to the purpose of the study (exploratory, descriptive, and causal research design), according to time dimension (cross-sectional and longitudinal design), and lastly according to topical scope (case study and survey).

A parallel convergent mixed research design. Both qualitative and quantitative methods was be to achieve a better understanding of the factors contributing to this low participation of women in leadership positions and measures to improve the situation. We choose to use both qualitative and quantitative methods because they complement each other's weaknesses and strengths (Creswell, 2014).

3.2 Research Approach

The study was using a mixed research approach where both quantitative and qualitative was employed. A quantitative approach is characterized by the collection of information that can be analyzed numerically while the qualitative approach is characterized by the collection of narratives from respondents (Bouma, 2010).

Therefore, the use of a mixed approach was enabling the researcher to achieve the main objective of this study. The advantage of the mixed research approach is that they complement

each other thus the researcher was be able to associate the information collected from respondents.

3.3. Sample and sampling procedure

The sample size for the study included 100 participants, 10 from the top management level and 90 from lower levels of management. The sample was obtained by using the sample size calculator www.raosoft.com › sample size

3.3.1 Sampling technique

Two types of sampling techniques was applied; purposive sampling for the top management respondents that we knew can give the required information and simple random sampling which apply to other staff in the management position.

3.3.1.1 Probability Sampling Procedure

Simple random sampling refers to the sampling technique in which every member of the population had an equal chance of being selected (Kothari, 2011). IAA staff was selected using this technique and this technique eliminates all elements of biasness during selecting a representative sample.

3.3.1.2 Non- Probability Sampling Procedure

Purposive or judgmental sampling techniques was used by the researcher as a sampling procedure in selecting procurement officers. The mentioned top management officers was asked to take part in the study with the aim of giving more insight into the study. In addition, a purposive sampling technique was adopted in conducting this study to gain insight into the phenomena.

3.4 Data Collection Methods

Primary data was collected using questionnaires and interview

3.4.1 Interview

In this study, a researcher was using the interview as the method of data collection. This method involves face-to-face interview between the researcher or interviewer and the interviewees or the respondents. The interviews was used to collect information from the respondents that questionnaires could otherwise not be able to collect. Interview guides was prepared by the researcher to have consistency in asking questions.

3.4.2 Questionnaires

These are the questions prepared by the researcher and sent directly to the respondents in the field to fill them. These questions are in two types, open and closed-ended questions. Questionnaires was preferred in this study because they enable the researcher to reach the target group with the minimum cost in terms of time and other sources.

A researcher believed that it is through questionnaires that the respondents was able to provide information at their prudence or discretion. Hence, it helped to avoid any direct influence contrary to other methods like interviews where the researcher may have a direct influence in molding respondents' answers.

3.4.3 Secondary Data

Refers to the data that have already been collected by someone else. A researcher used these data just to supplement other methods of data collection like questionnaires and interviews. The data was obtained through books, meetings minutes, newspapers, dissertations, letters, files, the internet, and the HRM office at IAA.

3.5 Data Analysis Technique

A quantitative method was used to analyze the quantifiable portion of the questionnaire. Using SPSS version 25.0 descriptive analysis was performed. Data obtained from closed-ended items was coded and entered into the SPSS computer program. At this point, negative items was scored in reverse order. Mean scores was calculated for each statement in each of the three factors to getting variables which was used in subsequent analysis. The first research question of the study required to establish the gender composition of staff in management. To analyze the participants' responses, descriptive statistics such as mean and standard deviation was used. The second research question is required to examine the factors responsible for the low participation of women in management positions. Towards this end, descriptive statistics such as percentages, mean and standard deviation was used.

The answers to the open-ended question was analyzed through thematic analysis. The analysis was done manually and followed by a number of stages. The first stage was involved familiarization with the data whereby the data was transcribed in such a way that textual data was recorded as close to verbatim as possible from the written responses. Then the transcriptions was read severally while writing notes on the initial raising issues. The second stage was involved, the coding of data and identification of verbal expressions relevant to each code. In the third stage, different codes was sorted into the emerging themes and all relevant data extracts within the identified themes was pulled together which was finally organized by using a table. The next stage was involving reviewing the themes to determine the relationships with the data set. Finally, verbal extracts was used to support the identified institutional measures about women's participation in leadership positions.

3.6 Ethical consideration

The research clearance was sought from the institutions where data was collected. Consent for the participants was sought before commencing data collection. Participants were informed about the purpose and nature of the research, both verbally and in writing. Voluntary participation and complete anonymity was guaranteed to all participants.

After obtaining permission from the relevant departments in each institution. The researcher communicated with the head of the human resource department who facilitated the meetings with the appropriate research participants. All participants gave their consent by signing the consent form. Some questionnaires were administered in person for the respondents to complete and return and some were delivered to the respondents through email or Google forms.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

The chapter presents the result and discussion. It has the following section: Part one shows descriptive findings for the study and the other part shows findings per study objectives.

4.2 Descriptive Findings

This section aims at gathering basic information concerning respondents' characteristics. The information sought is demographic/ basic which included gender, working experience, job position as well as, and educational levels. All these helped the researcher to sort out the influence of each category towards the extent to which women can participate at various managerial levels as well as key impending factors as related to respondents' basic information.

4.2.1 Respondents' gender

Respondents were asked to show their gender the main intention being to ensure an equal proportional number of male and female inclusion in the study to avoid gender balance, Table 4.1 below shows the findings:-

Table 4. 1 Distribution of respondents by gender

		Frequency		Percent
Valid	Male		50	50.0
	Female		50	50.0
	Total		100	100.0

Source: Field data, (2022)

Table 4.1 above shows that the equal number of male and female has been included in the study; 50 males and 50 females were selected from both companies, with this inclusion the findings reflect the true picture of what are the real views of IAA staff as to what are impending factors towards women participation at managerial posts.

4.2.2 Respondents' working experience

Respondents were asked to show a number of years they had spent working with both companies to ensure staff from all cadres are involved in the study, Table 4.2 shows the findings:-

Table 4. 2 Respondents' working experience

		Frequency	Percent
Valid	1-10 years	43	43.0
	11-20 years	18	18.0
	Above 20 years	39	39.0
	Total	100	100.0

Source: Field data, (2022)

Table 4.2 above shows that respondents of 1-10 years were 43(43%), 11-20 years were 18 (18%), and above 20 years were 39(39%). With this distribution, respondents who were experienced as well as with average experiences with their companies, the findings reflected what was really happening with various public companies.

4.2.3 Respondents' Job Position

Respondents were asked to show their job position; the essence behind being to ensure that staff from junior to the managerial positions were included. The findings are shown in table 4.3 below:-

Table 4. 3 Respondents' job position

		Frequency	Percent
Valid	Junior	41	41.0
	Middle	43	43.0
	Managerial	16	16.0
	Total	100	100.0

Source: Field data, (2022)

Table 4.3 above shows that staffs with junior positions were 41(41%), middle positions 43(43%) and managerial posts 16(16%). The implication we can drive from these findings is that respondents of a middle and junior positions largely dominated the study and few for the managerial posts which reflects the hierarchy structure with more staff at the bottom and few at the top. Hence, the study used these staff to find out the key hindrance to women in climbing the hierarchy and why the hierarchy is dominated by men.

4.2.4 Respondents' Education Level

The study was also interested in understanding the level of education of the respondents under the study. The essence was to understand the educational qualifications of the respondents under the study. Findings are shown in table 4.4 below:-

Table 4. 4 Respondents' education level

		Frequency	Percent
Valid	Secondary education	4	4.0
	Certificate/Diploma	12	12.0
	Degree	56	56.0
	Masters on progress	17	17.0
	Postgraduate (Masters/Ph.D./Prof	11	11.0
	Total	100	100.0

Source: Field data, (2022)

Table 4.4 above shows that the distribution of respondents by education was; certificate/diploma was 12(12%), Secondary education 4(4%), Degree holders 56(56%), Masters on progress 17(17%), and postgraduates (Masters and above) were 11(11%). The implication we can drive from these findings is that largely the study is dominated by degree holders followed by those who are still doing their masters and few are certificate/diploma and Masters Holders. This shows that large, both male and female respondents are educated to the level of degree which is one of the minimum requirements in many institutions for a person to hold a managerial post.

4.2.5 Respondents' Gender and Job Position Cross Tabulation

The cross-tabulation was used to identify the relationship between gender and job position. The essence here was to identify if there is a gap between males and females at the managerial level, Findings are shown in table 4.5 below:-

Table 4. 5 Respondents' gender and job position cross-tabulation

	Job position				Total
	Junior	middle		Senior/Managerial	
Male	17		19	14	50
Female	24	24		2	50
Total	41	43		16	100

Source: Field data, (2022)

Table 4.5 above shows that at the junior level males were 17, middle level were 19, and managerial were 14. Again, the situation was very different for women where junior positions were 24, middle 24 and managerial positions were only 2. The findings reflect the situation of women dominating the middle and junior positions while males dominate all levels with more men in managerial positions. With this cross table, the gap seems to be very wider at the managerial posts with the ratio of 14:2, meaning the managerial post after every 7(83%) men at the top you may find only 1 (13%)woman.

4.2.6 Respondents' Gender and Education Levels Cross Tabulation

Moreover, the study was also interested in understanding the relationship between gender and educational level. The essence here was to identify whether men lead in terms of the level of education reached over females. Table 4.6 below shows the findings:-

Table 4. 6 Respondents' gender and education levels cross-tabulation

	Education level						Total
	Secondary education	Certificate/Diploma	Degree	Masters progress	on	Postgraduate (Masters/PhD/Proof	
Male	3	5	26	9		7	50
Female	1	7	30	8		4	50
Total	4	12	56	17		11	100

Source: Field data, (2022)

Table 4.6 above shows that for the case of male secondary education was 3, certificate /diploma 5, degree holders 26, masters 9, and postgraduates (masters and above) were 7. On the other hand for the case of women, secondary education was 1, certificate/diploma 7, degree holders 30, masters in progress 8, and postgraduate were 4. We can draw the simple conclusion from these findings that educational wise men and female are almost in the same way. Thus, the educational criteria cannot be used in accounting for the gender differences between men and women in the managerial post.

4.3 Findings per Research Objectives

This part shows respondents' views as guided by four key research objectives. Recall the study was guided by the following objectives:-to assess awareness and participation level of women in mentoring schemes, assess the capacity and ability of women in undertaking managerial

tasks, assess the level of motivation and commitment of women in undertaking managerial tasks, to look on the extent to which traditional beliefs and cultural attitudes affect women's participation in managerial level. Finding per each key research objective is shown in the following sections:-

4.3.1 Awareness and Participation Level of Women in Mentoring Schemes

This objective intended to find out the extent to which respondents were aware and of ever participating in any mentoring scheme to enable them to attain a managerial position. Respondents were asked to tell if they were aware of any program for empowering women at IAA. Moreover, they were required to tell if ever participated in any program for empowering them and whether the program ever helped them to rise to managerial positions. Findings are shown in the table 4.7, 4.8, and 4.9 below:-

Table 4. 7 Respondents' awareness level with the mentoring program

		Frequency	Percent
Valid	Aware and involved in the program	17	17.0
	Aware of but have never been involved in the program	26	26.0
	Unaware of the program at all	57	57.0
	Total	100	100.0

Source: Field data, (2022)

Table 4.7 above shows that about 57(57%) of all respondents were unaware of the program at all; 26(26%) were aware of the program but never involved in the program and 17(17%) were aware and involved in the program. The implication we can drive from these findings is that both IAA has a mentoring scheme for ensuring women reach managerial position but the program is

suggestively unaware to so many staffs. In other words, they had a good mentoring scheme but the implementation of such schemes was a problem, hence, they failed to meet the intention of such plans. This seems to be a key problem in many public organizations where written offers for staff are always good but the way they are implemented is questionable to everyone.

Table 4. 8 whether ever participated in the program for empowering women

		Frequency		Percent
Valid	Yes		7	14.0
	No		43	86.0
	Total		50	100.0

Source: Field data, (2022)

Table 4.8 above shows that out of 50 women who were involved in the study, only 7 (14%) had participated in the program for empowering them, and almost 43(86%) never participated in any program meaning that, the program has never helped staffs, especially women to understand and use it to attain the managerial post. The program seems to be unknown to many as well as less useful to a majority of IAA staff.

Table 4. 9 Respondent's benefits of the program

		Frequency	Percent
Valid	Yes	1	1.0
	No	6	6.0
	Total	7	7.0
Missing	System	93	93.0
Total		100	100.0

Source: Field data, (2022)

Table 4.9 above shows that out of 7 staff who managed to participate in the mentoring scheme only 1 successfully managed to climb the ladder while others worked for more than twenty years but were unsuccessful. With this trend women could not appreciate the program nor wish to know it since it had proved a failure.

4.3.2 Capacity and Ability of Women to Undertaking Managerial Tasks

Respondents were asked to show their level of agreement or disagreement with the view that women have the capacity of undertaking managerial tasks, can perform better than men in a managerial position and are honest, and transparent in undertaking managerial tasks. Findings are recorded in tables 4.10, 4.11, and 4.12 below:-

Table 4. 10 Respondents' view on whether the woman has the capacity of undertaking managerial tasks

		Frequency	Percent
Valid	Strongly disagree	8	8.0
	Disagree	4	4.0
Neutral		5	5.0
Agree		39	39.0
Strongly agree		44	44.0
	Total	100	100.0

Source: Field data, (2022)

Table 4.10 above shows that 8(8%) strongly disagreed, 4(4%) disagreed and 5(5%) neither agreed nor disagreed, 39(39%) agreed and 44(44%) strongly agreed with the view that women have the capacity of undertaking managerial tasks. The implication we can drive from these findings is that only 12% of all respondents disagreed while the large number of respondents (83%) seem to believe women that are capable of undertaking managerial tasks. Thus, roughly it can be argued that both men and women owe a lot of trust to the capacity of women in undertaking managerial position

Table 4. 11 Respondent's gender and views on the capacity of a woman on undertaking managerial tasks cross-tabulation

	Women can undertake managerial tasks					Total
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Male	4	3	3	22	18	50
Female	4 8	1	2	17	26	50
Total		4	5	39	44	100

Source: Field data, (2022)

Table 4.11 above shows that 7 males disagreed, 3 were neutral and 40 men agreed, meaning that largely men themselves believe in the capacity of women in undertaking managerial tasks. On the other hand, 4 women disagreed, 2 were neutral and 43 out of 50 women believed that they could undertake managerial tasks. In general, the implication that we can drive from these findings is that largely both men and women believe that women have the capacity of undertaking managerial tasks which give us a signal that capacity is not a problem since few girls who hold managerial post proved to be capable while both some women and men who hold managerial post suggestively either perform better or not regardless of their gender.

Table 4. 12 Respondents' views on whether Women can perform better than men in a managerial position

		Frequency	Percent
Valid	Strongly disagree	13	13.0
	Disagree	16	16.0
	Neutral	21	21.0
	Agree	24	24.0
	Strongly agree	26	26.0
	Total	100	100.0

Source: Field data, (2022)

Table 4.12 above shows that 13(13%) strongly disagreed, 16(16%) disagreed. 21 (21%) were neutral, 24 (24%) agreed and 26(26%) strongly agreed with the view that women can perform better than men in a managerial position. Generally, 29% of all respondents disagreed and 50% agreed while 21% were neutral meaning that largely respondents believed that women can perform better than men in undertaking managerial tasks. In the course of data collection, respondents seem to be confident enough with few women within IAA and IAA who proved to be very good in undertaking managerial tasks; they seem to believe in them that they can hold even a top post like managing director if they are appointed to do so.

Table 4. 13 Respondent's view on whether women are honest, trustworthy and transparency

		Frequency	Percent
Valid	Strongly disagree	6	6.0
	Disagree	3	3.0
	Neutral	12	12.0
	Agree	53	53.0
	Strongly agree	26	26.0
	Total	100	100.0

Source: Field data, (2022)

Table 4.13 above shows that 6(6%) strongly disagreed, 3(3%) disagreed, 12(12%) neither agreed nor disagreed, 53(53%) agreed, and 26(26%) strongly agreed with the view that women are honesty, trustful and transparent in the process of undertaking managerial tasks than men. In general, findings show that only 9 (9%) of all respondents do not believe that women are honest, trustworthy and transparent but almost 79(79%) of all respondents seem to trust women in this aspect. When asked during the interview session respondents said that it was easy to trust a woman than a man since women have a sense of trust and honesty in whatever they do. Thus, with this view, they deserve to be involved in all managerial posts.

4.3.3 Motivation and commitment of women in undertaking managerial tasks

The study was also interested in investigating whether women were motivated and committed to undertaking managerial tasks as well as their commitment levels. Findings are shown on the following table 4.14 and 4.15 below:

Table 4. 14 whether women are motivated and committed to undertake managerial tasks

		Frequency	Percent
Valid	Yes	62	62.0
	No	38	38.0
	Total	100	100.0

Source: Field data, (2022)

Table 4.14 above shows that 62(62%) agreed and 38(38%) disagreed with the view that women are motivated and committed to undertaking managerial tasks. The implication we can get from these findings is that women seem to trust themselves as well as some men trust women in undertaking managerial tasks. This gives us the signal that gender discrimination does not lie in whether women are committed or not but other hindering factors need to be rechecked. In any position regardless of whether junior, middle, or managerial posts commitment is the key factor to consider for the company to be successful, though other factors play an important role too.

Table 4. 15 Respondents' ratings on the level of women's commitment

		Frequency	Percent
Valid	Highly committed	23	23.0
Committed		69	69.0
Uncommitted		8	8.0
Total		100	100.0

Source: Field data, (2022)

Table 4.15 above shows that 23(23%) agreed that women are highly committed, 69(69%) are committed and only 8(8%) uncommitted. In general, 92(92%) of all respondents involved in the study seem to trust the level of commitment they had either observed from women or they had themselves in undertaking their tasks. Since they are committed it is high time for them to also be part of various managerial posts to exploit their potential.

Table 4. 16 Respondents' gender and level of women's commitments in undertaking managerial tasks.

How can you rate your level of commitment			Are women motivated and committed to undertake managerial tasks		Total
			Yes	No	
Highly committed	Respondents 'gender	Male	7	3	10
		Female	11	2	13
	Total		18	5	23
Committed	Respondents 'gender	Male	23	14	37
		Female	20	12	32
	Total		43	26	69
Uncommitted	Respondents 'gender	Male	1	2	3
		Female	0	5	5
	Total		1	7	8

Source: Field data, (2022)

Table 4.16 above shows that in terms of gender views on the level of women's commitment in undertaking managerial tasks the findings revealed those 7 (7%) men and 11(11%) women

agreed that women are highly committed, while 3 men and 2(2%) women disagreed. On the other hand, 23(23%) men and 20(20%) female agreed women to be committed and 14(14%) men and 12(12%0 women disagreed. Moreover, 1(1%) man agreed that women are uncommitted and no women agreed to be uncommitted, 2(2%) men disagreed and 5(5%) women disagreed that women are uncommitted.

The implication we can drive from these findings is that largely women believe that they are committed and motivated to undertake managerial posts at the same time a large proportion of men believe that women prove to be committed to undertaking such difficult and challenging tasks as men. With these views, both men and women who are committed and qualified may undertake such managerial posts regardless of their gender differences.

4.3.4 Extent to which traditional belief and cultural attitudes affects women's participation in the managerial level

The study was also interested in identifying whether traditional beliefs and cultural attitudes affect the level of women's participation at various managerial posts from strongly disagree to strongly agree on whether women fit in junior positions, fit in undertaking home duties, tribal views, religious views, and historically what happened with women and leadership position. Findings are recorded in the following tables:-

Table 4. 17 Respondents 'views on whether Women fit mostly in junior levels

		Frequency	Percent
Valid	Strongly disagree	29	29.0
	Disagree	25	25.0
	Neutral	20	20.0
	Agree	16	16.0
	Strongly agree	10	10.0
	Total	100	100.0

Source: Field data, (2022)

Table 4.17 above shows that 29(29%) strongly agreed and 25(25%) disagreed with the view that women fit mostly in undertaken junior posts, while 20(20%) were neutral. Again, 16(16%) agreed and 10(10%) strongly agreed. In total 54(54%) disagreed and 26(26%) agreed. The implication we drive from the findings is that respondents seem to be sure that women not only fit in undertaking junior tasks but also can undertake most tasks falling under the managerial post so long as they are allowed to do so.

Table 4. 18 Respondents 'views on whether women fit in undertaking home duties over others.

		Frequency	Percent
Valid	Strongly disagree	33	33.0
	Disagree	29	29.0
	Neutral	20	20.0
	Agree	9	9.0
	Strongly agree	9	9.0
	Total	100	100.0

Source: Field data, (2022)

Table 4.18 above shows that 33(33%) of all respondents strongly disagreed, 29(29%) disagreed, and 20(20%) were neutral with the view that women fit in undertaking home duties over others. While 9(9%) agreed and 9(9%) strongly agreed. With this finding, it is observed that almost more than half of all respondents disagreed and the other part were neutral meaning that women can undertake not only home duties but also can fit in other official tasks from junior to a senior position. Traditionally, in Africa women have always been considered the main ones responsible for informal home activities such as cooking, cleaning the home compound, taking care of babies, and ensuring the family gets daily meals at a time which is contrary to the globalized world where everyone can do all home duties regardless of gender and at the same time perform other official duties. This hangover of our forefathers needs to be rechecked.

Table 4. 19 Respondents' view on whether tribe inhibits women's participation in managerial posts.

		Frequency	Percent
Valid	Strongly disagree	33	33.0
	Disagree	25	25.0
	Neutral	22	22.0
	Agree	12	12.0
	Strongly agree	8	8.0
	Total	100	100.0

Source: Field data, (2022)

Table 4.19 above shows that 33(33%) strongly disagreed, and 25(25%) disagreed with the view that women cannot hold managerial posts. On the other hand, 22(22%) were silent (neutral) and other 12(12%) agreed, 8(8%) strongly agreed. In general, largely respondents seems not to view tribalism as a key barrier toward attaining managerial positions since more than half of

the respondents in the study disagreed and other were silent about it and only 20% agreed. With these findings, it is clearly shown that tribalism has nothing to do with the minimal participation of women in various managerial posts, especially at publicly owned companies/parastatal organizations.

Table 4. 20 Respondents' view on whether religion does not allow women to participate in managerial posts.

		Frequency	Percent
Valid	Strongly disagree	37	37.0
	Disagree	29	29.0
	Neither	15	15.0
	Agree	8	8.0
	Strongly agree	11	11.0
	Total	100	100.0

Source: Field data, (2022)

Table 4.20 above shows that 37(37%) strongly disagreed, and 29(29%) disagrees with the view that religion acts as a barrier to holding managerial posts. On the other case, 15(15%) were silent (Neutral) and 8(8%) agreed while 11(11%) strongly agreed. These findings show that 66(66%) do not agree, and largely other parts were neutral about this and very few of them agreed. Though in some religions such as Muslim women are not allowed to hold managerial posts.

It is stated in the Quran that those who choose a woman as a leader/ruler, would find themselves raised on the Last Day with their female leader, as they wait for judgment before the One God! They would be horrified to learn that in choosing a woman to rule over them, they committed the great sin of excluding Allah Most High from their decision in the matter: "

And be not like those who forget Allah (by excluding Him from their affairs); and He made them (pay the price of) forget their selves (i.e., their human status). Such is a people (whose conduct is) very sinful (Qur'an al-Hashr, 59:18-20). (Source: Imranhosein Articles - Women in Islam, 2011). However, this is mostly applicable to religious-based states such as extremely Muslim (Saud Arabia, Egypt, and so forth). For Christians, the situation is very different where anyone regardless of their gender can hold any post.

Table 4. 21 Respondents' view on whether historically women have never been good leaders.

		Frequency	Percent
Valid	Strongly disagree	37	37.0
	Disagree	29	29.0
	Neutral	15	15.0
	Agree	8	8.0
	Strongly agree	11	11.0
	Total	100	100.0

Source: Field data, (2022)

Table 4.21 above shows that 37(37%) strongly disagreed, 29(29%) disagreed and 15% were neutral while 8(8%) agreed and 11(11%) strongly agreed on the view that historically women have never been good leaders. The implication we get from these findings is that even history proves women to be good in managerial positions since almost 66(66%) of all respondents seem to agree with this view.

4.4 Respondents' suggestions on what can be done

Respondents were asked to give suggestive measures on what can be done to enable women's participation in various managerial positions. Table 4.22 records the findings:-

Table 4. 22 Respondents' suggestions on what can be done to empower women.

		Frequency	Percent
Valid	Encourage/motivate them to participate	42	42.0
	Fair and equal opportunities	11	11.0
	No any suggestion	10	10.0
	Increase awareness of the mentoring scheme	8	8.0
	Chance for more education	26	26.0
	Make them competitive	3	3.0
	Total	100	100.0

Source: Field data, (2022)

Table 4.22 above shows that respondents suggested various measures to be employed for women to be able to participate in various managerial posts. About 42(42%) of all respondents suggested more encouragement and motivation; 26(26%) suggested for women in public organizations be given opportunities for developing their careers, 11(11%) suggested fair and equal opportunities for both males and females; others suggested for increasing awareness of existence and applicability of mentoring scheme, and only three suggested for the more competitive environment that would enable women to compete themselves. In the other case, 10 respondents did not give any suggestions.

Moreover, some of the suggestive measures from respondents seem to be practical like making them more competitive and creating fair and equal opportunities where everyone was having an equal chance of being in a managerial post regardless of his or her gender. However, the

issue of encouraging or motivating them was never work since no one has ever motivated men to compete for managerial posts. It is time to put in place a system that is transparent and indiscriminative to all people for them to compete instead of appointing men in almost every top position.

4.5 Findings from interview guides

4.5.1 Whether women have equal opportunity in securing the managerial post Set of unstructured interview questions were given to women and men to see whether they really think they have an equal chance of applying for managerial posts.

Table 4. 23 whether men and women have equal opportunity

		Frequency		Percent
Valid	Yes		27	27.0
	No		23	23.0
	Total		50	50.0

Source: Field data, (2022)

Table 4.23 above shows that out of 50 respondents who were interviewed during the study, 27(54%) agreed that women and men are given equal opportunity of securing the managerial post while 23(46%) disagreed. With these findings, it is observed that the proportional between those who agreed and disagreed is not that much different meaning that something must be done to make everyone feel and observe that the opportunity is granted freely to anyone who wishes to apply for any managerial post.

Table 4. 24 Men –Women cross-tabulation of equal opportunity

		Equal opportunities		Total
		Yes	No	
Respondents 'gender	Male	15	5	20
	Female	11	19	30
Total		26	24	50

Source: Field data, (2022)

Table 4.24 above shows that 15(30%) men agreed and 5(10%) men disagreed meaning that men view women as having equal opportunity in securing managerial posts. The case was very different for women where 11(22%) agreed and 19(38%) disagreed meaning that, women feel that they are not given an equal chance of competing with men in managerial posts which is contrary to what men feel. This implies that because men dominate a large share of managerial posts, they don't feel the same indiscriminate since women also need to share their effort in running large public companies.

Moreover, when women were asked whether they had ever applied for managerial posts only 10% agreed to have ever applied and the rest never applied for managerial posts. Out of 10, only 3% managed to secure the vacancies they had ever applied but when asked to account for that they remained silent (neutral).

CHAPTER FIVE

STUDY SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a Summary; Conclusions and Recommendations. Lastly, areas for future study and limitations of the study are covered.

5.2 Summary of the Study

The study investigated the barrier to women's participation in various managerial posts using Institute of Accountancy Arusha (IAA). A total of 100 respondents were chosen randomly depending on each available factor from these two companies where men were 50 and females 50. The response rate was 100%. After data collection Statistical Packages for Social Science (SPSS) version, 25.0 was used in analyzing data and findings presented on frequency tables and cross-tabulations. Both experienced and inexperienced staff were involved. Largely, respondents with were still doing their masters were involved in the study and different findings were observed.

The findings show that men dominated the top position while females-dominated the junior and middle posts. Once established, the relationship between gender and education level, Findings revealed that both men and women who were involved in the study had almost attained the same level of education, but the difference revealed where a majority of women were at the junior and middle posts and a majority of men dominate from the junior to the middle position which provides a clear picture on what is really happening in various public owned companies.

Moreover, respondents seem to be completely unaware of the existence of any mentoring scheme (program) for ensuring women are empowered to a managerial posts. Only a few

respondents knew or ever heard about this scheme and those who ever participated but yet it had failed to help them raised from their current job position to managerial posts

When asked about the capacity of women in undertaking managerial tasks the findings show that women believe that they can stand and perform all managerial tasks. At the same time, men seem to be confident that women if given chance have the capacity even then some men who have proved a failure in various managerial posts. Moreover, both men and women believe that women are honest, trustworthy and transparent in undertaking their duties unlike men though some the respondents believe that issues of transparency, honesty, and trust depend on other factors than gender.

When asked whether women are committed and motivated to undertake managerial tasks, respondents seem to agree that they can, only a few were neutral and very few disagreed. Again, both men and women rated women as committed to undertaking difficult and challenging tasks whereas few respondents rated women as highly committed. When asked whether traditional beliefs and cultural attributes affect women's participation in managerial position respondents seems to disagree with this, they showed that women do not fit in junior levels only but also can undertake tasks falling under the middle and managerial posts.

Moreover, respondents showed that women can undertake both home duties and other tasks ranging from junior to managerial positions. In the other case, respondents showed that tribe and religious beliefs do not affect them in any way from participating at the managerial level. Few respondents show that their religion especially the Islamic religion does not allow women to lead men in whatever way. Again, both men and women showed that historically, women have proved their capacity in undertaking managerial tasks.

Respondents were given chance to freely give suggestive measures that could help women to climb the ladder to a managerial position. They suggested more encouragement and motivation to women so that they can wish to attain such posts;

Fair and equal opportunities regardless of gender, more awareness campaign is needed to stimulate the level of awareness among all staff on how to utilize the potentials offered by the mentoring scheme. Moreover, women should be given chance to develop their careers (More education opportunities) and the government should prepare a competitive environment for both men and women to compete instead of too many appointments of men in various positions.

5.3 Conclusions

With the raising importance of everyone participating in developing national economies, it is high time for the government to prepare the conducive environment for women to have equal access occupying managerial posts. The competitive environment arising from well-confident women who are well equipped with the kind of education that gives them confidence is needed instead of showing that women deserve favor in whatever they do. Traditionally, women have been considered inferior in almost all tribes in Tanzania where they are considered weak and inferior to the extent that views of men are like order to women, but with the growth of globalization and changing lifestyles all over the world it is no longer an option for us to use whoever is capable, committed, honest and cooperative in helping both public and private companies to proper regardless of his or her gender.

A growing amount of research shows that countries that fail to address the issue of gender barriers are losing significant economic growth. Addressing the gender barrier in Tanzania could generate significant economic growth for the country. Thus, without increased attention to the gender dimension of economic development, Tanzania is, therefore, unlikely to meet the growth target. Women have proved to be strong in undertaking different tasks than men. Being

a woman or a man is not a choice rather it is by chance. Again, it is not a disadvantage to be a woman or a man but rather the gender differences combined, can yield an outcome that is valuable to the company.

The government recognizes that women have not been on equal footing when it comes to access to opportunities and assets, but it has yet to effectively address the barrier facing women by creating a viable environment for women to compete. Paying attention to the voice of Tanzania women and implementing the recommendations from this research as well as from other articles, papers, media, and other published and unpublished resources would be a step in a positive direction. Empowering women to be able to claim their rights it is expected to make them better equipped to bring about change in their communities.

Much of what is said in this research has been known for several decades but it has been difficult to translate that knowledge into development policy and practice at the scale required to bring about a fundamental transformation in the distribution of power, opportunity, and outcomes for both women and men. The next few years provide a new window of opportunity to take action on a global scale to achieve gender equality and empower women, which are critical for meeting all the Millennium Development Goals. Governments and international organizations can provide an enabling environment to make this possible. Women's organizations need the space and resources to bring about societal transformations that remove the constraints, fulfill the potential, and guarantee the rights of women in all countries. The recommendations made in this research can pave the way toward that future.

5.4 Recommendations

This part gives a chance to researcher to recommend suggestive measures on how women can be able to fully participate in various managerial positions. It covers general measures as related to the problem and recommendations for further studies.

5.4.1 General Recommendations

From the findings of this study, it is generally recommended for the government and other stakeholders ensure that gender equality, equity, and women empowerment are enhanced at all levels of management. Much has been done in the political arena including the zero drafts of the new constitution where women are given equal chances in the parliament of the United Republic of Tanzania. However, the following key issues are recommended:-

Prepare a competitive environment for both men and women: In most cases, top management of many publicly owned institutions like IAA is appointed by the President of the United Republic of Tanzania (For Managing director), after an appointment to Managing directorship he /she appoints whoever he/she wants to work with, no any law or regulation that strictly directs the managing director to adhere to gender equality. It is high time for the situation to be reversed. If the managing/chief executive officer of a company is a man then the deputy must be a woman and vice versa. In a competitive environment rather than relying on appointments every one could have an equal chance of participating in managerial posts.

Review the structure of our education system. Tanzania's education inherited the structure of colonial education which did not give equal rights to men and women. One may consider the case of women being considered for arts and business subjects while men for arts, business, and science subjects. The structure as well as the content of education itself does not give women the confidence to stand for senior positions at various organizations.

Incorporate gender issues in management: Review the management structure of various organizations to incorporate gender. Gender discrimination is mostly practiced and observed as something normal. One may consider even the simple structure of student government from various Institutions like IAA in which the top position (President) is reserved for men and vice president for women. With this mentality, women feel that they are not supposed to stand at the

top as president or of various companies. Although at IAA, the student's government is headed by a female.

Legal empowerment strategies can be successfully used to improve women's access to justice in both formal and informal systems. One of the key problems for the achievement of gender equality lies in the inability of many women to use existing legal standards to realize their rights. Legal empowerment strategies, through legal literacy programs, legal aid, or alternative dispute resolution mechanisms, can help create a 'culture of justice' among women and ensure that principles of equality and non-discrimination are not only enshrined in law but also translated into practice work in informal justice settings because the customary authority of male leaders is generally connected to their ability to reflect the values and interests of the community. Thus, while customarily male leaders often benefit from the status quo and resist positive change for women, they may also have incentives to respond to community expectations. In the same way, bottom-up legal empowerment approaches targeting women can pressurize community leaders to reform discriminatory practices.

Government agencies should commit themselves to establish the goal of gender balance in governmental bodies and committees, as well as in public administrative entities, and in the judiciary, including, inter alia, setting specific targets and implementing measures to substantially increase the number of women to achieve equal representation of women and men; if necessary, through positive action, in all governmental and public administration positions;

Government should monitor and evaluate progress in the representation of women through the regular collection, analysis, and dissemination of quantitative and qualitative data on women and men at all levels in various decision-making positions in the public and private sectors, and disseminate data on the number of women and men employed at various levels in governments

on yearly basis; ensure that women and men have equal access to the full range of public appointments and set up mechanisms within governmental structures for monitoring progress in this field; Support non-governmental organizations and research institutes that conduct studies on women's participation in and impact on decision- making and the decision-making environment; by doing so the government was be able to acquire enough information on gender issues hence make the appropriate steps to ensure that gender equality, equity and women empowerment is enhanced. The recommendation offered by these organizations was be a good step for the government to take corrective action. Review the criteria for recruitment and appointment to advisory and decision-making bodies and promotion to senior positions to ensure that such criteria are relevant and do not discriminate against women or whether such criteria favor men over women.

Some of the criteria used in the recruitment and selection process to various posts under government agencies as well as local and central government limit the level of women's participation at various decision-making posts.

Restructure recruitment and career-development programs to ensure that all women, especially young women, have equal access to managerial, entrepreneurial, technical, and leadership training, including on-the-job training; the issue of working experience must be relooked since in most cases managerial posts require working experience of at least 5-15 years no matters whether the person has been successful in undertaking his duties or rather has been working for such period. Develop career advancement programs for women of all ages that include career planning, tracking, mentoring, coaching, training, and retraining; to minimize and ultimately solve the problem the government as well as its agencies must come out with various programs for empowering women and give them a chance to practice what they have learned.

Women's organizations, non-governmental organizations, trade unions, social partners, producers, and industrial and professional organizations: should build and strengthen solidarity among women through information, education, and sensitization activities; Advocate at all levels to enable women to influence political, economic, and social decisions, processes and systems, and work towards seeking accountability from elected representatives on their commitment to gender concerns; Establish, consistent with data protection legislation, databases on women and their qualification for use in appointing women to senior decision-making and advisory positions, for dissemination to governments, regional and international organizations and private enterprise, political parties, and other relevant bodies.

5.4.2 Recommendation for further study

By considering, the conclusion and recommendation of this study it is observed that more studies are needed to uncover more findings that was completely ensure gender and management issues are covered. The following key areas are considered for more research:-

5.4.2.1 Women's participation at managerial levels from privates' sectors

Another study is needed to find out whether women are fully involved in all levels of management in privately owned companies. A sample of large companies may be involved to see whether the gaps that are observed from the public company are covered by private sectors. Moreover, the level of commitment, efficiency, and capacity in undertaking managerial tasks from private sectors as well as women-owned enterprises need to be assessed to find out more issues that need to be addressed as well as those that can be copied by the government-owned companies.

5.4.2.2 Impact assessment

Another study is needed to ascertain the impact of not incorporating women in various managerial positions. This study can be done by using secondary information being analyzed

by using software to see the marginal contribution of those who have been able to participate in various managerial positions. The findings obtained can be used to reflect the gain or the likely loss that the country would have driven from failure to include women in various managerial posts. The findings was be useful in identifying key issues that need to be addressed to either involve women or not. Without assessing the impact of failure to involve women in the management of various publicly owned companies. No one was be able to identify the magnitude of the problem and take extra attention.

5.4.2.3 Level of women's participation in junior and middle posts.

The finding above showed the number of women who have ever participated in various managerial posts is limited. This calls for more study to see whether the problem is not at the managerial position but also other levels in the organization. The problem may be solved if at least women fully participate at the junior and middle levels of management. Thus, for anyone to hold a managerial post junior or middle-level experiences are also one of the prerequisites. If they do participate at these levels, it was giving a clear picture on what are the key issues that need to be addressed for them to be able to climb the ladder.

5.4.2.3 Experimental study of whether women can perform over men

The study also recommends an experimental study to test whether women can perform over men. In ordinary and usual life situations men have always been considered to be superior to women, and no study has come to either confirm or criticize this view. It is high time now the new study for researchers to put effort into understanding the relationship between gender and work performance. It is believed that men are masculine and women are not, but in management what is required is a sharp mind, commitment, and influence to lead others into attaining organizational goals.

5.4.2.4 Assessing whether laws and practices that discriminate against women are still existing

More studies are needed to evaluate whether there are laws and practices which discriminate against women from enjoying equal rights and opportunities from both publicly owned and privately owned organizations. It is high time for the labour relations act and other terms of employment as well as the process used by the Public Service Recruitment Secretariat (PSRS) to be reviewed to assess whether the recruitment and selection process provides equal opportunity to all.

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