EXPLORING GENDER DISPARITIES IN PUBLIC LEADERSHIP:

ANALYZING THE GENDER RATIO AND UNDERLYING FACTORS

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2025

CERTIFICATION

I, the undersigned certify that I have read and hereby recommend for acceptance by the Open University of Tanzania the thesis entitled: **"Exploring Gender Disparities in Public Leadership: Analyzing the Gender Ratio and Underlying Factors",** in partial fulfillment of the requirements for the Degree of Master of Arts in Gender Studies of the Open University of Tanzania.

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Dr. Straton Ruhinda

(Supervisor)

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Date

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DECLARATION

I, **Mlimira Xsaveria Aidan,** do here by declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirements for the Degree of Master of Arts in Gender Studies of the Open University of Tanzania.

…………….…………….

Signature

…………………………

Date

DEDICATION

I dedicate this research to my entire family of Xsaveria Aidan

ACKNOWLEDGEMENT

I would like to begin by conveying my sincere thanks to Almighty God for his countless mercy, for giving me the strength and an open mind to pursue my lifelong goal. I am absolutely and heartily grateful to my supervisor, Dr. Straton Ruhinda for his non-stop support, guidance, encouragement, powerful supervision and constructive thoughts in the course of my research, which has been precious in my intellect and chartered professional life. His assistance and support during all this time of writing will remain an essential asset for all time for writing other research papers and reports, Almighty God bless him abundantly.

ABSTRACT

This study examines gender disparities in public leadership, focusing on the underlying factors that shape leadership styles, behavioral challenges, and governance outcomes among male and female leaders in Songea Municipal Council. Guided by the sex role theory, the study employed an explanatory sequential mixed-methods design, integrating quantitative and qualitative approaches for comprehensive analysis. Quantitative data were collected from 331 respondents, representing an 86.2% response rate, using structured questionnaires. These findings were complemented by qualitative interviews with selected leaders to capture in-depth perspectives. A purposive and stratified random sampling procedure ensured diverse representation across gender and leadership positions. Findings revealed significant gender imbalances, with 75.23% of leadership roles held by men, underscoring persistent systemic barriers to women's representation. Female leaders were found to exhibit participatory and transparent leadership styles that foster collaboration and morale, whereas male leaders leaned toward hierarchical and autocratic approaches. Challenges such as work-life balance and cultural stereotypes disproportionately affected female leaders. The study concludes that leadership styles in public institutions are strongly shaped by societal norms, organizational structures, and policy frameworks that perpetuate inequality. It recommends policy reforms to strengthen gender equity, mentorship initiatives, and inclusive organizational cultures to enhance women's representation and effectiveness in leadership roles.

Keywords: *Gender Disparities, Public Leadership, Leadership Styles, Sex Role Theory, Gender Equity, Organizational Governance.*

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LIST OF ABBREVIATIONS

BRIC's   Brazil, Russia, India, China and South Africa

IGA   Income generating activities

LGAs   Local government authority

NBS   National Bureau of Statistics

NSGD   National Strategy for Gender Development

USADF   The United States African Development Foundation

WID   Women in Development Policy

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter is presents the background of the research problem, statement of the problem, research objectives, research questions, rationale of the study, scope of the study and lastly addressed the limitation of the study.

1.2 Background Information

Gender disparities in leadership remain a critical issue globally, regionally, and locally, with profound implications for governance and socio-economic development. Globally, research shows that women continue to be underrepresented in leadership positions across political, economic, and social spheres, despite evidence that their inclusion improves decision-making, innovation, and organizational performance (Eagly & Carli, 2003; Shen, 2021). In many regions, particularly in Sub-Saharan Africa, deeply entrenched patriarchal norms, unequal access to resources, and systemic discrimination continue to hinder women from ascending to leadership roles (Booysen & Nkomo, 2010). Across East Africa, studies have highlighted the "double-bind" faced by women leaders, who are expected to balance assertiveness with nurturing behaviors, often leading to role conflict and heightened stress (Kipkebut, 2010).

At the **regional level**, Tanzania reflects similar trends, with significant progress but persistent gaps in gender equity in leadership. Women who participate in leadership roles have demonstrated numerous benefits for institutions and communities,

including fostering participatory decision-making, improving transparency, and promoting inclusive policies that enhance service delivery and organizational efficiency (Munisi, 2018; Muthoni, 2021). Their involvement often leads to improved team collaboration and morale, more effective community engagement, and innovative solutions to organizational challenges. However, despite these benefits, women remain underrepresented in many public leadership structures, particularly at higher levels of decision-making.

Several **challenges** continue to impede women's participation in leadership. Cultural stereotypes often associate leadership with masculine traits, creating psychological barriers and fostering resistance to women in authority (Ngunjiri, 2010). Women frequently encounter structural constraints such as limited access to education and professional development opportunities, gender pay gaps, and inadequate support systems for balancing work and family responsibilities (Chachage, 2020). Additionally, organizational practices often maintain male-dominated networks, reducing mentorship and sponsorship opportunities for aspiring female leaders. These factors collectively contribute to a slower progression of women into senior leadership roles and sometimes lead to their attrition from leadership pipelines.

To address these disparities, policy reforms and advocacy **efforts** have been initiated in Tanzania. The Constitutional amendments of 2000 and 2004 created space for increased female participation in both Parliament and local government structures (Kimaro, 2023). Furthermore, the Women and Gender Development Policy (2000), aligned with the Beijing Platform for Action, and the National Strategy for Gender Development (NSGD) have sought to mainstream gender in governance by

promoting equality and building leadership capacity (Njau, 2023). Social advocacy campaigns led by civil society organizations and development partners have complemented these policies by raising awareness, challenging gender stereotypes, and promoting mentorship initiatives for women. Political measures, such as gender quotas and targeted programs for leadership training, have also contributed to a gradual but noticeable increase in women's representation in public leadership roles. However, these measures have not fully eliminated barriers, indicating the need for more robust and sustained interventions.

At the **local level**, within the Songea Municipal Council, gender imbalances persist, with women occupying fewer leadership positions compared to men despite the evident benefits of diverse leadership. This underscores the need to examine the socio-cultural, organizational, and structural factors perpetuating gender disparities, as well as the effectiveness of existing policies and advocacy initiatives aimed at fostering inclusive leadership.

1.3 Statement of the Problem

The participation of women in leadership is widely recognized as a driver of social transformation, inclusive governance, and sustainable development. Women bring unique perspectives and leadership styles that often emphasize collaboration, transparency, and inclusivity, contributing to improved decision-making, organizational innovation, and enhanced service delivery (Eagly & Carli, 2003; Shen, 2021). Globally, countries that have embraced gender-diverse leadership have recorded positive outcomes in policy formulation, organizational performance, and

community engagement. Similarly, in the African and East African contexts, women leaders have been instrumental in advancing education, health, and economic development agendas by championing equitable and participatory approaches to governance (Booysen & Nkomo, 2010; Kipkebut, 2010).

Despite these demonstrated benefits, the participation of women in leadership remains limited and patterned by entrenched socio-cultural norms, institutional barriers, and systemic inequalities. Globally and regionally, leadership structures remain male-dominated, with women often excluded from decision-making spaces due to cultural stereotypes that associate leadership with masculine traits, limited access to mentorship opportunities, and work-life balance challenges (Ngunjiri, 2010; Munisi, 2018). In Tanzania, while legislative reforms, such as constitutional amendments and the Women and Gender Development Policy (2000), have increased opportunities for women, the translation of these reforms into equitable representation at the local level remains insufficient (Kimaro, 2023). Current statistics reveal that women occupy fewer than 30% of leadership roles nationally, with even lower representation in local government structures such as Songea Municipal Council.

Within Songea Municipal Council, women occupy only a fraction of leadership positions despite their proven ability to foster collaborative decision-making, build trust, and enhance organizational performance. Cultural expectations, gender biases, and structural barriers such as limited professional networks and inadequate institutional support hinder their full participation. This underrepresentation reflects

systemic issues that not only limit women's leadership trajectories but also deprive public institutions of the benefits associated with gender-diverse leadership. While previous studies have examined gender disparities in leadership at national or organizational levels, limited research has been conducted to analyze the localized dynamics, specific challenges, and leadership styles of women within municipal contexts such as Songea.

This **gap** underscores the need for empirical evidence to understand how gendered leadership patterns manifest in Songea Municipal Council, the barriers that women encounter in attaining and sustaining leadership roles, and the organizational and societal implications of these disparities. By addressing this gap, this study seeks to generate context-specific insights that can inform policy, advocacy, and organizational interventions aimed at enhancing women's participation and effectiveness in public leadership roles.

1.4 Objective of the Study

1.4.1 General Objective of the Study

This study explored Gender Disparities in Public Leadership: Analyzing the Gender Ratio and Underlying Factors.

1.4.2 Specific Objectives

i. To examine the factors that contribute to differences in leadership styles between male and female leaders

ii. To explore the behavioral challenges faced by male and female administrators.

iii. To analyze the effects of male and female leadership styles on governance in public institution.

1.5 Research Questions

This study guided by the following questions below

i. What are the key factors that influence the leadership styles of male and female leaders?

ii. What are the common behavioral challenges encountered by male and female administrators in their leadership roles?

iii. How do male and female leadership styles influence governance outcomes in public institutions?

1.6 Scope of the Study

This study covers the administrational impacts of the Male – Female leading style in Tanzania case of Songea Municipal. Precisely, the study will have covered two major issues; one being the impact of relation between Male-Female and two is the impact of Male – Female leadership style in Tanzania case of Songea Municipal.

1.7 Significance of the Study

This study holds significant methodological, theoretical, and practical contributions to the discourse on gender and leadership in public institutions.

Methodologically, the study adopts an explanatory sequential mixed-methods design, integrating quantitative and qualitative approaches to examine gender disparities in leadership within Songea Municipal Council. By combining statistical data with in-

depth qualitative insights, the study enhances the reliability and validity of its findings, providing a comprehensive understanding of the factors shaping leadership styles and the barriers experienced by women. This methodological approach serves as a valuable reference for future researchers seeking to explore complex gendered dynamics in similar organizational and sociocultural contexts.

Theoretically, the study contributes to the body of knowledge on gender and leadership by applying Sex Role Theory as a guiding framework. By examining how gendered expectations influence leadership behavior, the study not only validates the relevance of the theory in explaining leadership disparities but also extends its application to localized municipal settings in Tanzania. The findings provide insights that may refine theoretical debates on gendered leadership by highlighting context-specific patterns, including the interplay of cultural norms, organizational structures, and individual agency in shaping leadership experiences.

Practically, the study generates actionable insights for policymakers, advocacy groups, and organizational leaders. The identification of systemic barriers such as cultural stereotypes, limited mentorship opportunities, and work-life balance constraints provides a foundation for designing targeted interventions to promote gender equity in leadership. Furthermore, the findings can inform the formulation of inclusive organizational policies, capacity-building programs, and advocacy campaigns aimed at increasing women's participation in decision-making roles. At a broader level, the study supports ongoing efforts to achieve gender equality in public institutions, contributing to the realization of national and international commitments

such as the Tanzania Development Vision 2025 and the Sustainable Development Goals (SDG 5: Gender Equality).

In sum, this study not only deepens academic understanding of gender disparities in leadership but also offers practical recommendations to bridge gaps in representation and enhance governance outcomes in public institutions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter entails the literatures regarding the study. It presents the conceptualization of key terms, theoretical literatures, empirical literatures, research gap and conceptual framework.

2.2 Conceptualization of Key Terms

2.2.1 Gender Differences

Gender differences refer to the distinctions in behaviors, attitudes, and preferences that are statistically significant between males and females. In this study, gender differences would be measured by comparing the managerial behaviors, decision-making patterns, and leadership approaches of male and female managers within Songea Municipal to understand how gender influences leadership style.

2.2.2 Leadership Styles

Leadership styles are the various approaches and techniques used by leaders to direct, motivate, guide, and manage groups of people. In this context would be identified based on how male and female managers in Songea Municipal engage with their teams, make strategic decisions, communicate, and exhibit traits such as empathy, assertiveness, and risk-taking.

2.2.3 Managers

Are individuals in an organization responsible for planning, directing, and overseeing the work of a group of individuals or teams. In the scope of this research, managers

refer specifically to those holding leadership positions within Songea Municipal's organizational structure, whose management style is being analyzed to assess the impact of gender on their leadership approach.

2.3 Theoretical Literature Review

The sex role theory, a crucial concept in gender studies, was developed over several decades with key contributions from psychologists such as Talcott Parsons in the mid-20th century. However, for the purpose of this research, we focus on the application of this theory to leadership, as analyzed by Alice Eagly and her colleagues (Eagly, 2009).

Alice Eagly's significant work on sex role theory as it applies to leadership was synthesized in a meta-analysis conducted by Eagly and Johnson in 1990. This analysis specifically looked at the effects of a leader's gender on evaluations of their leadership behavior (Eagly A. H., 2000).

The primary variables of interest within this theory are gender roles (masculine and feminine), leadership effectiveness, and leadership style (agentic vs. communal). Agentic behaviors are characterized as assertive, controlling, and confident, traditionally seen as 'masculine,' whereas communal behaviors are described as nurturing, cooperative, and caring, traditionally seen as 'feminine.'

Following Eagly's work, researchers such as Sczesny, Spreemann, and Stahlberg in 2006 expanded upon these concepts. They found that both male and female managers

who exhibited more agentic leadership styles were likely to be assigned tasks stereotypically associated with men. Their research suggested that when leaders employed participative or democratic styles, the differences in task assignments based on the leader's gender were minimized.

While sex role theory provides valuable insights into leadership dynamics, it has been critiqued for potentially reinforcing gender stereotypes (Ellemers, 2018). It may also overlook the impact of cultural and organizational contexts on leadership behavior. Furthermore, as societal norms evolve, the binary categorization of agentic and communal traits may be overly simplistic and not fully capture the complexity of modern leadership.

For the research topic at hand, sex role theory offers a foundational lens through which to explore potential disparities in leadership styles between male and female managers in Songea Municipal (Gakpoh, 2021). It allows for an examination of whether societal expectations around gender roles influence managerial behavior and how these expectations might affect perceptions of leadership effectiveness.

Additionally, it provides a theoretical framework to understand if and how female administrators might navigate role conflict or adapt their styles within the workplace. This theory can guide the methodology by informing the design of surveys or interviews that assess leadership effectiveness and style, taking into account gender role expectations. By utilizing this theory, the research contributed to a deeper understanding of gender dynamics within leadership in Songea Municipal and

potentially inform policies and training programs that aim to support gender equity in management positions.

2.4 Empirical Review

2.4.1 Differences in Style Leadership between Male-Female Managers

Globally, research on leadership styles has often highlighted the dichotomy between transformational and transactional leadership, with a gendered lens suggesting that women tend to adopt more transformational styles, characterized by collaboration, encouragement, and mentorship. Eagly and Johnson (1990) were seminal in presenting gender differences in leadership, indicating that women often engage in a more democratic or participative style, whereas men are more likely to adopt an autocratic approach (Eagly & Carli, 2003).

A meta-analysis by Eagly, Johannesen-Schmidt, and van Engen (2003) supports this, finding that female leaders are more transformational than their male counterparts. However, these differences are often nuanced and context-dependent, as some studies suggest that when women occupy roles traditionally held by men, their leadership style can converge with male characteristics (Eagly & Carli, 2003).

During the twentieth century, scholars began considering the influence of sex on leadership style. A survey of the major theories and research on leadership and sex is presented (Anglin, 2022). Research indicating that women were less likely than men to be perceived as effective and that the stereotypes of male and female managers might be quite different is reviewed (Fritzsche, 2021).

It is suggested that a number of specific sex-linked characteristics might interfere with the attainment of higher-level management positions. To examine this issue, a study was conducted utilizing one of the more recent theories on leadership style - path-goal theory (Keller, 2022). The results largely tended to uphold the theory, and a few significant issues arose. Firstly, female managers chose to use more supportive leadership behaviors than male managers. This supports one of the central tenets of the theory - that subordinates' work performance and satisfaction can be increased by increasing the psychological rewards for task accomplishment only (Emmanuella, 2021).

However, it may be hard to do this in traditional male work settings where a directive path defined by male leaders has been established. On a more negative note, it appears that this additional support provided by female managers is an attempt to clarify the work roles and assignments of their subordinates because the female managers were found to exhibit an autocratic leadership style (Rodríguez., 2024). This may be as a result of the increased role conflict and ambiguity experienced by women who are attempting to attain senior management roles. An attempt to clarify less traditional male leader work roles, or to increase satisfaction by increasing work facilitation, it is not clear women will be an effective strategy for an effective strategy for women in the long run (Székely, 2023).

This is particularly true as autocratic behaviors have generally not been associated with great leader effectiveness in the long term. In one final note, the data suggested that women exhibited the most effective leadership when the task structure was very

high. This is important as it is generally in low-ranking roles with tasks of low complexity and responsibility that women are overrepresented in public organizations and where they are formally minimal change within the organization and society is considered limited with high levels of organizational change and societal pressure to diversify has meant that women aspiring to senior roles are constantly faced with moving the goalposts endeavoring to fulfill leader roles that have been defined by males (Navedo, 2023).

This has meant that women increasingly been found in dual career households as their husbands provide and increased economic support in an attempt to emulate the traditional male career model (Goymann, 2021). However, in line with the UK government's equal opportunities; increasing diversity and European Union, women can now be expected to move into leadership positions at all levels with the political climate and legislative initiatives creating more opportunities for women in leader roles. This trend is also expected to continue in the private sector, despite a recent backlash against political correctness and diversity initiatives (Hegarty, 2021).

In Europe Hofstede (2021) examined Cultural Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations using mixed approach whereby findings showed that varying degrees of individualism pose challenges for leaders in balancing individual achievements with collective objectives (Hofstede, 2021). This aligned with this study as it's addressed degree of individualism as the challenges in leadership between male and female. Similarly, Bennis (2021) examined on an invented life: reflections on leadership and change using qualitative

approach, this study highlighted challenges related to authentic leadership in America whereby Leaders specifically female experienced challenges in maintaining authenticity while conforming to societal expectations of charismatic and confident leadership (Bennis, 2021). This aligned by this study as address the pressure female managers experience to project confidence and decisiveness. This tension impact decision-making processes, leading to a disconnect between a leader's true values and the actions they take specifically for female managers.

Trompenaars (2019) researched on riding the Waves of Culture: Understanding Diversity in Global Business through quantitative approach. These revealed challenges associated with cultural dimensions in Asian female leadership whereby female leaders encountered challenges in fostering open and participative communication since subordinates hesitant to voice opinions or provide feedback to their female superiors, which effective decision-making and limit the exchange of innovative ideas (Trompenaars, 2019).

Also, Follett (2019) examined on The New State: Group Organization, the Solution of Popular Government. This study employed mixed approach whereby findings showed there is challenge of coordination and collaboration in leadership. Hence, Follett emphasizes the importance of integrative leadership in both gender that focuses on finding common ground and facilitating cooperation among diverse stakeholders (Follett, 2019).

Moving to the African context, Ngunjiri (2010) provides insights into the challenges faced by female leaders who often have to navigate patriarchal cultures that may not

favor leadership attributes traditionally associated with women. Studies have shown that African women leaders often have to balance communal expectations with organizational demands, which can lead to a hybrid leadership style that oscillates between assertiveness and nurturing behaviors depending on the situational context (Booysen & Nkomo, 2010).

Also, Jochimsen's research investigates the relationship between gender diversity and economic growth across OECD countries. The study employs panel data analysis and suggests that increased gender diversity, including in ownership roles, positively influences economic growth. The findings imply that fostering a higher participation of women in ownership positions within firms can contribute to broader socio-economic development (Jochimsen, 2014).

In East Africa, research has started to explore the unique challenges within the region. A study by Kipkebut (2010) in Kenya found that female managers often face a 'double-bind' where they are expected to be both assertive and communal, leading to higher stress levels and potential burnout. Furthermore, cultural expectations often pressure women to prioritize family over work, which can hinder their leadership journey and professional growth.

Corno (2020) study explores the relationship between women's economic empowerment and development outcomes. While the research is conducted in Uganda, its insights can be relevant to European contexts as well. By analyzing the impact of female ownership and participation in entrepreneurship on economic

development, the study provides insights into how women's involvement in ownership can contribute to social and economic progress (Corno, 2020).

Linda (2020) study investigates into the negotiation behavior of men and women in the workplace. Although not focused solely on ownership, the findings shed light on the challenges women face in advocating for their interests, which can extend to ownership negotiations. The study's insights contribute to understanding the barriers that affect women's participation in ownership and its potential implications for socio-economic development (Linda, 2020).

Skorge (2020) examined the dilemma of gender equality: How labor market regulation divides women by class using mixed approach. This study explores the impact of gender roles and family dynamics on women's participation in the labor market and leadership positions. While not exclusively focused on ownership, the study highlights how societal norms and policies can influence women's ability to engage in various economic roles, including ownership. This can have implications for socio-economic development by affecting women's overall economic empowerment (Skorge, 2020).

Muthoni (2019) explores the relationship between women's ownership of land and socio-economic development in Africa. While focusing on land ownership, the study's insights can extend to other forms of ownership, including business ownership. The findings highlight the potential positive impact of increased female ownership on economic empowerment and development (Muthoni, 2021).

Wairimu (2019) examined on Gender, Entrepreneurship, and Economic Growth: The Case of Women Entrepreneurs in Kenya. This employed mixed approach to investigates the role of women entrepreneurs in promoting economic growth in Kenya. While centered on entrepreneurship, the study's findings provide insights into how female ownership and participation in business ventures contribute to socio-economic development. The research sheds light on the potential benefits of fostering women's ownership roles (Wairimu, 2019).

Menon (2017) study tittle "Does Economic Empowerment Lead to Reproductive Rights? Evidence from Africa" sing mixed approach. Menon's research investigates the relationship between women's economic empowerment and reproductive rights. While not centered on ownership, the study's insights highlight the potential connections between women's economic agency and broader development outcomes. The findings contribute to understanding the role of female ownership in socio-economic progress (Menon, 2017).

Specifically, in Tanzania, research is somewhat limited but growing. Mwamila and Diyamett (2006) found that Tanzanian women in leadership positions face significant societal barriers due to traditional gender roles and expectations. More recently, a study by Munisi (2018) highlighted that female managers in Tanzania struggle with limited access to leadership development opportunities compared to their male counterparts. Moreover, the study suggested that women in managerial positions often experience resistance from male subordinates, which can undermine their authority and effectiveness as leaders.

In Tanzania study done by Qorro (2021) examined on Language of Instruction and Quality of Education in Tanzania: Policy Considerations and Possible Strategies using mixed approach addresses challenges in education leadership in Tanzania in aligned with gender gap. Leaders specifically female in the Tanzanian educational system experienced challenges in ensuring equitable access to quality education across diverse linguistic and cultural backgrounds (Qorro, 2021).

Similarly, Chachage (2020) examined on Leadership and the Crisis of Democratic Capitalism in Africa: The Case of Tanzania using mixed research approach highlighted challenges related to the political and social context whereby leaders in Tanzania specifically female face challenges aligning leadership practices with government policies and societal expectations in relation to cultures (Chachage, 2020).

Adams (2016) study examined the impact of gender diversity in corporate boards on firm performance across European countries. This study analyzes data from a wide range of industries and finds evidence of positive associations between women's participation in boardrooms and financial performance, suggesting that greater female participation in ownership can contribute to enhanced corporate governance and, consequently, socio-economic development (Adams, 2016).

2.4.2 Leadership Styles and Behavior Challenges of Male and Female Managers

Research on the impact of gender on leadership and firm ownership participation has been extensive. Catalyst (2007) reported that companies with a higher representation

of women in top management positions experienced better financial performance, suggesting a link between female leadership and firm success.

Hoogendoorn, Oosterbeek, and Van Praag (2013) found that mixed-gender leadership teams often outperform single-gender teams, highlighting the benefits of gender diversity in top management roles. According to Post and Byron (2015), female leadership is positively correlated with firm innovation and collaborative approaches. Oakley (2000) argued that the difference in leadership styles is less about gender and more about individual capabilities, suggesting that effective leadership is not inherently gendered but contextually driven.

Within the African context, authors like Ngunjiri (2010) have noted that female leaders often bring participatory decision-making styles to firms, which can lead to inclusive growth. Ibarra, Carter, and Silva (2010) found that women in leadership roles in Africa are more likely to engage in corporate social responsibility initiatives, which can enhance firm reputation and stakeholder engagement.

Bozzoli and Muller (2011) observed that African firms with female leaders tend to have a stronger focus on long-term strategic planning. A study by Klenke (2011) showed that African female leaders often employ transformational leadership styles that encourage ownership participation among employees.

In East Africa, research by Kipkebut (2010) highlighted that women's leadership styles tend to be more transformational compared to their male counterparts,

potentially leading to more engaged and committed ownership structures within firms. Nkomo and Ngambi (2009) argued that the collaborative nature of female leadership in East Africa fosters a sense of collective ownership among firm stakeholders.

Mano-Osotsi (2015) provided evidence that East African female managers are more likely to involve employees in decision-making processes. Additionally, Madsen (2011) suggested that East African women leaders are adept at navigating the complexities of tribal and familial ownership structures within firms.

Focusing on Tanzania, a study by Munisi (2018) found that female managers tend to adopt a communal approach to leadership, which can positively influence firm participation and ownership among employees. According to Aikaeli (2010), Tanzanian female leaders are increasingly contributing to firm performance through inclusive ownership strategies. Mwamila and Diyamett (2006) indicated that despite facing societal barriers, Tanzanian women in management positions are beginning to reshape firm ownership dynamics through their distinct leadership approaches.

To conclude, research by Tundui and Tundui (2013) suggested that the presence of female managers in Tanzanian firms has been associated with increased innovation and employee participation in ownership. The body of literature suggests a clear trend, both male and female leadership styles contribute uniquely to firm participation ownership, with women often bringing collaborative and transformational approaches that can lead to inclusive and sustainable business

practices. However, the extent and nature of these contributions vary widely across different contexts and regions.

2.4.3 Effects and Contribution of Male and Female Leading Styles

Flynn (2020) study on "Women Directors: Interlocks and Influence" using quantitative approach. Flynn's study explores the influence of women directors on corporate boards. This study suggests that women in top management positions can positively impact board dynamics and decision-making. This influence can potentially lead to enhanced corporate governance practices and, consequently, contribute to socio-economic development (Flynn, 2020).

Renée B. Adams Study on the Women in the Boardroom and Their Impact on Governance and Performance" (2009) using quantitative approach. Adams' study explores the impact of gender diversity in corporate boards on firm performance. The research suggests that having female top managers can positively influence corporate governance practices and financial performance. These outcomes can contribute to broader social-economic development (Adams, 2018).

Ahern (2016) a study titled "The Changing of the Boards: The Impact on Firm Valuation of Mandated Female Board Representation using quantitative approach. Ahern and Dittmar's study analyze the impact of mandated female board representation on firm valuation. While focusing on boards, the findings provide insights into the potential effects of increased female representation in top management roles on firm performance and socio-economic development (Ahern, 2016).

Huse Study (2018) about Women and Governance in Europe: Gender and Managerial Diversity in European Public Companies using quantitative approach. Huse's research explores the gender diversity of governance in European public companies. The study's insights into women's representation in top managerial roles contribute to understanding the potential effects on corporate governance and, consequently, socio-economic development (Huse, 2018).

A study of Gender Diversity, State Business Relations, and Economic Performance in Sub-Saharan Africa using mixed approach. Lee's research explores the relationship between gender diversity and economic performance in sub-Saharan Africa. Although not exclusively focused on top managers, the study's insights into the broader effects of gender diversity on economic outcomes can extend to top leadership roles and socio-economic development (Lee, 2015).

Kakabadse(2017) study on "Women and Leadership in Sub-Saharan Africa: A Preliminary Review" using mixed research approach. Kakabadse's study provides an overview of women's leadership roles in sub-Saharan Africa. While not solely focused on top managers, the insights into challenges and opportunities for women in leadership contribute to understanding how increasing the representation of female top managers can impact social-economic development (Kakabadse, 2017).

Kibona Study: "Gender Diversity on Corporate Boards and Financial Performance: Empirical Evidence from Tanzanian Listed Companies" using mixed approach. Kibona's study investigates the relationship between gender diversity on corporate

boards and financial performance in Tanzania. The research provides insights into how female top managers can influence organizational outcomes and contribute to socio-economic development (Kibona, 2018).

Furthermore, Mdee (2019) study: "Mobilizing Women for National Development in Africa: A Study of Tanzania, this study employed questionnaires and interview question. Mdee's study explores women's mobilization for national development in Tanzania. While not solely about top managers, the research provides insights into women's contributions to development efforts, which can extend to leadership roles and their potential impact on socio-economic development (Mdee, 2019).

2.5 Research Gap

Extensive scholarship has examined gender disparities in leadership across global, regional, and local contexts. Globally, studies by Eagly and Carli (2003) and Shen (2021) highlight that women often adopt transformational and participatory leadership styles, which are associated with enhanced team collaboration, inclusivity, and innovation. Research has also demonstrated that gender-diverse leadership teams positively influence organizational outcomes, including improved decision-making and greater responsiveness to community needs. In the African context, Booysen and Nkomo (2010) and Ngunjiri (2010) observe that women leaders frequently navigate patriarchal systems that demand balancing assertiveness with communal leadership behaviors. In East Africa, Kipkebut (2010) notes the "double-bind" experienced by women, where societal expectations and organizational norms often create role conflicts that impede their leadership effectiveness.

Within Tanzania, existing research has started to shed light on the systemic barriers women face in leadership. Studies by Mwamila and Diyamett (2006) and Munisi (2018) reveal that women in managerial roles often experience limited access to professional networks, mentorship, and leadership development opportunities compared to their male counterparts. Qorro (2021) further emphasizes challenges in achieving equitable representation, particularly in the education sector, while Chachage (2020) highlights the influence of political and cultural dynamics in shaping leadership experiences. These studies collectively point to the persistence of gender biases, structural barriers, and cultural stereotypes that hinder women's advancement in leadership roles.

Despite these contributions, context-specific research on gender disparities in local government settings remains limited, particularly within municipal councils such as Songea. While prior studies acknowledge the broader patterns of underrepresentation and cultural barriers, they often fail to explore how these dynamics manifest at the grassroots level where administrative decisions directly affect service delivery and governance outcomes. There is also a lack of empirical evidence examining how gendered leadership styles impact organizational performance in municipal contexts, and how existing policies, advocacy campaigns, and institutional frameworks have addressed—or failed to address—these disparities.

This study addresses this gap by conducting a comprehensive analysis of leadership experiences in Songea Municipal Council. By integrating both quantitative and qualitative approaches and applying the lens of Sex Role Theory, the study offers a

nuanced understanding of the patterns, challenges, and implications of gender disparities in local public leadership. Its findings are expected to contribute context-specific insights that can inform policy reforms, organizational strategies, and advocacy efforts aimed at enhancing gender equity and inclusive governance at the municipal level.

2.6 Conceptual Framework

In research, a conceptual framework is a visual or written product that explains, either graphically or in narrative form, the main things to be studied – the key factors, constructs or variables – and the presumed relationships among them. For study on gender differences in leadership styles, the conceptual framework would help to illustrate the relationship between the independent variables (factors that you hypothesize will influence leadership styles) and the dependent variable (the leadership styles themselves).
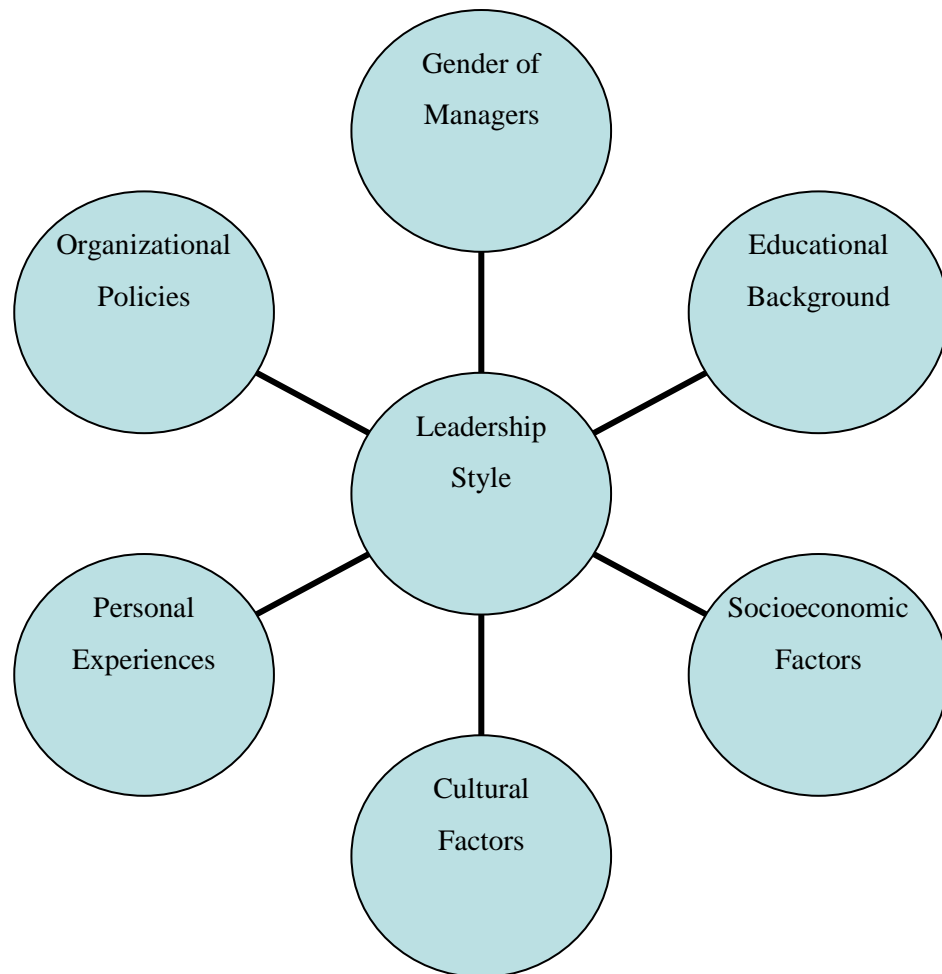
Figure2.1: Conceptual Framework

Source: Research Findings (2025)

In above figure of conceptual framework.

- Gender of Managers: This is the central independent variable, as the study aims to explore differences in leadership styles between male and female managers.

- Cultural Factors: These will include societal norms and expectations about gender roles that could influence leadership styles.

- Organizational Policies: Company or municipal policies regarding gender equality, diversity, and leadership development might impact how male and female managers lead.

- Educational Background: The level and type of education managers have received could affect their leadership approach.

- Personal Experiences: Past experiences, including previous job roles and personal life events, could shape a manager's leadership style.

- Socioeconomic Factors: The economic environment and social status may play a role in shaping leadership behaviors.

The Dependent Variable, "Leadership Styles," is what the study aims to understand and is expected to vary based on the different independent variables.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section presents that the methodology to be adopted. It highlights the research philosophy, design and approach, study area and population and sample size. It further presents that sampling procedures, data collection tools, reliability and validity of data. It finally presents the data management and analysis along with ethical considerations.

3.2 Research Philosophy

A research philosophy is defined by Creswell (2018) as a belief about how data of a phenomenon would be gathered, analyzed and used. This study guided by the pragmatist research philosophy that deals with the facts and claims that the choice of research philosophy is mostly determined by the research problem where investigators have freedom of choice while pragmatists do not see the world as an absolute unity. Therefore, this study, utilizes the pragmatic philosophy that focuses on multiple approaches as it uses triangulation that involves quantitative and qualitative approaches.

3.3 Research Design

 This study employ explanatory sequential design is a mixed-methods approach that involves two distinct phases. In the first phase, quantitative data is collected and analyzed (Cresswell, 2018). This involves the use of structured questionnaires to gather numerical data on leadership styles, gender ratios, and other relevant

variables. Following the quantitative analysis, qualitative data collected to provide deeper context to the findings. This phase involved interviews that allow participants to share their experiences and perspectives (Saunders, Lewis & Thornhill, 2012),

3.4 Research Approach

A mixed research approach, also known as mixed methods research, is a methodology that combines both quantitative and qualitative research techniques to gather and analyze data. This approach is valuable in providing a more comprehensive understanding of research problems by allowing for multiple forms of data, viewpoints, and findings to be integrated into a single study. In the context of gender differences in leadership styles within Songea Municipal Council, a mixed research approach is particularly well-suited for several reasons:

i. Objectives such as studying the factors that cause differences in leadership styles and analyzing the effects of these styles in the context of Tanzania require both broad numerical trends (breadth) and detailed individual or group experiences (depth). Mixed methods fulfilled both needs.

ii. By integrating both statistical analyses with narrative data, will provide a richer interpretation of the results. This were useful particularly when examining the contribution of leadership styles to organizational effectiveness in Songea Municipal.

Henceforth, a mixed research approach enabled researcher to draw on the strengths of both quantitative and qualitative methods to provide a holistic understanding of gender differences in leadership within Songea Municipal Council

3.5 Study Area

Songea Municipal Council, located in the Ruvuma Region of Tanzania, serves as a case study for exploring gender disparities in public leadership. Officially designated as a municipality in 2006, it functions as both the district and regional headquarters, making it a central hub for administrative and commercial activities. The municipality's diverse administrative structure, comprising 21 wards, 11 divisions, and 95 streets, provides a complex landscape for examining gender dynamics across different governance levels. With a population of 260,106 and a workforce of 2,529, Songea Municipal offers a vibrant community where gender roles in leadership can be critically assessed. The municipality's robust economic environment, indicated by an Annual GDP of 738,022 Tanzanian Shillings, attracts rural-urban migration and creates diverse employment opportunities, allowing for an analysis of how different leadership styles impact governance and organizational effectiveness. Songea Municipal Council's unique features, including its administrative framework, significant population and workforce, economic activity, educational institutions, healthcare services, and geographical diversity, make it an ideal setting for investigating gender disparities in public leadership. Examining these aspects, the research aims to provide valuable insights into the factors influencing leadership styles, the challenges faced by male and female administrators, and impact of gender on governance.

3.6 Population and Sample Size

The population of the study comprised of managers of Songea. Since the exact number of population (stakeholders) is not known (assumed to be greater than

10000) to determine sample size, the researcher employed the formula proposed by

Cohen *et al*, (2018). The confidence level of 95% and the error range of 5% are the

most appropriate and acceptable practice.

$$n = \frac{Nz^2 p(1-p)}{(N-1)e^2 + z^2 p(1-p)}$$

(197944.2024) / (516.2229)

383

n = 384

Where

N =Total estimated population (206106), n = required sample size

α = 5% significance level = 100% – 95% confidence level = 1 – 0.95 = 0.05

⇒ Corresponding to a 95% confidence level

e = acceptable error term (set to 0.05)

p = 0.5 (the estimated rate).

3.7 Data Collection Techniques

This study utilized a multi-method approach to data collection, incorporating both
primary and secondary sources to address the research questions. Primary data will
be gathered through the use of semi-structured questionnaires and interviews,
allowing inclusive exploration of the subject matter. These methods designed to elicit
detailed responses and provide flexibility in probing deeper into specific areas of
interest. Secondary data obtained through a thorough desk review of various written
documents and statistics from reliable sources, ensuring a well-rounded
understanding of the research context

3.8 Reliability and Validity of Data

The reliability and validity of data presented as hereunder;

3.8.1 Reliability

Reliability refers to consistency of results using different approaches (Joppe, 2000; Shajahan, 2005). To ensure reliability the Cronbach alpha will be used to test the internal consistency of instruments.

3.8.2 Validity

Validity refers to the ability of the scale to measure what it intends to measure (Shajahan, 2005). To ensure validity of the instruments, a Delphi technique will be applied whereby innovation and commercialization experts, financial and investment experts will be consulted for their opinions. (Saunders et al, 2000).

3.9 Data Analysis

Primary data analyzed through Statistical Analysis software (SPSS). The Data collected entered, tabulated, and analyzed. The results from the Stata descriptive statistically for different variables.

3.10 Ethical Considerations

Researcher committed to uphold the highest ethical standards to protect the rights and dignity of all participants. Since, informed consent obtained from all participants prior to data collection. This involves clearly explaining the purpose of the study, the procedures involved, potential benefits, and the voluntary nature of participation.

Participants assured that they have the right to withdraw from the study at any time without any negative consequences.

To ensure the confidentiality and anonymity of the information provided, all data collected securely stored and accessible only to the research team. Personal identifiers will be removed or coded to protect participants' identities, and any published results included information that could potentially identify individual participants. Furthermore, the researcher adhered to all relevant policies regarding data protection and privacy.

CHAPTER FOUR

FINDINGS AND DISCUSSION OF THE RESULTS

4.1 Chapter Overview

This chapter presents the findings of the study. The study results were generated by using tools of data analysis which were carried out by STATA and Microsoft excel. Findings are presented based on the research objectives specifically examined the factors that contribute to differences in leadership styles between male and female leaders. Also, study explore the behavioral challenges faced by male and female administrators, lastly analyzed the effects of male and female leadership styles on governance in public institution. The chapter presents and discusses findings generated from data analysis. In this study, a total of 384 questionnaires were distributed to the respondents. 331 (86.2%) questionnaires were filled and returned for analysis while only 13.8% which was equivalent of 53 respondents were not returned.

Table 4.1: Distribution of Questionnaires to Respondent

Details	Number of Questionnaires	Percent
Questionnaires Distributed	384	100
Questionnaires Returned	331	86.19791667
Questionnaires not returned	53	13.80208333

Source: Research Report, 2025

The data indicates a high response rate of 86.2%, with 331 out of 384 distributed questionnaires returned and only 13.8% (53 questionnaires) not returned. This strong participation rate enhances the reliability of the findings, as the majority of respondents engaged with the study, thereby ensuring a representative sample for

analysis. However, the 13.8% of unreturned questionnaires highlights a minor gap in participation, suggesting potential nonresponse bias. While the nonresponse rate is relatively low and unlikely to significantly skew the results, it is essential to acknowledge this limitation when interpreting the findings and generalizing conclusions to the larger population.

4.2 Demographics of the Respondents

This was used to describe the summaries of samples and measures as a basis for the quantitative analysis of data. It was used to find out the fundamental features of the research findings, and give a simple summary and graphical presentation of the data. The study included in its sample respondents with different characteristics. Respondents were categorized according to Gender (1=male, 2=female) "Age (1= Under 25, 2= 25-34, 3= 35-44, 4= 45-54, 5= 55-64, 6=65 or over). Position (1=Junior Manager, 2= Middle Manager, 3= Senior Manager, 4= Executive). Experience (1=Less than 2 years, 2= 2-5 years, 3= 6-10 years, 4=More than 10 years). Education Level (1=High School Diploma, 2= Bachelor's Degree, 3= Master's Degree, 4= Doctorate or higher). Selection of the mentioned demographic data was so important because it was important to determine the background of those who participated in filling out the questionnaire. Below is the summarized table for the variables provided in the dataset, including the number and percentage for each category in each variable.

Table 4.2: Demographic Information (Gender, Age and Position)

Variable	Category	Number	Percentage (%)
Gender	Male (1)	249	75.23%
	Female (2)	82	24.77%
Age	Under 25 (1)	0	0.00%
	25-34 (2)	166	50.15%
	35-44 (3)	109	32.93%
	45-54 (4)	56	16.92%
	55-64 (5)	0	0.00%
	65 or over (6)	0	0.00%
Position	Junior Manager (1)	0	0.00%
	Middle Manager (2)	0	0.00%
	Senior Manager (3)	275	83.08%
	Executive (4)	56	16.92%

4.2.1 Gender

The data reveals a significant gender disparity, with 75.23% of the respondents being male and only 24.77% female. This imbalance suggests that men dominate the leadership positions being analyzed. It highlights a key focus area for the study, as it highlights why women are underrepresented in public leadership roles. This finding indicate systemic barriers or societal norms that hinder women's advancement into leadership positions, making gender an essential factor in the analysis.

4.2.2 Age

The majority of respondents fall within the 25-34 (50.15%) and 35-44 (32.93%) age brackets, with smaller representation from the 45-54 group (16.92%) and none from

the younger (Under 25) or older (55 and above) age brackets. This indicates that public leadership is predominantly occupied by individuals in their early to mid-career stages, which may suggest that leadership roles are concentrated among experienced but younger professionals. The absence of participation from older age groups could imply barriers to retaining older leaders or gaps in succession planning, which might further amplify challenges related to gender equity in leadership.

4.2.3 Position

The data shows that the majority of respondents (83.08%) are senior managers, while executives constitute the remaining 16.92%. The absence of representation from junior or middle managers suggests that the study predominantly focuses on individuals in higher-level leadership roles. This focus aligns with the aim of analyzing gender disparities, as disparities are often more visible at higher organizational levels. However, the absence of data from junior and middle managers could limit the study's ability to assess gender disparities at entry or mid-level leadership positions, which are critical pipelines for advancing into senior roles.

4.2.4 Experience

Most respondents have 2-5 years of leadership experience (66.16%), while smaller but equal proportions (16.92%) have either 6-10 years or more than 10 years of experience. The dominance of relatively less experienced leaders suggests that leadership roles accessible to professionals with shorter career spans. However, this indicate limited opportunities for long-term career progression or leadership retention, which disproportionately affect women if organizational systems do not adequately support their career routes over extended periods.

4.2.5 Education Level

The majority of respondents (75.23%) hold a master's degree, with the remaining 24.77% holding a bachelor's degree. There are no respondents with a high school diploma or doctorate-level qualifications. This data reflects the high educational qualifications required for leadership roles in public sectors, potentially emphasizing the meritocracy-based system of advancement. However, it raises questions about whether women face additional challenges in attaining the required level of education and whether educational qualifications alone are sufficient to break systemic gender barriers in leadership.

Table 4.3: Demographic Information (Experience and Education level)

Variable	Category	Number	Percentage (%)
Experience	Less than 2 Years (1)	0	0.00%
	2-5 years (2)	219	66.16%
	6-10 years (3)	56	16.92%
	More than 10 years (4)	56	16.92%
Education Level	High School Diploma (1)	0	0.00%
	Bachelor's Degree (2)	82	24.77%
	Master's Degree (3)	249	75.23%
	Doctorate or higher (4)	0	0.00%

Source: Research Finding (2025)

4.2.6 Experience

The majority of respondents (66.16%) have 2-5 years of experience, while an equal proportion of 16.92% report having 6-10 years and more than 10 years of experience. No respondents have less than 2 years of experience. This distribution suggests that

the majority of leaders in public sectors are relatively early in their leadership trajectories, with significant representation in the first five years of leadership roles. The absence of respondents with less than 2 years of experience highlights the possibility that entry-level leadership roles might predominantly serve as a stepping stone into more established roles, or that such roles have strict prerequisites before assuming leadership positions.

From a gender perspective, this variable raises questions about how "time in leadership" differ between men and women. Structural or cultural challenges impede women from gaining or retaining leadership experience at the same rate as men. Furthermore, women take longer to move into leadership positions due to systemic biases or workplace dynamics that delay or limit their career advances. Addressing barriers to women's entry and progression in leadership roles particularly in the critical early-career stage is essential for reducing the observed disparities.

4.2.7 Education Level

The education data reveals that 75.23% of the respondents hold a master's degree, with the remaining 24.77% holding a bachelor's degree. There are no respondents with either a high school diploma or a doctorate-level qualification. This highlights the high educational standards expected for leadership positions in the public sector, where a master's degree serves as the dominant qualification for those in senior roles. While this finding speaks to a commitment in public leadership, it also draws attention to the potential challenges women face in accessing advanced education. Women encounter structural barriers, such as resource limitations or social

constraints, which interfere with their ability to pursue higher education a critical prerequisite for leadership roles.

Even with equivalent qualifications, systemic gender bias may still prevent women from advancing to senior positions at the same rate as their male peers. Despite this, the absence of respondents with doctorate degrees indicate that overly high educational expectations are not necessarily the deciding criterion for public sector leadership roles specifically in local government setting where this research were conducted.

4.2.8 Implications of Demographic findings to the Study

The demographic variables collectively highlight systemic challenges and disparities influencing gender representation in public leadership. The heavy male dominance points to significant hurdles for female leaders, while the age and experience distributions emphasize specific stages in career development where also, disparities manifest. Educational qualifications reflect a high threshold for leadership participation but do not necessarily address the gender gap. These findings provide a foundational understanding to explore underlying structural and cultural factors that contribute to gender imbalances in public leadership.

Furthermore, experience and educational attainment reflect a senior leadership workforce that is well-educated and predominantly situated within the early to mid-career phase of their leadership journey. However, the data also suggest to potential barriers for women concerning both entry into leadership roles and their long-term

retention. The emphasis on master's degrees further raises the need to examine not only access to education but also the policies or culture that govern the translation of educational credentials into leadership opportunities for women.

Table 4.4: Cultural Expectations

Response (Scale)	Number of Respondents	Percentage (%)
1 - Strongly Disagree	0	0.00%
2 – Disagree	0	0.00%
3 – Neutral	0	0.00%
4 – Agree	330	100.00%
5 - Strongly Agree	0	0.00%

Source: Research Finding (2025)

4.3 What are the Key Factors that influence the Leadership Styles of Male and Female Leaders?

All respondents consistently agreed, with a complete consensus (100%) at a score of 4, that cultural expectations significantly influence leadership styles. This highlights that societal norms, values, and behaviors shape how leadership is both perceived and practiced. Leaders often adapt their approach to align with culturally accepted standards and practices, ensuring better communication, understanding, and acceptance within the cultural framework they operate.

Table 4.5: Gender-based Stereotypes

Response (Scale)	Number of Respondents	Percentage (%)
1 - Strongly Disagree	264	80.00%
2 – Disagree	0	0.00%
3 – Neutral	0	0.00%
4 – Agree	0	0.00%
5 - Strongly Agree	66	20.00%

Source: Research Findings (2025)

The responses to gender-based stereotypes reveal a polarized perspective, with the majority (80%) strongly disagreeing, while a minority (20%) strongly agreed. This indicates that most individuals do not believe gender-based stereotypes play a crucial role or have a significant impact. However, the agreement from a small segment still suggests that some perceive such stereotypes as relevant, pointing to a nuanced and diverse set of opinions on the matter

Table 4.6: Work-life Balance Demands

Response (Scale)	Number of Respondents	Percentage (%)
1 - Strongly Disagree	0	0.00%
2 – Disagree	0	0.00%
3 – Neutral	165	50.00%
4 – Agree	165	50.00%
5 - Strongly Agree	0	0.00%

Source: Research Finding (2025)

Responses regarding work-life balance demands were evenly distributed, with 50% of participants expressing a neutral stance and the other 50% agreeing. This split

reflects a lack of consensus and shows that while some recognize work-life balance as a demand influencing leadership, others may see it as situational or are yet to form a strong opinion on its impact.

Table 4.7: Mentorship and Professional Networks

Response (Scale)	Number of Respondents	Percentage (%)
1 - Strongly Disagree	264	80.00%
2 – Disagree	0	0.00%
3 – Neutral	66	20.00%
4 – Agree	0	0.00%
5 - Strongly Agree	0	0.00%

Source: Research Findings (2025)

When assessing the influence of mentorship and professional networks on leadership, most respondents (80%) strongly disagreed, indicating that they do not view networks and mentorship as pivotal factors. Meanwhile, 20% remained neutral, suggesting some ambivalence or lack of clarity regarding the role of these elements in shaping leadership styles or effectiveness. This highlights a general trend of downplaying these aspects as influential leadership components.

Content Analysis of Factors Causing Differences in Leadership Style (Songea Municipal Council)

Below is the content analysis performed on the qualitative data provided by respondents.

Table 4.8: Content Analysis for Research Question One.

Theme	Category	Code
Conflict Mitigation	Female leadership reduces workplace conflict	Reducing conflicts
Community Perception	Leadership influenced by community attitudes	Education levels and societal reception

Source: Research Findings (2025)

From the table above, two pattern were identified, these included**, f**emale leaders are generally associated with reducing workplace conflicts and fostering harmony. Also, leadership styles of females are perceived differently in less-educated communities, emphasizing culture and societal attitudes. In the interview, one of the interviewees in regard to financial challenges commented;

> "*Female leaders tend to resolve workplace disputes with empathy, creating peaceful working environments." Also, women have a unique leadership style that often emphasizes collaboration and reduces unnecessary workplace tensions……" (Interview Data, 14th January, 2025)*

Through content analysis, two major themes emerged such as conflict mitigation and community perception. Female leaders in Songea Municipal Council are recognized for their contributions to reducing workplace conflict, but their leadership styles may be influenced by societal attitudes, particularly in communities with lower education levels. This highlights how sociocultural factors significantly impact leadership dynamics in the region.

Table 4.9: Men Positively Affects Organizational Performance

Response (Scale)	Number of Respondents	Percentage (%)
1 - Strongly Disagree	0	0.00%
2 – Disagree	165	49.85%
3 – Neutral	0	0.00%
4 – Agree	166	50.15%
5 - Strongly Agree	0	0.00%

Source: Research Findings (2025)

4.4 What are the Common Behavioral Challenges encountered by Male and Female Administrators in their Leadership Roles?

For "Men positively affect organizational performance", responses were nearly split, with 49.85% disagreeing and 50.15% agreeing.

Table 4.10: Women Positively Affects Team Collaboration and Morale

Response (Scale)	Number of Respondents	Percentage (%)
1 - Strongly Disagree	0	0.00%
2 – Disagree	0	0.00%
3 – Neutral	165	49.85%
4 – Agree	0	0.00%
5 - Strongly Agree	166	50.15%

Source: Research Findings (2025).

Regarding "Women positively affect team collaboration and morale", half of the respondents (50.15%) strongly agreed, while the other half (49.85%) were neutral.

Table 4.11: Gender Diversity Leads to Innovation

Response (Scale)	Number of Respondents	Percentage (%)
1 - Strongly Disagree	166	50.15%
2 – Disagree	0	0.00%
3 – Neutral	0	0.00%
4 – Agree	0	0.00%
5 - Strongly Agree	165	49.85%

Source: Research Findings (2025).

For "Gender diversity leads to innovation", there was a stark polarization, with 50.15% strongly disagreeing and 49.85% strongly agreeing.

Table 4.12: Women Lead to Higher Employee Satisfaction

Response (Scale)	Number of Respondents	Percentage (%)
1 - Strongly Disagree	0	0.00%
2 – Disagree	165	49.85%
3 – Neutral	0	0.00%
4 – Agree	0	0.00%
5 - Strongly Agree	166	50.15%

Source: Research Findings (2025).

For "Women lead to higher employee satisfaction", opinions were equally polarized, with 50.15% strongly agreeing and 49.85% disagreeing.

Content Analysis of Predominant Leadership Styles Among Male and Female Managers within the Council

Below is the content analysis performed on the qualitative data provided by respondents.

Table 4.13: Content Analysis on Examination for Predominant Leadership Styles among Male and Female Managers within the Council

Theme	Category	Code
Participatory Decision-Making	Collaborative leadership approaches	Involving others in decision-making
Transparency	Open leadership practices	Transparent decision-making

Source: Research Findings (2025)

From the above, different patterns identified such as female managers predominantly lead using participatory approaches, ensuring inclusivity in decision-making. Also, female leadership is characterized by transparency and openness, fostering trust and collaboration within the organization. While male managers' inferred as less participatory from the focus on female collaborative practices. In the interview, one of the interviewees in regard to financial challenges commented;

> *"Female leaders consistently involve others when making decisions that affect the council and its operations. The inclusive nature of female leadership ensures that all voices are heard before important decisions are made. Hence, female managers prefer teamwork and participation over authoritarian models of leadership... (Interview Data, 14th January, 2025)."*

Through content analysis, two dominant themes were identified: participatory decision-making and transparency. Female managers within the Council are noted for their collaborative leadership styles, emphasizing inclusivity and openness in decision-making. These styles enhance trust, participation, and teamwork among employees. Male managers were not directly critiqued but were implicitly contrasted

with a less collaborative approach. This analysis highlights that female leadership is marked by practices that promote inclusivity, transparency, and engagement.

Table 4.14: Male Adopt Autocratic

Response (Scale)	Number of Respondents	Percentage (%)
1 - Strongly Disagree	0	0.00%
2 – Disagree	0	0.00%
3 – Neutral	264	79.76%
4 – Agree	33	9.97%
5 - Strongly Agree	33	9.97%

Source: Research Findings (2025).

4.5 How do Male and Female Leadership Styles influence Governance Outcomes in Public Institutions?

Male adopt autocratic. A majority of respondents (79.76%) were neutral on this statement, while 9.97% agreed or strongly agreed.

Table 4.15: Female Adopt Transformational

Response (Scale)	Number of Respondents	Percentage (%)
1 - Strongly Disagree	0	0.00%
2 – Disagree	66	19.94%
3 – Neutral	198	59.82%
4 – Agree	66	19.94%
5 - Strongly Agree	0	0.00%

Source: Research Findings (2025).

Most respondents (59.82%) remained neutral, while 19.94% disagreed, and 19.94% agreed.

Table 4.16: Male Face Fewer Challenges

Response (Scale)	Number of Respondents	Percentage (%)
1 - Strongly Disagree	0	0.00%
2 – Disagree	0	0.00%
3 – Neutral	0	0.00%
4 – Agree	231	69.79%
5 - Strongly Agree	100	30.21%

Source: Research Findings (2025).

The majority agreed (69.79%) or strongly agreed (30.21%), indicating strong consensus on the statement.

Table 4.17: Female Encounter More Resistance

Response (Scale)	Number of Respondents	Percentage (%)
1 - Strongly Disagree	264	79.76%
2 – Disagree	0	0.00%
3 – Neutral	0	0.00%
4 – Agree	0	0.00%
5 - Strongly Agree	67	20.24%

Source: Research Findings (2025).

A significant majority (79.76%) strongly disagreed with this statement, indicating low support for the belief.

Content Analysis: Impact of Male and Female Leadership Styles on Team Dynamics and Organizational Performance in Songea Municipal

Table 4.18: Impact of Male and Female Leadership Styles

Theme	Category	Code
Decision-Making Approach	Exclusive vs. Inclusive styles	Male leaders' individual decision-making
Team Dynamics	Social stratification at work	Male-led hierarchical structures

Source: Research Findings (2025)

From the respondent response it revealed the following patterns such as male leaders often make decisions independently, resulting in limited team collaboration, hence, individualized decision-making by male leaders contributes to hierarchical layers and divisions within the workplace, creating gaps in team cohesion. In the interview, one of the interviewees in regard to financial challenges commented;

> *"Independent decision-making by male leaders creates divisions and hierarchy in the workplace. Decisions made solely by male leaders often fail to consider the broader organizational perspective. (Interview Data, 14th January, 2025)."*

The responses reveal that male leadership styles are characterized by exclusive decision-making and hierarchical practices, which negatively affect team cohesion and overall organizational performance. This tendency to act independently fosters workplace divisions and limits opportunities for collaboration and mutual understanding. In contrast, the absence of inclusive leadership in male managers creates a less cohesive team dynamic, emphasizing stratification over collective growth.

4.6 Discussion of the Finding

4.6.1 Factors that Contribute To Differences in Leadership Styles between Male and Female Leaders

The findings align with broader global research on leadership styles, which often underscores the influence of sociocultural factors, such as cultural expectations, on leadership approaches. The complete consensus (100% agreement) that cultural expectations influence leadership styles corroborates Hofstede's (2021) findings on the challenges of balancing individual and collective objectives in varied cultural contexts. This is particularly relevant in Tanzania, where leaders must adjust their styles to meet societal norms, just as the findings from this study demonstrate. This cultural adaptability reflects Eagly and Carli's (2003) assertion that leadership styles can shift depending on context, and it provides evidence of how leaders navigate norms in order to foster effective collaboration and acceptance among diverse groups.

The polarization in responses to gender-based stereotypes, where 80% strongly disagreed and 20% strongly agreed, reflects the complicated reality that while progress has been made in addressing stereotypes, they continue to impact perceptions of leadership. This fits findings from Eagly and Johnson (1990) and Booysen & Nkomo (2010), indicating that women often engage in more collaborative and transformational leadership due to communal and organizational expectations. However, as Trompenaars (2019) highlights, societal pressures can impede women's ability to fully exercise participative leadership, as certain environments still favor more autocratic styles traditionally associated with male

leaders. Thus, the minority agreement in this study shows that stereotypes still persist in some sectors, aligning with Mwamila and Diyamett's (2006) findings on the societal barriers Tanzanian women face.

The evenly split responses to work-life balance demands, with equal numbers of respondents remaining neutral or agreeing, highlight the growing importance of balancing professional and personal responsibilities in leadership roles. This resonates with Skorge's (2020) exploration of gender roles and family dynamics, where societal roles place additional demands on female leaders, affecting their work-life integration. Female leaders in Tanzania, like those documented in Kipkebut's (2010) research in Kenya, encounter pressures to prioritize family obligations, which often complicate their ability to assume senior leadership positions while maintaining equilibrium between work and personal life.

Findings on mentorship and professional networks reveal that 80% of respondents strongly disagreed with their influence on leadership development, while 20% were neutral. This sharply contrasts with global literature, such as Bennis's (2021) work, which emphasizes the critical role of networks and mentorship in leadership success, particularly for women facing societal pressures to conform. The divergence may suggest that in regions like Songea Municipal Council, mentorship and networks might not be as formalized or accessible as in Western contexts, further underlining the disparity in leadership development opportunities noted by Munisi (2018) in Tanzania.

Qualitative findings emphasize the unique attributes of female leaders, particularly their association with conflict mitigation. This aligns with Eagly, Johannesen-Schmidt, and van Engen's (2003) meta-analysis, which documents women's tendency toward transformational leadership characterized by empathy and collaboration. The perception of female leaders as reducing workplace conflicts in Songea complements Booysen & Nkomo's (2010) observations of African women oscillating between assertiveness and nurturance in leadership. Additionally, the theme of community perception, wherein female leadership is influenced by education levels and societal attitudes, echoes Kipkebut's (2010) findings on the dual-bind faced by women in balancing assertiveness with expectations of communal behavior, particularly in less-educated communities.

These findings collectively reinforce the complex interplay of societal norms, cultural dynamics, and leadership expectations in shaping the styles of male and female leaders. Global literature, including Chachage's (2020) analysis of Tanzanian leadership dynamics, highlights how cultural adaptability, leadership development opportunities, and perceptions of gender all intersect to influence leadership efficacy in different settings. This study complements these insights by providing a local Tanzanian perspective, addressing how community attitudes and cultural expectations remain pivotal in defining leadership approaches, particularly for female leaders aiming to balance organizational success with societal acceptance

4.6.2 Behavioral Challenges faced by Male and Female Administrators

The findings from this study uncover significant insights into the behavioral

challenges and leadership dynamics experienced by male and female administrators. First, the nearly divided opinions on whether men positively impact organizational performance (50.15% agree vs. 49.85% disagree) reflect a lack of consensus on male leadership effectiveness. This ambiguity stalk from the difficulty in isolating specific gender-related traits as determinants of performance, as Oakley (2000) suggests leadership effectiveness is less about gender and more contextually driven. While some value traditional male leadership traits such as decisiveness, others may critique these as authoritarian or exclusionary. This dichotomy is supported by studies like Nkomo and Ngambi (2009), which underscore the collaborative benefits offered by female leadership, presenting a subtle critique of often less participatory male leadership approaches.

The findings on female administrators highlight their positive impact on collaboration and morale, with 50.15% of respondents strongly agreeing, while 49.85% remained neutral. This aligns with global research, such as Post and Byron (2015), which identifies female leadership as positively correlated with emphasizing collaboration and inclusion. Within the Tanzanian context, Munisi (2018) further substantiates the claims by showing how female leaders adopt communal approaches that foster teamwork and employee engagement.

This study echoes these global and regional findings, demonstrating that female managers emphasize participatory decision-making and transparency, as shown in the content analysis findings. By inclusively involving employees in decision-making processes, Tanzanian female leaders cultivate trust and promote an engaged

organizational culture, which is consistent with the practices highlighted by Kipkebut (2010) in East Africa.

The polarized responses regarding whether gender diversity leads to innovation (50.15% strongly disagree, 49.85% strongly agree) highlight the contentious perception around the impact of diversity on innovation. While some respondents may perceive diversity as a driver of creative solutions, supported by findings from Hoogendoorn, Oosterbeek, and Van Praag (2013) on mixed-gender leadership teams, others might fail to associate it with tangible innovation in practice.

This is consistent with findings by Mwamila and Diyamett (2006), who detailed how Tanzanian female managers are reshaping firm dynamics but still face societal resistance, potentially limiting inclusive innovation outcomes. Despite these challenges, Tanzanian firms with female managers, as observed by Tundui and Tundui (2013), have demonstrated increased employee participation, supporting the notion that diversity fosters more democratic and collaborative environments conducive to innovation in the long run.

On the issue of whether women lead to higher employee satisfaction, similarly polarized opinions (50.15% strongly agree, 49.85% disagree) suggest a divided understanding of gendered leadership effectiveness. However, the participatory and transparent decision-making styles of female leaders identified in this study align with literature highlighting women's ability to engage employees through transformational leadership.

For example, Klenke (2011) and Madsen (2011) document the effectiveness of transformational leadership in fostering ownership and participation among employees, leading to higher satisfaction levels. Female leaders, through their openness and inclusiveness, as emphasized in this study's content analysis, likely contribute to organizational trust, as argued by Catalyst (2007), making them more conducive to fostering morale and engagement among teams.

The content analysis showcasing participatory decision-making and transparency as dominant themes of female leadership styles further highlights the unique strengths brought by female managers. Female administrators' inclination toward inclusivity and collaboration mirrors findings by Ibarra, Carter, and Silva (2010) and Ngunjiri (2010), who associate women's leadership styles with promoting growth, social responsibility, and inclusivity.

This collaborative approach contrasts with the implicit critique of male leaders' less participatory management style. By involving employees in organizational decisions, female leaders enhance teamwork and align with Aikaeli's (2010) observation that collaborative strategies in Tanzania positively influence participation. These practices also contribute to long-term organizational success, as shown by Bozzoli and Muller (2011), who emphasize how inclusive leadership strategies by female managers benefit stakeholder engagement and strategic planning.

In conclusion, this study reinforces global and regional insights into the behavioral challenges and dynamics of male and female leadership. Male administrators are critiqued for their perceived lack of inclusivity, while female administrators are

credited for their transparency and participatory decision-making styles, fostering collaboration, innovation, and employee satisfaction.

Tanzanian female leaders face similar challenges noted in broader African and East African literature, where societal expectations and resistance exist but are counterbalanced by their ability to build trust and inclusivity in organizational environments. These findings align with the broader literature that women's collaborative, transformational leadership styles uniquely influence employee engagement and sustainable organizational practices, indicating that while both genders contribute to leadership differently, the inclusion of diverse styles enhances firm dynamics overall.

4.6.3 Effects of Male and Female Leadership Styles on Governance in Public Institution.

The findings of this study reflect critical insights into how male and female leadership styles influence governance outcomes in public institutions, with direct implications for team dynamics, organizational performance, and overall governance quality. Male leadership styles are characterized as predominantly autocratic, with 79.76% of respondents remaining neutral on whether men adopt autocratic styles, while only 9.97% agreed or strongly agreed. This neutrality suggests a lack of consensus about such leadership tendencies; however, the accompanying content analysis highlights male leaders' propensity for individualized decision-making and the creation of hierarchical workplace structures.

This aligns with Flynn (2020), who highlights that a lack of diversity in leadership can lead to less collaborative board dynamics, undermining decision-making quality and governance outcomes. Similarly, Lee's (2015) insights into gender diversity demonstrate how exclusionary male leadership styles may create economic stagnation by limiting the collaborative potential of diverse teams.

The content analysis further emphasizes male leaders' independent decision-making often results in workplace divisions and social stratification, adversely affecting team cohesion and collective problem-solving abilities. These findings align with Huse (2018), who highlights how hierarchical practices in European companies led by male-dominated leadership boards undermine governance quality and organizational transparency, hindering socio-economic outcomes.

The findings also resonate with Mdee (2019), who demonstrated that inclusive leadership styles more commonly attributed to female leaders play a significant role in mobilizing collective efforts for national development, indirectly contrasting with the negative implications of male leaders' less collaborative approaches observed in this study.

In contrast, female leadership styles are viewed through a transformational lens. Despite 59.82% of respondents remaining neutral on whether female leaders adopt transformational leadership styles, the supporting qualitative data demonstrates that female administrators in Songea Municipal employ inclusive and participatory decision-making approaches, prioritizing transparency.

This echoes Renée B. Adams' (2009) findings that having women in leadership roles enhances governance practices by fostering transparency and collaboration, thereby contributing to stronger long-term organizational outcomes. Female leaders' emphasis on participatory governance aligns with Kibona's (2018) findings on the positive correlation between gender diversity in Tanzanian organizations and financial performance, demonstrating how collaborative styles reinforce productive team dynamics and overall success.

Furthermore, the study reveals a strong consensus that male leaders face fewer challenges, with 69.79% agreeing and 30.21% strongly agreeing. This reflects the easier navigation male administrators face due to traditional societal gender norms that favor male authority in governance roles. Contrastingly, female leaders face more resistance, though notably, 79.76% of respondents strongly disagreed with this assertion, suggesting a possible undervaluation of subtle, systemic challenges faced by women leaders.

Kakabadse's (2017) review of leadership in Sub-Saharan Africa provides evidence that female leaders encounter significant challenges related to societal norms, resource restrictions, and cultural biases, even when overt resistance is less pronounced. This disparity in challenges faced by male and female leaders underscores the broader complexity of gender dynamics in governance roles. The study also illustrates the impact of leadership styles on team dynamics and organizational performance. Female leaders, characterized by their participatory and transparent approaches, enhance trust and collaboration within teams. This finding

aligns with Kipkebut (2010), who noted that female leaders in East Africa foster more engaged and cohesive organizational structures through transformational leadership.

Male leaders, on the other hand, rely more on exclusive and hierarchical decision-making approaches, undermining team cohesion and creating stratification within the workplace. These autocratic practices stand in stark contrast to the collaborative approaches suggested by Ahern and Dittmar (2016) as being crucial for effective governance and innovation. Organizations that operate under hierarchical male leadership structures may struggle with inclusive development practices, limiting their ability to innovate and adapt in rapidly changing environments.

Through this analysis, a clear trend emerges that female leadership styles have a greater potential for fostering collaboration, inclusivity, and institutional innovation. This observation aligns with Lee's (2015) exploration of how gender diversity enhances economic outcomes in Sub-Saharan Africa and Flynn's (2020) findings that female leaders positively influence governance outcomes.

In Tanzanian public institutions, such as those studied in Songea Municipal, female administrators appear to embody transformative and inclusive governance practices, whereas male administrators lean toward more traditional, autocratic practices that may alienate teams and impede collaborative progress. These results reinforce the arguments of Mwamila and Diyamett (2006) and Tundui and Tundui (2013), who

demonstrate that integrating female leaders into governance structures fosters sustained organizational performance and strengthens governance quality.

In conclusion, the study affirms that male and female leadership styles influence governance outcomes in markedly different ways. Male leadership is often rooted in individualized, hierarchical structures that can fragment teams and limit collaborative effectiveness. In contrast, female leadership promotes participation, inclusivity, and transparency, generating stronger team dynamics and better organizational outcomes. The findings mirror global research from Flynn (2020), Adams (2009), and Ahern (2016), as well as regional evidence from Kakabadse (2017) and Kibona (2018), which collectively demonstrate the transformative potential of gender diversity in governance roles. Recognizing these distinct contributions is essential for fostering governance practices that are inclusive, effective, and aligned with broader socio-economic development goals.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter presents a summary, conclusions, policy implications, and recommendations of the study. The Summary of research findings has been presented about the research objectives that guided the study. Conclusions and recommendations were presented based on the research findings presented in chapter four.

5.2 Conclusion

5.2.1 Factors that contribute to differences in Leadership Styles between Male and Female Leaders

The findings from the study reveal that key factors such as cultural expectations, work-life balance demands, and community perceptions significantly influence the leadership styles of both male and female leaders. All respondents (100%) unequivocally agreed on the impact of cultural expectations, highlighting how societal norms and values dictate leadership approaches by shaping perceptions and practices. Female leaders, in particular, are perceived as adopting empathetic and collaborative leadership styles that promote conflict mitigation and create harmonious workplace environments.

This underscores the role of societal attitudes and education levels in shaping leadership as communities with lower education levels often display different

responses to female leadership styles, revealing the influence of sociocultural factors in governance dynamics. The qualitative insights further emphasize that female leaders are uniquely positioned to foster inclusivity and reduce disputes, an essential factor for organizational cohesion.

Interestingly, the study identifies a divergence of opinions on other factors such as gender-based stereotypes and work-life balance demands. While 80% of respondents rejected the relevance of gender-based stereotypes, 20% recognized them as influential, showcasing a minority belief in the persistence of such stereotypes. Similarly, perspectives on work-life balance demands were divided, with 50% agreeing that it influences leadership styles and the remainder remaining neutral, suggesting that such demands might be situational rather than universally acknowledged.

Despite the evident disagreement regarding the role of mentorship and professional networks, which the majority (80%) dismissed, the study highlights the complex interplay of sociocultural factors, community attitudes, and organizational dynamics in shaping leadership styles, particularly for female administrators. These factors not only inform how leaders approach their roles but also reveal the necessity of fostering leadership frameworks sensitive to cultural and societal nuances for achieving effective governance.

5.2.2 Behavioral Challenges faced by Male and Female Administrators

The study identifies a range of behavioral challenges encountered by male and

female administrators in their leadership roles, largely stemming from differences in leadership styles and the organizational and societal expectations associated with them. For male administrators, leadership challenges appear to be linked to their inferred preference for less collaborative and more autocratic approaches. While 50.15% of participants agreed that male leadership positively affects organizational performance, an almost equal percentage (49.85%) disagreed, indicating a lack of consensus regarding the effectiveness of their leadership. This polarization may stem from male administrators' perceived focus on hierarchical decision-making, which can limit inclusivity and team cohesion. Furthermore, the lack of emphasis on participatory and transparent practices could contribute to challenges in fostering trust and collaboration, undercutting organizational alignment and innovation.

For female administrators, common challenges revolve around societal perceptions and organizational dynamics, even though their leadership styles are widely recognized as inclusive and collaborative. The content analysis highlights that female leaders adopt participatory and transparent approaches, which enhance trust and teamwork. Despite this, responses regarding their impact on team morale and employee satisfaction were polarized, with 50.15% strongly agreeing and 49.85% remaining neutral or disagreeing.

This division underscores the persistence of cultural biases and mixed perceptions about female leadership, particularly in environments traditionally dominated by male administrators. Additionally, views on gender diversity's role in innovation

were equally split, suggesting resistance to accepting the transformative potential of diverse leadership styles.

Generally, the results highlight that while female administrators face societal and organizational resistance, they bring significant strengths that promote inclusivity and collaboration, which are not always fully recognized or valued. Both male and female administrators navigate behavioral challenges rooted in leadership expectations, yet these challenges manifest differently based on their distinct approaches and cultural contexts.

5.2.3 Effects of Male and Female Leadership Styles on Governance in Public Institution

The study identifies a range of behavioral challenges encountered by male and female administrators in their leadership roles, largely stemming from differences in leadership styles and the organizational and societal expectations associated with them. For male administrators, leadership challenges appear to be linked to their inferred preference for less collaborative and more autocratic approaches. While 50.15% of participants agreed that male leadership positively affects organizational performance, an almost equal percentage (49.85%) disagreed, indicating a lack of consensus regarding the effectiveness of their leadership. This polarization may stem from male administrators' perceived focus on hierarchical decision-making, which can limit inclusivity and team cohesion. Furthermore, the lack of emphasis on participatory and transparent practices could contribute to challenges in fostering trust and collaboration, undercutting organizational alignment and innovation.

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Generally, the results highlight that while female administrators face societal and organizational resistance, they bring significant strengths that promote inclusivity and collaboration, which are not always fully recognized or valued. Both male and female administrators navigate behavioral challenges rooted in leadership expectations, yet these challenges manifest differently based on their distinct approaches and cultural contexts.

5.3 Recommendation

The government of Songea should invest in leadership development programs that promote participatory and inclusive leadership styles for both male and female administrators. By instituting gender diversity policies within public institutions, the government can leverage the unique strengths of both male and female leadership

styles. Diversity-driven governance frameworks should be designed to nurture innovative practices, improve employee morale, and enhance overall organizational performance. Lastly, the government should create supportive infrastructures, such as mentorship programs and networks, for female administrators to help them navigate organizational resistance and societal stereotypes.

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APPENDICES

Questionnaire

Section A: Demographic Information

Please provide some information about yourself. Your responses will remain confidential.

1. Gender:

- Male

- Female

2. Age:

- Under 25

- 25-34

- 35-44

- 45-54

- 55-64

- 65 or over

3. Position within Songea Municipal Council:

- Junior Manager

- Middle Manager

- Senior Manager

- Executive

4. Years of Experience in Management:

- Less than 2 years

- 2-5 years

- 6-10 years

- More than 10 years

5. Highest Level of Education:

- High School Diploma

- Bachelor's Degree

- Master's Degree

- Doctorate or higher

Section B: Research Questions

Each statement below is related to the specific objectives of the study. Please indicate your level of agreement with each statement using the following scale:

1 - Strongly Disagree

2 - Disagree

3 - Neutral

4 - Agree

5 - Strongly Agree

Research Question i: What are the factors that cause differences in leadership style between male and female in Songea Municipal Council?

Statement	1	2	3	4	5
Cultural expectations influence leadership styles differently for men and women.					
Gender-based stereotypes affect the perception of an individual's leadership style.					
Work-life balance demands impact leadership styles more significantly for women.					
Access to mentorship and professional networks differs by gender, affecting leadership development.					

Research Question ii: What are the leadership styles and behavior challenges of male compared to female managers in Songea Municipal Council?

Statement	1	2	3	4	5
Male managers are more likely to adopt autocratic leadership styles.					
Female managers are more likely to adopt transformational leadership styles.					
Male managers face fewer challenges related to gender bias when leading.					
Female managers encounter more resistance when implementing their leadership styles.					

Research Question iii: What are the effects of male-female leading styles in Tanzania, in the case of Songea Municipal?

Statement	1	2	3	4	5
The leadership style of men positively affects organizational performance.					
The leadership style of women positively affects team collaboration and morale.					
Gender diversity in leadership leads to increased innovation within the organization.					
The presence of women in leadership roles leads to higher employee satisfaction.					

Interview Questions

Below are sample interview questions tailored to address each of the specific research objectives and questions outlined for the study "Exploring Gender Differences in Leadership Styles: A Comparative Study of Male and Female Managers in Songea Municipal Council."

Research Question i: What are the factors that cause differences in leadership style between male and female in Songea Municipal Council?

1. In your experience, how do societal and cultural norms within Songea Municipal Council influence leadership styles differently for men and women?

Research Question ii: What are the leadership styles and behavior challenges of male compared to female managers in Songea Municipal Council?

1. How would you describe the predominant leadership styles among male managers in comparison to female managers within the Council?

Research Question iii: What are the effects of Male-Female leading styles in Tanzania in the case of Songea Municipal?

1. From your perspective, how do male and female leadership styles impact team dynamics and overall organizational performance in Songea Municipal?

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA

Ref. No OUT/PG201801076   14th November, 2024

Municipal Director,

Songea Municipal Council,

P.O.Box 74,

RUVUMA.

Dear Director,

RE: RESEARCH CLEARANCE FOR MS. MLIMIRA XSAVERIA AIDAN, REG NO: PG201801076

2.   The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007.In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3.   To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. Mlimira Xsaveria Aidan, Reg.No: PG201801076), pursuing Masters of Arts in Gender Studies (MAGS).** We here by grant this clearance to conduct a research titled **"Exploring Gender**

Disparities in Public Leadership: Analyzing the Gender Ratio and Underlying Factors. She will collect her data at your area from 15th November 2024 to 30th December 2024.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820.We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,
THE OPEN UNIVERSITY OF TANZANIA

Prof.Gwahula Raphael Kimamala

For: VICE CHANCELLOR

THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL
GOVERNMENT AUTHORITY

SONGEA MUNICIPAL COUNCIL

Ref. No. HA.34/510/01/45   Date: 14ᵗʰ of November 2024

Vice Chancellor,
Prof. Gwahula Raphael Kimamala,
The Open University of Tanzania,
P.O.Box 23409,
Dar es Salaam,
Tel: 022-2-2668820.

RE: RESEARCH CLEARANCE FOR MS.MLIMIRA XSAVERIA AIDAN, REG NO: PG201801076

Reference is made basing on the caption above,

2. We acknowledge receipt of your letter with ref. **No OUT/PG201801076** dated 14ᵗʰ November, 2024 asked for conducting research titled "Exploring **Gender Disparities in Public Leadership: Analyzing the Gender Ratio and Underlying Factors**". for **Ms. Mlimira Xsaveria Aidan** with Registration Number **PG201801076** pursuing **Masters of Arts in Gender Studies (MAGS).**

3. We do here by grant the permission to conduct her research at Songea Municipal Council from 15ᵗʰ November 2024 to 30ᵗʰ December 2024. We are ready to give her enough cooperation during the whole time of Data collection at our area.

4. We wish her all-good fortune and success on research academic activity at Songea Municipal Council.

5. Thank you in advance.

Sadick Mrisho
Ag. Municipal Director
SONGEA