DETERMINANTS OF WOMEN ACCESS TO LEADERSHIP POSITIONS IN NON-GOVERNMENTAL ORGANIZATIONS IN TANZANIA

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Abstract: Females are regarded as the inferior of the species and because of this; women are denied access to both honored and practical role open only to males. Such roles as administration and disposal of property, leadership roles in business and societal affairs including religion and governance exclusively belong to males. Although women constitute two third of the world's working hours, produce half of the world's food and above all, bear and rear children, women continue to suffer from all forms of discrimination and from the absence of adequate protection against violence. Disproportions on gender representation in top leadership positions is a concern worldwide and it is not because of qualifications, skills, or talents but rather based on gender discrimination. The purpose of the study was to assess the determinants of women access to leadership positions in Non-Governmental Organizations (NGOs) in Tanzania. Specific aspects of gender studied are - gender roles, social cultural factors, demographic factors, and policies/legislature. A qualitative research design was used to carry out the study with a sample size of 80 staff of Compassion International Tanzania office comprising both women and men from a target population of 100 leaders and non-leaders. Questionnaires, Focus Group Discussion and Documentary reviews were used for data collection. The study revealed that Gender roles and Demographic factors are more influential in hindering women to access leadership positions at workplaces because women are always expected to offer their best back home. On the other hand, it has been revealed that Social Cultural and Organizational policies are less negative influential. The study concludes that if women are well supported with gender roles, gender education and awareness programs offered on demographic, provided equal chances to men and women, and vacating cultural practices that hinder women to offer their best, they can contribute a tremendous effort in development. The study recommends, different stakeholders, activists, religious institutions, education institutions and the government should think of educating the growing generation; both boys and girls to consider themselves and treat each other equally with considerations on their gender differences as part of the strategies to escape from cultural derived mindset. Deliberate succession planning to prepare women to climb up the leadership ladder should be considered as well.

Keywords: Gender role, Social Cultural factors, Organization policies, Demographic factors

Background of the Study

According to International Labor Organization (ILO) report of 1998, women who constitute over 50% of the world population have not achieved much equality in any country of the world. The report indicates that though women represent over 40% of the global workforce only 25 by then had become Heads of state.   Gender inequality is widespread in virtually all employment sectors. Statistics shows that women are well represented

in business administration enrolment figures and the rapid expansion of this sector has given them a healthy share of lower and middle-level management positions. A research study on the status of women in four Kenyan universities, public and private established that women are still a minority in senior positions. The only senior position with equal numbers of men and women was that of librarian, which women dominate even in other parts of the world. It was noted with concern that in one of the very established public university in the sample, there was no female full professor (Kamau, 2006). Regarding the financial and professional services sector, women access to top management posts is still severely restricted though they frequently match or exceed their male counterparts in terms of formal qualifications and technical know-how. Indeed, it is in the world of corporate business that the glass ceiling has proved most impenetrable, with a mere 2-3 per cent of top jobs in large corporations held by women (ILO, 1998). Given the existing shortage of highly qualified managers, glass ceiling persists in an era of equality policies and improved educational opportunities for women. This persists even though women have demonstrated their intellectual capacity, resourcefulness, leadership, and management abilities in many walks of life. The problems facing women go beyond pure economic and are also because of discrimination, social/cultural, educational, gender and political. Despite progress in the public sector and in the political arena, their progress does not generally extend to the top levels of management (ILO, 1998).

Shigela K.M (2018), In Tanzania, women make up only 8 percent of CEOs, employers' organizations and the government are working together to arm women with the skills and resources they need to rise up the ranks. Study after study in Dar Es Salaam Tanzania have shown that companies with a strong female presence in leadership roles perform better than those led by men. But the message is slow to reach the boardroom: At the world's 500 largest companies, just 3 percent of CEOs are women. In Tanzania, the rate of women at the top is only slightly higher than the global average – women make up 8 percent of the country's CEOs. Working women and equality advocates often point to the same deeply rooted patriarchal traditions and outdated corporate cultures that keep women out of high-level management positions everywhere. Now, employers' organizations are trying to break down those barriers with programs that promote equality in the workplace while raising awareness of discrimination against women. This study seeks to assess the impact of gender on progression of women to leadership positions in Non-Governmental Organizations with specific focus on Compassion international Tanzania.

Statement of the problem

There exist disparities on women representation in top leadership positions worldwide. This disparity is not as a result of qualification, skills or talents but rather on the basis of gender discrimination. The disparity has led to under representation of women in major decision-making positions hence lack of equity in opportunity distribution in all sectors.

Mbashiru K. (2018), TANZANIA is leading in the East African Community (EAC) member states for having a good number of women representations in various leadership positions, according to statistics from the Inter-parliamentary Union (IPU). Although the country is yet to attain the envisaged 50/50 threshold, Tanzania Gender Network Program (TGNP) Mtandao is happy that the number of women in leadership position is convincing, although more needs to be done to attain gender parity. Speaking at a Women Leadership Summit 2018, TGNP Mtandao Executive Director, Lilian Liundi said "worldwide Tanzania was at position 25 with 36.9 percent of women parliamentarians, while Rwanda which was top in the list had 61.3 percent". She was however quick to point out that it was dismaying to see political parties that in the real sense were supposed to have women representation, are still lagging behind on putting trust on women.

According to the TGNP boss, there is no single woman at the position of chairpersons of all registered political parties, adding that of all 38 vice chairpersons of political parties, only four parties out of 19 had women on that position. "It is in the public knowledge that Tanzania ratified the international and regional protocols and conventions including the Universal Declaration of Human Rights (UDHR) of 1948, The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the SADC Gender and Development Protocol," she said.

Purpose of the study

The purpose of this study was to assess the determinants of women access to leadership positions in Non-Governmental Organizations (NGOs) in Tanzania.

Research Methodology

This study is a purely qualitative research designed. The qualitative researcher often provides readers with a realistic, contextual picture of some aspect of life, which can have greater meaning than the numbers-oriented qualitative approaches. However, qualitative research methods are complex, requiring the reader to evaluate if the researchers have adequately conducted each stage of the study. Determining if qualitative research is trustworthy demands more attention from the reader. Dodgson, Joan. (2017). About Research: Qualitative Methodologies. Journal of Human Lactation.

Results And Analysis

The chapter presents and discusses the study findings based on the objectives which were to assess the determinants of women access to leadership positions in Non-Governmental Organizations (NGOs) in Tanzania. 80 Compassion International Tanzania staff were surveyed where 100% response rate was achieved.

The Influence Of Gender Role On Women Access To Leadership

Among many findings, the table below summarizes the findings on the effect of gender roles to women on accessing to leadership positions. This analysis describes how the society perceives women and their roles in the society.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
In case of a family problem such as a (sick child), The woman will stay back home to solve the problem	42.50% 34	37.50% 30	7.50% 6	7.50% 6	5.00% 4
Most people still think Women are only responsible for household activities and a few duties in business that do not involve decision making while men are not responsible for home or family responsibilities.	27.50% 22	45.00% 36	11.25% 9	11.25% 9	5.00% 4
The denial of authority in controlling, commanding and managing household properties creates an inferiority complex in most of the women and so the system is also unfavorable to them in supporting their access to leadership positions in fearing of their inability to deal with difficult and challenging decisions at work.	15.00% 12	45.00% 36	18.75% 15	17.50% 14	3.75% 3
Women are considered accommodating and emotional, while men are expected to be confident and aggressive	31.25% 25	51.25% 41	5.00% 4	8.75% 7	3.75% 3

Women's lack of support from family (partner) affects their access to Leadership positions	28.75% 23	40.00% 32	18.75% 15	8.75% 7	3.75% 3
Women's responsibility of family (childbearing and care) and house chores affect their access leadership positions.	7.50% 6	33.75% 27	12.50% 10	31.25% 25	15.00% 12

Household responsibilities, Family support and Authority to properties

According to the findings, it has been affirmed that, while child bearing and care roles may not affect women's access to leadership positions, it is found that, during family challenges like illness and any other related challenges, women have to stay back home to overcome the situation while men would go for other requirements outside home as suggested by Social *System structural analytical gender theory* by Talcott Parsons, that Society is a system that functions structurally to maintain the whole society and women are considered fit to take up the roles at home. On the other note women seem to be accommodating and emotional, while men are confident and aggressive in all matters. Even though when women might show up they are capable and aggressive but still in most cases they will remain home to offer their best. However, as women are mostly considered to suit household activities in families, men are more responsible for outdoor activities to earn the family bread for living but when it comes to business, women have little to play compared to men in a family setup as a system where men would take up the role and authority over it.

The study findings show that 60% (48 respondents) appreciate on the denial of authority in controlling, commanding, and managing household properties which creates an inferiority complex to women. With this note generally, the family system is unfavorable to women as it does not give an outstanding support to leadership positions in fearing of their inability to deal with difficult and challenging decisions at work and therefore, gender roles hinder women's access to leadership positions at workplaces in favor of family roles. This is more powered by denial of authority in controlling family resources and properties. As supported Talcott Parsons theory that argues the society being a system comprised of many interrelated components (structures), which must function in a certain way (deemed complementary) in order to maintain the whole for purposes of maintaining the society. The theory does not concern itself with the power asymmetries on the basis of gender, class etc. The role of women on giving birth, socializing, nurturing new members of society, providing men and children with affection and physically sustaining them, is considered of 'little' significance in society, and those performing it (women) relegated to secondary status-no decision-making power and access to resources.

On the other hand, as suggested by (Eagly & Sczesny, 2009) among many others, changes are happening in views about effective leadership. Women have proven themselves in soft sectors as executive leaders, including human resources and healthcare. Unfortunately, the absence of female leaders in other industries still demonstrates significant inequity. Limited change in social roles has resulted in little change in stereotyping, but the adoption of a larger understanding of leadership may eventually prove helpful for women to be more accepted in senior positions. The transformational leadership perspective encourages participation and involvement and may help reduce gender discrimination (Broughton & Miller, 2009).

In conclusion to gender roles versus leadership, it is found that the study findings, previous studies and theories agree on the fact that still gender roles hinder women access to leadership positions negating the hypothesis that "**Gender role has no significant effect on women access to leadership Positions in Non-Governmental organizations in Tanzania**" as suggested in earlier chapter.

The Influence Of Social Cultural Factors On Women Access To Leadership Positions

Table 2, highlights the findings on the influence of cultural factors on women access to leadership positions.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Most of women in the Compassion Tanzania office are inferior and dependent to men in all matters related to programs executions and decision making	2.53% 2	13.92% 11	27.85% 22	34.18% 27	21.52% 17
The Culture in Compassion International Tanzania requires women to obey their male counterparts without much questioning.	0.00% 0	1.28% 1	8.97% 7	38.46% 30	51.28% 40
Influential men in organizations use traditions, culture and customs to deny women from ascending to leadership for top decision making and strategy development.	1.27% 1	17.72% 14	20.25% 16	35.44% 28	25.32% 20
The inclusion of women in decision making and strategy development and management is a priority in Compassion International Tanzania	35.44% 28	41.77% 33	12.66% 10	10.13% 8	0.00% 0
Due to the worsening cultural practices in the society, the effectiveness of women leaders in decision making, strategy development and management is rarely noticed in the organization as compared to men leaders	3.80% 3	34.18% 27	25.32% 20	29.11% 23	7.59% 6
There is a need to strengthen the capacity of women and their organizations to better engage in higher decision making and strategy development processes	40.51% 32	41.77% 33	15.19% 12	2.53% 2	0.00% 0

Of all respondents, 55.7% argued that, in Compassion International Tanzania Office case of the study, women are not culturally undermined by men and not inferior or dependent to men when it comes to roles executions while only 16% argued women to be undermined and the rest of the respondents were neutral to that. Also 89.6% of the respondents argued that in CIT, there is no prerequisite for women to obey men counterparts without neither questioning and 60.7% of respondents said, influential men in the organization are not using traditions, cultures and customs to deny women from ascending to leadership for top decision making and strategy development positions rather they all have equal chance to exercise their talents and abilities in leadership. Furthermore, 77% of the responses, affirmed that the inclusion of women in decision making and strategy development in the management team is a priority in Compassion International Tanzania while 82% of the respondents said, there is a need to strengthen the capacity of women and their organizations to better engage in higher decision making and strategy development processes.

From Focused Group Discussions Cultural practices have negative impact to women. This is applied in religion institution and community at large where most of the cultures have trained women to lose their confidence before men. Our traditions, customs and norms are considered to be among of the factors that hinders women access to leadership position for instance the Maasai culture undermines women to be the leader of the family the worsen case compared to other tribes. This kind of mindset has largely affected women since childhood. They are responsible to look after home chores and bearing children.

In some years back especially in Africa, Women used to be discriminated and ignored in the society although they are now trying to unlock their potentials and involve them in decision making at family level and at workplaces. At the far end, African culture does not support women in many approaches including- education,

Asset possessions, decision making, leadership (church, local government). It is now high time from family level to see women's potentials unleashed.

As compared to previous studies, for example in Nigeria, some scholars have explained that males have agentic qualities which include aggressiveness, ambition, dominance, independence, self-reliance, self-sufficiency, directedness, and decisiveness Werner and LaRussa, (1985); Rosner, (1990); Eagly, Karau, & Makhijani, (1995); Peters, Kinsey, & Malloy, (2004). With all these qualities an individual is likely to exhibit good leadership if the qualities are properly tailored. Williams and Best (1982); Eagly and Steffen, (1984) say that female have communal qualities and that female leaders are staff-centered. They demonstrate all inclusive, team-building leadership style of problem solving and decision making, which will lead to better organization performance.

Based on their differences and societal values, male and female leaders are likely to exhibit different leadership styles. Since the society trains and expects the male through value orientation to be masculine and assertive, a male leader could exhibit directive leadership styles in the workplace which include being autocratic, benevolent, and consultative. Whereas his female counterpart could exhibit non-directive leadership that was expressed by participative, consensus and even laissez-faire leadership styles. Because of the communal qualities that are inherent in women, they are likely to be more interactive with their subordinates and the men are more likely to be goal setters; if well propelled, either of the two could be good leader in the workplace. Whichever style that is exhibited, the major points are to move the organization forward and satisfy employees, customers and the stakeholders. Anything short of this would amount to bad leadership and poor organizational performance.

In conclusion to this, **Social cultural factors have no significant effect on women access to leadership positions in Non-governmental organizations in Tanzania** as they are becoming more powerless in hindering women to ascending to leadership position ladder due to facts drawn from the findings and previous studies, as well as well as empirical studies. However, to make it work and prove the trend, more empowerment and capacity building to women is needed for them to fully present themselves as worth vessels in leadership dimensions.

The Influence Of Organizational Policies On Women Access To Leadership Positions

The table 3 below summarizes respondent's opinions on how organizational policies influence women's access to leadership positions.

Statement as regards to policy issues	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Compassion international Tanzania has clear policies on gender balance in Leadership positions	41.25% 33	31.25% 25	17.50% 14	5.00% 4	5.00% 4
Policies in most NGOs are supportive to gender equality when it comes leadership position	26.25% 21	40.00% 32	21.25% 17	8.75% 7	3.75% 3
Government, NGOs and Institutions Intervention to girls education and women empowerment is powerful but no impact yet	13.75% 11	48.75% 39	11.25% 9	22.50% 18	3.75% 3
The policies in my organization insists gender balance in decisions making	33.75% 27	32.50% 26	22.50% 18	7.50% 6	3.75% 3
The policies we have are too discriminating to support women ascending to leadership position	3.75% 3	8.75% 7	10.00% 8	32.50% 26	45.00% 36

From the voices of the study respondents, in Compassion International Tanzania there is employment policy though some employees are not aware about it. This same scenario seems to be in most of other organizations due to lack of proper ways to share openly and in a transparent manner about policy issues and so policies are not supportive as intended due to poor communication and advocacy. The Government and Non-Government Organizations are trying hard to empower women and educating girls but still the impact is not yet 100 percent though it is much better as compared to some years back. Women are given opportunities and priority to job positions in most of the NGO's around to create a balance between themselves and men.

From Focused Group Discussion; -

So much was shared regarding to policies on this matter. The policy at Compassion International Tanzania is not discriminating women, rather it provides equal chances for men and women to ensure fair competition and access to any position one desire as long as she has the competency. However, more career guidance is still required to women. Secondly, policies require a compulsory education program to women in order to create understanding and awareness in order to positions themselves and compete in the labor market. The existing policies are favorable to women but what is needed to women, is their eagerness and an expression of interest towards leadership positions. However, the gap between men and women is vivid in leadership position, therefore in that case, we should have policies which incline more on gender equity rather than equality. It is good to have a person in leadership position based on merits and not just equality. However, the policy may state gender consideration at a time when there are candidates who are equally competitive as emphasized on equity. This requires National policies to be clear to demarcate which position should be held by women/men instead of trusting more on men to take up all the higher positions. The policies should encourage men to give support and encouragement to women to aspire to leadership positions from the family level to institutional levels. This may encourage a clear ratio between women & men in leadership as insisted by many organizations. On the other hand, the policies should support, encourage, and protect girls while they are still young.

From the study findings, organizational policies are getting much better as far as women access to leadership is concerned since they are neither discriminative nor favorable to men alone. Only that the speed of women to cope with changes is delayed by their mindsets, family support and obligations and a few people in organizations who might stand to build and encourage women to execute what they have as far as standing for others is concerned. This proves the **hypothesis** that, **Organization policies have no significant influence on women's access to leadership position in non-government organization** as in most of the organizations policies are not discriminating women.

However, on the other hand, empirical studies on organization policies show that we still have problem in our society as plotted out through a research by Credit Suisse on FTSE 100 and S&P 500 companies which founded that men in CEO positions outweigh women by 20 to 1, and in the UK, men in executive director positions outnumber women 10 to 1. With increasing numbers of women in the workforce at all levels, their presence at the top remains scarce with higher departure levels (Mercer, 2015; Robeco, 2015). As these global trends indicate, women still face significant challenges to secure corporate leadership positions. Therefore, still some more intentional efforts and policy reviews are inevitable and has to be implemented to balance the scale as the findings and previous studies disagree on this.

The Influence Of Demographic Factors On Women Access To Leadership Positions

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Marital status have negatively influenced women to grow in leadership roles due to family obligations	15.19% 12	32.91% 26	21.52% 17	26.58% 21	3.80% 3
Single or unmarried women regardless of their education status are considered untrustworthy and incompetent to take up leadership roles for making important and critical decision in the organization	12.50% 10	27.50% 22	17.50% 14	33.75% 27	8.75% 7
Women leaders are best suited to lead only their fellow women because they are emotional, quarrelsome and indecisive.	3.75% 3	3.75% 3	15.00% 12	42.50% 34	35.00% 28
Most of the women are not educated and reasonable enough to be trusted to take up higher positions in the organization that involves critical decision making	2.53% 2	13.92% 11	6.33% 5	40.51% 32	36.71% 29
Women are thought to be the worst enemies of other women; hence they do not support one another to excel in leadership positions	10.13% 8	21.52% 17	27.85% 22	27.85% 22	12.66% 10
Religions affiliations have honored, trusted and respected women and gave them chance in leadership teams to stand for and lead others	10.13% 8	32.91% 26	30.38% 24	21.52% 17	5.06% 4
In most cases, Men in communities and so at workplaces use religion to force women to obey deteriorating cultures that promotes gender biases	8.75% 7	42.50% 34	17.50% 14	25.00% 20	6.3% 5

As summarized in the table above, demographic factors are not the only dominating factors, to some extent, marital status have negatively influenced women to grow in leadership roles due to family obligations especially for the unmarried women who are considered untrustworthy and incompetent to take up leadership roles for making important and critical decision at workplaces.

It is found out that women are not only suited to lead their fellow women but both men and women since they are reasonably and equally educated and may take up higher leadership position in the organization as supported by more than 70% of the responses. On the other tone, women are considered enemies to fellow women. The findings show that 27% of the respondent are not well informed while it is yes to some extent but the majority on the other side view this attitude to be no stronger and hence they keep on trusting, supporting and loving each other. Women are given chances into religion affiliations to take up leadership position as well although some men would use their religious to force women to obey deteriorating cultures that promotes gender biases.

Focused Group Discussion on Demographic Factors

Men dominating the society have prevailed for so long and they are used to it and that is the problem while historically, it was believed that women cannot perform once have access to leadership position but now women are aware and have ability on making decisions and leading although our cultural practices contributed much in our communities to consider men as only capable and women are not capable when it comes to leadership. For now, it is only stereotyping that women cannot take leadership positions; especially married women if they find it difficult to support their couples/families together with their leadership roles. Further findings have discovered the following as among hindrance factors in demographic matters; -

Age Limitations and Marital Status

Younger women are considered to be less stable and consistent in strong decisions compared to older or mid aged women. It is usually not a norm for single women and women of early ages (presumably below 40 years old) to take up leadership positions. May be people in the community think they are less matured than their male counterparts or are not worthy because they do not even have a family to take care of. This is all wrong. Single and unmarried women must be trusted too, sometimes the x husband was treating her badly that is why she decided to quit after all the efforts she done to make her family house of harmony but in vain, so being single doesn't mean she hang perform other duties too.

Religious Aspects

Religious and social systems have become major obstacles for women to develop and gain senior leadership positions although in some denominations the situation is worse for both Christian and Muslim as they do not trust women for leadership at all. Denominational rules do not allow women to take any leadership position like being, Pastors, Bishops Etc. this is due to misinterpretation of their faith-based scriptures. Religious doctrine in combination to traditional cultural have influenced descending of women growth in leadership. However, on the other side in the 21stC, there has been an atmospheric shift of mindset from western countries to developing countries where religious organizations mostly Christians have started to recognize the role of women in decision making. This is the result of activists as who have been fighting 50/50 chances political leadership for both men and women particularly in politics and other related leadership and community representation roles. As of now, it is possible in Africa to have women representation in highest positions like Presidential position, Member of Parliament, Vice president, Parliament speakers, Ministers and so many other positions. This same wind is moving so fast in all forms of leadership in institutions, NGO's Government etc.

In addition

Women prefer to play low profile in aspiring to leadership positions to safeguard their marriages and family roles. This is considered to be wise, but it kills the ability to maximize their potentials even in religion side, women will choose or be chosen to low profile positions like cleaning, praying, hospitality and singing which has less decision-making opportunities, such activities seems fit for the women compared to women.

In Tanzania, the number of women is higher than men but the number of women in leadership in lower as compared to men but this stem from the denial of access to education development which in return has affected women for long time. This was because women were considered as weak vessels, controlled by feelings and emotions, do not have ability to speak out their opinions and even addressing issues and for that reasons they were not included in making critical decisions. Currently, with intensified campaign on gender equality, there have been rapid changes which have come to honor outstanding women in their leadership roles. Some factors might have a bit truth, but it depends on the circumstances around some women. Most factors cannot stand alone they can be proven but in connection with other factors. For example, marital status can only affect a woman if there are associated factors such as abusive relationship which does not apply to all women because they differ in handling issues. According to the findings, at Compassion International Tanzania environment, there is no gender discrimination although it is very clear that across Africa, the ratio of men and women in higher leadership position is unreasonable where men are many as compared to women.

In conclusion, it seems that **Demographic factors have significant influence to women access to leadership positions** because of changing in roles from being free to focus on family roles although it is also observed that, the more women are educated the number decreases in higher leadership position.

This trend agrees with previous data. In addition to the Tanzania Gender Network Program data, in chapter two we saw that; - Uganda, Rwanda and Mozambique among the poorest countries with adult literacy levels of just 41, 60.2 and 28.7 percent respectively have parliaments in which between 25 to 45 percent of legislators are women (Goetz 2003). Similarly, in Kenya, provinces such as Nairobi and Central that claim higher levels of education still lag behind in the number of women parliamentarians (Kamau, 2010). However, studies by Oduol (2008) suggest that in Kenya many women do not only lack basic education but also have inadequate political training that can enable them to participate effectively in the political arena. This leads to a situation where women are not taken seriously even when they declare their candidature. Omtatah (2008) states that democracy cannot function without an informed electorate. An uninformed or misinformed public cannot participate in its government; it can only be used by it. Empirical studies in the U.S.A show that marriage and parenthood are anticipated to have a stronger negative effect among women than men, where marriage may even boost participation in men (Rotolo, 2000).

Empirical studies in the Netherlands and the USA suggest that married women participate less in politics than single women (Bolzendahl & Coffe, 2010). Once married women's leisure time declines to a great extent than men's, and women tend to increase the amount of time spent on housework (Sayer 2005). Studies done in Kenya by Kamau (2010) shows that many women would rather join politics when their children have grown up or after their husbands have died. Thus, marriage might lower political participation among women and boost it among men (Rotolo, 2000). Empirical studies by (Khan, 2010) in Asia show that greater marital duration develop a relation of trust between husband and wife that provides opportunities to acquire more authority. In this regard empirical studies by Tareque *et al.,* (2007) stated that younger wives in Bangladesh were kept under strict control of their husbands as compared to elder wives.

Researcher's Experience

"I have worked with Compassion International Tanzania for the past 18 years. My experience in leadership within this organization has proven that the state of women access to leadership positions is no different from what many researchers have observed in decades. Leadership positions have dominantly been occupied by men as the number of women in top executive positions is always on the lower side. In 2008 I was appointed as a Manager of one department among three departments in the organization. With this team there were two females and three men which made a 40% female and 60% male.

My first appointment as a Manager in the organization was not without hesitations. When I was approached to take up the role, I declined the offer until other people encouraged me to take that step. Like any other female, I had a lot of fear and was not confident that I could be a match for that role. In 2014 when I became the leader of the five top executives and in this team, I was the only female which made 20% females and 80% males.

It was not until 2015 when I realized the seriousness of this disparity. Compassion International Tanzania has sister organizations with similar leadership structures in 7 other Countries in Africa (Kenya, Rwanda, Uganda, Ethiopia, Burkina Faso, Togo, and Ghana). In 2015 the top executive team from Tanzania was invited to join our counterparts from all other seven countries for a leadership conference in Rwanda. When we arrived at Kigali airport, Kenya and Tanzania teams took the same van to the hotel. In this van we were 10 top executive leaders, and I was the only female. Kenya had no single female in the team and this caught my attention.

In addition, among the 8 National Directors from across Africa who attended that conference, I was the only female National Director. In several other scenarios I have observed a ratio that ranges between 0-20% of female representation in leadership teams and this experience inspired me to do a research on this topic".

Therefore, among the four variables, **Gender role** and **Demographic factors** seems to be more challenging to women for them to access higher leadership positions in non-governmental organization than the rest two factors (Social cultural and Organizational policies) according to the study findings. It is therefore found that, until today still the ratio between men and women in leadership positions is still uneven until when there is a good match on gender roles from family level but also once they are able to defeat their demographic challenges in nature with a balance on social cultural factors and organizational policies, it will be set.

Summary Of The Study

The study revealed that, in today's world, women are recognized and given equal opportunities to education as men do and jobs opportunities in most of the organizations as well as to leadership roles. Women are great people naturally and blessed with tremendous abilities, passion, and strength to execute their duties. In Compassion International Tanzania, this is very true as most of the higher-level leadership positions are held up by women and they do it well as could be sough men would do. Some of the organizations when it comes to job advertisements women are highly favored if they show up and demonstrate their abilities and competitiveness versus men and depending on the nature of the position.

Women roles in families are not as good reasons enough to just inability for women occupancy to leadership positions because women are capable to multitasking as compared to men. Women can handle their family members and family businesses (Husband, Children, House made if any, and business activities) while at the same time can fully work on their employment assignment without dropping a single task once they are fully supported and encouraged.

Many people in many societies are still not able to fully trust, support and bless women to take over leadership roles from family setups, businesses, family resources and all the like. Some men are intimidating women due to their position in the family for fear of losing their usual support to families and, they fear to lose respects as men over women. Due to this mindset fluttering, it reaches a point both men and fellow women are not in favor and trust for women to lead them when man and women contest for any leadership position. This situation creates another problem to women like-; inferiority complex, lack of confidence and motivations, lack of mentorship, learning and development, discouragement, lack of character, leadership focus and desire, family stress and failure to handle emotions and by this way we miss great leaders who can take the society to the next level. So general speaking, Gender role, Organizational policies, Social cultural factors, and Demographic factors have influence on one way or the other for women's access to leadership position.

Gender Role and Women Leadership

According to the findings, gender role has influence to women accessing to leadership positions. This is because, it has been found that, Men command more respects than women when it comes to family matters, where 77.2% of the respondents affirmed that. On the other hand, 80% of responses in table 4.8 said that women are suitable for home management and concerns naturally and this may be difficult to change due to their ability and suitability on that compared to men. With this case it is affirmed that, during any family encounter like illness and any other related to that, women must take care back home to overcome the situation while men would go for other requirements outside home for fixing the same encounter.

Naturally, women are considered accommodating and emotional and men are confident and aggressive in all matters. Even though when women might show up their capabilities and aggressiveness but still the nature pulls them for home duties to offer their best than men can do. So, it is true that, women are mostly considered to suit for household activities in the family setup while men are more responsible for outdoor activities like working to earning for the family and because of that men are considered to take the sole responsibility to lead everything for the family and so it has affected women even at the workplaces when it comes to career path. Women are denied of authority in controlling, commanding, and managing household properties where by 60% of the responses affirmed that and this normally creates an inferiority complex in most of them and so generally the system is unfavorable to them in supporting their access to leadership positions through families by 68.7% in fearing of their inability to deal with difficult and challenging decisions at work. 82% responded that naturally women are more accommodating and emotional than men when it comes to family and gender role issues. So Gender roles has so much negative influence for women's access to leadership position.

Social Culture issues and Women Leadership

Culture practices have undesirable influence to women as they have trained women to lose their confidence before men. Most of the traditions, customs and norms are factors that hinder women access to leadership position taking a good example on the Maasai culture which undermines women to be leaders of the family as compared to other tribes. With this kind of treatment, women are affected from childhood and get used to it and so their Intelligence Quotient is killed as earlier and hence they become used to it when they grow up. On top of it, African culture does not support women in many dimensions including- education, Asset possessions, decision making, leadership (churches local government). However, from the study point of view cultural practices are now losing power over women since they are no longer inferior to men when it comes to business roles like it was before. According to the study findings, only 16% of the respondents agreed on a statement that, "women are inferior and dependent to men at work" while only 1.3% agreed to a statement said, "The culture requires women to obey men counterparts at work" and that 19% affirmed on a statement that "Influential men in organizations use traditions, culture and customs to deny women from ascending to leadership for top decision making and strategy development." While 77% of the responses agreed that women are included in decision making process in the organization. However, it is true that due to the worsening cultural practices in the society, the effectiveness of women leaders in decision making, strategy development and management is rarely noticed in the organization as compared to men leaders as suggested by 38% of the responses.

Policy Issues and Women Leadership

The existing policy is good enough to women to start with and it is encouraging them to aspire any opening for job positions being non leadership or leadership positions. At CIT for example 72% of the responses affirmed that the policy encouraging women participation and it is real in practice as evidenced. Generally, NGO policies to gender equality in leadership is supportive where 66% of responses affirmed that too but on the other hand it has been uncovered that government and non-governmental intervention to women empowerment and recognition has increased over recently to favor women participation. 61% of the responses affirmed that in this study. The policies favor women to go for any opening position as equality though for men, only it needs some more negotiations as suggested by respondents to highly favor women and at same time educate and empower men to support women with few things integrated in the labor law or human resources policies when it comes to women due to their nature and family roles vested on them which are also part of men's life goals.

Demographic issues and Women Leadership

As revealed in the study, marital status can affect women into acquiring leadership positions as suggested only by 48% of the responses but can only if there are associated factors such as abusive relationships, and that also fit to all women as they differ in handling issues capabilities. But also, single women can provide leadership services as well since their inability to that has only been supported by 40% of the respondents whereas only 16% respondent's said women are sought to be leaders for fellow women only where the rest support that women can take lead for both men and women.

In Tanzania, women are many compared to men though when it comes to leadership, the ratio is opposite, women are fewer as compared to men and it started with the denial of access to education development, home and family roles distribution between a boy and a girl. The society considers women to be weak vessels, controlled by feelings, don't have ability to speak out their opinions and even address issues without fear so they are not included in making critical decisions. Things are changing with increased campaign on gender equality and this makes demographic factors being one of the factors mostly affecting women access to leadership positions.

Conclusions

From the study findings, it can be concluded that gender roles hinder women to access leadership positions at workplaces because women are always expected to offer their best back home believing that men are best to working for the bread and other things outside home. Demographic factors are not such a frightening factor affecting women to take-up roles in leadership positions due to increased awareness and education especially in the 21 Century although there are elements of men favoritism in leadership roles. Further, organizational policies are much far better as far as women access to leadership is concerned since they are neither discriminative nor favorable to men alone, only that the speed of women to cope with changes is delayed by their own mindsets, lack of family support and other factors. It is also clear from the study that cultural factors are becoming more powerless in hindering women to ascending to leadership position due to increased civilization, education and exposure. However, to make it work strongly, more empowerment and capacity building to women is needed.

In all what has been uncovered, organizational leadership is an ability/talent one is born with or trained and grew it up with no regard with gender. Performance is what measures the quality of leadership one can offer for an organization. Family demand roles for women is not factors for poor performance because that is naturally and within women's capabilities as men have their natural endowed roles for families as well but still, they perform. Poor planning and roles desegregation might cause poor performance which means women can only not perform when they fail to plan well for their basic and natural roles back at family and work-related responsibilities. Since women are multi-tasks.

Women have ability to do well at home and at work. However, women do carry additional responsibilities at family levels compared to men particularly on childbearing, care and nurturing, family care and serving. This is a natural strength that a Man does not have and hence we should not capitalize on those. The same abilities of handling many things at home can be used to handle multiple activities at work. Families in the rural areas demand a lot from women especially domestic roles but in urban families the domestic duties are assisted by house-girls or houseboys and other family members if present which means women have – time to execute leadership roles. There is a need for mindset change, and a change from embracing negative cultures. Nothing will make woman perform poorly in leadership role, if well supported in so called families demands and their nature.

Recommendations

This part highlights some recommendations based on the findings on the four predefined variables that affect women access to leadership positions in non-government organizations in Tanzania. The recommendations are significant to the governing agencies, organizational management and leadership teams, women and men at working environment but more important for the women society.

Recommendations On Gender Role Aspects

Even though it seems men are the overall controller of families and all the resources for the family, but it should not be interpreted that men can do everything and own all the commands as far as gender role is concerned while women will be only waiting for orders and directions, this will kill women's potentials and abilities to exercise their leadership skills and talents. It is highly therefore recommended that the Government in collaboration to religious affiliations should reinforce a mechanism where men may acknowledge the potentials within women and let them use it beneficially for their wellbeing since women are also good in controlling and managing, wealth, businesses, household properties and in that way, they are also good in decision making. Men should be taught to acknowledge women openly so that to teach the young men generation as well.

Recommendation Based On Social Cultural Aspects

As far as cultural aspect is concerned with generational mindset, its highly recommended that; Gender issues stakeholders, Activists, Religious institutions, Education institutions and the government should educate the upcoming generations both boys and girls to consider themselves and treat each other equally with considerations on their gender differences. Yes, a woman will never be the same as a man but that's naturally but when it comes to talents, abilities, passion and desires, each has in different volumes and suitable for society development. However, the fore mentioned need to focus empowering the Youngers not to pay much attention to what old experiences on cultural practices, norms, and traditions then it will help. Strategically, this can be reinforced and implemented by empowering parents and teachers through schools' gatherings, parental gatherings, and religious gathering in churches or elsewhere, community gathering through local government authorities etc. Mainly in here the leaders/activists will focus on addressing how best parents and care takers can treat girls and boys to build up their mental attitudes versus old and unproductive cultural practices. It must be noted that daily life treatments for children at homes or elsewhere matters a lot in grooming lifelong habit and character for future men and women and that could affect their future being.

Recommendation Based On Organizational Policy

The following are suggested; -

Girl Child Education

The Government may reinforce and support girl child to join school and get appropriate support especially for those communities which are behind on supporting girls as they do for boys. This can be done by having polices that guide the education system to purposely cultivate career paths and teach leadership principles and give a room to practice for both girls and boys from their tender ages.

Early Marriage for Girl Child

Some of the policies in the United Republic of Tanzania support girls to be married at age 15 which deny them a chance for further education and not able to ascend to their career path. For this reason, the Government should reinforce a policy that denies any community to release a school aged girl for marriage. Not only that

but also parents must be educated to consider marriages beyond 18 years of age instead a time where the girl is more self-aware of herself, talents and abilities in her instead of 15 years of age where she may not be fully informed of her abilities. Strategically this can be implemented and reinforced through local government authorities where local leaders can simply connect or meet parents.

Policy on Nursing Women

It has been suggested that policies should support negotiation on issues of maternity leave when it happens same women conceive before 3 years of the previous pregnant but also to ensure nursing women employees are not moved by home feelings while at work as observed before. Strategically the policy can reinforce all employers to consider and acting on special provision by special place/room/environments at workplaces reserved for nursing mothers to breast feed their babies with acceptable intervals while with their care takers present at work to reduce mixed feelings while at work.

Leadership by ability

It may be good if leadership placement is based on a person's ability and not gender as a factor to make decision. Like men, women do not need special policies for them to ascend to their career path. To make this happen, women must be given several opportunities to lead various committees from family levels so that they can practice leadership skills and eventually treat them equally to men. It seems this problem begins from family level where women's potentials are hidden and therefore, they are denied stance to inherit resources including land in the absence of men which means they cannot be good leaders in that case. So, if those old days traditions and customs which discriminate women can be minimized then it's easy to have women leaders in place. It is good to consider women's abilities and potentials when it comes to leadership position in order to achieve equality in organization performance. Strategically, it is advised, the government should allow a special view for each hiring company, organization, or institution to consider one's history and ability on top of other measuring aspects. Interviews should not be the only tool to recruit and hire women into leadership positions since it may be difficult to uncover their full potentials through that.

Educating women

It is highly recommended that women must be educated and reminded of their potentials by working out their fear and start applying their natural endowed and up made leadership talents and skills for development in collaboration with men. Strategically this must be taken into care intentionally in all education system levels and more specific at workplaces there can be such a strategy included in policies.

Educating Men

Last but not the least, it is suggested that a deliberate policy aiming at educating men to respond positively towards women empowerment must be in place. This policy will create a balance between women and men rather than making the other part (Men) inferior to the other (Women). When Women empowerment is creating a gap between the two, men tend to respond aggressively and abusively only because they lack knowledge concerning the relationship between Men and Women. There should also be a balanced empowerment for both Women and men.

Recommendations On Demographic Aspects

Since the ratio between men and women leaders countrywide and in non-government organizations is not balanced where women are fewer as compared to men as the results of cultural and traditions, policy issues and gender roles as well, it is therefore recommended that, the Government in collaboration with the Education

ministry and Stakeholders should consider a more strategic empowerment plan to take place from early education to advanced levels with more intensified campaigns on gender equality in order to experience a rapid changes on this particular matter and by so doing women are empowered and provided with a clear path to aspiring normal and higher leadership positions both locally and internationally. Strategically, the government can push this for the education ministry through the education minister and all trusted delegates for an intentional all levels curricular review and implementation.

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