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Master's Thesis of Global Sport Management

# Underrepresentation of Women in Sports Leadership Positions:

The Case of Tanzanian Women in Sports Federations

스포츠 리더십 자리를 대표하는 여성들의 경험 탐색:  
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Benson John Chacha



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# Underrepresentation of Women in Sports

## Leadership Positions:

The Case of Tanzanian Women in Sports Federations

**Advisor: KWON, Sun-Yong**

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The Graduate School

Department of Physical Education

Seoul National University

Global Sport Management Major

**Benson John Chacha**

Confirming the master's thesis written by

**Benson John Chacha**

**August 2022**

Chair Kim, Kihan (Seal)

Vice Chair Lee, Okseon (Seal)

Examiner Kwon, Sun-Yong (Seal)

## **Abstract**

# **Underrepresentation of Women in Sports Leadership Positions: The Case of Tanzanian Women in Sports Federations**

Benson John Chacha  
Global Sport Management, Department of Physical Education  
The Graduate School of Education  
Seoul National University

The increase in women representation as athletes is an achievement to be acknowledged as it has experienced incredible growth over years. However, this achievement is barely reflected on the representation women in leadership positions in sports. Women are still underrepresented in almost all leadership positions particularly in top positions in most national and international sports organizations. Women underrepresentation in leadership positions in sports is not a new issue nor is it one specific to the developing countries.

This qualitative case study was a part of a larger phenomenological investigation intended to explore the experiences of women in leadership positions in Tanzanian sports federations. The study also sought to examine how women sports leadership is perceived by Tanzanian sports federations, and how these federations can increase women representation in their decision-making positions.

From a purposeful homogeneous sampling of eight participants, women sports leaders in Tanzanian national sports federations and from government sports authorities were interviewed through semi-structured open-ended interview questions about their career paths, experiences and perceptions concerning how and why women top leaders continue to lag behind their male counterparts.

This study highlighted important roles that women sports leaders play in the development of sports. Results also suggested that self-limiting behaviors, work-life conflict, cultural and religious beliefs among other contribute to the underrepresentation of women in sports leadership positions. Factors attributed to social perception of gender and leadership roles incongruence also limited

women leaders' access in organizations, which subsequently contribute to the underlying problem.

Resistance to discriminatory cultural and religious beliefs, role modeling and mentoring, creating visibility through sports media, and enacting laws and regulations were consistent strategies that participants advised for women to progress into leadership positions.

The results of this study serve as the baseline information on women leadership in Tanzanian sports federations and it's hoped that these findings will help to influence the government and sports federations to provide opportunities for women and girls to participate and take leadership roles in sports organizations.

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**Keywords:** Leadership positions, sports leadership barriers, women experiences, women in sport leadership

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# **Chapter 1. Introduction**

## **1.1. Background**

Progress that women have made in recent years in taking seats at the table of major economic, political and financial decisions making bodies is an achievement that needs to be acknowledged (Adriaanse, 2016b). However, this progress is barely reflected in the sports sector, where women are still under-represented in almost all leadership positions in most national and international sports organizations (Burton, 2015; Cook & Glass, 2014; Goslin & Kluka, 2014). Leadership positions in sports organizations, as described by Burton (2015) are decision-making roles in sports governance, such as chairperson, chief executives, directors, managers and members of committees.

It is the disparity of men and women in leadership positions in sports organizations that calls for those in power in these organizations to take necessary measures to achieve gender equality (Adriaanse, 2016a). In patriarchal societies such as Tanzania and other Sub-Sahara African countries, gender inequalities are not only seen as acceptable norms, but are also deeply entrenched within the culture (Vyas & Jansen, 2018). Despite the progress that has been made in achieving gender equalities and improving livelihoods, and safety of women in Tanzania; women still face

high rates of gendered violence and barriers to equal access to education, jobs, and power (Nyoni et al., 2017).

Gender inequalities that exist in Tanzania in all aspects of human life are both a product of cultural and religious beliefs within the society (Hartmann-Tews & Pfister, 2003). Patriarchal and male-dominated societies in Tanzania consider women to be inferior to men; which makes them face discrimination in social, economic and political aspects of human life, regardless of their abilities and qualifications (Mbepera, 2017).

Goslin and Kluka (2014) believes that cultural norms, religious beliefs, and gender stereotypes encourage repression and marginalization to women by those in leadership positions in governmental and private organizations and by the society. Female underrepresentation in leadership positions is not only limited to political and financial organizations, but sport organizations also face similar problems (Hartmann-Tews & Pfister, 2003).

The underrepresentation of women in sports was first addressed in the United States by legislating a federal civil rights law (Title IX) (Fabrikant, 2018). This act was passed as a part of the education amendments in 1972 to prohibit gender discrimination in education programs and activities that received federal assistance (De Soysa & Zipp, 2019; Francis, 2016). Underrepresentation of women in sports decision-making positions is a

global challenge that is prevalent in both national and international sports organizations (Organista, 2020). Interest in the underrepresentation of women in leadership positions in sports associations has increased in recent years (Kara et al., 2016). However, there is still a lack of enough research on the rationalization and justification as to the reasons why women are not equally represented in decision-making positions in Tanzanian sports federations.

The importance of female representation in sports decision-making positions has been recognized by international sports governing bodies. This has called for the International Olympic Committee (IOC) to work with International Sports Federations and National Olympic Committees to promote more participation of girls and women in sports and taking leadership roles in those organizations (International Olympic Committee, 2014).

National and international sports federations have designed strategies and approaches aimed at increasing women representation in their organizations. These strategies range from investing in women's sports, portraying a positive image of women in media to providing gender equality trainings to the public (Evans & Pfister, 2020). These strategies are designed to accelerate the change towards a more gender equality in sporting culture

(Evans & Pfister, 2020). There also have been significant developments and implemented reforms by many sports organizations to strengthen the representation of women in decision-making positions (Adriaanse, 2016a).

The International Olympic Committee in 2016 self-imposed a threshold of at least 30% women as members of the board by 2020 (International Olympic Committee, 2021a). As a consequence, some national sports federations also have introduced mandatory quotas that claim a certain number of decision-making seats for women in their federations (Cook & Glass, 2014). Although these actions have led to a substantial increase in the number of female managers in sports (Evans & Pfister, 2020). Many national and international sports federations still have a long way to go to achieve gender equality in their decision-making bodies.

The significant role that have been played by women who have made to the decision-making positions in various sports federations and organizations has been negligible (Kara et al., 2016) thus underlining the need of increasing representation of women in these organizations (Mirian et al., 2018). Evans and Pfister (2020); Kara et al. (2016) maintains that for sports organizations to overcome gender inequalities, they need to have a clear understanding of the extent of the underrepresentation of women in their organizations.

## **1.2. Purpose of the Study**

The purpose of this qualitative case study was to explore the experiences of women in leadership positions in Tanzanian sports federations. The study also sought to examine how women sports leadership is perceived by Tanzanian sports federations, and how these federations can increase women representation in their decision-making positions.

## **1.3. Research Questions**

To achieve the intended purpose of the study, the following research questions were developed to guide the study.

RQ1. What are the experiences of women in leadership positions in Tanzanian sports federations?

RQ2. How is women sports leadership perceived by Tanzanian sports federations?

RQ3. How can Tanzanian sports federations increase women representation in their decision-making positions?

## **Chapter 2. Literature Review**

### **2.1. Women's Leadership in Sports Federations**

#### **2.1.1. Status of Women in Sports Leadership**

Gender inequalities remains a challenge to human development Abisha and Vincent (2015), and it has been a hotly discussed issue to humanity since the beginning of time (Fabrikant, 2018). Historically women have faced inequalities in relationships, economic disparities, and sporting opportunities for generations (Batra & Reio, 2016). These inequalities have made women to lag far behind men in most measures of human development (Batra & Reio, 2016).

Gender inequalities are prevalent in all countries O'Neill and Mulready (2015); however, these inequalities are more rampant in poor countries than in developed countries (Jayachandran, 2015). Like in other aspects of human life, women have vastly been left behind in their presence in sports leadership (Senne, 2016). This is because sports are considered "masculine" in approach and hold male driven norms (Vyas-Doorgapersad & Surujlal, 2018).

Sport has been a male-dominated sector which has discriminated women and hindered their advancement to high-level sports excellence and taking leadership positions in sports organizations (Vyas-Doorgapersad & Surujlal, 2018). Senne (2016) resonates with this argument by claiming that some sport organizations have entrenched masculinity as the working principle within sports, which essentially strengthens the masculine image of sports and reinforces masculine behavior as acceptable leadership qualities required in sports.

Zbigniew et al. (2019) argue that myths and stereotypes promoted by media on women have hugely affected women's participation in sports and their desire to take leadership roles in sports organizations. Media promotes narratives that participation of women in sports makes them masculine, unfeminine, and lesbians instead of showing them as capable athletes and leaders (Jakubowska, 2015). However, while female athleticism challenges gender norms, women athletes continue to be portrayed in traditional roles that reaffirm their femininity as wives and mothers or sex objects and not as leaders (Hanson, 2012).

Many studies on sports and media have shown that media for a long time has played a significant role in stereotyping men and women differently in sports (De Soysa & Zipp, 2019). Women athletes are often sexualized

Trolan (2013) and depicted in a demeaning way that contributes to the minimization of their achievements in sports (Zbigniew et al., 2019). Media coverage emphasize on femininity and places much focus on sexual attraction of women athletes rather than their abilities and skills (Chattopadhyay, 2016).

Negative myths and stereotypes on women's participation in sports have made it harder for some parents to allow their children to take place and excel in sports (Trolan, 2013). Women stereotypes has also created a lot of pressure on female athletes and leaders to combat stereotypes by proving their femininity by prove that they are capable and qualified just like their male counterparts (Hanson, 2012; Trolan, 2013).

Rise of several women to top leadership positions in political, business, and in financial institutions is an achievement that needs to be recognized. Some countries have had a female head of states, while some major international financial and political institutions have been headed by females. However, according to Adriaanse (2016b) this achievement has barely been reflected in sports sector and a considerable few number of women have reached in top leadership positions in major international sports organizations.

The International Olympic Committee (IOC) and "Fédération Internationale de Football Association" (FIFA) which are widely regarded as the most prominent and powerful sports organizations in the world have never had a woman president since their inception (Adriaanse, 2016a). Furthermore, a study done by Adriaanse (2016b) showed that in 2016, women held only 16.3% of directorship positions in international sports governing bodies and only chaired 7% (5 out of 70) international sport federations.

The study done by Adriaanse (2016a) examined gender diversity in sport boards globally by analyzing data from the Sydney scoreboard. The findings indicated that women were largely under-represented as board directors of National sports organizations in 45 participating countries. The global mean was 19.7% and in only four of the 45 countries had women representation above 30% of the total leadership in their sport's governing bodies. The results on other two key indicators showed that women's representation as board chairs global mean was 10.8% and chief executive global mean was 16.3%.

Tanzania was among the countries that were involved in the study by Adriaanse (2016a); findings presented a huge gender disparity in managerial positions in Tanzanian sports federations. The percentage of

women directors on the boards in 15 studied federations was 15.6%, the percentage of women chairs on the boards was 6.7%, and the percentage of women chief executives on the boards was 6.7%. These results significantly indicated that important decision-making positions in world sport governance and management remain largely dominated by men.

There is a deficiency of correct statistics about the number of women in leadership positions in Tanzanian sport federations; however, there is evidence which shows that very few women have risen to the top leadership positions in those organizations (Hartmann-Tews & Pfister, 2003, pp. 118-129). Currently, out of 73 National sports associations and federations registered under the National sports council act, only Tanzania Netball Federation is headed by a female chairperson (Mchekadona, 2017). Straume (2012) maintains that it is difficult for women in Tanzania to compete with men in obtaining leadership positions under the current sport system, which is dominated by men from grassroots to national level.

Organista (2017); Zbigniew et al. (2019) did a similar study that examined gender inequalities in Polish sports organizations and the scale of those inequalities compared to other international sports organizations. The results of study showed that women were vastly under-represented in the upper ranks of Polish sports organizations than in international organizations.

This was because international sports organizations place more pressure on preventing discrimination by using appropriate provisions in the statutes and reserving places for women on committees (Zbigniew et al., 2019).

For so long, the International Olympic Committee (IOC) and other international sports federations have claimed to support the uplifting and equality of women in sports (Kara et al., 2016). However, this has not been reflected in their organizations and affiliate organizations since women are still hugely under-represented in the most influential decision-making positions (Alvad, 2016).

The International Olympic Committee has only recently met its self-imposed threshold of at least 30% women as members of the board (Senne, 2016). Most significantly, women's representation on the IOC executive board is 33.3%, they account for 47.8% of the members of the IOC's commissions, and women IOC membership stands at 37.5% (International Olympic Committee, 2021a).

In 2018, only 13 women held the position of the president, and only 33 women held the position of the Secretary General in different National Olympic Committees (NOC's) (International Olympic Committee, 2021b). In 2015, 27 out of 135 NOC's which took part in the IOC survey had 30% or more women on their executive board, 62 NOC's had less than 20%

women on their executive boards and 10 NOC's still had no women on their executive boards (International Olympic Committee, 2021b). This survey showed that leadership positions in sports organizations are slanted towards male leadership, and this supports the idea of masculinity in sports and masculine leadership in sport (Senne, 2016).

Despite the significant increase in women's participation in sports in the past few years, particularly in national and international competitions; their depiction in leadership roles in sports organizations has trailed behind (Kara et al., 2016). This assessment is supported by Mirian et al. (2018) who assert that the increase in sports participation of women as athletes and officials should have helped solve the underlying problem. Furthermore, the underrepresentation of women is still prevalent in higher level of management, and it is still men who hold most of the prominent positions in sports organizations (Cook & Glass, 2014).

The under-representation of women in sports leadership is a challenge in many countries of the world, but it is more prevalent in many African countries (Mwisukha & Rintaugu, 2013). In these countries, women are also less likely to undertake leadership roles in sports organizations because they are assigned lower-paying positions Organista (2020) and in lower-ranked tasks with less visibility (Burton, 2015).

While gender equity policies and regulations exist in many countries, actions to pursue gender equity are more limited in many sports organizations, which results in less participation of women in sports and underrepresentation in decision-making positions (Evans & Pfister, 2020). Sports organizations at all levels should ensure existence of policies that promote women's participation in sports from grassroots to international levels (Nunes, 2019; Senne, 2016). These policies will help to reduce the stereotypical image of women in sports and establish equal opportunities in sport governance and the pressures women face in a hegemonic masculinized sport organizations (Senne, 2016).

#### 2.1.2. Contribution of Women to Sports Leadership

Based on the study by Adriaanse (2016a), there is clear evidence that women underrepresentation in sports leadership varies hugely between different countries. For instance, women were highly represented in sports leadership in Cook Islands and Fiji and this representation was high because of the important role that women play in that island nation which is characterized as a matriarchal society. Adriaanse (2016a) further suggested that in matriarchal societies, women not only heads families but also assume

notable leadership positions in other spheres of life, including government and sports.

Power vested in women and motherhood in matriarchal societies is deemed as central to the growth and stability of the community M'mbaha (2012), and in societies this power was not only manifested in political leadership but also in sports (Aman et al., 2019). Unlike in patriarchal societies where men control all political, economic and social relations, in matriarchal societies women hold leadership positions and young members of the community look up to them for directions (Igram, 2018).

Countries and sports organizations that do not achieve the critical mass of women's presence in its boards are of a potential loss Burton (2015). Whilst gender diversity on boards is an ethical issue in terms of adequate representation of all stakeholders Cook and Glass (2014), it also has significant impact on the organization's performance (Evans & Pfister, 2020).

Many sports scholars have resonated the importance of gender diversity in sports boards. Kara et al. (2016) maintained that gender diversity contributed to more effective corporate governance through personal interactions and through board processes, while Straume (2012) provided evidence that women brought unique skills, knowledge, experience to the board and added voices to debates in decision making.

Study by (Adriaanse, 2016a) apparently showed that sports boards with three or more women are significantly more active in promoting non-financial performance measures such as customer and employee satisfaction. In addition, several other studies have concluded that presence of women in sports leadership enhanced organizational performance Burton (2015); Cook and Glass (2014); Evans and Pfister (2020) and promoted organizational corporate social responsibility Kara et al. (2016); Mirian et al. (2018); Mwisukha and Rintaugu (2013).

Women in leadership in sports organizations represent the needs and interests of other women Goslin and Kluka (2014) and act as role models to the next generations of girls and boys (Kara et al., 2016). Further more women strive to achieve a critical mass in sport leadership has institutionalize voices of women in sport Aly and Breese (2018) and acted as role models to the aspirations of a younger generation of women and girls Mbepera (2017) and also help to advance women in sports leadership (Vyas-Doorgapersad & Surujlal, 2018).

Diversity in the workplace in sports organizations ensures that the workforce is a representative of the wider society O'Reilly et al. (2018), and that individuals are respected and valued for their characteristics and differences (Batra & Reio, 2016). Moreover, its widely accepted across the

sports industry that diverse leadership leads to better governance (Mbepera, 2017). Diverse boards create greater wealth of experience, and perspective De Soysa and Zipp (2019) which in return results in more effective risk management, better decision making and, ultimately, better organizational performance (Jabeen, 2017).

Diversity at board level, in sports leadership is crucial in growing women's participation in sport from top-to-bottom Fallatah et al. (2019) and since women make up 51% of the population; it is incomprehensible to exclude them in the decision-making bodies that will have great impacts on them (Burton, 2015). Furthermore, having more women as leaders in sports organizations not only improves organizations' governance and performance but also creates a ripple effect, with more women opting to work in sports sector (Organista, 2017).

### 2.1.3. African Women in Sports Leadership

Women make up a significant part of the social and human capital of Africa. While this presents potential human resources that can be harnessed to enhance economic productivity; the disparities in social and economic opportunities between men and women have never been starker (M'mbaha, 2012). Although it must be acknowledged that over years 'African

governments have worked on closing the political, economic, and social gender gap between men and women. However, inequality in leadership, specifically in sports organizations, remains in a deplorable state, and statistics reveal that there is still so much work to be done (Mwisukha & Rintaugu, 2013).

The under-representation of women in sport leadership in sports organizations is an issue of major concern across the world. However, Vyas-Doorgapersad and Surujlal (2018) highlights that this underrepresentation is being most prevalent among women in many African countries. Mwisukha and Rintaugu (2013) revealed that African women are under-represented in sport administration in most national sports federations and in the contingents of officials that convoy athletes to major international sports competitions.

Lack of women in sports leadership in many sub-Saharan African patrimonial societies results from traditional beliefs and cultural expectations that determine the role and position of women in the society (M'mbaha, 2012). These societies inherently place power and authority to men as societal leaders (Mirian et al., 2018), enhances women subordination De Soysa and Zipp (2019) and emphasizes behaviors that reinforce gendered

stereotypes about women's ability to lead and negatively affect their self-confidence (Mwisukha & Rintaugu, 2013).

Lack of African women in leadership positions in sport organizations has also been attributed to lack of interest from some women in taking leadership positions despite continuous efforts by international sports federations to promote diversity in sports organizations. Other constraints that hinder women to ascend in leadership position include family-work related responsibilities Mirian et al. (2018) and in some cases women have perceived themselves as facing dual expectations of not only succeeding in their professional careers but also fulfilling their family responsibilities (Nyoni et al., 2017).

Gender wage gap inequality between men and women in sports has also attributed to women in many African countries not to develop interest in sports and rather focus in other careers (Moawad, 2019). African sports unlike in developed countries generate less money in sponsorships, ticket sales and sales of broadcasting rights. Consequently, male sports attract much more than female sports which results to women athletes and leaders getting paid less (Leano, 2020). Even though, salary and wage gap between men and women exists in almost every sector and industry, the differences are more rampant in sports sector(Hanson, 2012).

Sports sector being one of the highest paying and most aspiring industry in the world is also probably the most gender unequal sector (Cooky et al., 2016); this inequality exists in wages and salaries paid to female athletes, officials, and sports administrators (Flake et al., 2013). In most sports disciplines and competitions ranging from football, tennis, volleyball, and basketball; compensations for men and women athletes are completely different and unequal (Perras, 2019).

Male dominated leadership in sport organizations has created a gendered work structure that places most female employees in low-paying jobs with minimum career advancement potential (Vyas-Doorgapersad & Surujlal, 2018). In addition to that, women working in most sports organizations have a very uncertain prospect in terms of financial compensation (Cooky et al., 2016).

African women have been overshadowed by oppressive patriarchal beliefs that demand them to accept men as leaders in every sector of life (Abisha & Vincent, 2015). It's only until recently that several women pressure groups have emerged fighting for women's empowerment in African countries (Nyoni et al., 2017).

Decision by many African governments to support fights for gender equality by signing international declarations that protect the equality and

rights of women is something to be celebrated (O'Reilly et al., 2018). These steps to some extent have helped some women to take leadership roles in many organizations (Scheidler & Wagstaff, 2018). Despite the signing of these declarations, governmental policies and global conferences, statistics show that African women are still under-represented in key decision-making positions in many sectors, including leadership in sports organizations (Vyas-Doorgapersad & Surujlal, 2018).

Contribution that African women have made to sports have for years gone unrecognized (Vyas-Doorgapersad & Surujlal, 2018). Studies conducted over recent years on sports media coverage have shown major under coverage of women's sports. Women make up 40% of all participants in sports but only receive 4% of sports media coverage (MacKenzie, 2019). Sherwood et al. (2017) maintain that not only that women's achievements in sports have not received sufficient coverage in sports media but also that their non-coverage resulted from sports media historical resistance to change.

The underrepresentation of women's sports in the media is aligned with the perception that sport is a masculine construct (Zbigniew et al., 2019). Additionally, the society prefers to see women in feminine roles and not in roles that men fulfill (Chattopadhyay, 2016). In most cases in Africa, media portrayal of gender roles which place women's roles as mothers,

house caretakers, and child bearers have been critical barriers in women's career advancement as sports leaders in sports organizations.

For African countries to attain inclusive and sustainable development; Mwisukha and Rintaugu (2013) suggest that gender equality needs to be brought to the fore of the government's agenda and seen as a top priority issue by private organizations and civil societies. This argument is supported by Batra and Reio (2016); Jayachandran (2015); Nyoni et al. (2017) who maintain that any country that does not utilize the talent and creativity of its women is at a terrific disadvantage in the modern world.

## **2.2. Contextual Background**

### **2.2.1. Overview of Tanzanian Sports**

The United Republic of Tanzania is an East African country located within the African Great Lakes region. Tanzania became into existence in 1964 through the union of two separate states of Tanganyika and Zanzibar. The current population of Tanzania is approximately 60 million, comprising majority indigenous Africans with Pakistan, Indian, Arab, and European subpopulations.

Tanzania is one of the most culturally and ethnically diverse country in Africa and this is reflected in the existence of over 125 tribes with their

own language, customs, and traditions. Swahili is the national language that is widely spoken in the country, while English is the second official language used in education, judiciary, administration, and business.

Before the establishment of colonial (British, German and Arabic) rule in Tanzania in the middle of the 19<sup>th</sup> Century, the indigenous people took part in a wide range of physical activities, which were part of their daily routine of life (Ndee, 2010). Traditional societies had numerous games, dances, and initiation rituals couched in physical prowess (Mwisukha et al., 2003). Rituals and celebrations through dancing, singing, and competitive games and activities marked the beginning of the planting, harvesting, or circumcision seasons.

While underlining on the fact that Tanzanian indigenous people engaged in a wide range of traditional sports, Ndee (2002) emphasized that sports has always been part of life in Africa, and in the past people played different games and took part in different sports and the type of sports they played was determined by their surroundings, nature and need for security. Games in these societies were orally administered, preserved, passed on to subsequent generations, and from time to time they were modified to suit new circumstances (Ndee, 2010). Evidence also shows that many tribes enjoyed games over centuries and that the equipment changed when

necessary and types of physical activities practiced by various tribes in the precolonial period are still evident in archery, wrestling, singing games and local dances (Mwisukha et al., 2003).

During the colonial period in the first half of the 20<sup>th</sup> century, the British and German colonialists introduced most of the modern games played today in Tanzania. The colonialists and missionaries introduced and emphasized on the inclusion of physical education in the school curriculum and sports as an extra-curricular activity (Ndee, 2010). There is also evidence that of some sporting facilities for the public were established and developed to create a healthy society during the colonial period (Mwisukha et al., 2003).

After attaining her independence from the British in 1961, the priority issues on which the post-colonial Tanzanian Government focused on were eradication of poverty, improvement of healthcare facilities and expansion of education (Straume, 2012). At that time, sport did not feature as a facet to development (Mwisukha & Rintaugu, 2013). Though people participated in sports, this was to a less extent and was generally regarded as pastime activity and regarded as an activity for children in schools (Ndee, 2002).

Most of the out of-school sporting activities were run by the local authorities and voluntary sporting clubs and organizations which facilitated the participation of a few of Tanzanian athletes in some of the major international sports events such as the Olympic Games, All-Africa Games and Commonwealth Games. The few Tanzanian athletes who excelled in major international competitions in the 1960s became role models and provided the impetus for increased interest and participation in sports (Hartmann-Tews & Pfister, 2003, pp. 118-129).

Consequently, many sports clubs, federations, and organizations to manage and administer various sports disciplines were formed and registered by the Government. The Government, for instance, created the National Sports Council in 1967 through an Act of Parliament, to oversee sports matters in the country. Over the years, there have been tremendous developments of sports in Tanzania and this popularity has stemmed from the understanding of the Government and the people of Tanzania of the role of sports as a vehicle for national development (Ndee, 2010).

However, sports development in Tanzania has been uneven, male sports has developed more than women's sports, with more male participation in sports than women (Hartmann-Tews & Pfister, 2003). Despite of various barriers to women's participation in sports, some

Tanzanian women have risen above these barriers and excelled in sports and at times, these exemplary performance of Tanzanian women in sports and their contribution in sports leadership has not been recognized (Ndee, 2010).

In fact, the low representation of women in leadership attests to the marginalization and invisibility of women in Tanzanian sports (Nyoni et al., 2017). Hartmann-Tews and Pfister (2003, pp. 118-129) work on Tanzanian women in sports reveals how the cultural practices and traditional values defining gender roles deterred them from participating in sports and taking leadership positions. It is the Tanzanian men in sports, especially male football that have always benefited from national limelight Ndee (2010) despite the first medal to be won by Tanzania was by a woman "Mama" Theresia Dismas who won a Silver medal at the 1965 All African games in Congo Brazzaville.

### 2.2.2. Gender Segregation and Inequalities in Tanzania

In many Tanzanian societies, tribal customs advocate for gender division of labor: women and girls take care of the household chores, small children, livestock, and weed the agricultural fields. Men prepare land for cultivation, care for large livestock, market produce, and make the important financial and political decisions for the family and society. Gender roles

have therefore been stereotyped as being masculine and feminine, which affects the division of labor and resources within the family and society. In these societies, women are under the control of men, often accorded to a lower social status and experience gendered violence and discrimination.

Gender inequalities and stereotypes in most Tanzanian societies have been a challenging issue and a dark part of the societal culture (Nyoni et al., 2017). For many years' women in Tanzania have faced inequalities in relationships, careers, education, and sports opportunities (Mbepera, 2017). Namabira and Kamanzi (2013) believe that despite the societal changes over the years in Tanzania, women still face gender discrimination and violence, with many of them becoming poor, uneducated, and dependent.

Traditional beliefs, cultural expectations, and attitudes are the core determinants of the role and positions of women in many societies in Tanzania (Mwisukha & Rintaugu, 2013). These societies are characterized by huge disparities between men and women in all economic, political, and administrative roles. A report issued by UNDP (2020) presented that Tanzania had a gender inequality index value of 0.529 for the year 2019, which put the country in the low human development category, positioning it at 163 out of 189 countries and territories.

The report exhibited gender inequalities in Tanzania, mainly in government administrative role. The share of seats held by women in local government was 30.1%, share of seats in parliament held by women was 36.9% compared to 69.9% and 63.1 for men respectively. Low representation of women in decision-making bodies gave the country a Gender Development Index (GDI) of 0.948. The report also showed that the share of employment for women in non-agricultural sector in Tanzania was 45.0%, this made the total unemployment rate (female to male ratio) to be 1.61. the number of Tanzanians aged 25 and older with at least some secondary education for females was 12.0% compared to 16.9% for males (UNDP, 2020).

Women in Tanzania account almost for 52% of the working age population (15 years and over), but labor force participation rate is higher among males (89.4%) than among females (79.6%) (National Bureau of Statistics, 2013; UNDP, 2020). This data shows women make up a greater proportion of the economically inactive population; of the 13.3% of the population in this category, 8.2% are women and 5.1% men (National Bureau of Statistics, 2013; UNDP, 2020).

Women in Tanzania fall behind in most human development indexes; they struggle to meet their basic needs, social services and face constraints

to access opportunities to make a better life compared to their male counterparts (Martha et al., 2014). Men are more likely to be employed in formal sectors, including public service and other highly paying jobs which implies that women are more likely to be engaged in employments with less income and less security (Ministry of Health, 2015-2016).

In recent years Tanzania has made major developments in the advancement of women's rights and opportunities, however a lot of work needs to be done. The government has recognized that gender equality and women's empowerment are important aspects of poverty reduction and sustainable development. This commitment is reflected in national strategies, plans and policies such as the Tanzania Development Vision 2025, National Five-Year Development Plan 2011/12–2015/16, National Strategy for Growth and Reduction of Poverty (NSGR), National Micro-Finance Policy (2000), and Women and Gender Development Policy (2000).

These strategies, plans and policies attempt to ensure that the country attains gender equality and the empowerment of women in all socio-economic, political relations and culture. They focus on the following main areas: (1) Increasing awareness of issues related to women's empowerment and gender equality, (2) Emphasis on integration of gender equality in policies, plans, development strategies and actions in all sectors and at all

levels in the development process, and (3) Giving more opportunity to women in all spheres including politics, leadership positions, management, and economic development.

The Government has also ratified and implemented various regional and international commitments on gender equality and women empowerment such as the UN Declaration on the Elimination of Violence Against Women, the 1995 Beijing Platform for Action, the Millennium Development Goals (MDG'S), and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). The government has also established the Ministry of Health, Community Development, Gender, Elderly and Children, which is the National Gender Machinery responsible for policy formulation, coordination, and monitoring through quarterly reviews.

### 2.2.3. Barriers to Women Leadership in Sports

Cultural practices, male-controlled systems and religious practices promote oppression and marginalization to women by both society and organizations (Mbepera, 2017). Women are affected by social-cultural beliefs in communities which encourage masculinity beliefs (Nyoni et al., 2017). Societal beliefs inculcate attitudes that look women as persons to be

dominated and under-represented in leadership position and decision making (Batra & Reio, 2016).

Gender roles in many patriarchal societies in countries such as Tanzania place women's roles as mothers, house caretakers, and child bearers. Such role expectations have been seen as fundamental barriers in women's leadership career advancement in sports organizations for women in many countries, Tanzania being among them (Mbepera, 2017).

Cultural beliefs concerning the role of men and women and gender roles in Tanzanian societies affect women's career development; favoritism involved during appointment and promotions, make young women leaders to develop no aspirations in leadership (Mbepera, 2017). In addition to this, Mirian et al. (2018) contend that women in many countries still need to work much harder than their male counterparts to make their leadership abilities and capabilities visible and recognized by the system.

Cultural beliefs define gender positions in sports organizations and sadly become accepted as normal practices Vyas-Doorgapersad and Surujlal (2018) which then have effects on fair representation of women in sport circles. Continued cultural attributes such as prejudices, and taboos lead to sport being viewed as a male preserve, and low standard gender role which discourage females from sports (Mwisukha & Rintaugu, 2013).

Lack of women role-models and mentorship has resulted in underrepresentation of women in sports leadership in many organizations (Mbepera, 2017). Presence of many women in decision-making positions could serve as positive role-models for emerging women leaders to develop their interests and aspirations for leadership positions (Kara et al., 2016). Despite the fertile efforts made by sports organizations to the development of women sports and female athletes; the portrayal of these athletes in the media as capable women and affirmative role models has been subjected to negativities compared to male athletes (Trolan, 2013).

Many studies have shown that the significance of having women role models as female athletes and leaders is that it demonstrates that success in sports is attainable O'Reilly et al. (2018) and it provide girls the confidence they need to overcome many constraints they face in sports (Cooky et al., 2016). Despite the significance of women role models; inspirational role models are not well portrayed by the media and lack social acceptance of female sport still exists (Mirian et al., 2018).

O'Reilly et al. (2018) believes that even though women role models are important for young girls in sports participation and leadership; the inspiration of girls in sport needs to come from both female and male role models. Girls need role models who understand the needs, the emotional and

biological changes that girls experience, and the many challenges they encounter in sports participation (Moawad, 2019).

Study by Mwisukha and Rintaugu (2013) revealed that low participation of women in sports and their underrepresentation in sports leadership is because of inadequate financing of women sports development programs. Another study by Nyoni et al. (2017) revealed that women are perceived to be economically disadvantaged than men in meeting expenses involved in sports. This is consistent with the observations made by Moawad (2019) who maintains that low participation of women in sporting activities and their underrepresentation in sports leadership is accorded with inadequate funding.

O'Reilly et al. (2018) opined that economic barriers that hinder equal representation of women in decision-making positions in sports organizations are caused by lower budgets allocated by governments and sports organizations to women's sports, fewer athletic scholarships, and less access to huge sponsorships like male sports. To minimize economic barriers for women progress in sports, Abisha and Vincent (2015) recommend that financing and development of new sports that are suitable for women's physiology may lead to many more women aspiring to join sports industry.

Economic challenges which have hindered women's participation in sports and created huge inequalities in many countries need to be rectified (Abisha & Vincent, 2015). These inequalities are not only common in professional sports (Nyoni et al., 2017) but also prevalent in amateur and recreational sports (Moawad, 2019). This is consistent with the argument by Igram (2018) who note that high costs needed in sports participation remains the most challenging factor that pushes young girls out of sports.

#### 2.2.4. Strategies to overcome Gender Constraints

Cooky et al. (2016) argue that political climate, religious beliefs, and cultural stereotypes have proved to be notable barriers to women's participation in sport in many countries. In order to promote gender equality in sports leadership Vyas-Doorgapersad and Surujlal (2018) suggest that gender quotas must be determined by sports organizations, and more women must be appointed to the management boards (Burton, 2015). On the other hand, Mwisukha and Rintaugu (2013); Vyas-Doorgapersad and Surujlal (2018) suggest that governments and sports organizations should implement gender awareness programs that educate the public about gender inequalities in sports and mainstream gender awareness into all relevant programs and policies in their countries (Cooky et al., 2016).

Implementing awareness programs is parallel to views given by Igram (2018); Nyoni et al. (2017); O'Reilly et al. (2018) who maintain that these programs will help to facilitate exchange of ideas, improve mutual understanding, and develop competencies and skills necessary for societal change. Furthermore, Mwisukha and Rintaugu (2013) recommend the use of media as a tool for educating the public of the importance of sports participation and effects of low women participation in sports and giving more coverage and exposure of female athletes to attract more women to sports.

Gender awareness plays an important role in educating the public about gender equality Abisha and Vincent (2015), cultivates the benefits of a more gender-equal society Igram (2018) and understanding the consequences of gender inequality as a core value of a progressive society (O'Reilly et al., 2018). A study by Abisha and Vincent (2015) recommended the need for governments and sports organizations to formulate policies that incorporate gender into sport leadership and encourage women to advance their careers in the sports sector.

Previous studies on gender inequalities show that many countries, including Tanzania, have ratified different international policies which address the problem of gender inequalities in various political and economic

sectors. However, Nyoni et al. (2017) demands that governments should formulate their own equal opportunity policies different from the international policies because those policies will guarantee parity opportunities O'Reilly et al. (2018) and gender issues will be traced on timely basis and evaluated accordingly (Igram, 2018).

Tanzania has enacted various state strategies aimed at increasing participation of women in sports and increasing their presence in decision-making bodies. Some of these strategies were the formulation of the National Sports Development Policy in 1995 and the passing of National Sports Council act amendments in 2018; these amendments focused on fighting barriers that hinder participation in sport and physical activities for girls and women. Implementation of this policy and act has started to bear fruits because there is an increase in a sizable number of women taking part in sports and taking leadership roles in sports organizations.

Despite the significance of gender awareness initiatives in combating gender inequalities; awareness and training relating to gender equity appears to be limited to formal education contexts in many countries (Evans & Pfister, 2020). Tumber (2019) suggests the use of social media platforms to raise awareness on gender inequalities; social media does not just build

awareness, but also attracts more viewers into women's sports (Purohit, 2019).

According to Abisha and Vincent (2015), it is the responsibility of national and international sports organizations to take a lead to implement various gender equality initiatives that promote equality. These initiatives will ensure that girls and women in different countries are given greater admittance and opportunity to take part in sport and physical activities (O'Reilly et al., 2018).

Gender equality in sports can also be achieved by increasing the number of athletes taking part in regional and international sports competitions (Tumber, 2019). Sports federations should increase the number of women in sports leadership positions by offering them leadership development trainings Kara et al. (2016) and appointing more women to leadership roles within the administration and governance (Mirian et al., 2018).

Participation of women in sports has increased globally and has considerably narrowed gender gap in sports over the years (Mirian et al., 2018; Senne, 2016). This growth is a result of women's sports becoming more exciting, likable, and commercially liable (Archer & Prange, 2019). Conversely, many national and international women's sports events are

attracting big audiences Purohit (2019), drawing media interest Jakubowska (2015) and fishing huge sponsorship from many big companies and organizations (Nunes, 2019).

Growth of women's sports and its business viability provide opportunity for governments, sports federations, and sponsors to invest in various women sports programs. Investing in women sports addresses challenges of gender inequality in sports by increasing women's participation in sports Fallatah et al. (2019); Francis (2016) and increasing the number of women taking leadership roles in sports organizations (Adriaanse, 2016a; Burton, 2015; Evans & Pfister, 2020; Goslin & Kluka, 2014). Investment in women sport also increases media coverage of women's sports Chattopadhyay (2016); Tumber (2019) and improve wage pay for female athletes (Leano, 2020; Perras, 2019).

Negative stereotyping of women athletes by the media as opposed to their accomplishments as athletes has contributed to the demotion of women's achievements in sports (Tumber, 2019). Much focus has been placed on the appearance and sexual attraction of women athletes rather than their abilities and skills (Chattopadhyay, 2016). Furthermore, Schmidt (2016) thinks that general lack of coverage of women's sports and female athletes

downplays the marvelous amount of effort and training that female athletes put into sport.

Changing of sports journalism culture and improving the coverage of women's sports has implications beyond the sports page (Schmidt, 2016). Considering the effects of the media to the society; depicting strong, independent and capable women in sports can help to change the cultural stereotypes in the society and empower a younger generation for a life of possibilities beyond traditional gender roles (Jakubowska, 2015; Purohit, 2019).

Growth of women's sports requires media to portray female athletes and women sports positively and place interest in making sports more appealing to girls and women (Leano, 2020). However, not everyone is convinced of more positive coverage of women's sport; O'Neill and Mulready (2015) points out that the image of female athletes constructed by the media represents major obstacles to any vital challenge to male dominance in official sports.

### **2.3. Pipeline Theory in Leadership Inequality**

Despite of the efforts made by governments and sports organizations to promote gender equality in the workplace, women continue to be disadvantaged in their careers relative to men (Schweitzer et al.,

2011). Sports being one of the most powerful and influential sector is also a reflection of how differently men and women are valued (Fallatah et al., 2019). Cultural and organizational norms that defines gender roles in the societies significantly creates beliefs that women differ from men, which in return hinders women's career advancement as sports leaders in sports organizations (Vyas & Jansen, 2018).

The study exploring the leadership structures within Tanzania sports organizations that cause underrepresentation of women in sports leadership and hinder them from exceling in leadership positions within these organizations will be framed with a pipeline theory as a theoretical construct.

The pipeline theory posits out that few women ever reach to the top level of leadership because there have been few women in the lower levels (Mirian et al., 2018). The theory often assumes that the underrepresentation of women in a traditionally male dominated field is the lack of women preparing to enter those fields (Kellerman & Rhode, 2017; Mariani, 2008; Schweitzer et al., 2011). This is also attributed to variety of causes, including societal gender roles that defines the roles of women and men in the society (Abisha & Vincent, 2015).

The notion that sports is a masculine construct has been a widely accepted belief in many societies and organizations since the inception of

sports (Tumber, 2019). It is this wayward thinking that has prevented women from advancing in leadership positions in many sports organizations (Cook & Glass, 2014). Many high decision making positions on many sports organizations are held by men Burton (2015) and thus make the hiring and work policies, which favor the hiring of males over females (Evans & Pfister, 2020; Goslin & Kluka, 2014).

Studies on the underrepresentation of women in top sports leadership positions have traditionally focused on the idea that the "pipeline problem" was caused by lack of qualified women (Hancock & Hums, 2016; Mirian et al., 2018). Scarcity of women at the lower management level in many sports organizations have made it harder for them to move into the higher positions of leadership (Goslin & Kluka, 2014; Organista, 2017). The increased participation of women as athletes and officials as the potential leadership hiring pool should have helped solve the pipeline problem (Burton, 2015; Cook & Glass, 2014; Evans & Pfister, 2020). However, women underrepresentation is still prevalent in higher level of management (Mirian et al., 2018).

Moreover, Mirian et al. (2018); Schweitzer et al. (2011) emphasizes that women-athletes and officials who are in a potential pool for selection and hiring subsequently leave the career field due personal priorities and

lack of support. The pipeline theory suggests that increasing the representation of women in the male dominated fields such as sports would lead to equality in the workplace (Schweitzer et al., 2011). This theory assumes that women and men in the pipeline expect similar career outcomes and benefits (Mirian et al., 2018). However, a study by (Schweitzer et al., 2011) revealed that women in most male-dominated fields have lower salary expectations and expect longer times to promotion than men, and inequities that exist between men and women in sports organizations originate as gendered expectations within the pipeline (Hancock & Hums, 2016).

Mariani (2008) suggested that increasing the supply of women in the "pipeline" for various sports career fields would result in a proportionate increase in the number of women in those fields and promote greater gender equality in the workplace. However, that notion is not supported by Hancock and Hums (2016) who argues that movement of more women into the pipeline has not resulted in great strides for women's careers since most sports organizations are underrepresented by women in crucial decision making positions. It is noted that while women are disadvantaged when it comes to advancement in all leadership positions, their disadvantages are greater at the lower levels than in upper management (Pape, 2020).

Despite the increased representation of women in the workforce in many economic and political sectors, the pipelines into sports leadership continue to be segregated by gender (Igram, 2018). Senne (2016) argued that this can be attributed to systemic cultural and structural determinants while Aly and Breese (2018) believed that the prevalent historical gender-role stereotypes have dictated that certain jobs especially management positions to men.

Gendered entry into the career pipeline helps to point out the differential career outcomes of men and women in the workplace (Schweitzer et al., 2011). However, it does not explain how women continue to be disadvantaged relative to men as they proceed through the pipeline (Mariani, 2008). Consequently, many studies have concluded that the pipeline theory is insufficient as an explanation of gendered career gaps in many organizations (Hancock & Hums, 2016). This is because the theory does not consider the career expectations of those women within the pipeline, which impact their subsequent salary and promotion attainments (Hancock & Hums, 2016; Mariani, 2008; Mirian et al., 2018; Schweitzer et al., 2011).

Another contribution of the pipeline theory to explanation of gendered inequalities in sports leadership relates to women's choice of career role models. Mwisukha and Rintaugu (2013); Vyas-Doorgapersad and

Surujlal (2018), suggests that women are underrepresented in sports governance because of lack of female role models within the decision-making positions in many sports organizations. Mirian et al. (2018) emphasizes that through women's leadership mentoring, young women leaders can be inspired to become future leaders in sports organizations.

Women role models in sports leadership lend a voice to women in sport, show women in decision-making positions, and portray women as qualified leaders (Fallatah et al., 2019). This view is resonated by Nyoni et al. (2017) who asserts that mentors play a function of role models to serve women interest of taking leadership roles in organizations and make them realize the principles of the organization.

Furthermore, pipeline theory suggests that mentoring also plays an important role in developing careers of women sports administrators in top managerial positions (Cooky et al., 2016). Consequently, contributions made by women in most sports organizations make them role models and symbols of opportunity for other women by inspiring them to succeed (Adriaanse, 2016a). Through social interactions and mentoring, women role models in sport leadership show aspiring young women leaders that women in decision-making positions are qualified and can lead organizations to success (Mirian et al., 2018).

## **Chapter 3. Research Method**

The focus of this study was the underrepresentation of women in sports leadership positions in Tanzanian sports federations. Methods utilized in this study are presented under the following headings: (a) Qualitative Research and Viewpoint, (b) Research Setting, (c) Data Collection (d) Data Analysis, and (e) Strategies for Trustworthiness.

### **3.1. Qualitative Research and Viewpoint**

This study employed a qualitative study to explore the underrepresentation of women in leadership positions in Tanzanian sports federations. Teherani et al. (2015) defines qualitative research as the systematic inquiry into social phenomena in natural situations on how people behave, experience aspects of their lives, and how organizations function. Selection of a qualitative study allows the researcher to obtain a rich description of a phenomenon by capturing the participant's point of view (Chaleunvong, 2009; McMahon & Winch, 2018).

A qualitative research was also selected as the most appropriate approach in this study because it helped to explore women leaders experiences and provide understanding of constraints they face in the sports leadership (Denny & Weckesser, 2019). A qualitative study also helps to

understand people's beliefs, attitudes, behavior, and interactions (Pathak et al., 2013). This study gave research participants voice and opportunity to share their views and experiences on the causes and effects of the area of study and ensure the involvement of everyone related to the study (Pathak et al., 2013).

This qualitative study also allowed for a more in-depth and richly nuanced exploration of motives and experiences, provided the best fit for the research questions in this study. The study also sought to provide perspectives as to why women remain hugely under-represented in the leadership positions in Tanzanian sports federations and seek to fill a gap in the existing literature on this subject.

This study also employed a qualitative case study method which provides tools for a researcher to study complex phenomena within their contexts (Feagin et al., 1991). A case study approach facilitated exploration of a phenomenon within its context using a variety of data sources (Denny & Weckesser, 2019). This ensured that the issue is not explored through one lens, but rather a variety of lenses which allows for multiple facets of the phenomenon to be revealed and understood (Feagin et al., 1991).

### **3.2. Research Setting**

Denny and Weckesser (2019) defines research setting as the physical, social, and cultural site in which the researcher conducts the study. This study was done in Tanzania to explore the underrepresentation of women in sports leadership. The main reason for selecting Tanzania as the research setting is because many studies on the underrepresentation of women in sports leadership have been done in other countries and factors involved in the underrepresentation of women in leadership positions in sports federations in Tanzania have yet to be identified. Due to the lack of enough research on the area under study and the significance of this research, this study explored the problem in the Tanzanian context and contributed to new literature on the topic.

### **3.3. Data Collection**

Morgan and Harmon (2001) suggested different data collection techniques used in qualitative studies which included focus groups, interviews, official documents, audiovisual materials, and direct observations. Data for this research study was collected through in-depth interviews gathered from individual participants selected for this study.

Interviews were conducted and collated between September and November 2021 and analyzed in November 2021.

Before the interviews were done, an introductory consent email was sent to potential participants explaining the purpose of the study, interview procedure, research process, potential risks, and potential benefits involved before taking part in the study. All the participants had to respond to the email agreeing to take part in the study. Informed consent intended to protect participants and promote ethical research conducts through the entire process of the study. Flynn and Korcuska (2018) argues that to give informed consent, participants should understand the purpose, risks, benefits, and make a free, voluntary decision about whether to take part.

### 3.3.1 Research Participants

Participants were recruited from the population of sports leaders from Tanzanian national sports federations and government sports authorities. A purposeful homogeneous sampling technique was used for the selection of potential participants for this study. Purposeful homogeneous sampling is described by Taherdoost (2016) as a sampling strategy in which particular settings of persons or events are selected deliberately in order to provide important information that cannot be attained from other choices.

Purposeful homogeneous sampling allows picking of a small and homogenous sample to describe some particular subgroup in depth (Vogl, 2013).

The target population was 10 females and 5 male participants from a pool of sports administrators. However, only 11 participants responded to the consent email, 4 participants did not show up for the scheduled interview, thus only 8 participants were interviewed. Therefore, findings of this study are based on data from 5 female participants and 3 male participants who are sports leaders working with Tanzanian National sports federations and from government sports authorities (national sports council, and regional sports committees).

To recruit participants of the study, an introductory email was sent to all participants enquiring their consent to take part in the study. Each participant was supposed to confirm their consent to take part in the study by replying to an introductory e-mail. On the day of the scheduled interview, the consent letter was reviewed with the participant before proceeding with the interview. This prior communication served as an invitation for them to take part in the study, explain to them the nature of the study, significance of the study, and how their participation would help to generate knowledge in that area.

To obtain demographic information from participants, interviewees were asked about their personal information during the interviews and the researcher filled them in a prepared personal data sheet. The data sheet included information about age, gender, and marital status. Professional information such as educational level, job title, and years in the current position was also requested. The study participants were also told that to protect their identity, their names or numbers that may identify them, would not be used either on the data sheet or throughout the writing of the results. Each participant was given a pseudonym to maintain confidentiality. Table 1 represents the demographic information of the 8 study participants.

Table 1. Demographic Information of the Participants

No.	Name	Age	Sex	Marital Status	Educational level	Position	Years in leadership
1	Adia	60	Female	Married	Degree	ExCom Member	20
2	Nala	26	Female	Single	Degree	ExCom Member	2
3	Zuri	29	Female	Single	Degree	Media Officer	7
4	Amira	34	Female	Married	Master's degree	Sports officer	10
5	Tumpe	47	Female	Married	Master's degree	Sports officer	10
6	Baraka	48	Male	Married	Degree	ExCom Member	8
7	Haki	52	Male	Married	Degree	ExCom Member	6
8	Nuru	37	Male	Married	Degree	Sports officer	10

### 3.3.2 In-depth Interviews

A qualitative research should have the best study design possible, through precise and thoughtful planning based on existing conditions by identifying available resources (Bengtsson, 2016). To explore issues under study, this study used in-depth interviews; this instrument allowed the researcher to interview the studied population so that they feel free to express their ideas, feelings and motivations about the topic under study (Trigueros et al., 2017). The interviews were focused on gaining insight into participant experiences, feelings, beliefs, and convictions about the topic under study.

Semi-structured open-ended interview questions were developed to address the purpose of the study. The aim of using open-ended questions was to allow respondents to give detailed answers and expand their responses too. Extra details help to qualify and clarify responses, generating more accurate information and actionable insights for the researcher (McMahon & Winch, 2018). Interviews were done in English and took place either once or two times for 53 to 100 minutes.

Interviews consisted of open-ended questions concerning experiences, perceived barriers, women contribution in sports leadership and strategies of overcoming constraints of taking leadership positions in sports

federations. In the case of a question not being answered, the researcher made a follow up with a probe or rephrased the question to readdress it.

Interviews for this study were done through zoom; this method was used because of the geographical distance between the researcher and the participants. A pilot interview was conducted by the researcher with one selected sport administrator in one of the Tanzanian sports organizations. The purpose of the pilot interview was to ensure the effectiveness of the proposed interview questions and to reword where needed.

The participants provided in-depth information that was recorded through zoom and transcribed. Member checking was done during the interview process by restating or summarizing the information to ensure accuracy. A summary of the main points, patterns, and themes of the data was used to help explain the data gathered from the interview process. Similarities, patterns, and ideas that emerge during the interview process were coded and analyzed to try to determine the underrepresentation of women in leadership positions in Tanzanian sports federations.

### **3.4. Data Analysis**

Data collected was analyzed using the thematic analytic process, which is commonly used to analyze interview data Chaleunvong (2009) and it involved developing and putting data into categories Pathak et al. (2013)

which was accomplished through determining the links and meanings and seeing how they fit into themes (Thorne, 2000). The significance of using thematic analysis was to generate categories and identify common thematic elements across the research participants, the events they report and the actions they take (McMahon & Winch, 2018).

Interview questions were used to give direction to the study in obtaining beliefs, and experiences from participants relevant to the purpose of the study (Flynn & Korcuska, 2018). Although this study employed specific research questions to guide the interview, data collected was analyzed to find the themes reflected from experiences of the participants.

To prepare and organize the raw data into conceptual categories and create themes, interview responses were coded by breaking data into discrete parts and comparing them for similarities and difference from repeated words. These codes were put in categories to help create some order and then developed into themes (Chaleunvong, 2009). Data gathered from each participant was treated with the same value and then organized into emerging theme groups. The researcher then made structural description representing the essence of the group experiences under study using data organized in themes by reading and understanding all transcripts.

All interviews were recorded through zoom and transcribed. Later, the text data was manually analyzed by visually scanning the transcriptions to gain a general understanding of the information. Next, the data was explored in detail by again reading all transcripts, and then developing a list of emergent themes and coding to create preliminary groupings.

### **3.5. Strategies for Trustworthiness**

Ethical consideration and validation of the findings was vital in the whole process of this study. Santos et al. (2020) suggested various methodological strategies such; triangulation, peer debriefing, and member checking which ensures transparency, validity, sincerity, and reliability of study findings.

To ensure trustworthiness and test for consistency of the data, member checking was conducted to ensure the confirmability of the transcribed data of the interviews. Birt et al. (2016) describes member checking, also known as respondent validation as a technique for exploring the credibility of results of the research where data or results are returned to participants to check for accuracy and resonance with their experiences.

All transcribed interviews were immediately sent to each of the participants by email to member check and validate that the information on

the transcriptions was true and in accordance with what was discussed in the interviews. Participants responded positively and allowed the transcriptions to be used for the data analysis process.

## **Chapter 4. Findings**

### **4.1. Overview**

This chapter will present the descriptive analysis and qualitative findings derived through themes that emerged from interviews with participants. The study sought answers to three research questions: (1) What are the experiences of women in leadership positions in Tanzanian sports federations? (2) How is women sports leadership is perceived by Tanzanian sports federations? (3) How can Tanzanian sports federations increase women representation in their decision-making positions?

### **4.2. Emerging Themes**

A comprehensive thematic analysis was conducted of collected data. The participant's responses and researcher notes were organized in alignment with the interview questions. The sequencing and organization of the data allowed for the identification of themes that emerged from the responses. These themes were used to convey and interpret the meanings the participants communicated about their lived experiences as women sports leaders.

Two major themes (with subthemes) addressed experiences of women in leadership positions in Tanzanian sports federations. Two major

themes (with subthemes) reflected on how women sports leadership is perceived by Tanzanian sports federations. One theme (with subthemes) discussed how can Tanzanian sports federations increase women representation in their decision-making positions. A summary of the analysis of the data according to themes and subthemes is presented in Table 2.

Table 2. Themes and Sub-themes Categorization

Research Questions		Major Themes	Sub-Themes
RQ1	What are the experiences of women in leadership positions in Tanzanian sports federations?	Barriers hindering women representation in sports leadership positions	Women's lack of confidence
			Cultural beliefs and traditional practices
			Religious beliefs associated with women subordination
			Lack of Financial Support
		Women contribution to sports leadership	Developing and initiating sports programs
			Decision making process and influence of organizational change
Empowering women and becoming voice of change			
RQ2	How is women sports leadership perceived by Tanzanian sports federations?	Sports federations perceptions towards women leadership	Family-work roles
			Male domination in decision-making positions
			Gender stereotypes and discrimination
		Leadership qualities and criteria for selecting sports leaders	Interest and participation in sports
			Knowledge and experience
			Transparency and Accountability
RQ3	How can Tanzanian sports federations increase women	Strategies for overcoming women under representation in sports leadership	Resistance to discriminatory cultural and religious beliefs

	representation in their decision-making positions?		Role modeling and mentoring,
			Creating visibility through sports media
			Enacting laws and regulations.

### **4.3. Barriers Hindering Women Representation in Sports**

#### **Leadership Positions**

This theme examines the barriers hindering women from taking leadership position in Tanzanian sports federations. The data was gathered from interview questions in relation to the under-representation of women in leadership positions. Participants in this study cited several barriers that some have been previously identified in the literature review. The theme was categorized into four sub themes: (1) Women’s lack of confidence (2) Cultural beliefs and traditional practices (3) Religious beliefs (4) Lack of Financial Support.

#### **4.3.1. Women’s Lack of Confidence**

Lack of confidence was cited as barrier hindering women from taking leadership position in sports federations. Although many of the participants did not directly state that a lack of confidence was the result of

women underrepresentation in sports leadership, it was indirectly found through thematic analyses. Participants expressed that many times women's lack of self-confidence kept them from applying for leadership positions. Participants emphasized the influence of double stereotypes of gender and highlighted the negative impact of this on confidence levels for many women. Tumpe commented:

*Women lack confidence to vie for leadership positions .... they do not want to fight for sports positions in federations because they do not believe in themselves. Some believe that they are not skilled enough to be leaders instead they go out for other careers- Tumpe (sports officer, female).*

Nala expanded on this idea explaining that women seeing most of the positions in sports federations been held by men made them loose confidence:

*Women believe that they are not capable to win in competitive elections with men.... some women believe that voters in the elections who mostly happen to be men in many federations cannot vote for women contestants-Nala (ExCom member, female).*

Highlighting the importance of awareness and a willingness to take leadership positions in sports federations despite discouraging odds for women. Nala had some advice to young women who aspires to be sports leaders. She said:

*I advise young women that they should not be afraid. They should have confidence in themselves that they can take leadership roles and they can do better. They need to have interest in sports because once you have interest on your own, you gain confidence. They need to have confidence that I can stand there and that I can be a leader- Nala (ExCom member, female).*

#### 4.3.2. Cultural Beliefs and Traditional Practices

There was a feeling among the participants that lack of women in sports leadership in many sports federations resulted from traditional beliefs and cultural expectations that determine the role and position of women in the society. These societies inherently place power and authority to men as societal leaders and enhances women subordination and discrimination.

“A woman’s place is in the kitchen” is still a common saying and many patriarchal societies still strongly believe it. Women have been labeled

as the weaker sex in most patriarchal societies, and the socio-cultural beliefs have been a major hindrance to women's participation in leadership positions despite their capabilities and qualifications. Tumpe commented how surprisingly up to this moment some men believe that women cannot become leaders. Tumpe said:

*Men perception on women leaders is that they believe that women cannot become leaders.... some men in the society believe that women are not supposed to be leaders despite having required qualifications and experiences to be leaders.... only men should lead-Tumpe (sports officer, female).*

Cultural practices that defined women's place as being domestic workers prevented them from engaging in certain activities such as sports, work or even vying for leadership positions. Amira explained that:

*In some societies parents prohibit their girls from participating in sports which in future affect their ability to take role in leadership positions... after school, boys are allowed to go out and participate in sports while girls are told to stay at home and do house chores- Amira (sports officer, female).*

Nala also shared the same views. She described that gender roles defined by societal cultural beliefs hindered women participation in sports. She said:

*As I said before, cultural expectations in Tanzania make many women to believe that only men are allowed to participate in sports ..... only men are allowed to play football, cricket, or any other sport.... they think that women are supposed to stay at home and carry domestic duties... some believe that women who participate in sports have bad manners-Nala (ExCom member, female).*

#### 4.3.3. Religious Beliefs Associated with Women Subordination

During the interviews, some study participants emphasized that the underrepresentation of women in sports leadership was a product of religious beliefs within the society. Tumpe explained that some people believe that for a Muslim woman whose sense of identification is sacred, participating in sports is not appropriate since the behavior one engages in performing sport goes against what is regarded in her culture as ideal feminine behavior. Tumpe further noted that:

*Religious beliefs especially for Muslims in Tanzania is a challenge.... some Muslim parents won't allow their girls to participate in sports because they believe that girls participating in sports dress up in improper clothing which is against their religion-Tumpe (sports officer, female).*

Haki further explained how it was difficult to convince Muslim parents to allow their girls to participate in sports. He said:

*I am a Muslim but as a leader with (name of association mentioned), it is hard to convince Muslim parents to allow their girls to participate in Kabaddi.....they always says that the dressing code is not appropriate for a Muslim girl.....I have to convince them that their girls can still dress up in long dresses like other Muslim athletes from other countries..... for me it's easy to talk to Christian parents about their girls participation in Kabaddi than their Muslim counterparts-Haki (ExCom member, male).*

Because of the religious factors, some of the schools failed to provide opportunities for participation in sports. Explaining the lack of support for sports by some schools, Adia stated:

*Unfortunately, girls sporting talent is not tapped so much in many religious schools because these schools do not encourage socialization with the boys.... religious misinterpretations or simply lack of awareness have prevented many Muslim girls from participating in sports-Adia (ExCom member, female).*

Zuri described how religious beliefs promotes narratives that participation of women in sports makes them masculine, unfeminine, less attractive and lesbians. Zuri said:

*The mentality of sports in Tanzania for women is that sport is for men and if you are a woman participating in sports makes you develop muscles and become less attractive..... some believe that girl participation in sports make them look masculine .....some even think girl participation in sports in future will make girls not have children-Zuri (media officer, female).*

#### 4.3.4. Lack of Financial Support

Interview with the participants brought to light different issues related to financial and resource support that impacted women participation

in sports leadership. Most women lack opportunity to participate in sports because of lack of financial resources required for playing these sports and lack of channeled funding towards the female teams. Lack of financial support indicates the persistent structural barriers that exist for women as they search for equal opportunities in sports.

Most sports in Tanzania are largely amateur and many sports federation lack financial capacity to hire and pay salaries to its leaders. With exception of officers working in governmental sports authorities, none of the women leaders that were interviewed were hired full-time or were being paid by their federations. Most leaders work as volunteers in these federations and it's hard for women to become sports leaders because they won't get paid so their opt for other paying careers. Adia commented:

*I don't know if I should call this a job or volunteer work.... It's not a job because when you work you are supposed get a paid..... even though I love to volunteer and to serve my country I still find it difficult to work as sports leader without being paid because at the end I have to pay my bills-Adia (ExCom member, female).*

Adia also noted that her been an experienced woman sports leader, it hard for her to convince other women to become sports leaders because they want to work where they can get paid. Adia added:

*I try to pull women to join various sports federations as leaders but most of them are reluctant.....you can encourage women to get into sports leadership.... they will come for the first time, second time and third time. They lose hope because it's all volunteering. I don't blame them because in Tanzania up to this time sports are volunteer work.... we are not paid- Adia (ExCom member, female).*

Understanding the reluctance of some women to join sports leadership, Nala has taken a different approach by training women to become coaches and umpires where they are paid. Nala explained:

*I have managed to encourage more participation of women in sports by encouraging them to take different opportunities in sports. In our association we have this program which is called umpiring which is the same as referee in football.... for us in cricket we call it umpiring.... we also have scoring. I have managed to host seminars in all regions to educates women about umpiring and scoring which is now like a job to*

*them.... they are being paid for scoring, they are being paid for umpiring, so it's an improvement for women-Nala (ExCom member, female).*

Financial challenges to Tanzanian sports particularly women sports have been an issue of much debate as it has caused some women to retire from sports leadership. The reality of this problem was reflected by Baraka's comment:

*You know the nature of sports in our country is amateur.... so, for a woman to volunteer every day and leaving their husbands will be asked why you are everyday volunteering.... what do you gain over there? Their husbands will tell them not to volunteer every day and taking all the resources from the house-Baraka (ExCom member, male).*

Considering that sports in Tanzania is still mostly amateur. Baraka emphasized on the need for the government to provide funding to sports programs and pay leaders working with the federations. Baraka stated:

*The government should take initiative to pay salaries to sports leaders working with the federations..... some of the women leaders in these federations are employed by the government or the private sector and they spend most of the time with their*

*employers. They have little time to volunteer in sports. This has resulted to some women quitting been leaders in sports and focus on their jobs that pays them-Baraka (ExCom member, male).*

#### **4.4. Women Contribution to Sports Leadership**

This theme explores the contribution that women sports leaders have made to sports leadership. The following coded sub-themes were derived from the interviews; (1) Developing and initiating sports programs (2) Decision making process and influence of organizational change (3) Empowering women and becoming voice of change.

##### **4.4.1. Developing and Initiating Sports Programs**

Most of the participants agreed that women that have made it to various decision-making positions in sports organizations have made enormous contribution to the development of those organizations. They explained how women leaders were committed to promoting sports in their various capacities, initiated programs, and that even when appointed to various leadership positions and assigned responsibilities, they had surpassed the expectations.

Amira mentioned some of the sports programs that she initiated and implemented in her workplace. She explained that even though some of the programs were not successful as planned but her commitment clearly attested the sacrifice she made. She said:

*As a woman sports leader, I can say that there have been programs that I have been involved with but also, I have created several programs including athletics coaching to athletes even though they have not succeeded but I put a lot of efforts in training athletes-Amira (sports officer, female).*

Tumpe on her part described how she has worked tirelessly to promote good governance in sports federations. She said:

*As a sports officer my major role is supervision of sports federations. I have worked hard to promote good governance in Tanzanian sports federations. I have ensured that these federations are run in accordance with their constitutions. We have also ensured that women are represented in various decision-making positions in sports leadership-Tumpe (sports officer, female).*

Adia commented that she was so proud of the work she has done in organizing administrative trainings to sports leaders in Tanzania. She explained:

*I feel proud of the work that I have done as a national sports management instructor. We have managed to provide administrative training to many sports leaders through administration courses sponsored by the Olympic solidarity. Am lucky to be among the few trainers in Tanzania authorized by the International Olympic Committee to train these courses-Adia (ExCom member, female).*

Despite being a young woman sports leader, Zuri expressed that she has worked tirelessly to encourage more girls to participate in sports through implementing various promotional programs. She noted:

*For the past seven years of being a sports leader in different organizations, I have tried to get as many young people as possible into sports. Since 2015 I have been working to engage more women into sports. Working with (name of organization mentioned), which is a signature organization trying to engage both kids in sport. I've tried to get at least over 1000 kids into*

*sports either by providing them equipment, and through trainings-Zuri (media officer, female).*

#### 4.4.2. Decision Making Process and Influence of Organizational Change

Most participants provided evidence that women brought unique skills, knowledge, experience to the executive boards of sports federations and added voices to debates in decision making. Nala believed that women brought a lot of knowledge and experience to the boardroom and that their views were crucial in decision making. She said:

*It's important to have equal number of women in the executive board so that they can contribute to make decisions for the development of the association. Women presence in decision making positions will help make decisions that will help develop and promote women cricket in the country-Nala (ExCom member, female).*

Many participants also suggested that women presence in the decision-making positions added diversity to the organization. Diversity showed that those sports organizations represent the needs and interests of other women. Diversity in sports organizations ensures that the workforce is

a representative of the wider society and that individuals are respected and valued for their characteristics and differences.

Tumpe argued that diverse boards create greater wealth of experience, and perspective which in return results in better decision making and, ultimately, better organizational performance. She said:

*Representation is very important in sports federations because if they are only male leaders' people will know that only men are capable of being leaders and women have no role to play. Women plays a big role in any position they occupy. The contribution that women make in the community is very huge. Diversity is very important in these organizations-Tumpe (sports officer, female).*

#### 4.4.3. Empowering Women and Becoming Voice of Social Change

All female participants acknowledged that many women lacked needed knowledge, experiences, and power to become sports leaders. positions. They indicated that in order to change the power dynamics in sport leadership, there was need to empower women with needed knowledge, attitude, confidence, and skills. For instance, Nala encouraged women to

think big and be in a position to seek for opportunities aggressively and confidently:

*What I can advise young women is to they should not be afraid. They should have confidence in themselves that they can take leadership roles and they can do better. They need to have interest in sports because once you have interest on your own, you gain confidence, so they need to have interest in being sports leaders-Nala (ExCom member, female).*

Zuri on her part believed that there was still hope for women leaders in Tanzanian sports organizations. They just needed to push hard and take top positions in sports organizations. She said:

*There is still hope in Tanzanian sports for young women. They have to push so hard and get into those higher positions in sports organizations. If we get a good number of women in the industry it will be easier for us change the system once we are inside. We won't make changes in those organizations while we are outside-Zuri (media officer, female).*

Empowering women also entailed assigning women roles and responsibilities within the organization and placing them in right positions where they could influence change. Adia being one of the only three

members in the executive explained how she was assigned roles to national and international organizations and how she has done an understanding job there. She commented:

*My leaders have assigned me several roles at the federation and proposed me even in international duties. For example, they proposed me 2009 to be a chairperson of an international organization in Africa (name of organization mentioned). Due to the good work, I did there as the chairperson I was again reappointed to be the chairperson-Adia (ExCom member, female).*

#### **4.5. Sports Federations Perceptions Towards Women Sports**

##### **Leadership**

Participants responses to the interview questions on perceptions towards women sports leadership yielded several responses that have been categorized into three subthemes: (1) Family-work roles (2) Male domination (3) Gender Stereotypes and Discrimination.

#### 4.5.1. Family-Work Roles

Some of the women leaders interviewed in this study revealed that sports federations perceived women to handle multiple roles of career-women, mother, wife, and volunteers in sports organizations. Involvement in multiple roles was an issue federation thought had impact on their performance and required a delicate balance between family, career, as well as with volunteer work. In some cases, though women leaders claimed to manage all the roles quite well, I could discern feelings of guilt about them taking their family time to volunteer in sports federations. Zuri said:

*If you get into sport as a woman, you must think a lot.... you also have to sacrifice time and your responsibilities as mother and wife to work with sports federations. Sometimes you get into trouble with your husband because some of your house responsibilities remain unattended-Zuri (media officer, female).*

Society place traditional roles to women as caretakers of the family and men are valued as the provider for the family. These beliefs put a lot of family responsibilities to women which make them lack time to take part in sports leadership which is mostly volunteering in Tanzania. Baraka felt that

the responsibilities required of women leaders in their multiple roles presented them with the dilemma of choice. Baraka commented:

*Women have more responsibilities in the house...they are mothers.... they take care of children in the house. So, time management for them is very difficult. Also, failing to get permission from the family members or having a lot of responsibilities prevent them from becoming sports leaders-  
Baraka (ExCom member, male).*

Some participants having families occasionally found themselves having to juggle between both home and work responsibilities. This was a factor for them to consider when seeking leadership positions. Nala explained on how it's difficult for women to full fill family responsibilities and participate in sports leadership:

*For us women, what is more difficult is when we have a family and start having children. We find ourselves busier and we don't have time to participate in sports or to take leadership positions because we have many duties at home that are waiting for us...we have children...we have to cook...we have to wash... so it's difficult to handle those things at once-Nala  
(ExCom member, female).*

#### 4.5.2. Male Domination in Decision-Making Positions

Male domination was seen as being a major challenge to women leaders in sport organizations. Response from the participants showed that few women were elected to leadership positions and most of decision-making positions in sports organizations were hugely dominated by men. There were perceptions that leadership positions belonged to men, and women have had hard time breaking into these leadership positions. Some participants were asked to share the ratio of men and women in decision making positions in their organizations. Zuri commented:

*I don't have a clear number.... like the exact numbers, but I think our organization had 20 plus members in the executive committee and there were only 4 women in the executive committee. So, I think the ratio was 4 to 16 for women and men respectively-Zuri (media officer, female).*

On her part Adia noted:

*Right now, in the (name of federation mentioned) there are 13 members in the executive committee. Out of the 13 members only 2 of us are women. The ratio of women in our federation is very low considering that the International Olympic striving*

*for 30% women representation in decision making positions-*

*Adia (ExCom member, female).*

All participants agreed that men domination in all decision-making positions was not healthy for these federations and posed challenges for women seeking, obtaining, and maintaining senior-leadership positions.

Zuri said:

*It is not healthy at all... all top positions such as the President, the vice president that in general secretary are held by men..... even the small committees and departments are not headed by women. This situation does not show that the federation represent all people considering that women make up half of the country's population-Zuri (media officer, female).*

Nala stated that she believed that things could get better for women cricket in her federations if they were many women in decision making positions.

*Having few women is not a good situation.... we should encourage more women to participate and take positions in the executive board. Yes, I think there are so many things which could be could have been better if we had a higher*

*number of women, even three or four women compared to one. If we had many women in the executive board of TCA, woman cricket could have developed a lot. Now everything is more focused on men compared to women because of that-Nala (ExCom member, female).*

Baraka believed that decisions made by sports federations could be better if they were more women in the executive boards. Baraka said:

*If we had more women in our executive board, the discussions or the decision made would have been better because I do know that women handle issues better. They do it better than men-Baraka (ExCom member, male).*

Sports leadership remained male dominated at all levels of sports governance because it is perceived that few women had needed qualifications compared to men. Amira explained:

*The challenge is that, as you know in our country there is a difference between women and men who study sports. There are few women who studies sports. I also think that the number of women who participate in sports which becomes hard for them to take leadership positions in sports federation. Those federations that are dominated by men tend to have programs*

*that focus on men more than on women-Amira (sports officer, female).*

#### 4.5.3. Gender Stereotypes and Discrimination

All the participants unanimously stated that most of the challenges that women leaders faced in sports pointed to the male superiority and gender stereotypes. In many sports organizations, there was a perception that women cannot be leaders, women are emotional, and women cannot handle themselves with power.

In her response on the challenges experienced by women in sports leadership, Zuri blamed the negative perceptions and unfair judgmental nature of many sports organizations. Zuri said:

*Sometimes you are just judged simply because of being a woman regardless of the qualifications and experiences in leadership. I think I'm a victim of that. For example, as a human you might make mistakes in your decisions.....you can never really do everything correctly. Surprisingly, you won't be judged on a mistake made you are judged being a woman-Zuri (media officer, female).*

The study participants pointed out situations where women leaders have succeeded beyond expectations in their assigned roles. Yet, instead of being commended and rewarded for their efforts, women were consistently discredited. As leader of one of the sport federations in Tanzania Adia was sometimes judged by being a woman not what she contributed to the federation:

*In some areas it happened.... it is happened a situation where people think just because you are a woman you are not qualified, or you cannot be a sports leader. I stand on my beliefs that I'm capable and they see what I do... then they see the contribution that I make which is much more than most leaders-Adia (ExCom member, female).*

All participants believed that women discrimination was a concept that was alive in most sports organizations. There was a feeling among participants that leadership positions and other opportunities allocated favored men. The following quotation from Tumpe explains the situation:

*Women go through unique challenges compared to men in sports federations. There are a lot of challenges including discrimination and lack of opportunities. In sports there are generally lack of facilities for women sports and women lack*

*time to participate in sports because of their roles. As a woman you have a lot of responsibilities at home and at work. Sponsorship is very sometimes difficult for women sports. Media coverage of women sports is also unequal-Tumpe (sports officer, female).*

#### **4.6. Leadership Qualities and Criteria for Selecting Sports Leaders**

During the interviews, participants discussed the qualities that sports leaders in Tanzanian sports federations should possess. The discussions also touched the criteria which sports federations should consider when electing sports leaders and whether women leaders in Tanzania possessed those qualities. The following sub-themes were coded from their responses: (1) Interest and participation in sports (2) Knowledge and experience (3) Transparency and Accountability.

##### **4.6.1. Interest and Participation in Sports**

All study participants agreed that having interest and participation in sports was important and had a positive impact on the progression from being an athlete to becoming a sports leader. Some of the participants

competed as athletes at some point in their lives then took leadership roles after retiring. Nala commented on this by saying:

*When I was growing up, I had a strong, interest in sports that's why I started playing cricket when I was in standard three until I finished my studies. When I wanted to join the university, that's where I stopped to play cricket because currently in Tanzania, we don't have cricket in universities. After I finished my studies, I came back and wanted to be a leader, not a player anymore-Nala (ExCom member, female).*

Adia on her part developed interest in sports because she attended a school where participation in sports was compulsory for every student. She attributed her rise to top leadership position in her organization to her early interest and participation in sports. She said:

*Yes, I had interest in sports when I was young. Sports was compulsory for all students and sports were examined at the school I attended. At the end of the day, you had to do exams in sports, so everybody has to participate in sports. This helped me to have interest in sports and develop leadership qualities at young age-Adia (ExCom member, female).*

Zuri had a different career path, she explained that she did not participate in sports at young age but later developed interest when she joined the university to pursue studies in sports and physical education.

*Not serious, I wasn't very motivated to get into sports.... I wasn't an active athlete. I was I was doing sports for fun, but then my interest actually started to grow once I started the university and started working. That was when the passion ignited, that's where I loved being a sports leader-Zuri (media officer, female).*

#### 4.6.2. Knowledge and Experience

This sub-theme came out as one of the most important pathway quality and criteria to becoming a good sports leader. All participants explained on how it was important for sports leaders to have sports related education and experience in sports management. Baraka's explanation was typical of the participants, stating:

*A good sports leader must be knowledgeable. If you are going to be to be spokesperson of a certain sports federation, you have to be knowledgeable of that area of media. Sports*

*administrators should be able to attend various sports administrative courses-Baraka (ExCom member, male).*

Adia also emphasized the need for sports federations to consider the education of applicants when hiring and electing leaders. She said:

*First of all, I think they should look at the education of the applicants because that's when somebody gets a good understanding of management practices. In my experience as a sports leader, I have observed that federations with educated leaders performed better than federations which had leaders with minimal education-Adia (ExCom member, female).*

When discussing the need for education and experience for sports leaders in Tanzania, the important issue that came out of the discussion was the question whether currently there are enough qualified women to take leadership positions if opportunity arose. All participants agreed that currently there are very few women in Tanzania with academic qualifications related to sports because most women don't pursue studies in sports and a few of them participate in sports.

Nala added insight on the need to educate more women so that they can have needed qualifications to be sports leaders:

*Currently there are very few qualified women in sports particularly in cricket. I can agree with that statement that we lack enough qualified women sports leaders. For the case of my association, there are no women who are capable to take those major roles or major positions. But as I said earlier, we need to educate them we need to train them on the qualities of being a sports leader. What leadership skills that they need to have. If we give them education, we can have enough qualified women leaders in the near future-Nala (ExCom member, female).*

#### 4.6.3. Transparency and Accountability

Additional leadership qualities strongly emphasized by all participants was transparency and accountability. It seemed important to participants for sports leaders to be transparent and accountable. Organizational transparency is proven to breed long-term success when implemented properly. Increased transparency creates trust between employers and employees and helps to improve work morale. Adia explained:

*Sports leaders should be transparent and accountable. Transparent leaders create a transparent organization which is trusted, giving it greater access to resources and more freedom to operate. In a transparent organization, disputes are easily managed through an established resolution process-Adia (ExCom member, female).*

Better decisions are made in a transparent organization because managers understand their role and have the information they require. Nala narrated:

*The level of trust is higher between the organization, partners and the public when there is transparency because they are assured their interests are considered in decision-making and funds well managed. When leaders make effort to share information across the organization, it's demonstrating that the management trusts, respects, and values transparency and accountability-Nala (ExCom member, female).*

## **4.7. Strategies for Overcoming Women Underrepresentation in Sports Leadership**

The responses to the questions on the strategies to overcome women underrepresentation in a male dominated sports leadership field yielded a number of responses that have been categorized into four sub themes: (1) Resistance to discriminatory cultural and religious beliefs (2) Role modeling and mentoring (3) Creating visibility through sports media (4) Enacting laws and regulations.

### **4.7.1. Resistance to Discriminatory Cultural and Religious Beliefs**

All participants agreed that in order to overcome barriers that hinder women from taking leadership positions there was a need to fight some of the cultural and religious beliefs that undervalued and discriminated women. Some of the strategies suggested were the outright resistance to those practices through breaking the set norms or “going against the grain” and educating the public. Adia believed that sports federations and the government had the role to play in resisting cultural and religious beliefs that hindered women participation in sports. She said:

*Sports federations should develop programs that educate the public on how cultural beliefs affect women participation in*

*sports. Educational programs should also focus on the importance of women participation in sports and what contribution women can make to sports leadership-Adia (ExCom member, female).*

All study participants indicated that in order to change the power dynamics in sport leadership, there was need for the public to have a right mindset on women participation in sports. Zuri feared the beliefs that most men had on women that they cannot be leaders and only men are supposed to be leaders. She explained:

*Community involvement was important in promoting women participation in sports. Due to cultural and religious beliefs some people believe that only men are supposed to be leaders' women should be only family caretakers. In some federations women find it hard to be elected as leaders because most of the voters are men. I feel that we need to change the mindset of people and prove to them that in fact women can be good leaders-Zuri (media officer, female).*

Women participants shared their experiences that even though they are among the few women who have made it to leadership positions in sports federations they still faced difficulties to be accepted and acknowledged for

their contributions to sports development. Most participants agreed that in order to change that mindset in sports federations there was a need to empower women. This could be achieved by women thinking big, knowing their rights, and claiming them, and being assertive. For instance, Zuri encouraged women to think big and be in a position to seek for opportunities aggressively and confidently:

*Despite the challenges we women leaders face, we must be ready to vie for various leadership positions in sports organizations without fear. We must be able to show that we are qualified and can contribute to the development of those federations. Women must fight negative stereotypes by demonstrating that they are capable. They have to be courageous enough to stand up for themselves. Sometimes all you need is to have courage. We must show that we deserve to be in a table with men in decision making positions-Zuri (media officer, female).*

#### 4.7.2. Role Modeling and Mentoring

Women who hold positions of influence are seen as role models by their protégé. All the participants in this study placed great emphasis on the

value of role modeling and mentoring both in crediting their achievements, and in the belief that role models and mentors were necessary for women who are pursuing careers in leadership in sports federations. Successful role modeling and mentoring was important in ensuring that young women were prepared for leadership positions in the near future. The following statements by participants underscore the importance of role modeling and mentoring. Haki suggested:

*Having role models is inspiring for young girls who aspires to be leaders in the near future. Here in Tanzania, we have had few women leaders who can inspire young girls because very few women have risen to top leadership positions. Having role models and mentors in cumulates beliefs to young women that they can also achieve greatness and also become leaders in sports organizations-Haki (ExCom member, male).*

Tumpe, like all the participants, saw the value in having role models. She noted that although she did not have a role model or mentor at young age, she however received mentorship from a lady who was the deputy director for sports at that time when she became a sports leader. She said:

*I did not have a woman role model at the young age but there was a woman who inspired me to be a sports leader. The*

*former assistant director for sports was a sports leader who influenced me to be sports leader. She always told me that I could do it despite the challenges I could face. It's very important to have a woman role model to inspire young women to be leaders in the near future-Tumpe (sports officer, female).*

Many of the women participants said that their current positions gave them the opportunity to mentor up young women in the field. They were helped by others during their climb, and wanted to, “give back.” Zuri felt that what she has achieved as a young woman sports leader she was in position to be a role model and mentor young women aspiring to be leaders. She added:

*In my seven years' experience as a sports leader, I have been able to work with major sports organizations in Tanzania, (sports organizations mentioned). As a volunteer with these organizations, I was able to promote women participation in sports by providing trainings and organizing sporting Bonanza. Currently I own a sports organization that is working to attract a lot of kids to sports. I think these*

*achievement makes me a role model who can inspire other women to join sports-Zuri (media officer, female).*

#### 4.7.3. Creating Visibility through Sports Media

Study participants discussed that myths and stereotypes promoted by media on women have hugely affected women's participation in sports and their desire to take leadership roles in sports organizations. Sports media focus on women appearances as opposed to their accomplishments in sports. Drawing from her experience as a leader in one of the major sports organizations in Tanzania, Tumpe stressed the importance of media coverage in enhancing the position of women in sports. She emphasized:

*Sports media has a very big role to play in promoting women sports. However, sports media in Tanzania only focuses on men sports and ignores women sports events. Sports media has the role to create awareness and by showcasing women sports helps to attract sponsorship to women sports. Showcasing women sports help to create awareness and educate the public that sports is a good thing for women. By Showing women sports the media will help to fight cultural and religious beliefs*

*that hinder women participation in sports-Tumpe (sports officer, female).*

Sports media has been a male-dominated setting around the globe giving more visibility to sports traditionally practiced by men and reporting massively about male athletes and their performance. Zuri described those young girls in Tanzania lacked inspiration because they are not used to see women sports in the media. She commented:

*Media perception of women sports is very different. Women sports are not shown in TV like men sports. Women don't get the same publicity, so not so many young girls see the young women playing. When young girls don't see many women playing sports, they don't get the inspiration to become athletes or leaders in the near future-Zuri (media officer, female).*

As a person currently in charge of programs promoting women participation in sports in her organization, Adia believed that the success of her programs depended on media coverage and portrayal of successful women in the sports industry. She narrated:

*I heavily depend on the media for successful implementation of our programs..... without media coverage the public will*

*not know what our organization is doing to promote women participation in sports. Our program also involves portraying successful women sports leaders to inspire young women. We have some women in our country who have done great things in the sports sector as both athletes and leaders, but the media don't cover their achievements and the contributions they have made to sports. I believe if the media showed a lot about those women, it could help inspire thousands of girls to participate in sports-Adia (ExCom member, female).*

#### 4.7.4. Enacting Laws and Regulations

All participants believed that enactment of laws and regulations was important in creating equal leadership opportunities for women in sports leadership. The belief that enactment of laws and regulations would increase opportunity for women entering sports leadership was evident. However, there was also a perception that laws would not be beneficial if efforts were not made to have enough qualified women. Zuri expressed this opinion saying:

*Yes, I total agree that policies will help to increase women participation in sports..... the focus should be having policies that promote women participation in sports and also ensuring*

*we have enough qualified women to take those positions. Sports federations should also come up with their own rules that promote women participation in sports. Of course, actually it starts from the government particularly the national sports council, but federations also have a role to play-Zuri (media officer, female).*

Similarly, Tumpe retaliated the need for sports federations to create special positions for women in their constitutions. This will ensure that women are represented in the executive boards. She said:

*During the elections, sports federations should encourage women to vie for various positions. They should also create special positions for women so that even if women are not elected in other positions, they can still be represented in the decision-making positions. Those positions should be competitive and have specific criteria, but they should be set specifically for women. Those special positions are important because it's very hard for women to be elected in those organizations since most voters are men-Tumpe (sports officer, female).*

Amira emphasized on the need for federations to introduce gender quotas because other initiatives seemed to fail to achieve gender equity. She strongly argued that gender quotas were an effective strategy for identifying and promoting talented women leaders. She maintained that gender quotas should go hand in hand with ensuring there are qualified women leaders. She said:

*I think gender quotas will be helpful, but the challenge is that there not enough qualified women to fill those positions. Even though gender quotas might be stipulated in the constitution, but they need to be qualified women to take those positions. It will be inappropriate just to have women in decision making positions while they don't have relevant qualifications-Amira (sports officer, female).*

## **Chapter 5. Discussion and Conclusion**

### **5.1. Discussion**

This chapter will offer a critical discussion on the findings reported in the previous chapter. It will discuss the findings relative to the literature reviewed and to answer the questions of the study and provide a new perspective to analyze the underrepresentation of women in sports leadership positions in Tanzania sports federations.

From feminist and gender equality point of view, sport has always been a sexist field Organista (2017), generally been a male-dominated domain which appears to discriminate against women by preventing their advancement to high-level positions in sports organizations (Vyas-Doorgapersad & Surujlal, 2018). Many studies shows that even though women's representation as athletes, coaches and officials has increased in national and international sport competitions, this does not hold in leadership, particularly in top positions (Mirian et al., 2018).

Researchers in the area have drawn different conclusions as to why women are hugely underrepresented in leadership positions in many sports organizations. For instance, Vyas-Doorgapersad and Surujlal (2018) pointed out that in many patriarchal societies, there are stereotyped mentality and cultural traditions confining women to household tasks only that restrict

women from advancing their careers outside their delegated and expected home-based tasks. On the other hand, Mirian et al. (2018) explained that underrepresentation of women in sports leadership was because of “pipeline theory” which posits that few women ever reach to the top level of leadership because there have been few women in the lower level and lack of women preparing to enter those fields.

This study was a part of a larger phenomenological study intended to identify the factors that influence the persistent underrepresentation of women in top leadership positions. From a purposive sampling of 8 participants from Tanzanian national sports federations and government sports authorities were interviewed. They shared their career paths, perceptions and experiences concerning how and why women top leaders continue to lag behind their male counterparts.

Results of this study suggest that self-limiting behaviors, work-life conflict, and cultural religious beliefs among other contribute to the underrepresentation of women in top positions. Factors attributed to social perception of gender and leadership roles incongruence also limited women leaders’ access in organizations, which subsequently contribute to the pipeline problem. Moreover, participants offered suggestions in overcoming

the challenges and personal strategies in advancing opportunities and career development.

#### 5.1.1. Experiences of Women in Leadership Positions in Tanzanian Sports Federations

This qualitative study provided the opportunity to explore leadership experiences and perception of women in leadership positions in sport federations. Findings on the barriers and challenges experienced by women in the current setting of the study cohere to the global issues and problems women are facing. The results suggest that cultural beliefs, religious beliefs, women's self-limiting behavior contributes to the pipeline problem in sport organizations.

Findings in this study also revealed that irrespective of the respondents' gender differences; they all perceived that cultural factor played a dominant role in women under-representation in sports leadership. These results are congruent with the findings of Mirian et al. (2018); Mwisukha and Rintaugu (2013) that noted that cultural factors are a major deterrent to women participation in sports either at active levels or leadership. As reiterated by all participants in this study, gender roles in many patriarchal societies in countries such as Tanzania place women's roles as

mothers, house caretakers, and child bearers and place leadership roles to men.

In regard to gender roles imposed by culture, Mwisukha and Rintaugu (2013) found out that some sport organizations have entrenched masculinity as the working principle within sports, which essentially strengthens the masculine image of sports and reinforces masculine behavior as acceptable leadership quality required in sports. Similarly, a study by Jayachandran (2015) revealed that cultural beliefs in many societies inherently place power and authority to men as societal leaders enhances women subordination. De Soysa and Zipp (2019) emphasized that behaviors that reinforce gendered stereotypes about women's ability to lead and negatively affect their self-confidence and willingness to take leadership roles.

One of the barriers hindering women from taking leadership roles that participants discussed in this study was the self-limiting behaviors of women. Similar concern also emerged in studies by Goslin and Kluka (2014); Vyas-Doorgapersad and Surujlal (2018) which emphasized that women are not confident on their abilities and qualifications, and they don't offer themselves to be seen as leaders or capable of becoming leaders. All of the participants indicated that most women are not confident to take the

lead, even though they are qualified than their male counterpart in the same position. In the case of women in Tanzania, most of them feels that they cannot compete with men in various leadership positions.

This scenario in the setting is supported by indicating that lack of confidence is a barrier to women's progress or promotion to leadership positions. Appropriately, the participants indicated that there is no policy or law in sports federations that prohibits women to contest for top positions in the organizations but still no one is confident enough to step-up and contest against men. This self-limiting behavior of women towards leadership affirm the study of Pape (2020) stating that women in many countries lack career plans and has no intention or confidence to apply for leadership positions which consequently negatively impact society's perception and enhances the notion that women are incapable of leadership (Scheidler & Wagstaff, 2018).

Results of this study also showed that women are underrepresented in sports leadership because of lack of female role models within the decision-making positions in many sports organizations. A number of researchers Aman et al. (2019); Batra and Reio (2016); Burton (2015) have suggested that young women not seeing female role models perpetuated the idea it was not realistic or attainable profession for a woman.

Women role models in sports leadership lend a voice to women in sport, show women in decision-making positions, and portray women as qualified leaders. The idea suggested by the study participants that role models inspired young women to be leaders was supported by the study by Mirian et al. (2018) which pointed out that seeing women in positions of power reinforces the idea that women possess the ability to enter career field.

Findings in this study also revealed that women who have made it to various decision-making positions in sports organizations have made enormous contribution to the development of those organizations and sports sector in general. Many sports scholars have provided evidence of women contribution to sports leadership and echoed the importance of gender diversity in sports boards.

This can be reflected in the study done by Kara et al. (2016) which emphasized that gender diversity contributed to more effective corporate governance through personal interactions and through board processes, while Organista (2020) provided evidence that women brought unique skills, knowledge, experience to the board and added voices to debates in decision making.

Contributions that women brought to the sport environment have been identified throughout the literature. Having women on the board of

sport federations gives the opportunity to un gender and add diversity to the sport governance environment Aman et al. (2019) and gives the opportunity for sensitive issues related to women to be put on the table for discussion (Aly & Breese, 2018). Findings of Cook and Glass (2014) identified the value of mentorship from a female leaders. Women participants in this study perceived themselves as important because they could help and mentor young girls who aspired to have a career in sport.

#### 5.1.2. Perception of Women Sports Leadership by Tanzanian Sports Federations

Findings in this study revealed that sports federations perceived women to handle multiple roles as career-women, mother, wife, and volunteers in sports organizations. Handling of multiple roles was an issue federation thought had impact on their performance and required a delicate balance between family, career, as well as with sports leadership. Women have been found to perceive themselves facing dual expectations of not only succeeding in their professional careers but also fulfilling their family responsibilities (Cooky et al., 2016; Fallatah et al., 2019; Francis, 2016).

Some of the women participants emphasized that they were lucky because their families had supported their leadership career in sport.

However, at some point in their lives, they also struggled to balance their time and energy and deal with the pressing demands of both organization and family. Jabeen (2017) pointed out that work-life conflict made women to juggle between both home and work responsibilities which consequently caused some women to leave career in sports over family responsibilities.

The study also showed that few women were elected to leadership positions and most of decision-making positions in sports organizations were hugely dominated by men. There were perceptions that leadership positions belonged to men, and women have had hard time breaking into these leadership positions. Some participants suggested that in the current situation gender equity was the immediate solution and not gender equality. This confirms (Straume, 2012) findings that showed that it is difficult for women in Tanzania to compete with men in obtaining leadership positions under the current sport system, which is dominated by men from grassroots to national level.

Participants emphasized the need to create special programs and positions specifically for women in sports federations. Similarly, one participant retaliated the need for sports federations to create special positions for women in their constitutions which will ensure that women are represented in the executive boards.

Furthermore, the findings of this study show that fear of failure in a male-dominated field of sport was viewed as deterrent to women in taking up leadership positions. This reinforces O'Reilly et al. (2018) findings that the disproportionate share number of men already in leadership results in young women aspiring to be leaders to shy away from vying for various leadership positions. In some instances, the participants explained that in some federations women seemed to depend on men's approval and affirmation before they could vie for leadership positions.

The study also revealed that in many sports organizations women are stereotyped and presumed to be inferior to men. There was a perception that women cannot be leaders, women are emotional, and women cannot handle themselves with power. Similar concern also emerged in studies by Kara et al. (2016); Mirian et al. (2018) which showed that gendered stereotypes are deeply embedded within organizations to the extent that decisions are made by men on behalf of women as if they were not there, subsequently limiting their chances of displaying leadership qualities (Cook & Glass, 2014).

Another finding of the study was that negative myths and stereotypes on women's participation in sports have made it harder for some parents to allow their children to take place and excel in sports. This finding supports previous studies that indicated that women stereotypes has also created a lot

of pressure on female athletes and leaders to combat stereotypes by proving their femininity and proving that are capable and qualified just like their male counterparts (Hancock & Hums, 2016; Hanson, 2012).

### 5.1.3. Strategies for Overcoming Women Underrepresentation in Sports Leadership

All participants in this study placed a great emphasis on the value of role modeling and mentoring for young women who aspires to be future leaders. Role modeling and Mentoring was crucial in the development of one's professional life because they provide direction, counselling, inspiration and motivation Evans and Pfister (2020) and demonstrates that success in sports is attainable (Burton, 2015).

Some women participants revealed that they had male role models; however, they all insisted on the significance of having women role models to inspire young women. Mirian et al. (2018) study showed that women are more comfortable speaking with female mentors regarding difficulties associated with family responsibilities.

Enaction of laws and policies was probably responsible for having the most influence in increasing women participation in sport and critical to the development of women leaders. The advancement of women into

leadership positions is attributed to the implementation of laws and policies such as such the national sports council act and the sports development policy. Although these laws and policies are not fully implemented in many sports organizations, participants observed that knowing the laws and applying them accordingly would help women in advancing into leadership positions.

Women's lack of confidence was cited in this study as one of the pipeline problems, participants strongly suggested that women should come out, offer themselves, and show interest in applying for positions in the organizations. They emphasized that women should think big and be in a position to seek for leadership positions aggressively and confidently like men who tend to have well-planned career plans that target leadership positions (Goslin & Kluka, 2014). However, the participants stressed that being a leader in sports organizations dominated by men was not easy. They reminded women the need to equip themselves with knowledge and competence to be to compete with their male counterparts.

It was also clear that resistance, defiance of cultural practices that undermined women and their assertiveness helped women to stay in sport. By being assertive, women sports leaders seemed to be advancing the work started by former Tanzanian female athletes and leaders who defied the

cultural and religious stereotypes to make a place for inclusion of women in sports (Ndee, 2010). A number of researchers Abisha and Vincent (2015); Nyoni et al. (2017); Pape (2020) have suggested that education and community involvement as ways of eradicating cultural and religious beliefs so as to advance women into leadership positions.

## **5.2. Conclusion**

This qualitative study provided the opportunity to explore experiences and perception of women in leadership positions in Tanzanian sport federations. Since there is scarcity of research that focuses on Tanzanian women in sport leadership, this study adds to the existing literature on women sports and also provides a new cultural perspective on understanding studies on women leadership. The inequities in the number of women in leadership positions provides evidence that more research is needed in the underrepresentation of women in Tanzanian sports organizations.

One conclusion made from this study is that currently there are laws and policies that promote women participation in sports. However, they have failed to achieve women's empowerment because relevant authorities are reluctant to full implement them. This study has provided an understanding

on how and why it's important for the government and its agencies to imperatively implement these empowerment policies and ensure that all stakeholders adopt them. These laws should include those that deal with access to opportunities and protection policies, as well as those that help create a safe sports environment for girls and women.

The results of the study also confirmed that there is an undeniable gender gap in leadership positions in many sport federations in Tanzania. The findings revealed that barriers and challenges experienced by women in the current setting of the study cohere to the global issues and problems women are facing. The results suggest that women's self-limiting behavior contributes to the pipeline problem in sport organizations. Likewise, the perceived norms of gender roles contributed to the demanding nature of being a woman and a leader, thus creating a conflict among women in balancing duties and priorities.

The barriers manifested in this study that do exist in the sport federations in Tanzania provided an opportunity for men to multiply themselves because there have been no women willing to come out and advance in leadership. The lack of women leaders in the leadership pipeline minimizes the opportunity of the top leaders to mentor and become role models for young women who aspires to become future sports leaders.

The contributions by women leaders indicated a unique perspective that women bring to organizations which combines collective, fostering, and strictness, which resulted in efficiently management of organizations. Sports federations need to tap into women's potential and special skills to help improve their programs because an organization that does not utilize the talent and creativity of its women is at a terrific disadvantage in the modern world.

### **5.3. Suggestions for Future Research**

Although this study is presumably the first to explore women's underrepresentation in sports leadership in Tanzanian sports federation, the findings are also consistent with earlier studies done globally in various sport organizations (Adriaanse, 2016a; Goslin & Kluka, 2014; Mirian et al., 2018).

The results of this study serve as the baseline information of related research in the future. Therefore, future studies should:

- 1) The study predominantly focused on women in national sports federations and women from government sports authorities. It would be important to get perspectives of women sports leaders in other sports organizations.
- 2) This research focused on the experiences of current women leaders. Future research should consider focusing on young

women aspiring to be future leaders and those in early stages of their sports career.

- 3) A quantitative study would be important to be to examine the number of women in leadership positions in top Tanzanian sports federations and be able to compare the number of men to women.

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## Appendixes

### Appendix 1. Informed Consent Form

Date.....

Mr. Mrs./Ms.

*Address*

Dear Sports administrator,

**Introduction:**

My name is Benson John Chacha. I am currently a master's student in the Department of Physical Education at Seoul National University (SNU) majoring in Global Sports Management. I am conducting a research study entitled "Under representation of Women in Sports Leadership positions: The case of Tanzanian women in sports federations" which is a part of fulfillment of my master's degree.

As a sports leader either with a Tanzanian Sports Federation or a government sports authority, I am respectfully asking you to voluntarily take part in this study. The purpose of this qualitative case study is to explore the status of women representation in sports leadership positions in Tanzanian sports federations. The study will also examine how Tanzanian sports federations can increase women's representation in their decision-making positions and why it is important in advancing women leadership in sports.

**Activities:**

If you agree to take part in this research, you will be asked to:

1. Participate in in-depth interview which will be done in English either through zoom, Skype or telephone. Interviews will take place

approximately 2 to 3 times, and each session will be held approximately for 30 to 40 minutes.

2. Note that all interviews will be video/audio taped using a digital recorder.
3. Your participation is voluntary. If you decide not to participate, or withdraw from the study at any time, there will be no any penalty or loss of benefits.

**Eligibility:**

You are eligible to participate in this research if you:

1. Currently, a leader in a Tanzanian national sport federation,
2. Work with the government sports authorities (Ministry for sports, National sports council, and regional & district sports committees).

**Risks:**

There are no expected risks to you from participating in this research study. Participation is not intended nor expected to cause any mental or physical challenges. Additionally, all communication with the participants will be direct and clear and therefore there will be no misleading actions and no deception.

**Benefits:**

Your participation in this study will be of no direct benefits to you. However, taking part in this study will help to increase the body of knowledge in sport leadership and provide information to prospective females seeking leadership positions in sports federations.

**Confidentiality:**

All information gathered in this study will be kept confidential and your identity will be protected. The results of the research study may be published, but your identity will remain confidential, and your name will only be known

to the researcher. All records will be stored in a locked facility for three years, which upon completion of the study, all electronic files will be deleted, and hard copies torn.

**Contact Information:**

If you would like any additional information or if you have any questions regarding this study and the interview process, please contact me at (+82) 010-2895-1517 or through my email address: [chachabenson@gmail.com](mailto:chachabenson@gmail.com).

If you agree to participate in this study, please respond to this e-mail and I will arrange an interview time at your convenience.

I thank you in advance believing that you will sacrifice your precious time to take part in this study. Your experience and knowledge of sports leadership will be helpful in understanding the area under study.

Thank you,

Benson John Chacha,  
Graduate student,  
Seoul National University,  
Department of Physical Education,  
Global Sport Management Major–Dream Together Master Program,

## Appendix 2. Interview Questions

### **RQ1. What are the experiences of women in leadership positions in Tanzanian sports federations?**

IQ1. Could you share the experiences women sports leaders go through in sports federations? Do you think they go through the same experience as men in those federations?

IQ 2. What are the barriers or constraints that you think hinder women from taking decision making positions in sports organizations?

IQ 3. Could you tell me why you think there are very few women sports leaders in Tanzanian federations and sports organizations?

IQ4. In your experience how do you overcome bad experiences and challenges as a sports leader?

IQ 5. Could you share with me on what motivates you to stay as a sports leader?

IQ 6. Could you tell me about your childhood experience? Did you have interest in sports while growing up?

IQ 7. What advice would you give to young women who aspires to become future sports leaders?

IQ 8. As a sports leader, what has been your contribution to your sports organization or to sports development in Tanzania?

IQ 9. What do you like most about your role as a sports leader?

IQ 10. Why do you think it's important to have equal representation of women in sports leadership positions?

**RQ2. How is women sports leadership perceived by Tanzanian sports federations?**

IQ 1. Could you tell how you think you are perceived by your seniors in your sports organization?

IQ 2. In your views what qualities do you think sports leaders should have?

IQ 3. What do you think are the criteria (s) that should be considered when sports federations hire or elect sports leaders?

IQ 4. Could you share the proportion of women and men in your organization in decision-making positions?

IQ 5. In your assessment do you think that its healthy for sports organizations to have underrepresentation of women in decision making positions?

**RQ3. How can Tanzanian sports federations increase women representation in their decision-making positions?**

IQ 1. In your view what do you think is the role of sports media in promoting women participation in sports?

IQ 2. Do you think sports organizations establishing quotas helps in increasing women representation in sports leadership?

IQ3. Do you think currently they are enough qualified women in Tanzania who can become good sports leaders if given opportunity?

IQ4. What do you think should be done by sports federations to increase women sports leadership in Tanzania?

IQ5. In your opinion what role does the government have in promoting women sports leadership?

IQ 6. One of the roles of sports government authorities is to make rules and regulations. Do you think if rules are made, they can help to promote women leadership in sports?

IQ7. How has women role models influenced you to join sports and stay in sports leadership?

Appendix 3. Personal Data Sheet

1. What is your name?
2. Gender: (a) Male (b) Female
3. Family status: (a) Married (b) Single (c) Separated/Divorced
4. Ages of children, if any: (a) Infant/toddler (b) Preschool School (c) aged over 18yrs.
5. Your age:  
(a) 21-30 years old      (b) 41-50 years old  
(c) 31 -40 years old      (d) over 51 years old
6. What is your position in your organization?
7. Years in current position?  
(a) 1-5 years              (b) 10-15 years  
(c) 5-10 years              (d) over 15 years
8. What is the level of education?  
(a) Diploma (b) Bachelor's degree  
(c) Master's degree (d) Doctoral degree (e) Other:

국문 초록

스포츠 리더쉽 자리를 대표하는  
여성들의 경험탐색:  
스포츠연맹에 종사하는 탄자니아  
여성 사례중심으로

Benson John Chacha

글로벌스포츠매니지먼트 전공

체육교육과

서울대학교 대학원

수년에 걸쳐 여성운동선수들은 실질적으로 선수들과 성과는 증가했으며 여성운동선수들을 바라보는 관점과 이들을 성장시키고자 하는 사례들은 많이 연구되어왔다. 그러나 리더쉽자리에 종사하고 있는 여성들의 경험을 반영하고 있지 않은 경우가 대부분이다. 국내와 국제적인 스포츠기구와 기관에서 일하고

있는 대부분의 여성들의 대표성이 적게 표현되고 있다(underrepresentation). 이는 새로운 이슈가 아니며 다양한 나라에서도 찾아볼 수 있는 현상이다.

따라서 본 연구는 질적연구방법을 통해 이와 같은 현상을 경험하는 탄자니아의 스포츠연맹에서 리더쉽자리에 종사하는 여성들의 경험을 탐색하고자 한다. 나아가 연구참여자들이 탄자니아 스포츠연맹을 바라보는 관점을 이해하고 이와 같은 기관에 더 많은 여성들이 참여하고 종사할 수 있는 방향에 대한 논의를 하고자 한다. 표본추출을 통해 탄자니아 스포츠연맹에 종사하는 여성 8 명을 연구참여자로 선정하여 심층면담을 진행했으며 연구대상자들이 직장 내에서의 경험, 여성과 스포츠의 관점, 그리고 여성리더들이 참여할 수 있는 방향에 대한 질문을 바탕으로 면담을 계획했다.

연구참여자들은 스포츠분야의 발전을 위한 여성리더들의 중요역할에 대하여 강조했다. 결과에 따르면 제한적인 개인행동, 업무과 일상의 갈등, 문화적 그리고 종교적 가치가 연구참여자들에게 영향을 미쳤다. 성별에 대한 사회적인 인식과 리더쉽 역할의 불일치 또한 참여대상자들에게 직장 내의 제한적인 문제로 작용했다. 연구참여자들은 차별적 문화와 종교적인 신념에 대한 저항,

역할모델과 멘토링, 스포츠 미디어의 노출, 법과 규정의 제정은 더 많은 여성들이 자유롭게 스포츠 리더십 자리에 진출 할 수 있는 방법들에 대한 조언을 했다. 따라서 본 연구는 탄자니아 스포츠 연맹에서 여성 리더십에 대한 기초적인 자료로서의 역할을 하며, 정부와 스포츠연맹 혹은 스포츠단체에 참여하고 진출할 수 있는 기회를 제공하고자 한다.

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**주요어:** 리더십 역할, 스포츠 리더십 장벽, 여성 경험, 여성 스포츠 리더십

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