

**THE PERFORMANCE OF WOMEN LEADERS IN LOCAL GOVERNMENT IN
TANZANIA
THE CASE OF MVOMERO DISTRICT COUNCIL**

**THE PERFORMANCE OF WOMEN LEADERS IN LOCAL GOVERNMENT IN
TANZANIA
THE CASE OF MVOMERO DISTRICT COUNCIL**

**By
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**A Dissertation submitted to the School of Public Administration and Management
in partial fulfillment for the award of Master of Public Administration Degree
(MPA) of Mzumbe University.**

2013

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation titled **“The performance of Women Leaders in Local Government in Tanzania: The Case of Mvomero District Council”** in partial fulfillment of the requirements for award of master’s degree of Public Administration

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DECLARATION

I Magreth Sechonge, declare to the best of my knowledge that this dissertation is my own work, and that it has never been submitted to any higher learning institution for academic award. Everything taken from other sources has been highly acknowledged.

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ABSTRACT

The study was conducted at Mvomero District Council, aiming at examine the performance of women leaders using some elements of good governance and general performance criteria. Specifically the study focused on the performance rate of women leaders based on selected elements of good governance, the factors affecting women leaders' performance, the current perception of organization employees on women leadership, and views on enhancing women leaders' performance.

The study adopted a case study design where both qualitative and quantitative approaches were used. Purposive and simple random samplings were used to select a sample of 75 employees at Mvomero District Council. In data collection; interview and questionnaires methods were used. Study findings were presented in tables, numbers, percentages and text.

The study revealed that the performance rate of women leaders is very good (81%) with regard to participation, very good (90%) with regard to accountability is, good (69%) with regard to rule of law, very good (76%) with regard to fairness or equality and very good (76%) again with regard to responsibility. In additional performance rate of women leaders was good (52%) with regard to availability and accessibility of policies and seculars, below average (43%) with respect of seeking people's ideas, and very good (84%) overall performance. It was further revealed that the perception on women leaders is changing. In case of factors affecting women leaders' performance the listed factors include: lack of commitment, lack of support, corruption, sexual harassment, family responsibilities and political influence. Stakeholder's views on improving women leadership included: transformation/change in leadership, women leaders to be more accountable, positive perception on women leaders.

Study recommends that women leaders should be given support, be committed, confident and involve people in decision making processes, improve availability and accessibility of policies and seculars to employees and try to be fair to all employees. They should make sure that rules and regulations are followed at work.

ABBREVIATIONS

CEDAW	Convention on the Elimination of all forms of Discrimination against women
FAO	Food and Organization of the United Nations
GAD	Gender and Development
IDLO	Intelligent Data Operating Layer
ITU	International Telecommunication Union
OECD	Organization for Economic Co-operation and Development
SPSS	Statistical Package for Social Science
UN	United Nations
UNDP	United Nations Development Programmes
UNESCAP	United Nations Economic and Social Communication for Asia and the Pacific
URT	United Republic of Tanzania
WHO	World Health Organization

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CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 Introduction

This chapter gives an overview of the study about performance of women leaders in public organizations. The chapter is divided into eight (8) sections including; Introduction, background to the study, statement of the problem, study objectives, research questions, significance of the study, scope of the study, study limitations and conceptual framework.

1.2 Background to the Problem

The 1979 Convention on the Elimination of all forms of Discrimination against Women (CEDAW) is evidence that women have been discriminated in various spheres of life including leadership all over the world. CEDAW brought into international focus the rights of women as human rights, including the right to be free from discrimination. Women activists regard this convention as a key tool to support their struggle against discrimination in all spheres, pushing governments towards attaining these internationally recognized minimum standards, (Reeves, 2000).

In recent decades, women's positions in organizations have been improving. However, women are still struggling to achieve their dream of participating fully in development in many parts of the world (www.go.worldbank.org). In most cases women have been at a disadvantaged position at workplaces compared to men. Promotion of gender equality implies attention to women's needs including involvement in decision making or leadership. Women often experience a "glass ceiling" and according to the United Nations (2007), there are no societies in which women enjoy the same opportunities as men. The term "glass ceiling" describes the process by "*which women are barred from promotion by means of an invisible barrier*". There are several reasons for the glass ceiling phenomenon and among them is lack of role models, networking options,

mentoring, and literature that has encouraged stereotypes of the societies and prejudices against women in positions of power, (Mihail, 2006)

Leadership has undergone significant change. Eva Cox (1996) argues that women have “uneasy relationship with leadership, Cox (1996) insists that the relative absence of research about women leaders must be re-dressed. “We need more leading women leaders because corporations, governments, and institutions have been dominated by men with their particular view of the world”. According to the Boston Consulting Group (1995) some specific descriptions require to have strong leaders carrying responsibilities and accountability performance. Leadership expert Peter Drucker of the Drucker Foundation states that “one thing remains constant for leaders; our obligation is to enhance our constituents performance and deliver results” (cited in Hesselbein and Cohen, 1999). Hesselbein (1999) conclude that leadership is the ability to manage organization mission by mobilizing people around that mission. This ability is not limited to men as it is related to specific organs that are possessed by men only. Women in need to be perceived as individuals who can influence or motivate others

Back to the 1970’s indicated that there was a tremendous gender bias regarding women’s achievements in the business sector, (Gedney, 1999). Since the mid 1980s there has been a growing consensus that sustainable development requires an understanding and recognition of both women’s and men’s roles and responsibilities within the community and their relations to each other. This has come to be known as the Gender and Development (GAD) approach. Improving the status of women is no longer seen as just women’s issue, but as a goal that requires the active participation of both men and women.

According to Reeves, (2000), historically, women’s productive roles have been ignored or under-valued, particularly in the informal sector and subsistence agriculture. The formal documentation and recognition of women’s roles and the related time burden is crucial for gender-sensitive development interventions. Gender and development

policies and programmes can challenge and change women socially prescribed roles, in pursuit of gender equity.

In recent years, African states in collaboration with world organizations have seen the necessity of promoting women development. Through the unforgettable event known as the UN Fourth World Conference on Women, held in Beijing, China in 1995, 189 states promised women 'equal access to' and 'full participation in' power structures and decision making. They also pledged to set 'specific targets' and 'implement measures' to increase the number of women in government at all levels (United Nations, 2000).

In Tanzania good governance is the central theme of governing and governance. The aims and vision of governance in Tanzania is to establish the country which observes the rule of law protects human rights, encourages people in decision making, and improve people accountability especially among leaders. The Tanzania Development Vision 2025 states that the country cherishes good governance and seeks to ensure that citizens are empowered with the capacity to make leaders and public servants accountable. The attainment of top position for females is complex and involves many variables. The position of women in Tanzania has been low compared to men. Women are not expected to influence the decision making processes from domestic level to the national level. Kellerman and Deborah, (2007), notify improvements in the status of women in leadership positions but emphasizes that "women's opportunities for leadership is important and equal". Kellerman (2007), go on to state that women "are still grossly underrepresented at the top and overrepresented at the bottom of the most influential leadership hierarchies. Tanzania's top positions, President, Vice President and Prime Minister, have all been occupied by men since the country obtained its independence. Although there is an improvement in the number of women in executive leadership position, still the number is not enough. Tanzania has few women in decision making process when you consider women representation.

For many years now Tanzania has been struggling for women emancipation in economic, social and political spheres. The struggle begun ever since before independence and it had passed through different stages (Policy forum, 2010). In realization of the importance of gender balance and women potentiality in development, there are has been deliberate efforts to increase the representation of women in various aspects of human development hence special seats in the parliament, and more women at strategic positions like ministers, deputy ministers, permanent secretaries, regional commissioners, district directors, district commissioners, district councilors, heads of departments and more others. We have also nurtured women leaders who have attained international recognition and key positions such as Prof. Anna Tibaijuka, Dr. Asha-Rose Migiro and Ms. Getrude Mongela, (Emanuel, 2007). In the development of a country, one of the most important factors is good governance which becomes an end in itself we observe all the major elements of good governance satisfactory. When we talk about women leadership we should not forget good governance. It is good for people to participate in human development and decision making processes (Agere, 2000).

The political Act of 1992, which was expected to play an important role in promoting intra party democracy, is silent on many critical areas relating to female participation in political parties. Mmuya et al (1994) argued that, 'Although many parties have been formed they have not been able to mobilize people and in particular women to play an active role in supporting the future Tanzania'. Shayo, (2005) assert that the majority of women have not joined because most political parties in Tanzania are managed like military regiments or at best like family businesses.

With all changes going on still some people believe that women cannot make good leaders while others do not trust them, much need to be taken into consideration. However the main concern in leadership has been good governance practice. Based on the general societal perception on women as per culture, women have been still perceived weak in various aspects including leadership.

1.3 Statement of the Problem

The perception that women are weak has a generalization that need to be investigated or analyzed empirically especial at this era where the number of women in strategic positions have been increasing. Research's have more focused on gender inequality, and gender aggregated data while women performance based on good governance and general performance have not been addressed. This study intends to explore the performance of women leaders in local government based on selected principles of good governance and the general performance criteria's using Mvomero District Council as a case study.

1.4 Research Objective

1.4.1 General Objective

The general research objective is to examine the performance of women leaders based on some elements of good governance and general performance criteria in Mvomero District Council.

1.4.2 Specific Objectives

To realize the general objective of the study it was necessary to split it into several specific objectives including:

1. To rate the performance of women leaders based on elements of good governance including; participation, accountability, responsibility, rule of law and fairness/equality.
2. To identify the factors affecting women leaders' performance.
3. To identify the current perceptions of organization employees on women leadership.
4. To gather views on enhancing women leaders performance.

1.5 Research Questions

1. What is the performance rate of women leaders based on elements of good governance?
2. What are the factors affecting women leaders' performance?
3. What are the current perceptions of organization employees on women leadership?
4. What are stakeholder's views on enhancing women leaders' performance?

1.6 Significance of the Study

Women constitutes a large segment of population in Tanzania while programmes addressing limited opportunities for women participation in government and private organizations are not performing well. The study will help to shape people's perception on women leaders' performance based on the elements of good governance. The study will enlighten the central and local governments on the factors affecting women leaders' performance, hence a base for improvement of women role in Tanzania. Suggestions and recommendations of the study provide a useful source of information to various people in respect of the performance of leaders in Tanzania. However, findings are of specific use to Mvomero District Council in self assessment and how women leadership can be enhanced.

1.7 Limitation of the Study

During the study researcher faced some limitations; including inadequate return of respondent questionnaires, time constraints, and financial constraints.

- Inadequate return of respondent questionnaires; the fact that some of the respondents' did not value this study leads into negligence in filling and returning the questionnaires given to them. The researcher anticipated this earlier and increased the number of distributed questionnaires so that the returned ones will not be below 70 respondents.

- Time constraints; during data collection some employees were very busy with preparation of the next year budget, so it was not easy to get them on time. To overcome this problem the researcher asked the management for extension of time for data collection, while requesting for appointments at a convenient time set by themselves. Sometimes the researcher decided to use direct and instant administration of questionnaires whereby the researcher asked and noted answers within a short time available.
- The last limitation was financial constraints; researcher budget was not adequate to allow visiting several places of the district especially those which were far away. To solve the problem the researcher selected wards that can be reached easily and used motorcycles for some shuttles. Furthermore the researcher requested for more fund from parents and friends so as to cover adequately the intended area.

1.8 Scope of the Study

The study took place in Morogoro Region at Mvomero District Council with an intention of examining the performance of women leaders at the district council level especially the Director and the heads of departments based on elements of good governance such as; participation, responsibility, accountability, rule of law and fairness. Furthermore, the study also assessed the performance of women leaders using efforts to ensure workers accessibility to policies, rules and regulations. However the study used only two wards which are Mzumbe and Mlali in case of respondents from rural areas.

1.9 Conceptual Framework

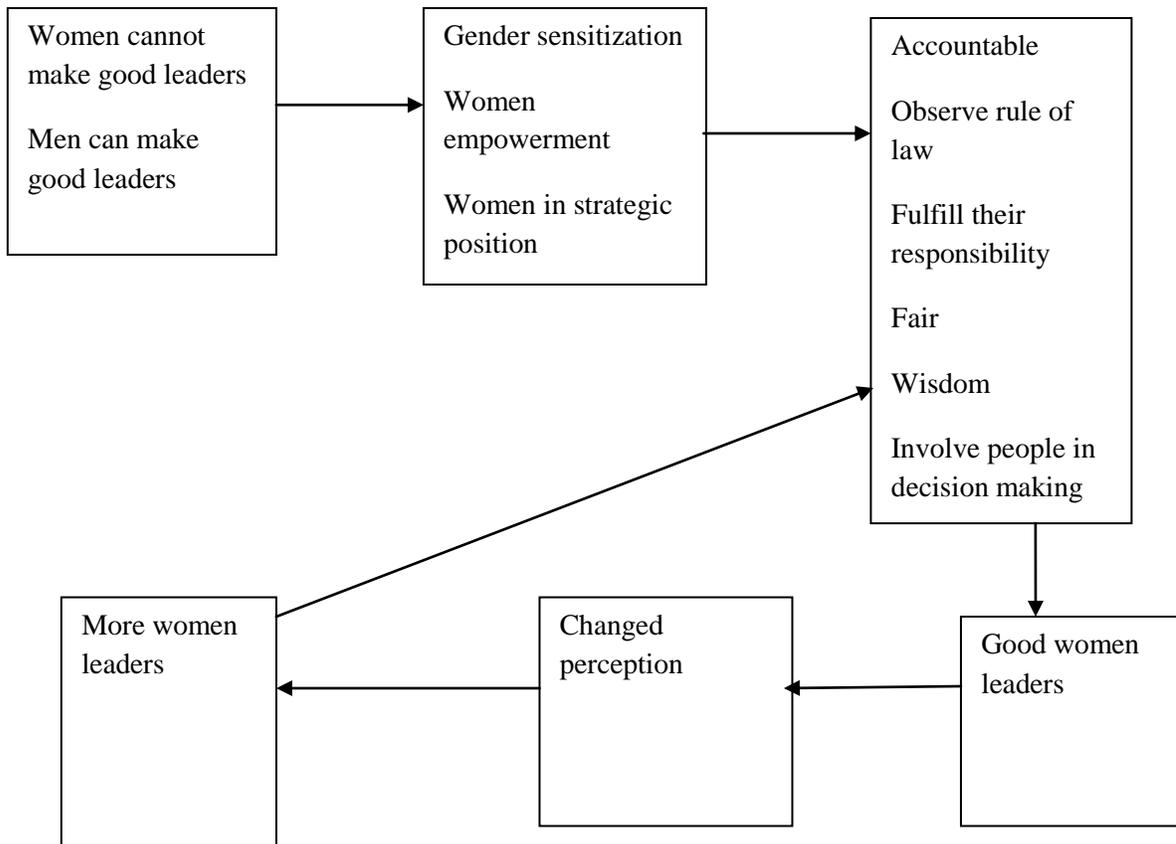
Most of African communities had a perception that women cannot make good leaders. This study had a perception that with gender mainstreaming women will be empowered and some will possess strategic posts. If those possessing strategic posts will observe the elements of good governance they will be good leaders resulting into changing community perception on women leaders and hence more women leaders. The conceptual framework below shows the relationship of the study variables

Conceptual Framework

Perception community

Gender mainstream

Elements of good governance



Source; Authors construct, 2013

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews various literatures related to key issues of the study which are key concepts, leadership, good governance and women in leadership. The chapter is organized into two main section which are; theoretical literature review and empirical literature review. Theoretical literature review is further divided into subsections such as; conceptualization of key concepts, principles of good governance, leadership theories, importance of leadership and empirical literature review.

2.2 Theoretical Literature Review

2.2.1 Conceptualization of Key Concepts

The key concepts dealt with in this section are: a leader, leadership, gender, performance, governance and good governance.

2.2.1.1 Leadership

The term leadership has been defined differently by different people depending on the context in which the author is based. Armstrong (2008) refers leadership as a process of developing and communicating a vision for the future, motivating people and gaining their engagement. Leadership is the process of influencing the activities of an organized group towards goal setting and goal achievement (Stogdill, 1986). Lipman and Blumen (1994) defines leadership as the initiation of a new structure or procedure for accomplishing an organization's goals and objectives and according to Kenzevich (1975), leadership is a force that can initiate action among people, guide activities in a given direction, maintain such activities and unify efforts towards common goals. Jacques and Clement (1991) define leadership as a process in which an individual

provides direction for other people and carries them along in that direction with competence and full commitment.

According to Oyetunyi (2006), this perception of leadership signals a shift from bureaucracy (in which the leader tends to direct others and make decisions for them to implement) to non-bureaucracy where the emphasis is on motivation, inclusion and empowerment of the followers. Along the same lines, Hannagan (1995) and Botha (2005) define leadership as the process of motivating people to achieve specific goals. Hannagan, however, falls short of mentioning those motivational procedures that leadership offers to effect organizational change.

Robbin, P (2007) state that; Leadership is the ability to influence a group towards the achievement of a vision or set of goals. The source of this influence may be formal, such as that provided by the possession of managerial rank in an organization. Shackleton, V. as quoted by Torrington (2005) Leadership is the process in which an individual influences other group members towards the attainment of group or organizational goals. According to Karpin, (1995) leadership is the process of bringing about achievement of performance/business objectives without relying on the authority of the position. All employees should be encouraged to use their leadership skills and not rely on a person who may carry a little which bestows some authority.

Therefore, if someone has followers, he or she is a leader who has ability to inspire or influence others to strive in achieving organizational goals.

2.2.1.2 A Leader

An organization needs people who can direct staff towards the achievement of certain objectives. A leader is a person who has a vision, a drive and a commitment to achieve that vision, and the skills to make it happen (www.management.about.com). When we talk about vision, a leader sees a problem that needs to be achieved. Wong (2007) refers a leader to a person who influences a group of people toward the achievement of a goal.

A leader is the one who goes first and leader by example, so that others are motivated to follow her.

A leader has responsibility to define and achieve the task, to build up and maintain the team and to satisfy and develop the individuals within the team. A leader is the kind of person (with leadership qualities) who has the appropriate knowledge and skill to lead a group to achieve its ends willingly, (Jones, 2005). Therefore, to be a leader, a person must have a deep-rooted commitment to the goal that she will strive to achieve even if nobody follows her.

2.2.1.3 Performance

Performance has been defined differently by different writers,

According to ARDictionary (Ads by google) performance has been defined as the act of performing or doing something successfully, using knowledge as distinguished from merely processing it. According to the Oxford dictionary performance is defined as accomplishment, execution, carrying out and working out of anything ordered or undertaken. Campbell (1990) look performance as a behavior. It is something done by the employees. This concept differentiates performance from outcomes. Outcomes are the result of an individual performance, but they are also the result of other influences. Brumbach (1998) put forward that, performance means behavior and result. Behavior emanates from obstruction to action. Not just instrument for result, behavior are also outcome of their right. The product of mental and physical efforts applied to task and can be judged apart from results. Bates & Holton (1995) suggest that performance is a multidimensional construct, the measurement of which varies depending on variety of factors; they also state that it is important to determine whether the measurement objective is to assess performance outcome or behavior.

These definitions can be generalised that the value of the workforce depends on its members achieving adequate levels of competence. There is a need to undertake assessment of workers performance, also in managing the employee performance both behavior and results needs to be considered.

2.2.1.4 Governance

Various scholars view governance differently. UNDP view governance as the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences, UNPD (1997). Governance is about how governments and other social organizations interact, how they relate to citizens, and how decisions are taken in a complex world. Thus governance is a process whereby societies or organizations make their important decisions, determine whom they involve in the process and how they render account (Graham 2003). Governance is the process by which authority is conferred on rulers, by which they make the rules, and by which those rules are enforced and modified. Thus, understanding governance requires an identification of the rulers and the rules, as well as the various processes by which they are selected, defined, and linked together and with the society generally (www.worldbank.org).

Mandago (2003) defines governance as the exercise of economic, political and administrative authority to manage country's affairs at all levels. It comprises mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. "Governance in general can be confusing phrases that could mean various things to various people" (Mgonja 2006). Governance on the other hand, is a cumulative result of the behavior and practice within and among governments.

The term “Governance is derived from the Greek word “kyberman “and kybernets “meaning to steer and to pilot, or be at the helm of things” (Fonseka, 2000) therefore the word ‘governance denotes an overall responsibility or the exercise of authority for both the political and administrative functions. Governance also implies ensuring moral behavior and ethical conduct in the task of governing (Fonseka, 2000). Therefore, Governance refers to an act of governing and ability to make and enforce rules, and deliver services, whether that government is democratic or not.

2.2.1.5 Good Governance

Good governance is a more confusing phrase as it is hard to tell what is good and what is bad, and in what perspective this is so, (Mgonja, 2006). Lumbanga (1999) state that Good governance is the exercise of official powers in the management of a country’s resources in an effort to increase and utilize such resources for the betterment of life. The exercise of power spells out the conditions and environment for participation by the various stakeholders. Mgonja (2006) sees good governance as a situation where government should be owned by citizen at large and be efficient and effective in meeting the economic, social and political needs of the society.

Attributes of good governance include electoral democracy, protection of human rights and freedom, efficiency in the delivery of services by public official, participation of citizens in political, economic and social decision making, an informed and skilled society that is aware of and ready to legitimately defend its rights and freedoms and to hold its governors accountable. Good Governance impels a manner in which power is exercised in the management or resources for sustainable development. The term good governance refers to the way government carries out its work. It is “Among other things participatory, responsive, transparent, accountable, effective, equitable and that promotes the rule of the Law? (UNDP, in IDLO, 2003). According to OECD, good governance encompasses, the role of public authorities in establishing the environment in which economic operators function and determine the distribution of benefits as well as the relationship between the ruler and the ruled (in IDLO, 2003). Good governance

assumes the government's ability to maintain social peace, guarantee law and order, promote or create conditions necessary for economic growth, and ensure a minimum level of social security

From the above definitions, good governance is seen to have three dimensions: political, economic and administrative/managerial governance. There is a very close correlation between development and good governance is no longer seen to concern only the government but other development players as well: the private sector and the civil society. Others are Central Government and Local Government.

2.2.1.6 Gender

Gender refers to the social attributes and opportunities associated with being male and female and the relationship between men and women and girls and boys, as well as the relations between women and those between men, (ITU, 2000). These attributes opportunities and relationships are socially constructed and are learned through socialization process. FAO (1997) defined gender as the relations between men and women, both perceptual and material; Gender is not determined biological, as a result of sexual characteristics of their women or men, but is constructed socially. According to WHO (2013) refers gender to the socially constructed roles, behaviour, activities and attributes that a particular society considers appropriate for men and women.

Therefore, gender is often used to mean the natural sexual orientation of a person, for instance female or male.

2.2.2 Principles of Good Governance

According to Wikipedia, the Free Encyclopedia and UNESCAP, governance and good governance are the two terms that are increasingly used in development literature. The donor organizations and development agencies use the good governance as a basis for provision of aid to governments of the developing world. The term governance was then applied in management science to mean the process of making decisions that are aided with effective management and steering into better decisions. To date the term can be

used in several ways and contexts. Good governance” is a term that has become a part of the vernacular of a large range of development institutions and other actors within the international arena. What it means exactly, however, has not been so well established, Gisselquist (2012).

Good governance is among other things, participation, transparent and accountable, in order to ensure that political, social and economic priorities are based on a broad consensus in society, Agere (2000). Also the voice of women and other most vulnerable are heard in the decision making processes regarding the allocation of resources. For this study different elements of good governance such as participation, responsibility, accountability, rule of law and fairness will be discussed in relation to the performance of women.

Participation

Participation refers to equal participation by all members of society as the key element of good governance, with everyone having a role in the process of decision-making. People’s participation and the government’s responsiveness towards serving the people are inseparable features of governance (URT, 1999).

To foster opportunities for people engaging them in social, political and economic development and instill in them a sense of responsibility and empowerment for shaping their own destiny and holding their leaders accountable. Participation needs to be informed and well organized. It implies that there is going to be the freedom of association and expression on the one hand and the civil society on the other hand.

For women leaders to involve others in improving performance are important, so the study shows if women leaders use participation as one of the methods of performance through involving people’s ideas in making decisions.

Rule of law

Good governance cannot be realized if the rule of law is not maintained through the impartiality and effectiveness of the legal system. Rule of law means the protection of human rights (particularly those of minorities), independent judiciary and impartial and incorruptible law enforcement agencies, www.edrc.ro/docs. The rule of law involves a variety of conditions, being strongly connected to good administration of justice, good legal framework, verified dispute mechanisms, equal access to justice, and the independence of judiciary workers.

(Kho, 2009) assert that there was a World Bank study which analyze that rule of law is an important factor which influencing the prospect of countries development. It is important for both domestic and external reasons. If political leaders wish to learn the trust of the people, one of the way in which they can do it is to have a fair justice system in place. The study was interested on looking at how women leaders protect employee's right in the office and if the leaders follow rules and regulations in handling different phenomena in work.

Transparency

Good governance is also based on the transparency in decision-making process, which ensures that information is freely available and accessible to those involved or affected by the decisions taken. Transparency therefore means free access to information. And it is always connected to accountability (Agere, 2000); the purpose of accountability is to allow citizens, markets or governments to hold others accountable for their policies and performance (Malunde, 2008). Also this requires making public accounts verifiable providing for public participation in government policymaking and implementation, and allowing contestation over choices impacting on the lives of citizens. The study intended to observe the women leaders openly to employees, and looking if leaders ensure that policies and seculars are available and accessible to employees.

Equity and inclusiveness

It is important to promote gender equity so that to ensure fair availability of opportunities for women and men URT (1994) quoted in Mujungu report. All members of the society shall feel that each of them has a stake in it and no one feels that he/she is excluded from the mainstream of society. This implies that all groups and women in society have an opportunity to improve and maintain their well being (www.mercycorps.org).

Accountability and Responsibility

Last, but not least, accountability and responsibilities are key requirements of good governance, with all of the participants in the political and economic processes being accountable for their decisions to each other, (www.edrc.ro/docs).

Accountability and responsibility are two important coordinates that refer to the availability of the local authorities to respond to the specific demands of each minority group. The holding responsible elected or appointed individuals and organizations charged with a public mandate to account for specific actions, activities or decisions to the public from whom they derive their authority, Agere (2000). They are required to present this account to a nominated person. The presentation of this account is governed by certain rules and procedures, which may vary in sophistication. Who is accountable to who varies depending on whether decisions or actions taken are internal or external to an organization or institution.

In general, an organization or an institution is accountable to those who will be affected by its decisions or actions. Therefore good governance requires leaders to be accountable and responsible to the public and to the employee' about what they have done, what key and failures will do.

2.2.3 Leadership Theories

Leadership has evolved over time and has taken different forms. Views on leadership theories have been changing over the years. Oyetunyi (2006) asserts that the leadership paradigm has changed over the last decades; and that it has transited from the traditional leadership approaches to the new perspectives.

According to Nkata (2006), leadership theories recognize that effective leadership depends on the interaction of three factors namely: the traits and behaviors of the followers, the characteristics of the followers and the nature of the situation in which leadership occurs.

As such, the following leadership theories provide scholars with a vision and introduce leadership behaviors that may assist women leaders to better manage their organizations in different situations.

Trait Theories

This is the first academic theory of leadership. Trait theory tries to describe the types of behavior and personality tendencies associated with effective leadership. Wolinski, (2010) refers this theory postulates that people are either born or not born with the qualities that predispose them to success in leadership roles. Heifetz, (1994) traces the trait theory approach back to the nineteenth-century tradition of associating the history of society to the history of great men.

It was believed that through this approach critical leadership traits could be isolated and that people with such traits could then be recruited, selected, and installed into leadership positions (Bolden, 2003). Also Bolden explain more about this approach which was common in the military and is still used as a set of criteria to select candidates for commissions. The problem with the trait approach lies in the fact that almost as many traits as studies undertaken were identified. After several years of such research, it became apparent that no consistent traits could be identified. Although some

traits were found in a considerable number of studies, the results were generally inconclusive.

Situational Theories:

The results of the trait studies were inconclusive. Traits, amongst other things, were hard to measure. How, for example, do we measure traits such as honesty, integrity, loyalty, or diligence? Another approach in the study of leadership had to be found.

Situational theory tends to focus more on the behaviors that the leader should adopt, given situational factors (often about follower behavior), IAAP, (2009). The primary factors that determine how to adapt are an assessment of the competence and commitment of a leader's followers; the assessment of these factors determines if a leader should use a more directive or supportive style, Wolinski (2010).

Situational theories propose that leaders choose the best course of action based upon situational variables. Different styles of leadership may be more appropriate for certain types of decision-making. Furthermore Wolinski (2010) asserts an example on leadership; in a situation where the leader is the most knowledgeable and experienced member of a group, an authoritarian man might be most appropriate. In other instances where group members are skilled experts, a democratic style would be more effective

Contingency Theories:

This theory states that a leader's effectiveness is contingent on how well the leader's style matches a specific setting or situation, Wolinski, (2010), contingency states that effective leadership depends on the degree of fit between a leader's qualities and style and that of a specific situation or context. Contingency theories of leadership focus on particular variables related to the environment that might determine which particular style of leadership is best suited for the situation. According to this theory, no leadership style is best in all situations. Success depends upon a number of variables, including the leadership style, qualities of the followers and aspects of the situation.

The major theories contributing towards this thought is Fiedler contingency theory and the Hersey-Blanchard model of leadership. Starting with Fielder contingency theory, this theory postulates that there is no single best way for managers to lead. The Fiedler contingency model bases the leader's effectiveness on what Fred Fiedler called situational contingency. This results from the interaction of leadership style and situational favorableness (later called "situational control"), www.vectorstudy.com.

In (Kalunda, 2006), shows that the effectiveness of leadership is high where leader has control over the situation. In order to determine the situation Fielder introduce three factors which are; First, **Leader member relations**: How well do the manager and the employees get along? Second, **Task structure**: Is the job highly structured, fairly unstructured, or somewhere in between? Third, **Position power**: How much authority does the manager possess? Bolden, (2003). This theory is that effectiveness of leadership is dependent upon the compatibility between a particular style of leadership and the situation, Kalunda (2006). Leadership can be very effective wherever it suits to that situation and unsuitability to situation results in effectiveness of leadership, Fiedler (1971).

In contrast, Hersey-Blanchard Leadership Theory as reported in Kalunda (2006) asserts that effectiveness of leadership depends upon situational factors and acceptance of followers. This model posits that the developmental levels of a leader's subordinates play the greatest role in determining which leadership styles (leader behaviors) are most appropriate. This theory identifies styles of leadership such as; **Telling**, this style of leadership is activities of people must be planned, directed and monitored by leaders since their attitudes are below average. **Participating**, the effectiveness comes from good relationship and interactions between people and leaders during focus on task. **Delegating** this style is appropriate for leaders whose followers are ready to accomplish a particular task and are both competent and motivated to take full responsibility. Delegating style is best matched with a high follower readiness level, Bolden (2003).

Path-Goal Theory

As reported on Wolinski (2010) this theory is about how leaders motivate followers to accomplish identified objectives. It postulates that effective leaders have the ability to improve the motivation of followers by clarifying the paths and removing obstacles to high performance and desired objectives. Effective leaders will help employees reach personal and organizational goals by pointing out the paths they should follow and providing them with the means to do so, (Evans, 1999 quoted on Nsubuga).

As quoted on Nsubuga report (2008) under this theory there are four leadership styles that leaders can adapt to facilitate employee attainment of goals:

1. Directive leadership where the leader tells subordinates what they should do and how they should do it.
2. Supportive leadership where the leader shows concern and support for the subordinates.
3. Participative leadership where the leader allows subordinates to participate in decisions that affect their work.
4. Achievement-oriented leadership where the leader sets challenging goals for subordinates and emphasizes high levels of job performance.

However, under this theory, the leadership style that will be most effective depends on characteristics of the situation and of the subordinates; although in most instances leaders must be flexible and adopt whichever style is called for. It was therefore imperative to establish whether this was the case amongst women leaders in Tanzania.

Transformational Theories:

Wolinski (2010) assert that transformational theory states that leadership is the process by which a person engages with others and is able to create a connection that results in increased motivation and morality in both followers and leaders. Also Yulk, (2010) assert transformational leadership focuses more on attaining practical organizational

objectives. According to Bass (1985) refers transformational leaders who are able to achieve three things: (1) to make followers aware of the importance of task outcomes. (2) To induce followers to transcend personal interest for the sake of the team or organization and (3) to move followers toward higher orders.

For that case the followers will feel confidence to leaders and report to them with feeling greater trust, admiration, loyalty and respect. In addition, transformational leadership typically describes how leaders can initiate, develop, and implement important changes in an organization.

2.3 Relationship Theories:

According to Agere (2000); Relationship theories, also known as transformational theories, focus upon the connections formed between leaders and followers. Transformational leaders motivate and inspire people by helping group members see the importance and higher good of the task. These leaders are focused on the performance of group members, but also want each person to fulfill his or her potential. Leaders with this style often have high ethical and moral standards.

Therefore, for the case of this study situational theory, contingency theory, path-goal theory and transformational theory are theories which shows the effectiveness of leadership which comes from good interaction between leaders and followers whereby a leader can work according to the situation and can make employees attain organization goals through participation, by being fair therefore accountable and responsible at the same time.

2.4 The Importance of Leadership

Effective leadership helps nation through times of peril. It makes a business organization successful. It enables a not-for-profit organization to fulfill its mission. Without leadership, organizations move too slowly, stagnate, and lose their way. Much of the literature about organizations stresses decision-making and implies that if decision.

We are convinced that the weakest link in business, industry, and government today is leadership. It is not technology; it is not tools or equipment; it is not facilities; it is not the skills of employees; it is not systems and procedures. It is leadership
<http://highered.mcgraw-hill.com>

The rapid growth of women leaders in institutions and the ever-increasing performance will require improved management. Subordinate at different levels will also require new leadership approaches in order to enhance efficiency and effectiveness. Schermerhorn, Hunt and Osborn (2000) maintain that leadership is the heart of any organization, because it determines the success or failure of the organization.

Leadership is the composite of abilities and characteristics of an individual leader of the environment in which he operates and of the relationship developed between the leader and the led. It is very important to have good leadership for an organization to succeed as employees will only follow a good leader and respond positively towards their direction, Simfahlan (2012), a good leader will have ability to obtain the highest quality from subordinates that they have the capacity to render. True leadership is a positive force, based on cooperation and mutual trust. A poor leader will often fail to win over staff and have problems communicating with workers.

Leadership is an important function of management which helps to maximize efficiency and to achieve district goals. The following points justify the importance of leadership in a concern from <http://www.managementstudyguide.com>

Initiates action- Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.

Motivation- A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.

Providing guidance- A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.

Creating confidence- Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.

Building morale- Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.

Builds work environment- Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.

Co-ordination- Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.

2.5 Empirical Literature Review

Nsubuga (2008) conducted a study on analysis of leadership styles and school performance of secondary schools. The study recommended the use of democratic style in leadership through sharing decision making powers with the employees, take employees opinion in achieving organization objectives.

Wube (2010) revealed that factors affecting the performance of women entrepreneurs in micro and small enterprises. The study recommends that business training to micro and small enterprises so that women entrepreneurs can stand with competitions and improve managerial skill.

Ernest (2009) conducted a research on Women and Land Ownership rights in Kilimanjaro. He recommends that NGOs activities should provide free legal assistance for women to have land ownership. Seminars for women to accompany with education that sensitizes women about land rights and involve them in matters affect the society such as land control, decision making and leadership.

Kiamba (2008) also conducted a research on Women and Leadership Positions: Social and Cultural Barriers to Success. The study suggest to change women mindset which requires further work in developing strategies to empower women to have confident to attain leadership position without waiting for those positions to be given to them.

Nyakunga (2010) research on An Investigation of Factors Responsible for the Barriers facing Women in their Progression to Senior Leadership Positions in Tanzania. He report that most women are not holding executive positions due to the barriers facing them in their progression to senior leadership positions which are the inequality between men and women as a problem in global history, women have been compounded by poverty which equalizing their opportunities in the economic, social and political sphere.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains a discussion on various methodological techniques, which were employed. It includes the research design, area of the study, population of the study, sample size, sampling procedures, data collection methods, and data analysis techniques and data presentation.

3.2 Research Design

A research design is the clear plan and condition for collecting and analysis of data in the manner that aim to combine relevance to the research purpose with economy in procedure, in fact, research design is the conceptual structure with which research is conducted (Kothari, 2004). According to Milanzi (2009), case studies are detailed investigations of individuals, groups or departments in an organization, or a whole organization.

This study used a case study design whereby both qualitative and quantitative approaches were also used. Case study design was used due to the following reasons; to get extensive or detailed information from a selected part of the study population. When someone is dealing with one case, he/she is likely to get enough information about the issue of study. Also the case study design reduce time wasting because there is no movement from one place to another for the purpose of finding data, not only that but also it enable the researcher to come up with the focused study where by a sample unit is to be intensively studied.

3.3 Area of the Study

The area of the study was Mvomero District Council which is one of the six districts of the Morogoro Region of Tanzania. It is bordered to the north of Tanga Region, to the northeast by the Pwani Region, to the east southeast by Morogoro Rural District and Morogoro Urban District and the west by Kilosa District. According to 2002 Tanzania National Census, the population of the Mvomero District is 260,525. The total land area is about 7.325 Km². The District is administratively divided into 4 divisions, which in turn are subdivided into 17 wards, 101 villages and 577 hamlets. The population of Mvomero mainly consists of Waluguru, Wakagure and Wakwere. The population is 260,525 of which 131,256 are males and 129,269 female.

The majority of Mvomero district resident depend on agriculture, fishing and livestock rearing as main source of income. Main food crops are maize, cassava, sweet potatoes, sorghum, cassava and paddy.

The researcher chose the area because of accessibility of information. Also the district had a history of having women leaders in position of District Executive Director, District Commissioner and Heads of Department.

3.4 Population of the Study

Target population refers to whole population from which sample was selected (Clare, 1962). The study target population was leaders and all employees of headquarter and rural areas at Mvomero District Council. Table 3.1 shows the different groups of population involved in the study.

Table 3.1 Groups of Population involved in the Study

District Executive Director
Heads of Department
Councilors
Wards Executive Officers

Source: Field data, 2013.

3.5 Sample Size

A sample is a subset of a population. It is a portion of a population that is studied to learn about the population (Milanzi 2009). Where sampling means an activity in which a portion rather than a whole population is selected for survey or for the study.

Due to the fact that the researcher could not study the whole population at Mvomero District Council, the study had drawn a sample of 75 people. Table 3.1 provides a summary of study respondents.

Table 3.2 Respondents (n=75)

Respondents	Number of Respondents	Percentage
District Executive Director	01	1
Heads of Department	13	17
Councilors	3	4
Wards Executive Officers	2	3
Other Employees	56	75
Total	75	100.00

Source: Field data, 2013.

Table 3.2 shows that, study respondents included 1 (1%) district executive director, 13 (17%) heads of departments, 3 (4%) councilors, 2 (3%) wards executive officers and 56 (75%) employees.

3.6 Sampling Techniques

Sampling techniques are the method used to obtain sample from a target population. The study involved two types of sampling techniques, which are simple random sampling and purposive sampling.

3.6.1 Purposive Sampling

It is also called judgmental or deliberate sampling. The choice of the sample elements depends exclusively on the discretion of the investigator (Milanzi, 2009). This sampling implies that a researcher exercises his/her judgment to select elements targeted or people whom the research or thought that they are informed on issues studied. Sampling considered the most appropriate in giving relevant information concerning the study.

The researcher selected 14 respondents includes; the District Executive Director and Heads of department using the technique because they are appropriate for the study, thus have ideas and knowledge concerning the study.

3.6.2 Simple Random Sampling

It is the method in which each individual in the population is given an equal chance to be selected as a sample and it avoids biased responses, (Kothari 2004).

The researcher used simple random sampling because it avoids biasness of responses. The study respondents were among 61 employees at Mvomero District Council employees at the headquarter and rural areas. The researcher used a lottery styles in choosing the sample because the population to be chosen was not too large. Names of all employees were written on paper which were folded and then mixed thoroughly in a container whereas the researcher drawn one piece after each mix until the intended number was drawn. Lottery is a good way of choosing population because it avoids biasness.

3.7 Data Collection Methods

Both primary and secondary data were considered important in data collection process due to the fact that they support each other.

3.7.1 Primary Data

This is the first hand data which was collected by researcher by its own observation to solve any problem or to take decision. Primary data helps researcher to solve those problems which are new in nature. Primary data were collected through; interview and questionnaires.

3.7.1.1 Interview

The interview method of data collection, involves presentation of all stimuli and reply in terms of oral verbal responses (Kothari 2004). Semi structured interview was conducted to the respondents from both top management and other staff who were interviewed. The

interviews were conducted in two different languages (Swahili, and English), depending on the wish/interested of the respondents.

Researcher interviewed 10 people including; the district executive director, 7 heads of department, and 2 employees because some of them had no time to fill questionnaires due to office obligations whereby sometimes they were busy with meeting and works out of office. This is because when the researcher was collecting data it was a period for preparation of government budget. The interview was face to face interview (personal interview).

3.7.1.2 Questionnaire.

Questionnaires are prepared by a researcher containing questions always simple ones from which the researcher wants to gather some information. In this method a questionnaire is sent to the person concerned with the request to answer the question and return the questionnaire (Kothari, 2004).

Questionnaires with both closed and open ended questions were used to 65 respondents who had no time for interview. The researcher decided to use the questionnaire method because it has the following advantages, it is free from bias of the interviewer; answers are in respondents' own words, there is low cost even when the universe is large and is widely spread geographically, also the respondents have adequate time to give well thought out answers (Kothari, 2004). However this method has got disadvantage in the sense that not all questionnaires may be returned.

3.7.2 Secondary Data

Secondary data are information which researchers get from different sources such as; journals, reports, books and other sources.

3.7.2.1 Documentary Source

Documentary method is about gathering data from secondary source, (Ndunguru, C, P 2007). Secondary data that were obtained from various documents which a researcher deemed to be relevant to the study. Researcher obtained information from different sources including; office files, reports concerning the performance of leaders for each year, and papers presented during the seminars from Mvomero district council, and other published or un-published reports concerning the performance of women leaders consulted when searching for relevant information. More information obtained by reviewing various documents relation to the area of the study which is available and relevant to the study.

3.8 Data Analysis.

Data analysis refers to the computation of certain measures along with searching for pattern of relationship that exist among data groups (Kothari, 2004). After collecting data the researcher analyzed data manually to produce tables, numbers and percentages. Texts were analyzed using content analysis.

3.9 Data Presentation

The findings of the study were presented using tables, numbers, percentages and texts. The researcher went on discussing and making arguments that are based on study findings.

CHAPTER FOUR

FINDINGS ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents findings of the study about the performance of women leaders in Tanzania using Mvomero District Council as a case study. The chapter is divided into six sections including; Introduction, characteristics of the respondents, the performance rate of women leaders based on elements of good governance, the factors affecting performance of women leaders, employee's perceptions on women leadership and views on enhancing women leaders' performance.

4.2 Characteristics of Respondents

It was important to analyze the characteristics of respondents of the study such as age, gender and level of education based on assumption that they might have effect on studied variables.

4.2.1 Age of Respondents

Age of the respondents was asked since it was assumed that age can influence people's perception due to different experiences. The findings are as summarized in Table 4.1.

Table 4.1: Age of Employee Respondents (n=75)

Age group	Number	Percentage
25-30 years	09	12
31-40 years	24	32
41-50 years	28	37
Above 50 years	14	19
Total	75	100.00

Source: Field data, 2013.

Table 4.1 shows that 28 (37%) respondents had age between 41 and 50 while 24 (32%) respondents had age between 31 and 40 years. 14 (19%) respondents were above 50 years of age while 9 (12%) had age between 25 and 30 years. The findings show that

majority employees were mature and have worked for some time with different leaders thus able to tell the difference.

4.2.2 Education

The researcher thought to know the education level of study respondents based on assumption that it may have influence on ones perception and understanding with respect to gender and leadership. Table 4.2 summarizes the findings.

Table 4:2 Education Levels of Respondents (n=75)

Education level	Number	Percentage
Primary	20	27
Secondary	25	33
Tertiary	30	40
Total	75	100.00

Source: Field data, 2013.

Table 4.2 shows that, 30 (40%) respondents had tertiary education while 25 (33%) had secondary education. The rest 20 (27%) had primary education. The findings show that, 73 percent of respondents had secondary and tertiary education which is enough for understanding governance and judging appropriately on whether it is good governance or bad governance.

4.2.3 Sex of Respondents

Moreover, the researcher assumed that gender might have influence on individual perception on men and women leadership. The sex of respondents was as shown in table 4.3.

Table 4.3 Sex of Respondents (n=75)

Sex	Number	Percentage
Female	41	55
Male	34	45
Total	75	100.00

Source: field data, 2013.

Table 4.3 indicates that 41 (55%) out of 75 respondents were females while 34 (45%) were males. The result shows that, the study sample had more female (55%) as compared to male (45%). This is likely to produce good results because men can have been affected by perceptions from their culture.

4.3 The Performance Rate of Women Leaders’ Based on Selected Elements of Good Governance.

The first objective aimed at testing women leaders’ performance using the principles of good governance which are participation, accountability, responsibility, rule of law and fairness/equality To achieve the objective the researcher asked a number of questions about the performance of the top executive who is a woman and heads of departments both men and women to all respondents.

4.3.1 Participation

The researcher wanted to know if the District Executive Director and head of departments value employee’s ideas and involve employees in decision making processes and hence workers participation. Respondents were given opportunity to rate their leaders performance with regard to valuing employee’s ideas using very good, good, and poor scale. Table 4.4 shows the results of finding.

Table 4.4 Performance Rate with Regard to Participation (n=75)

Responses	Number	Percentage
Very good	27	36
Good	34	45
Poor	09	12
No comments	05	7
Total	75	100.00

Source: Field data, 2013.

Table 4.4 shows that, 34 (45%) respondents said that the performance of District Executive Director and heads of department with regard to participation in valuing employees ideas is very good while 27 (36%) said it is good. 9 (12%) said it is poor while 5 (7%) said no comments. The findings show that 61 (81%) were satisfied with the performance of the District Executive Director and heads of departments on valuing

employees ideas. Those who said the performance is poor and those who said have no comments are 14 (19%) only. This implies that the performance of women leaders with regards to participation is good as indicated by 81 percent who rate good and very good.

When respondents were asked to tell their observation on whether the District Executive Director and the heads of departments seek people’s ideas in making decisions the responses were as summarized in table 4.5.

Table: 4.5 Employees Opinion on Leaders Seeking People’s Ideas in Making Decisions (n=75)

Responses	Number	Percentage
Yes	32	43
No	43	57
Total	75	100.00

Source: Field data, 2013.

Table 4.5 reveals that 43 (57%) respondents out of 75 said that the District Executive Director and heads of department are not seeking people’s ideas in making decisions while 32 (43%) respondents said yes. The finding implies that leader’s value employee’s ideas when ideas are communicated but only a fraction take initiative to seek people’s ideas.

Through interview the researcher asked the same question because the interviewees were given statements (i:e Do District Executive Director and heads of departments seek people’s ideas in making decisions). The four statements made by respondents were as follows:

“It is important for us to be involved in several decisions for example in changing the district policies and laws we have to be there to provide our opinion”. The statement implies that employees knew the importance of being involved and were eager. Such statement also reveals that involvement was a concern which means that they were not satisfied hence a use of the interview as a platform.

“I do not even know my executive; we are not involved in any meeting with district officials or even asked to suggest ideas for district development, so how can I say there is participation”. The statement implies that the District Executive Director and heads of departments layerly seek employee’s ideas on various issues that need discussions.

“We are trying to move away from working as individuals to working as teams collaboratively. Once the employees see that I believe that others will be work hard. This district will soon be one of the best organization in the country and of course very effective”. The statement above implies that working in collaboration or as a team results into hard working. Furthermore the statement shows that there are efforts to seek employee’s ideas and people hope that the district council will soon be a best organization.

“There are situations when you have to take decision without consultations or when you feel consulting will delay the process of decision making so under such circumstances I have to make decision without consulting anyone”. The statement implies that not always or at all time employees can be involved through seeking their views because some issues are confidential. Such statement seems to be given by a leader, thus of a view that leaders are worried on delaying processes going on.

4.3.2 Accountability

The researcher wanted to know how employees rate the performance of the District Executive Director and heads of departments in the responsibility to complete the task assigned, to perform the duties required and fulfill the goals of employees and organization based on accountability. Respondents were asked to rate leader’s performance using very good, good, and poor scale. Table 4.6 shows the result.

Table 4.6 Performance Rate with Regard to Accountability (n=75)

Responses	Number	Percentage
Very good	35	47
Good	32	43
Poor	08	10
No comments	00	00
Total	75	100.00

Source: Field data, 2013.

Table 4.6 shows that 35 (47%) respondents out of 75 said that, the District Executive Director and heads of departments performance is very good with regard to accountability while 32 (43%) said it is good. The rest 8 (10%) respondents said that the District Executive Director and heads of departments performance with regard to accountability is poor. Result indicates that majority respondents (90%) were satisfied that the District Executive Director and heads of departments are accountable leaders.

Through interview the researcher asked ten respondents to comment on how they rate the performance of the District Executive Director and heads of departments based on accountability. The following statement was given:

“Every leader has his/her own style. This one is different from the former executive. She has been able to create a strong teamwork among staff. She works with us. She is everywhere and she attends all the staff meetings in the office. She is accountable in her work”. The statement implies that in comparison, the current District Executive Director who is a woman is performing well with regard to accountability.

However, the researcher also wanted to know if the District Executive Director and heads of departments are readily available in office most of the time when not away on duty. Respondents were asked to say yes if they are readily available and no if not. The findings are summarized in table 4.7.

Table 4.7 Employees Response in Availability of Leaders in the Office (n=75)

Responses	Number	Percentage
Yes	68	91
No	07	09
Total	75	100.00

Source: Field data, 2013

Table 4.7 shows that 68 (91%) respondents out of 75 said yes the District Executive Director and heads of departments are available in office most of the time while 7 (9%) said no. Based on the findings majority respondents (91%) appreciate the accountability of leaders based on accountability in office when needed for consultation. This implies that leaders are readily available in their offices thus highly accountable.

4.3.3 Rule of Law

The researcher wanted to know how employees rate the performance of the District Executive Director and heads of departments in protection of employee’s rights in respect of the rule of law. Respondents were supposed to use very good, good and poor scale in rating the performance of their leaders. The findings were as summarized in table 4.8.

Table 4.8 Performance Rate with Regard to Rule of law (n=75)

Responses	Number	Percentage
Very good	10	13
Good	42	56
Poor	17	23
No comments	6	8
Total	75	100.00

Source: Field data, 2013.

Table 4.8 reveals that 42 (56%) respondents out of 75 said that the performance of the District Executive Director and heads of departments in respect of the rule of law is good while 17 (23%) respondents said the performance is poor. 10 (13%) respondents said the performance is very good while 6 (8%) respondents said they have no comments. The results imply that the performance of the District Executive Director and heads of departments with regard to rule of law is above average (69%).

Through interview the researcher asked employees to comment on how the District Executive Director and heads of departments are performing based on rule of law. The statement was reveals, one of employees said: *“To make people work happily and comfortable a leader must follow rules which will guide him/her and others. She has to use law for those misuse resources of the office but it takes time for people to get curt,*

law must be obeyed". The statement above implies that observation of the rule of law makes employees to work happily. Workers were not satisfied with the District Executive Director who is a woman on applying rule of law to those who misuse resources.

Moreover, researcher was interested on finding out how the District Executive Director and heads of departments follows rules and regulations in handling various phenomena at work, which is the one of elements of good governance. Employees were asked to state if rules and regulations are followed by saying yes or no. Table 4.9 shows the findings.

Table: 4.9 Employees Response on Observing Rules and Regulations at Work (n=75)

Responses	Number	Percentage
Yes	43	57
No	32	43
Total	75	100.00

Source: Field data, 2013

Table 4.9 shows that 43 (57%) respondents out of 75 said yes the District Executive Director and heads of departments follows rules and regulations in handling various phenomena at work while 32 (43%) said no. The results imply that more than half (57%) respondents were satisfied with the District Executive Director and heads of departments with regard to observance of rules and regulations at work. This shows that rules and regulations are not fully followed hence a gap to be filled.

4.3.4 Fairness/equality

It was necessary for the researcher to know if the District Executive Director and heads of departments are treating employees fairly or equally. Respondents were asked to rate the performance of leaders in respect to fair and equal treatment using very good, good, and poor scale. Table 4.10 shows the summary of responses.

Table 4.10 Performance Rate with Regard to Fairness/Equality (n=75)

Responses	Number	Percentage
Very good	38	51
Good	19	25
Poor	10	13
No comments	8	11
Total	75	100.00

Source: Field data, 2013.

Table 4.10 shows that 38 (51%) respondents said that the performance of the District Executive Director and heads of departments with regard to fairness/equality is very good while 19 (25%) respondents said it is good. 10 (13%) respondents said it is poor while 8 (11%) respondents had no comments. Such findings show that the District Executive Director and heads of departments are performing well in treating employees fairly and equally due to the fact that (76%) of respondents appreciated their performance.

During interview the researcher asked selected employees to comment on the performance of the District Executive Director and heads of departments on fairness. The two key statements were as follows:

“He is fair but not enough for everybody in our department, we want him full fairly to sustain work and development of this district”. The statement seems to be focusing on one of the head of department who was a man. This implies that even men who are perceived that can make good leaders have some shortcomings. Also this shows that we do not need to judge someone performance based on gender but we should judge someone as an individual.

One of employee from financial department said: *“There is no fairness at all here”*, when researcher asked the reason he did not reply. The statement raises some questions when you consider table 4.11 this person prefer favour from leader and not fairness. A part from that not all leaders are not fair at all.

4.3.5 Responsibility

Researcher wanted to know if the District Executive Director and heads of departments fulfill their responsibilities to employees by being answerable for their actions. Employees were asked to rate their performance using very good, good, and poor scale. Table 4.11 summarizes the findings.

Table 4.11 Performance Rate with Regard to Responsibility (n=75)

Responses	Number	Percentage
Very good	40	53
Good	17	23
Poor	18	24
No comments	00	00
Total	75	100.00

Source: Field data, 2013.

Table 4.11 shows that 40 (53%) respondents said that the District Executive Director and heads of department's performance with regard to responsibility is very good while 18 (24%) respondents said the performance is poor. The rest 17 (23%) respondents said the performance is good.

Based on the findings, majority (76%) appreciates the performance of the District Executive Director and heads of departments in respect of their responsibility.

Through interview the researcher also wanted to get comments on the performance of the District Executive Director and heads of departments on how responsible they are. Statements given included:

“Top executive is responsible for some instances, but there are matters concerning workers she does not put much effort to solve them at the right time”. This implies that the District Executive Director does not attend all matters equally.

“Being responsible to your followers is something important because they are the ones who does all works in office and if anything goes wrong a leader is responsible. So it's better always to be responsible to employees”. The statement above implies that leaders

realize the importance of being responsible and committed towards work and employees.

To make the study more interesting and knowing more responsibility of leaders, the researcher wanted to check if the District Executive Director and heads of departments ensure policies and seculars are available and accessible to employees. Respondents were asked to say yes if they are available and accessible and no if not. The findings are summarized in table 4.12.

Table: 4.12 Availability and Accessibility of Policies and Seculars (n=75)

Responses	Number	Percentage
Yes	39	52
No	36	48
Total	75	100.00

Source: Field data, 2013

Table 4.12 shows that 39 (52%) respondents out of 75 said yes with a meaning that the District Executive Director and heads of departments ensure that policies and seculars are available and accessible to employees while 36 (48%) respondents said no. Based on the findings the performance of leaders is above average (52%) thus a need to improve the situation. Policies and seculars are very important documents that guide operations and workers rights and responsibility.

During interview, the following statements were given;

“Since I started working here I have not seen any policy but just heard them during someone break them for misusing office funds, so I don’t know any policy”. This shows some employees were not aware with policies available at the district. Thus an evidence that there is no enough effort in ensuring that policies and seculars are available and accessible.

“Yes, as employee I think leader must provide policies at any time we want to know and understand well, maybe they can help improve our work for better development”.

The statement implies that employees understand the importance of policies and seculars to the organizational performance towards achieving the targeted goals.

Furthermore, the researcher wanted to know if the District Executive Director and heads of departments are confident at work. Employees were asked to rate leaders performance using yes and no scale. Table 4.13 shows the finding.

Table 4.13 Leaders Confidence at Work (n=75)

Responses	Number	Percentage
Yes	42	56
No	33	44
Total	75	100.00

Source: Field data, 2013

Table 4.13 shows that 42 (56%) respondents said that yes with a meaning that the District Executive Director and heads of departments are confident at work while 33 (44%) said no. The findings imply that slightly above average (56%) respondents appreciate the level of their leaders.

A part from the principles of good governance, the researcher wanted the respondents to rate the performance of leaders using other variables such as wisdom and the overall performance.

With regard to wisdom the researcher wanted to know if the District Executive Director and heads of departments have wisdom at their work. Employees were asked to rate the performance of leaders using high wisdom, moderate wisdom, low wisdom and no wisdom scale. Table 4.14 summarizes the findings.

Table 4.14 Employees Opinion on Leaders Rate Performance on Wisdom (n=75)

Responses	Number	Percentage
High wisdom	17	23
Moderate wisdom	49	65
Low wisdom	09	12
No wisdom	00	00
Total	75	100.00

Source: Field data, 2013

Table 4.14 shows that 49 (65%) respondents out of 75 said that the District Executive Director and heads of departments have moderate wisdom while 17 (23%) respondents said they have high wisdom. The rest 9 (12%) said that they have low wisdom.

The findings imply that (88%) respondents were satisfied with their leader’s wisdom in performing their work.

Moreover, to make the study more credible, it was felt necessary for the researcher to elicit the employee’s opinion on the overall performance rate of the District Executive Director and heads of departments. Respondents were asked to rate the performance of leaders based on excellent, very good, good, and poor. This was intended to find out the general performance of leaders especially women. Table 4.15 shows the summarized findings.

Table 4.15 Performance of District Executive Director and Heads of Department (n=75)

Responses	Number	Percentage
Excellent	13	17
Very good	21	28
Good	29	39
Poor	12	16
Total	75	100.00

Source: Field data, 2013.

Table 4.15 shows that 29(39%) respondents rate the performance of the District Executive Director and heads of departments as good while 21 (28%) rate the performance as very good. 13 (17%) respondents rate performance as excellent while 12 (16%) respondents rated the performance as poor.

Such findings imply that (84%) respondents appreciate satisfied and support the performance of the District Executive Director and heads of departments. Which imply that the general or overall performance of leaders is good.

During the interview the researcher expected some deep comments. The statements made include:

“I don’t see any performance of the leader, she just thinking of herself and other she likes, travelling a lot while people here were hungry”. This finding implies that employees are scared with the fringe benefits leaders are getting and the way they are spending money on travelling while employees are suffering from financial constraints. In other words they are saying that leaders do not balance the utilization of resources especially the financial resources. In my understanding travelling is highly associated with the system operation which requires leaders to travel a lot. It has nothing to do with women or men leaders with exception of individuals who travel more to attend their own affairs.

“Within the next two years this district will improve more in development. As soon as the leader increase performance and makes sure that she responds immediately to employees when they need her and listened to their opinions. As head of department my emphasis now is to ensure effective performance”. Such a statement shows that the current District Executive Director is performing well. Thus hope for district improvement in development.

4.4 Factors Affecting the Performance of Women Leaders

The objective aimed at identifying factors which affect the performance of women/men leaders so as to help the researcher to provide general suggestions on how to improve performance of leaders. The question on factors was included in the questionnaires and in interview guide used to respondents. Each respondent was asked to mention factors that affect women leaders’ performance. Table 4.16 presents the study findings.

Table: 4.16 General Factors Affecting Women Leaders' Performance (n=75)

Factors affecting women leaders performance	Number	Percentage
Political Influence	9	12
Lack of Commitment	20	27
Sexual Harassment	19	25
Lack of Support	10	13
Family Responsibilities	11	15
Corruption	6	8
Total	75	100.00

Source: Field data, 2013.

Table 4.16 shows that 20 (27%) respondents out of 75 suggested lack of commitment is one of factors which affects women/men leaders performance while 19 (25%) mentioned sexual harassment. 11 (15%) respondents mentioned family responsibilities while 10 (13%) respondents mentioned lack of support. 9 (12%) respondents mentioned political influence while 6 (8%) respondents stated corruption as factor that affects leaders performance.

Such findings show that, the most effective factors affecting women leaders were; lack of commitment (27%), sexual harassment (25%) and political influence (12%). However family responsibilities (15%) and lack of support (13%) cannot be undermined. Corruption is not a significant factor.

4.4.1 Lack of commitment.

This affects leader's performance as it results into lack of seriousness in whatever and hence poor performance. Sometimes it might be due to a lot responsibility.

4.4.2 Sexual harassment.

25% of respondents have a perception that this affects women leaders more as compared to men. However for the District Executive Director and heads of departments cannot be highly affected by this due to their positions. Probably the respondents focused on employees at sections and attached organization.

4.4.3 Family responsibilities.

To some extent this affects women leader's performance due to the fact 15% said that in Africa traditions women are more tied to family responsibilities such as taking care of sick members of the family, making sure that children are doing well and others. The 15% of those who mentioned this as a factor had a point to make.

4.4.4 Lack of support.

Especially from men or women with a notion that women cannot make good leaders, affects the performance of women leaders whereby it is only when they will highly use their power for tasks to be accomplished. The study shows that 13% identified lack of support as a factor that limits women leaders' performance. Women leaders need support from other employees so as to fulfill the goals of an organization.

4.4.5 Political influence.

Twelve percent listed political influence as a factor which affects women leaders' performance. This is when they are requested to a favour with politicians who belong to ruling party which its chairperson is responsible of appointing people for posts like District Executive Director.

4.4.6 Corruption.

This affects the performance of both men and women leaders because it was mentioned by 8%, corruption makes them to be unfair as well as less accountable for what they supposed to do. However through interview some employees said that most of women are less corrupt when compared to men.

4.5 Perceptions on Women Leadership

Likewise, the researcher was interested to know the employee's perception on women/men leaders' bearing in mind that for a quite long period people believed that women cannot make good leaders thus less confidence to women leaders. Employees were asked to state their perceptions. Table 4.17 presents employees perceptions on men and women leadership.

Table 4.17 Employees Perception on District Executive Director and Heads of Department (n=75)

Perception on women/men leaders	Number	Percentage
Women cannot make good leaders	06	08
Women can make good leaders	33	44
Only men can make good leaders	14	19
Both men and women can make good leaders	22	29
Total	75	100.00

Source: Field data, 2013.

Table 4.17 shows that 33 (44%) respondents out of 75 had a perception that women can make good leaders while 22 (29%) respondents believed that both men and women can make good leaders. 14(19%) respondents said only men can make good leaders while 6 (8%) respondents said women cannot make good leaders.

4.5.1 Women can make good leaders.

Based on the findings you can see that 44% of respondents had confidence in women leaders. This implies that nearly half of employees appreciate women leaders due to their performance.

4.5.2 Both men and women can make good leaders.

29% had confidence in both men and women leaders. This shows that the perception is equal that any person with qualifications can be a leader with regard to qualifications and knowledge in leadership.

4.5.3 Only men can make good leaders.

19% employees perceived men as the only one who can make good leaders. This shows that some people still do not appreciate women in leadership even if they are performing well.

4.5.4 Women cannot make good leaders.

Through findings 8% of respondents do not appreciate women as good leaders. This shows that they believe that men are the one who can make good leaders.

In order to make the study more credible, the researcher wanted to find out the number of employees lead by women and men, who wish to be lead by women or men and for those who prefer to continue being lead by men or women. Table 4.18 indicates the findings.

Table 4.18 Responses on Those who Wish to be Lead by Men or Women

Number of those lead by women	Those who wish to be lead by men		Those who prefer to continue being lead by women		Number of those lead by men	Those who wish to be lead by women		Those who prefer to continue being lead by men	
	Number	Percent	Number	Percent		Number	Percent	Number	Percent
34	10	29.4	24	70.6	41	21	51.2	20	48.7

Source: Field data, 2013.

Table 4.18 shows that 41(54.7%) people are lead by men while 34 (45.3%) lead by women. Out of 34 who lead by women, 24 (70.6%) said they prefer to continue being lead by women while 10 (29.4%) said they wish to be lead by men. Out of 41 who lead by men, 21 (51.2%) said to be lead by women while 20 (48.7%) respondents said they prefer to continue being lead by men.

Such finding shows that 45 (60%) respondents appreciate women leadership while 30 (40%) employees prefer being lead by women. This is evidence that women leaders are performing well because the 60 percent appreciate their leadership.

The researcher also wanted to know how employees compare men and women leadership at strategic position. Respondents were asked to say if men are better, or women are better. Table 4.19 summarizes the findings.

Table 4.19 Comparison on Women and Men Leaders (n=75)

Responses	Number	Percentage
Men are better	29	39
Women are better	33	44
I do not see any difference	13	17
Total	75	100.00

Source: Field data, 2013.

Table 4.19 shows that 33 (44%) respondents out of 75 said women are better leaders at strategic position while 29 (39%) said men are better when the rest 13 (17%) said they do not see any difference. Based on the findings women are considered better leaders in strategic position.

Moreover, the researcher was interested to know how employees feel being under women leadership. Employees were asked to respond if it is good or bad. Table 4.20 summarizes the results.

Table 4.20 Employees Feelings on Being under Women Leadership (n=75)

Responses	Number	Percentage
Good	56	75
Bad	19	25
Total	75	100.00

Source: Field data, 2013

Table 4.20 shows that 56 (75%) respondents out of 75 said they feel good under woman leadership while 19 (25%) said they feel bad. This result indicates that majority respondents (75%) are satisfied being under woman leadership. This can lead us to draw a conclusion that women are good at leadership.

4.6 Views on Enhancing Women Leadership and Leadership in General

Researcher asked employees opinion on improving women leadership. Each respondent was asked to list his/her views in order to synthesize and come up with the most important suggestions. Table 4.21 summarizes the findings.

Table 4.21 Views on Enhancing Women Leadership and Leadership in General

Employees views	Frequency	Percentage
Positive perception on women leaders	49	65.3
Women leaders should be more accountable	50	66.6
Transformation/changes in leadership	65	86.6
People should support women leaders	40	53.3
Women leaders must be confident and adhere to principles of good governance	20	26.6

Source: Field data, 2013.

Table 4.21 shows that 86 percent of respondents recommended that transformation/changes on leadership while 66 percent recommended women leaders to be accountable, when 65 percent suggested that community should have a positive perception on women leaders while 53 percent suggested that people should support women leaders and 26 percent said women leaders have to be confident at work.

The findings reveal that respondent's views in improving leadership include:

4.6.1 Transformation/changes in leadership.

With 86% it implies that staying of a leader at the same position for long period of time can lead to over confidence thus unfair and less accountable. The idea behind their view was that strategic positions like District Executive Director and heads of departments should be changed from time to time. Let's say leaders need to be changed after every five years which will obviously make them be more accountable and fair knowing that she/he will be changed.

4.6.2 Positive perception on women leaders.

65% shows that community should have faith on women leaders that they can be good leaders and fulfill the needs of employees and the organization. Confidence for women leaders and adherence to principles of good governance should be sustainable.

4.6.3 Leaders to be more accountable.

Study respondents (66%) called for more accountability so as to accomplish organizational goals.

4.6.4 Support to women leaders.

Support from people is significant because they were mentioned by more than 50 percent.

4.6.5 Confident and adhere to principles of good governance.

Confidence for women leaders at work and adherence to principles of good governance should be sustainable.

Researcher views on enhancing women leadership and leadership in general includes; to get top positions a man or woman must have a master's degree on particular position because findings shows 27% of employee had primary level education while 33% had secondary level (Refer table 4.2), which imply most employees had inadequate education, therefore for those who doesn't have a degree should to go back school to increase knowledge and ability so that to enhance leadership.

Also the government must provide knowledge to the community about leadership through increasing leadership colleges so that when someone get chance to be a leaders it could be easy.

Leaders must make sure that they improve their performance through involvement of employee on making decisions, being fair to all employees; moreover, women leaders must be accountable and responsible for their actions towards employees and following rules and law in handling different district matters.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents the summary of the findings, conclusions and recommendations on the performance of women leaders on the basis of the research findings. . The chapter has three sections including; introduction, summary and conclusion which provides the main arguments developed. Lastly is the study recommendations section which provides directions towards addressing the performance of women leaders in which further research can also considered.

5.2 Summary

This research like any other researcher is principally based on four objectives of the study which are the rate performance of women leaders based on elements of good governance, to identify the factors that influence women leaders' performance, to document the current perceptions of organization employees on women leadership and to solicit views on enhancing women leaders performance and leadership in general.

The major findings of the objectives of the study shows: with regard to the performance rate of leaders in respect to participation 81 percent of respondents were satisfied with the District Executive Director and heads of departments in employee's participation while 19 percent were not satisfied. Value employee's ideas as evidenced by 43 percent of respondents while 57 percent do not often seek ideas. The performance rate of leaders in respect to accountability shows that respondents are satisfied (90 %) when 10 percent said leaders are poor in accountability. The performance rate of leaders with respect to rule of law was found to be well as evidenced by 69 percent of respondents who said good and very good while 31 percent said they are poor. In case fairness/equally the performance of District Executive Director and heads of departments was found to be fair and equal as evidenced by 76 percent of respondents who said the performance is

good as opposed to 24 percent said they are poor. The performance rate with regard to responsibility of 76 percent the District Executive Director and heads of departments, it was revealed that the performance was good and very good, when 24 percent said they are poor. In case of availability of policies and seculars to employees only 52 percents of respondents said they are available while 48 percent said they are not available. Majority respondents 88 percent appreciate leader's wisdom at work while 12 percent do not appreciate. The performance rate of the District Executive Director and heads of department's with regard wise, the performance is good as evidenced by 84 percent of respondents who said excellent, very good and good while 16 percent said poor. In case of the District Executive Director and heads of department with regard to rules and regulation at work 57 percent of respondents said yes while 43 percent said no.

Employee's perception on District Executive Director and heads of departments the study also revealed that 44 percent of respondents had confidence and appreciate women in leadership while 27 percent had no confidence. In comparison between men and women in leadership the study revealed that women are somehow better as evidenced by 44 percent of respondents who said are better while 39 percent said men are better. With regard how employees feel under men or women leadership, it was revealed that 75 percent of respondents felt good while only 25 percent felt bad.

The factors found to be affecting women leaders: lack of commitment which was mentioned by 27 percent of respondents. Sexual harassment mentioned by 25 percent of respondents. Family responsibilities mentioned by 15 percent of respondents. Political influence mentioned by 12 percent of respondents, lack of support to women leaders mentioned by 13 percent of respondents and corruption which was mentioned by 8 percent of respondents.

The study ended up by soliciting views on enhancing women leadership whereby 39 percent of respondents suggested transformation/changes in leadership, 19 percent said women leaders should be more accountable at work, 16 percent said the community should have positive perception on women leaders. 14 percent said people should

support women leaders and 12 percent said women leaders must be confident at work and adhere to principles of good governance.

5.3 Conclusion

This study assessed the performance of women leaders in local government in Tanzania. The findings indicate that; the performance of women leaders is generally above average based on elements of good governance. Women, who aspire to be good leaders should observe the principles of good governance be committed, be wise, and available for employee's consultation. They should also ensure availability and accessibility of policies and seculars.

It should be noted that both men and women can make good leaders provided that they are committed and they follow the principles/ elements of good governance. Good leadership is not a question of being a man or a woman. As noted that the perception of people on women leaders is changing women should realize that they are potential leaders.

5.4 Recommendation

This study strongly recommends that women leaders should encourage active participation by engaging and involving people decision making process, so as to generate feelings of ownership of the process and the outcomes throughout the organization.

Availability and accessibility of policies and seculars for all employees must be improved and sustained; also is a need for more knowledge to employees so as to understand policies and seculars for harmonious operations. Women leaders should also try as much as possible to be fair to all employees.

Furthermore women leaders' should go back to school to increase knowledge and get new ideas in their fields of work which will raise their confidence and understanding and therefore become good leaders.

The community of employees is advised to support women leaders fully with expectation that this will encourage them to work harder in realization that people appreciate what they are doing.

The district should have a habit of having general meeting even once a year with all employees at headquarters and all wards so that leaders can get feedback and note areas to work on serious towards development of the district council.

Moreover politics should not interfere leadership in request of a favour to the ruling part to avoid violation of the principles of good governance.

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APPENDICES

APPENDIX I

QUESTIONNAIRE FOR DISTRICT EXECUTIVE DIRECTOR

My name is Magreth Sechonge, a student at Mzumbe University, working here at Mvomero District council as a field attachment. As a part of study I am conducting a research on the performance of women leaders in local government and hereby kindly requesting for your support and assistance.

PART A

- Age
- Education
- Sex (F) / (M)

PART B

Please tick () the appropriate answer and explain where required.

Questions

1. How many departments do you have.....?
2. How many departments are headed by women.....and those headed by men....
3. How do you feel to hold a strategic position like this?
Good [] Bad []
4. As a top leader at this council how do you rate the performance of men and women heading departments or sections with respect to timely decision and accomplishment of tasks, rule of law, involvement of other workers ideas, hours spent in office?
Men are doing well compared to women [] Women are doing well compared to men []
Men and women performance is the same []
5. If you are asked to fill some gaps in leadership positions that will you go for
Men [] Women []
6. Are you honestly transparent or open to your employees?
Yes [] No []

7. Do you make sure that all seculars and policies are available and accessible to your employees?

Yes No Not possible due to cost

8. Did you get any training on good governance?

Yes No

If yes, when and how many times?

.....

9. How do you rate yourself on the following principles of good governance in your duties?

Participation (involvement of others)

Good Bad

If good explain

.....

Accountability and Responsibility (accountable for your actions)

Good Bad

If good explain

.....

Rule of law (following of rules and regulations)

Good Bad

If good explain

.....F

airness/Equality

Good Bad

If Good explain

.....

.....

10. Do you observe human rights equally to your subordinates?

Yes No

11. Do you allow employees to see you whenever a need arises?

Yes [] No []

12. As a leader do you act timely/immediately on employees' problems?

Yes [] No []

13. Corruption is now claimed to everywhere, how do you rate men and women leaders?

Men can easily be trapped [] Women can easily be trapped []

Do not depend on gender at all []

14. Do your subordinates have adequate respect on you?

Yes [] No []

15. What is the perception of men and women employees on you as a women leader

Normal [] Perceive me as a woman thus low confidence on me [] Hear me just because

am a woman []

16. What do you think to be the factors influencing/interacting women and men leaders' performance at your council?

Men.....
.....

Women.....
.....

17. Are there any obstacles limiting your performance as a woman leader?

Yes [] No []

If yes, give examples

.....
.....
.....

18. What are your views on enhancing women leadership and leadership in general?

.....
.....
.....

APPENDIX II

QUESTIONNAIRE FOR WOMEN AND MEN LEADERS AT DEPARTMENT LEVEL

My name is Magreth Sechonge, a student at Mzumbe University, working here at Mvomero District council as a field attachment. As a part of study I am conducting a research on the performance of women leaders in local government and hereby kindly requesting for your support and assistance.

PART A

- Age.....
- Education.....
- Sex (F) / (M).....
- Department.....

PART B

Please tick () the appropriate answer and explain where required.

Questions

1. What is the total number of men.....? And women.... employees in your department?

2. Is your top executive a woman or a man?

Man [] Woman []

3. If is a woman do you wish to have a man?

No [] Yes []

Give reasons.....

If a man does you wish to have a woman

No [] Yes []

Give reasons.....

4. Is your top executive adequately confident in her/his works?

Yes [] No []

5. Does she/he pay attention to you and her suburbanites all the time at work?

Yes [] No []

6. How do you generally rate the performance of your top executive?

Good [] Very good [] Excellent [] Poor []

7. Does she/he respond positively to you and employees?

Yes [] No []

8. Does the top executive seek people's ideas in line with rules and regulations in making decisions for the organization?

Yes [] No []

9. Is she/he readily available in office most of the time when not away on duty?

Yes [] No []

10. Does she/he follow rules and regulations in handling various phenomena at work?

Yes [] No []

11. Does she/he ensure policies or seculars are available and accessible to employees?

Yes [] No []

12. What do you comment on accountability of your executive leader?

Highly accountable [] moderately accountable []

Lowly accountable [] Not accountable []

Based on your answer explain

.....
.....

13. What your perception on women/men leaders?

Women cannot make good leaders [] Women can make good leaders []

Only men can make good leaders [] Both men and women can make good leaders []

14. How do you rate the executive in leadership based on the following elements of good governance?

Participation Good [] Very good [] Poor [] No comments []

Accountability Good [] Very good [] Poor [] No comments []

Responsibility Good [] Very good [] Poor [] No comments []

Rule of Law Good [] Very good [] Poor [] No comments []

Fairness/Equality Good [] Very good [] Poor [] No comments []

15. Have you happened to be under man leadership?

Yes [] No []

If yes how do you compare men and women leadership at strategic positions?

Men are better [] Women are better [] I don't see any difference []

16. How do you feel by being under woman/man leadership at a top position?

Bad [] Good []

Give reasons.....

.....

17. What are the factors influencing women and men leaders performance?

Men.....

.....

Women.....

.....

18. Are there any obstacles limiting your performance as the head of department based on your gender?

Yes [] No []

If yes give examples

.....

.....

19. What are your views on enhancing women leadership and leadership in general?

.....

.....

APPENDIX III A (ENGLISH)

QUESTIONNAIRE FOR ALL EMPLOYEES AT MVOMERO DISTRICT COUNCIL

My name is Magreth Sechonge, a student at Mzumbe University, working here at Mvomero District council as a field attachment. As a part of study I am conducting a research on the performance of women leaders in local government and hereby kindly requesting for your support and assistance..

PART A

- Age.....
- Education.....
- Sex (F) / (M).....
- Department.....

PART B

Please tick () the appropriate answer and explain where required.

Questions

Part B1

1. Is the top executive a woman or a man?

Man [] Woman []

2. If is a woman do you wish to have a man?

No [] Yes []

Give reasons.....

If a man does you wish to have a woman?

No [] Yes []

Give

reasons.....

.....

3. Is your top executive adequately confident in her/his works?

Yes [] No []

4. Does she/he pay attention to you and other employees all the time?

Yes No

5. How do you generally rate the performance of your top executive?

Good Very good Excellent Poor

6. Does she/he respond positively to you and other employees?

Yes No

7. Does the top executive seek people's ideas in line with rules and regulations in making decisions for the organization?

Yes No

8. Is she/he readily available in office most of the time when not away on duty?

Yes No

9. Does she/he follow rules and regulations in handling various phenomena at work?

Yes No

10. Does she/he ensure that policies and seculars are available and accessible to employees?

Yes No

11. What do you comment on accountability of your executive leader?

Highly accountable moderately accountable Lowly accountable

Not accountable

Based on your answer explain

.....
.....

12. What is your perception on women/men leaders?

Women cannot make good leaders Women can make good leaders

Only men can make good leaders both men and women can make good leaders

13. How do you rate the executive in leadership based on the following elements of good governance?

- Participation** Good [] Very good [] Poor [] No comments []
- Accountability** Good [] Very good [] Poor [] No comments []
- Responsibility** Good [] Very good [] Poor [] No comments []
- Rule of Law** Good [] Very good [] Poor [] No comments []
- Fairness/Equality** Good [] Very good [] Poor [] No comments []

14. Have you happened to be under man leadership?

Yes [] No []

If yes how to you compare men and women leadership at strategic positions?

Men are better [] Women are better [] I don't see any difference []

15. How do you rate your top executive with reference to wisdom?

High wisdom [] Moderate wisdom [] Low wisdom [] No wisdom []

16 How do you feel by being under woman/man leadership at the top position?

Bad [] Good []

Give reasons.....

.....

17. What are the factors influencing/affecting women and men leaders performance?

Men.....

.....

Women.....

.....

18. Are there any obstacles limiting the performance of your top executive based on his/her gender?

Yes [] No []

If yes give examples

.....

.....

19. What are your views on enhancing women leadership and leadership in general?

.....
.....

Part B2

1. Is your head of department a woman or a man?

Man Woman

2. If is a woman do you wish to have a man?

No Yes

Give reasons.....

.....

If is a man does you wish to have a woman?

No Yes

Give reasons.....

.....

3. Is your head of department has adequately confident in her/his work?

Yes No

4. Does she/he pay attention to you and others all the time at work?

Yes No

5. How do you generally rate the performance of your head of department?

Good Very good Excellent Poor

6. Does she/he respond positively to you and other employees?

Yes No

7. Does the head of department seek people's ideas in line with rules and regulations in making decisions for the department?

Yes No

8. Is she/he readily available in office most of the time when not away on duty?

Yes No

9. Does she/he follow rules and regulations in handling various phenomena at work?

Yes No

10. Does she/he ensure policies or seculars are available and accessible to employees?

Yes No

11. What do you comment on accountability of your head of department?

Highly accountable moderately accountable Lowly accountable

Not accountable

Based on your answer explain

.....
.....

12. What is your perception on women/men leaders?

Women cannot make good leaders Women can make good leaders

Only men can make good leaders Both men and women can make good leaders

13. How do you rate the head of department in leadership based on the following elements of good governance?

Participation Good Very good Poor No comments

Accountability Good Very good Poor No comments

Responsibility Good Very good Poor No comments

Rule of Law Good Very good Poor No comments

Fairness/Equality Good Very good Poor No comments

14. Have you happened to be under man leadership if your head is a woman?

Yes No

If yes how do you compare men and women leadership at department level?

Men are better Women are better I don't see any difference

15. How do you feel by being under woman/man leadership?

Bad Good

Give reasons.....
.....

16. How do you rate your head of department with regard to wisdom?

High wisdom Moderate wisdom Low wisdom No wisdom

17. What are the factors influencing women and men leaders performance?

Men.....

.....

Women.....

.....

18. Are there any obstacles limiting performance of your head of department based on his/her gender?

Yes [] No []

If yes give examples

.....

.....

.....

19. What are your views on enhancing women leadership and leadership in general?

.....

.....

THANKS FOR YOUR ASSISTANCE

APPENDIX III B (KISWAHILI)

DODOSOKWA WAFANYAKAZI WA HALMASHAURI YA WILAYA YA MVOMERO

Naitwa Magreth Sechonge ni mwanafunzi katika chuo kikuu cha Mzumbe nipo hapa kwa ajili ya mafunzo kwa vitendo kwa njia ya utafiti juu ya uongozi wa Wanawake katika serikali za mitaa, naomba ushirikiano wako katika kufanikisha utafiti huu.

SEHEMU A

- Umri.....
- Elimu yako.....
- Jinsia (ke) / (me).....
- Idara ufanyayo kazi.....

SEHEMU B

Tafadhari weka vema () mbele ya jibu unaloona ni sahihi kwako na toa maelezo unapohitajika.

MASWALI

Sehemu B1

1. Kiongozi wako wa juu ni mwanamke au mwanaume?

Mwanaume [] Mwanamke []

2. Kama ni mwanamke ungependelea awe mwanaume?

Ndiyo [] Hapana []

Eleza kwanini

.....
.....

Kama ni mwanaume ungependelea awe mwanamke?

Ndiyo [] Hapana []

Eleza kwanini

.....
.....

3. Kiongozi wakowa juu anajiamini vya kutosha katika utendaji wake wa kazi?

Ndiyo [] Hapana []

4. Je kiongozi wako wajuu nimsikivu kwako na kwa wafanyakazi wenzio muda wote wa kazi?

Ndiyo [] Hapana []

5. Unauthaminishaje utendajikazi wa kiongozi wako wajuu kwa jumla katika utekelezaji wa majukumu yake?

Mzuri [] Mzuri kidogo [] Mzuri sana [] Mbaya []

6. Je hujibu itakiwavyo panapokuwa na jambo la kujibu kwako na kwa wafanyakazi wenzio?

Ndiyo [] Hapana []

7. Je kiongozi wako wajuu hupenda kusikiliza hoja na mawazo ya wafanyakazi kwa kuzingatia sheria nataratibu katika kufanya maamuzi mbalimbali?

Ndiyo [] Hapana []

8. Je kiongozi wako wajuu huwepo kazini muda mwingi endapo hajasafiri kikazi nje ya wilaya?

Ndiyo [] Hapana []

9. Je anazingatia sheria na taratibu katika kushughulikia masuala ya kazi?

Ndiyo [] Hapana []

10. Je anajitahidi kuhakikisha nyaraka na sera zinapatikana na kuwafikia walengwa(wafanyakazi)?

Ndiyo [] Hapana []

11. Unasemaje juu ya uwajibikaji w akiongozi wako wajuu?

Anawajibika sana[] Anawajibika kiasi[] Anawajibika kidogo[]Hawajibiki[]

Toa maelezo kulingana na jibu lako hapo juu

.....
.....

12. Je mtazamo wako ni upi kuhusu viongozi wanawake na wanaume?

Wanawake hawawezi kuwa viongozi wazuri [] Wanawake wanaweza kuwa viongozi wazuri [] Wanaume ndio pekee wanaweza kuwa viongozi wazuri [] Wote wanawake na wanaume wanaweza kuwa viongozi wazuri []

13. Je unamthamania vipi kiongozi wako wajuu katika vipengere vifuatavyo vya uongozi bora?

Ushirikishaji wengine Vizuri [] Vizuri sana [] Vibaya []

Uwajibikaji Vizuri [] Vizuri sana [] Vibaya []

Utawala wa sheria Vizuri [] Vizuri sana [] Vibaya []

Usawa katika maamuzi Vizuri [] Vizuri sana [] Vibaya []

14. Je umewahikuwa chini ya kiongozi wajuu mwanaume?

Ndiyo [] Hapana []

Kama ndiyo, unalinganisha vipi uongozi wamwanamke na mwanaume katika nafasi muhimu/nyeti kama hii?

Uongozi wa mwanaume ni mzuri [] uongozi wa mwanamke ni mzuri []

Hamna tofauti []

15. Je unamthamania vipi kiongozi wako wa juu katika swala zima la busara katika uongozi?

Ana busara sana [] Ana busara kidogo [] Hana busara []

16. Je unajisikiaje kuwa chini ya uongozi wa mwanamke/mwanaume katika nafasi ya juu?

Vizuri [] Vibaya []

Tafadhali eleza sababu

.....
.....

17. Je ni mambo yepi yanaathiri ufanisi kazi kwa viongozi wanawake na wanaume ?

Mwanaume.....
.....

Mwanamke.....

18. Je kuna vikwazo vinavyokwamisha utendaji kazi wa viongozi wanawake?

Ndiyo [] Hapana []

Kama ndiyo toa mifano

19. Maoni yako ni yapi katika kuendeleza na kuboresha uongozi wa wanawake na uongozi kwajumla?

Sehemu B2

1. Kiongozi wa idara yako ni mwanamke au mwanaume?

Mwanaume [] Mwanamke []

2. Kama ni mwanamke ungependelea awe mwanaume?

Ndiyo [] Hapana []

Eleza kwanini

Kama ni mwanaume ungependelea awe mwanamke?

Ndiyo [] Hapana []

Eleza kwanini

3. Mkuu wako wa idara anajiamini vya kutosha katika utendaji wake wa kazi?

Ndiyo [] Hapana []

4. Je mkuuwakowaidaranimsikivukwakonakwawafanyakaziwenziomudawotewakazi?

Ndiyo [] Hapana []

5. Unauthaminishajeutendajikaziwamkuuwaidaranyakokwajumlakatikautekelezajiwamaj ukumuyake?

Mzuri [] Mzuri kidogo [] Mzuri Sana [] Mbaya []

6. Je hujibu itakiwavyo panapokuwa na jambo la kujibu kwako na kwa wafanyakazi wenzio?

Ndiyo [] Hapana []

7. Je mkuu wa idara hupenda kusikiliza hoja na mawazo ya wafanyakazi kwa kuzingatia sheria na taratibu katika kufanya maamuzi mbalimbali?

Ndiyo [] Hapana []

8. Je mkuu wako wa idara huwepo kazini muda mwingi endapo hajasafiri kikazi nje ya wilaya?

Ndiyo [] Hapana []

9. Je anazingatia sheria na taratibu katika kushughulikia masuala y akazi?

Ndiyo [] Hapana []

10. Je anajitahidi kuhakikisha nyaraka na sera zinapatikana na kuwafikia walengwa (wafanyakazi)?

Ndiyo [] Hapana []

11. Unasemaje juu ya uwajibikaji wa mkuu wako wa idara?

Anawajibika sana [] Anawajibika kiasi [] Anawajibika kidogo [] Hawajibiki []

Toa maelezo kulingana na jibu lako hapo juu

.....
.....

12. Je mtazamo wako ni upi kuhusu viongozi wanawake na wanaume kwa nafasi ya idara?

Wanawake hawawezi kuwa viongozi wazuri [] Wanawake wanaweza kuwa viongozi wazuri [] Wanaume ndio pekee wanaweza kuwa viongozi wazuri [] Wote wanawake na wanaume wanaweza kuwa viongozi wazuri []

13. Je unamthamania vipi mkuu wako wa idara katika vipengere vifuatavyo vya uongozi bora?

Ushirikishaji wengine Vizuri [] Vizuri sana [] Vibaya []

Uwajibikaji Vizuri [] Vizuri sana [] Vibaya []

Utawala wa sheria Vizuri [] Vizuri sana [] Vibaya []

Usawa katika maamuzi Vizuri [] Vizuri sana [] Vibaya []

14. Je umewahi kuwa chini ya mkuu wa idara mwanaume?

Ndiyo [] Hapana []

Kama ndiyo, unalinganisha vipi uongozi wamwanamke na mwanaume katika nafasi ya mkuu wa idara?

Uongozi wa mwanaume ni mzuri [] Uongozi wa mwanamke ni mzuri []

Hamna tofauti []

15. Je unamthamini vipi mkuu wako wa idara katika swala zima la busara katika uongozi?

Ana busara sana [] Ana busara kidogo [] Hana busara []

16. Je unajisikiaje kuwa chini ya uongozi wa mwanamke/mwanaume katika nafasi ya mkuu wa idara?

Vizuri [] Vibaya []

Tafadhali eleza sababu

.....

17. Je ni mambo yepi yanaathiri ufanisi kazi kwa viongozi wa idara wanawake na wanaume ?

Mwanaume.....

.....

Mwanamke.....

.....

18. Je kuna vikwazo vinavyokwamisha utendaji kazi wa viongozi wanawake?

Ndiyo [] Hapana []

Kama ndiyo toa mifano

.....

.....

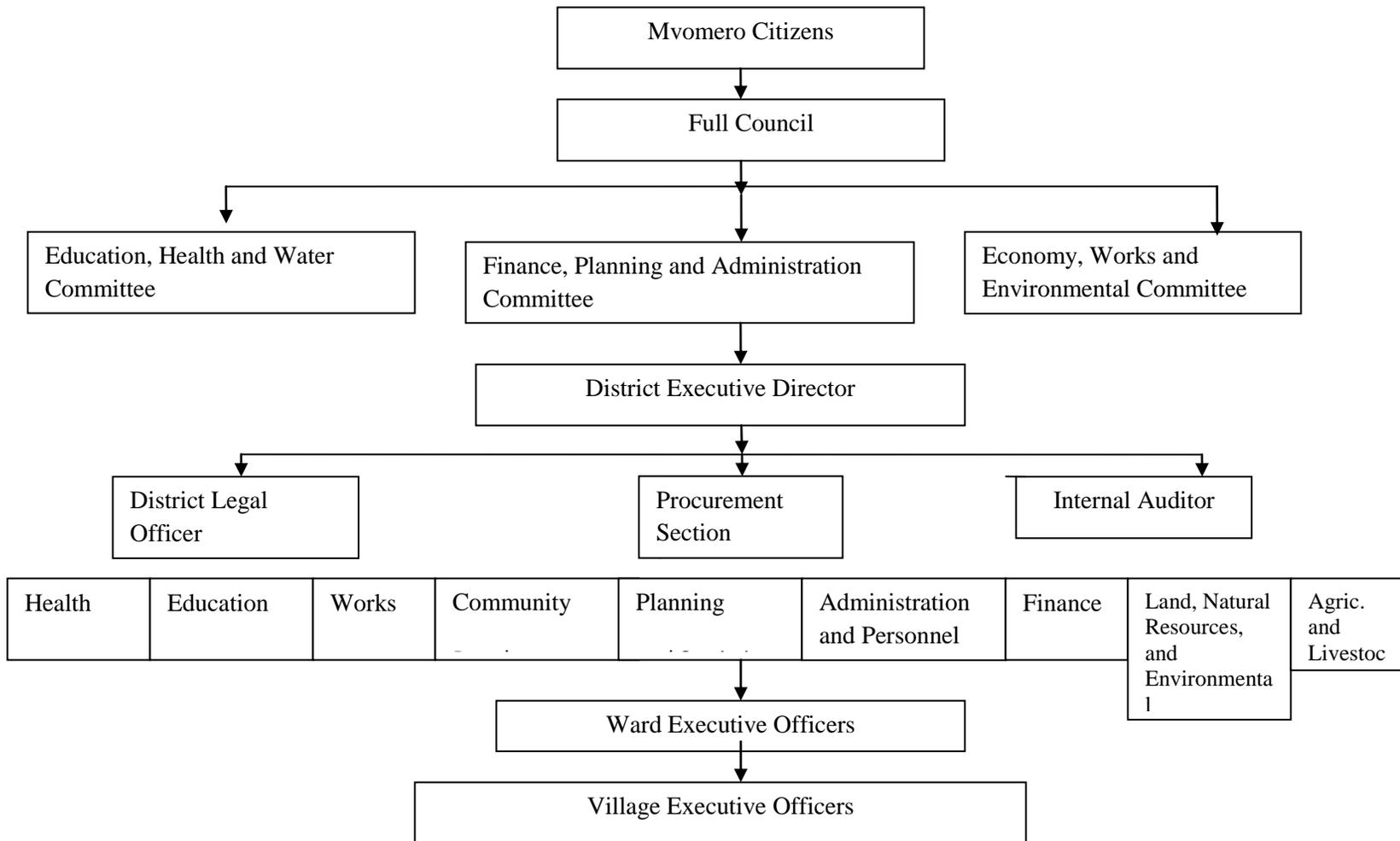
19. Maoni yako ni yapi katika kuendeleza na kuboresha uongozi wa wanawake na uongozi kwa jumla?

.....
.....
.....

ASANTE KWA USHIRIKIANO WAKO

APPENDIX IV

COUNCIL ORGANIZATION STRUCTURE



MAP 2: MOVOMERO DISTRICT, SHOWING MVOMERO URBAN PLANNING SETELITES CENTRES

