

THE MWALIMU NYERERE MEMORIAL ACADEMY



DIRECTORATE OF RESEARCH, CONSULTANCY AND PUBLICATION

**Proceedings of the 1st Academic Conference in Commemoration of
the Late Mwalimu Julius Kambarage Nyerere, the First President
of United Republic of Tanzania and Father of the Nation on
*The Legacy of Mwalimu Nyerere in Improving Human Welfare and Socio-
economic Development*
held at MNMA Kivukoni Campus, Dar es Salaam from 11th to 12th
October, 2022**

Edited by:

Dr. Philip Daninga
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ISBN 978-9912-41-308-5



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Stereotypes that Prevent Women from Pursuing Leadership Positions: A Case Study of Selected Tanzanian Women.

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Abstract

Globally women have been fighting for equality in political leadership, yet they continue to face prejudices in achieving political posts. The present study aimed to unearth women's experience in striving for leadership positions. Specifically, a study aimed to evaluate changing women's roles to leadership positions and stereotypes restricting women from rising to leadership positions. This study employed a longitudinal strategy to collect data from 31 women. All of them were interviewed to supplement information from newspapers. It was discovered that all women statistically changed their position from low to high, indicating that they are striving to achieve such status. It was also discovered that stereotypes such as little or no mentorship, male rejection, family responsibilities, and rejection in achieving leadership roles were statistically significant. The study recommended that the Tanzania Women's Parliamentary Group (TWPG) extend their roles to female-to-female mentorship from secondary schools to universities to mentor emerging female leaders in our county.

Keywords: Women Participation in Leadership stereotypes, Tanzania

1. Introduction

In order to achieve leadership positions, women have overcome several gender stereotypes and injustices worldwide (Bartol *et al.*, 2003; Hoyt, 2005; Yahya and Mutarubukwa, 2017). Despite advances in many nations toward women taking on leadership responsibilities in the last decade compared to the preceding decade, women have mostly stayed outside official leadership posts due to various issues (Hora, 2014). Women continue to be marginalized from politics in every part of the world, often as a result of gender-blind laws, practices, attitudes, and gender stereotypes, as well as low levels of Education, inadequate access to health care, and the unequal impact of poverty on women (Johnson and Patel, 2020). As a result, only men are eligible for leadership positions because women are considered the lesser species in most patriarchal countries (Hora, 2014). In countries like the United States, women are still underrepresented in political leadership. In 2019, women made up 24.3% of the members of national legislatures (Johnson and Patel, 2020). Only 11 women served as presidents of state and 13 as heads of government worldwide, with only a tiny percentage (17%) of government ministers being women. Females made up only 22% of all national parliamentarians. Interestingly, one country from Africa, Rwanda, has the most significant proportion of female lawmakers (63.8%) globally (Israel *et al.*, 2018). Even though the number of women who have successfully surmounted difficulties to obtain a leadership position has grown, still, there few prominent leadership positions worldwide (Grant Thornton, 2013).

In the African continent, women like Queen Yaa Asantewaa (1800–1921) of Ghana are African women who demonstrated exceptional political leadership skills. In the fight of the Golden Stool, this woman led an army of 50,000 African soldiers. Ghana's early 1957 independence was brought about by Asantewaa (McCaskie, 2007). On the other side, Queen Arawelo of Somalia was honoured by Molares 2021, as the first woman to speak out against sexual harassment in history. He wanted them to be against the custom of asking women to leave their homes, take all they had, and go to work.

In the same way, Nzinga, the monarch of Angola, was against both Portuguese control and the slave trade. The Portuguese did not hold power from her reign until her death (Gerard, 2013; Fonseca, 2014). In the 17th century, a young woman from a noble family named Kimpa Vita was a revolutionary in the Congo. Because of her protests against enslavement, genocide, and the expulsion of Africans to new lands, she is forever known as the mother of the African Revolution.

Despite some African women showing memorable achievements in leadership, their abilities and unique experiences in political leadership were still inhibited by various circumstances that slightly influenced the country's progress (Msoke and Muya, 2019). This is because African nations have a patriarchal system; men perceive women in positions of political leadership as more honest and ethical than women. (Yoon, 2013). That results in women's underrepresentation in leadership positions and political participation. Women are underrepresented in political government, public service, the commercial sector, academia, and leadership roles.

Tanzania is among the African countries that share a similar pattern with other countries, as women have difficulty gaining access to leadership roles due to various obstacles. Women demonstrated leadership and change-agent talent and their entitlement to participate equally in democratic governance. Many women, including Bibi Titi Mohamed, have been involved in politics since Tanganyika struggled for independence. After independence, she was the only woman in the government, but after a long struggle, women still experienced different difficulties to active in higher positions.

However, since independence, Tanzania made some efforts to increase the number of women's participation in political leadership and after responding to the CEDAW, which calls for equal involvement of women in public decision-making, and the Beijing Declaration and Platform of Action (BDPA), which compels states to meet a 30% standard for women's and girls' engagement in public decision-making (Kombo and Minungu, 2012). Women are also emboldened to seek political leadership due to increased awareness of gender inequities. Many prominent political leadership posts are gradually increasing (Msoke and Muya, 2019; Tabassum and Nayak, 2021).

Still, women encounter a slew of obstacles to pursuing a political career. Low levels of Education among women, patriarchal political norms, the dual load of triple duties women shoulder (home obligation, child care, and spouse), and women's perceived lack of public speaking abilities and competitiveness are among the hurdles. (Chin, 2011; Hoare and Gell, 2008). In addition, women experience discrimination and sexual harassment, and the phrase "give me something in trade" is used frequently. Most women believe that politics is for males and that women should stay home. According to many surveys, women encounter many political career obstacles (Mishra, 2018). According to the Tanzania Women's

Parliament Group (TWPG), women lack a political network, political experience, financial restraints, and economic resources to pay the nomination cost, which is a hurdle for aspiring female candidates. Furthermore, political parties are highly patriarchal, male-dominated organizations that have taken a long time to change. All of these arguments contradict the argument made by Chin (2011) and Eagly and Karau (2002) in the congruity theory that achieving leadership is more difficult for women than men because of the common perception that women have less leadership ability and that it is frequently preferred that women do not demonstrate this ability and instead engage in collective supportive behaviour.

A few experts in Tanzania have examined and written on the prejudices women face regarding achieving leadership positions from 1965 to 2015. Several studies look at the main factors that have affected women's participation in leadership and decision-making roles and ignore the stereotypes that women confront once they want to reach positions of power (Geiger, 1996: Geiger, (1996); Geiger and Lema, (2005); Kombo and Minungu. (2012); Mutarubukwa and Mazana, 2017). This study aimed to examine examining stereotypes that hinder women from rising to hold leadership positions, specifically study aimed to evaluate changing of women roles to leadership positions and Stereotypes that restrict women from rising to leadership positions. Thus, this study highlighted hurdles to women leaders' success in high leadership posts. This project contributes to several national and international gender conventions and declarations, including the Beijing Declaration and Platform for Action (BPFA 1985), the Sustainable Development Goals (SDGs 2015), and Goal 5 on Gender Equality, which aims to achieve gender equality and empower all women, as well as end all forms of discrimination against all women and girls everywhere, and ensure women's full and effective participation and equal opportunities.

2. Methodology

2.1. Study area

The research was carried out at Mwalimu Nyerere Memorial College in Dar es Salaam, previously known as Kivukoni Ideological College. This location was chosen because the college's library has kept historical newspapers with various information, allowing scholars to peruse the magazines and gather information at no cost.

2.2 Study design

This study used a longitudinal design to gather and follow women's experiences attempting to fill various leadership positions over time. The historical approach is

advantageous in this subject since it helps to learn about the events and appreciate the woman's leadership accomplishments. Researchers may use this technique to track women's history in newspapers from 1965 to 2015 and examine their hurdles and how they overcame them to win lucrative jobs. In this study, 31 ladies were chosen from a daily magazine in Tanzania named Famous Women, Today's Artists, and Women's Magazine. According to the literature, a population size of 30 people is the smallest sub-sample size sufficient for statistical analysis in research (Bailey, 1998: Alam *et al.*, 2014). Women categories were teachers, accountants, engineers, Lawyers, Social workers, sub-chiefs, singers and economists, and finally managed to be leaders in ministries and international and national organizations in Tanzania.

2.3 Data collection

The study used quantitative and qualitative methods to investigate stereotypes that prevent women from achieving leadership roles. The research was based on women identified by newspaper reporters and questioned regarding politics and leadership from independence to 2015, and the results were maintained in the MNMA library. Apart from newspapers, the chosen respondents paid visits to or engaged in interviews to verify their claims and learn more about their path to political power. Interviews were used to complement information obtained from the newspaper. Family members, relatives, and neighbours were called to get more information about women who had gone away.

2.4 Data analysis

The narrative stories were organized into themes and subtopics to represent the goals of uncovering the reality of biases in leadership. The methodology was built, revealing culture and experience to discover events uniquely through a gender lens. The Statistical Package for Social Sciences (SPSS) software handled and analyzed quantitative data. The data's frequency, percentages, averages, and standard deviations were determined using descriptive statistics. The study used a binary regression model to evaluate stereotypes women encountered in their battle to acquire specific leadership positions. The model was appropriate for this study because the response variable was dichotomous (1 = Yes, 0 = No) with independent factors Pallant (2007).

Consequently, the "Yes" response" received a value of "1," whereas the "No answer" received a value of "0". Model evaluation includes Beta weights, Wald statistics, and significant p values at 5%. The negative or positive signs were used

to evaluate the impact of independent variables on the changes of the dependent variable. (Garson, 2008). The model used the following predictors: Family rejection, community rejection, male rejection, untrustworthy women, sexual harassment, mentoring, and family duties. Discrimination; the dependent variable was considered prejudices prevent women from progressing to leadership positions.

3. Findings and discussion

3.1 Social demographic statistics

Table 1 indicates the social demographic statistics of thirty-one (31) sampled women leaders in different categories. A large proportion of women leaders (72.2%) were married and lived with their families. Only a tiny proportion (6.5%) of women leaders were unmarried. This implies that less than a quota (19.4%) of women leaders were living with children without marriage, and some of the reasons for getting a divorce were leadership roles as they lacked time to look after their children and husband. Mhando and Kayuni (2020) assert that balancing work and family duties is difficult for women who work full-time in politics. Women confront family obstacles due to gender prejudices; they are perceived as weak, soft, and less family-oriented than their male colleagues; hence, men prefer divorce to stay with such women.

One famous minister seconded this argument:

My husband was tired of my frequent trips as she was lonely and lacked cooking, love, and laundry services. My husband turned out to be my maid, an act that was contrary to tradition and culture. It came to a point where my husband once said that he was "married to another wife. My marriage automatically ended there".

This further implies that the majority of women live with their husbands. Hence, the shortage of time to handle family issues was not an obstacle to participating in leadership activities; these women had double the responsibility of family and their leadership roles. These findings resembled the study conducted by Akofor *et al.* (2021) that the majority (70.2%) of women leaders in the study of barriers to women leadership and managerial aspiration analysis were married, and only a tiny proportion of women were divorced.

3.2 Age of Respondents

Nine sampled respondents (29%) were born between 1941 and 1950, while 25% were born between 1951 and 1960. This suggests that these women born before

Tanzania got independence still managed to be leaders in the patriarchal society, where men dominated all spheres of women's lives. Only a small category (9.5%) of respondents were born between 1961-1970 and below. This further implies that most respondents who participated in this study had eighty years and above and just a few respondents had less than fifty years; hence they have valuable experience in a leadership position.

Table 1. Social Demographic Statistics

Variables	Frequency	Percentage
Marital status		
Married	23	72.2
Not married	6	19.4
Divorced	2	6.5
Age group		
1. 1875_ 1930	4	12.9
2.1931_ 1940	5	22.5
3.1941- 1950	9	29.2
4.1951- 1960	9	25.8
5.1961- 1970 and below	3	9.6
Education		
No formal education	2	6.5
Old standard 4	2	6.5
Standard 7	1	3.2
Form four	3	9.7
Diploma	5	16.1
Degree	14	45.2
PhD	4	12.6
Experience (years)		
15	1	3.2
20	5	16.1
25	7	22.6
30	5	16.1
35 and more	13	41.9

3.3 Education of respondents

As can be referred to in Table 1, less than half (45.2%) and (16.1%) of respondents had degrees and Diplomas, respectively, in different specialities. This implies that most women were politically empowered, as Education was not an obstacle to participating in leadership activities. These findings tally with the observation done by Bhattacharya *et al*, (2018) that women's Education is essential in their climb to the top of leadership positions. Only a small proportion

(6.5%) of women had no formal education. When the archives were examined, it was discovered that these women became leaders through indigenous knowledge, implying that such powers were employed to combat colonialism.

3.4 Experience in terms of years

As shown in Table 1, less than half (41.9%) and (22.6%) of women had thirty-five years and above and twenty-five years of experience in leadership positions. As the findings analysis revealed, most women had enough experience holding different leadership positions; hence their experience describes their struggle to get different positions.

3.5 Respondents' First Occupation

Table 2 shows that about 29.1% of women in their first occupation were teaching, and 22.6% were social workers. This suggests that these groups of women meet with different people daily and improve their leadership skills to the highest level. Women in this study changed their professional from teaching to the leader, including Gaudentia Mugosi Kabaka, Anne Kilango Malechela, Gertrude P. Mongella, Tabitha Siwale and Bernadette Nemphombe Kunambi, to mention a few. This finding tall with Alexandrou and Shannon (2016), who alerted that teacher leadership skills development is situated within the classroom, school and community. The interactions between the teacher and the surroundings create feedback loops that assist teachers in developing different leadership skills. This finding is further seconded by Bowman (2004) that teachers who have transitioned into leaders are good at leading because they draw on various sources of influence other than formal authority: expertise, appealing personal traits, position in crucial networks, and visibility. A surprisingly small proportion (3.2%) of women were traditional healers and sub-chiefs. This shows that, despite having indigenous expertise to manage their environment, these women were involved in anti-colonial nationalist activities and were in charge of various tasks. This findings tall with Gregory, (2020) that Nduna Mkomani rallied other women to prepare food for warriors so that the combat against Germany could continue while the warriors were provided with necessities.

Table 2. Respondents First Occupation

Occupation	Frequency	Percent
Singer	1	3.2
Economist	3	9.7
Sub chief	2	6.4
Social worker	7	22.6
Teacher/lectures	9	29.1
Registrar Officer	1	3.2
Accountant	4	12.9
Lawyer	3	9.7
Engineer	1	3.2

3.5.1 Acquired or the last position

Of equal importance, Table 3 shows that about (25.8%) of women's last positions were chairpersons of organizations and Ministers of different ministries. This implies that most women acquired high leadership positions in the country, which used to be men's positions.

Table 3: Acquired position

Last position	Frequencies	Percent
President	1	3.2
chairperson of organizations	8	25.8
chairperson of an international organizations	2	6.5
higher rank in the army	2	6.5
leaders in the liberation struggle	2	6.5
leading in the air business	1	3.2
Ministers	8	25.8
District Commissioners	4	12.9
Speaker	1	3.2
Judge/Magistrate	2	6.5

A small category (3.2%) of respondents managed to be the President of the United of Tanzania. This indicates that the current President (Samia Suluhu Hassani) is Tanzania's first female President since the country's independence in

1964 she started her job with sixteen years old at a low rank as the Office register and currently owns a higher position in our country. In the sworn ceremony on 22nd of March 2021, speak slowly and confidently that:

"For those who were sceptical that this woman would be the president of the United Republic of Tanzania, I want to tell you that standing here is the President; I want to repeat and say that standing here is the president of the United Republic of Tanzania whose nature is a woman."

This demonstrated that one's gender does not determine the President, as is traditional for men to hold the office, but rather by one's talent, experience, and devotion to overcome obstacles women face in leadership positions. Results in Table 4 above seconded findings shown in Table 5 show an association between women's previous positions and achievement in the leadership position ($p < 0.015$). This further indicates that women struggle to achieve particular posts/leadership position

Table 4: Chi-Square Tests results

Test	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.440 ^a	9	.015
Likelihood Ratio	19.016	9	.025
N of Valid Cases	31		

3.6 Source of information on women's issues

As seen in Table 5, numerous newspapers have reported on women's concerns. According to the survey, Mzalendo was used in a substantial percentage of newspaper stories on women in leadership (34.2 %). According to observations, this is a weekly newspaper published every Sunday; in this publication, there are two forums for reporting on "Our Artist" and another forum for discussing the life narrative of the country's most prominent female figure (Mwanamke Maarufu). The findings tally with Van and Aaldering (2020) assert that women politicians are covered differently in the media than their male counterparts, as they are less prominent in the news and are reported differently than male politicians. Less than a third of newspaper articles on women's issues (26.0 %) were from in Mtanzania newspaper in the unique head, like "Today in History: (Leo katika Historia). Rai only reported a small percentage of women's stories (1.4%). The findings in Table 5 show that about 23.5% of women's news was found between pages 8 to 9, while a small proportional (5.6%) of women's narrative stories were found between pages 1 and 3. This suggests that all news from pages 1 to 3 captured the President, minister or dearth of prominent women news.

Table 5: Newspapers Write on Women's Issues and Page Number

Sources of information	N	Per cent	Page no	frequency	Per cent
Mtanzania	19	26.0%	4-5	6	17.6
Mzalendo	25	34.2%	6-7	6	17.6
Jamhuri	3	4.1%	8-9	8	23.5
Uhuru	8	11.0%	1-3	2	5.8
Rai	1	1.4%	10 and above	6	17.6
Habari leo	3	4.1%			
Daily news	5	6.8%			
Book/journal	9	12.3%			

3.7 Challenges Restrict Women from Rising to the Positions of Leadership

Table 6 shows that the model had a predictor percentage accuracy classification (PAC) of 80%, indicating that the model was adequate. The model's performance was statistically significant ($p < 0.001$) (2- (10 df). The descriptive goodness-of-fit measurements (Cox and Snell $R^2 = 0.419$, Nagelkerke $R^2 = 0.573$) also indicated that the model suited the data well.

The data also revealed that four of the ten independent factors on barriers that hinder women from gaining political positions are statistically significant, including little or lack of mentorship, Male rejection, family responsibilities and family rejection. Table no 7 further show that little or lack of mentorship had a negative effect at $p < 0.05$. This means that to address leadership issues, mentoring was necessary to assist women in building confidence and developing skills for coping with various challenges; otherwise, many women would lose confidence in their ability to participate in politics. These findings are seconded by prominent women leader who reflected society and set an example for women in the country who are good at patriotism, principles, and accountability during the interview said that:

" I had no prior experience and had no idea what I was doing when I entered the election campaign."

She cites an example that she found out two days before the election that his colleague running for the same position had self-identification cards to help with the campaign.

I obtained a notepad and asked my younger brother to put the following sentence on it: "I'm asking for your support for, who is running for the Youth Union seat. She has good handwriting."

She went on to say:

"At the time, I remember having a clothing issue, so I went home with a shirt and had my Indian friend to sew me a skirt, which I then took to her for the oath"

She went further and said that:

" I was the only female parliamentarian. After taking the oath of office, I questioned, "What does it mean to be a Member of Parliament?" For six months, he was unable to participate in legislative matters, and because he had no idea where to start, he was unable to even stand in front of the legislature and speak"

Similar findings were reported by Bartol *et al.* (2003) observed that despite having all of the qualifications for a high leadership position, the significant issues are a lack of prior mentoring and experience. As a result, the paucity of female mentors could only be addressed by investigating and comprehending the political problems they faced to progress.

Accordingly, male rejection negatively affected women's contest to higher posts ($p < 0.05$). This means that males who reject women have a slim chance of becoming leaders unless they fight the male authority. One female pilot, engineer, and owner of the Aviation Logistics Center business, once said that

" Men outweigh women in these professions, and I remember having a male escort refuse to let me board a diplomatic flight because the security personnel believed I had no business being there. They were surprised to learn that the lady oversaw the plane check"

It has been observed that some male leaders who have spoken out publicly against women's appointment to be Regional Commissioner and pointed out

President! What were your thoughts when you brought this woman to Morogoro? That is, you have selected our region as a pilot in all regions.

Some male rejection was noted at a national level through the media, and it was once published in the local newspaper against the first female candidate for president seat: For example, on the 10th of May, 2000, the local daily Mtazania featured the heading "Minister Amina Salum also Contest For Zanzibar Presidency," which most likely suggests that some women are competing for the presidency while such a position is most suited to men. This demonstrates that even when top leaders choose women for diverse roles, they are still viewed as experimental leaders because society views women as timid and incapable of making decisions and unable to stand on their own two feet or accomplish more remarkable feats than males.

Table 6: Challenges Women's experience in pursuing leadership jobs

No.	Variables	B	SE.	Wald	df	Sig.	Exp(B)
1.	Family rejection	-1.797	1.588	1.281	1	.058	.166
2.	Community Gossip	4.008	2.226	3.241	1	.552	55.010
3.	Male rejection	-.941	1.535	.376	1	.040	.390
4.	Education	-.724	1.293	.314	1	.575	.485
5.	Sexual Harassment	-.454	1.229	.136	1	.712	.635
6.	Little or lack of mentorship	-3.723	1.849	4.054	1	.044	.024
7.	Family responsibility	-1.826	1.477	1.529	1	.016	.161
8.	Discrimination	2.327	1.919	1.471	1	.225	10.251
9.	Low level of aspiration	.032	1.476	.000	1	.983	1.032
10.	Gender stereotype	.161	1.550	.011	1	.917	1.174
	Constant	2.927	2.436	1.444	1	.229	18.675
Model Summary	Test						
	χ^2	Df	P				
	16.291	10	0.052				
	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square				
	23.139 ^a	.419	.573				
	Percentage accuracy classification –PAC		80%				

In a self-reinforcing cycle of illegitimacy, male rejection will likely put female leaders in a vulnerable mentality and provoke negative behaviours against subordinates; such conduct might validate unfavourable perceptions of female

leaders and further erode female authority as posited by Napier and Brescoll, (2016).

As a result, family duties had an influence ($p < 0.05$) on women aspiring to leadership positions. This means that when it comes to meeting their multiple responsibilities, the majority of women find it difficult to maintain their professional and political lives. They become dissatisfied and feel helpless. This findings were seconded by President Samia; when she was narrating her children's reactions to her political duties, she described this challenge:

"My buddy, your blessings come from seeing your mother so near to your family; for us, our mother gave birth to us and then gave us away".

These findings are supported by Okafor, *et al.* (2011) that many women struggle to balance their duties as moms, housewives, homemakers, and managers.

Furthermore, family rejection had a detrimental effect ($p < 0.05$) on women who aspired to be leaders. This indicates that at the family level, fathers or male members stereotyped the work/activities women should do and hence refused to cooperate with them. The first woman to be Major General of the army in Tanzania revealed that:

"Her father was deeply hurt by my decision to enlist because I was the first kid and his father wanted me to do anything but enlist. After outlining his objectives and assuring him of his success, he agreed to join the army."

This further implies that if a woman fails to convince her family, she will be barred from running for office.

4. Conclusion

In this study, it has been concluded that female leaders revealed a significant shift in their positions after overcoming gender stereotypes and achieving various leadership positions. It is recommended that any woman committed to tackling stereotypes in leadership takes on leadership duties just as much as her male counterpart. This study also concludes that women have all the necessary qualities for top leadership positions, but stereotypes like little or no mentorship, male rejection, and family responsibilities and rejection all impact their quest for leadership positions. It has been recommended that the Tanzania Women's Parliamentary Group (TWPG) or a women's parliamentary caucus should not develop a mentorship programme for women members of parliament only.

Female-to-female mentorship of emerging female leaders from secondary schools to universities might be advantageous and successful in reducing stereotypes of women's experience in pursuing various roles.

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