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**AN INVESTIGATION INTO WOMEN CAPABILITIES IN LEADERSHIP ROLES  
IN MMABATHO/MAFIKENG AREA**

**BY**

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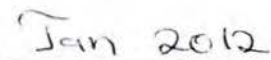
## DECLARATION

This is to certify that, I Molosiwa Boineelo Esther declare that all the work contained in this research project is my original work. I further declare that any part of work, idea or abstract taken from any source is properly acknowledged in this research.

Under Oath



MOLOSIWA B.E



DATE

## ABSTRACT

The aim of the study was to investigate women capabilities in leadership roles and the problems they are facing in managerial positions. The study was guided by two basic assumptions which are 'men and women are born equal' and that the national development will be enhanced when equal opportunities are given to both men and women.

The literature review reveals that, traditionally work and family were viewed as complimentary spheres, each belonging to one sex only. Work is for men, family responsibility and home maintenance is for women. On the whole, society perceives the role of the homemaker as the domain of a female. Men are breadwinners. Gutek, Nakurama and Nieva (1999:16) believe that as long as it is presumed that women exclusively occupy the homemaker-role there is little interest in the interdependence of these two roles occupied by the same sex.

Kellerman and Rhole (2007:16) state that assumptions about gender difference in leadership styles and effectiveness are widespread. The conventional wisdom is that female leaders are more participatory and interpersonally oriented than male leaders and they are more to adopt emphatic, supportive and collaborative approaches. Recent developments of theory have argued that women may bring alternative qualities to management, which are equal value to traditional male norms.

Stephensen (2005:99) alluded that women's domestic policies be shaped and applied not just by men but also by full and equal participation of women. However, it is stated in the constitution of South Africa that all people are equal before the law and no one because of his sex, his descent, his race, his language, his origin or his religious beliefs be favoured or prejudiced (The Constitution of the Republic of South Africa, Act 108 of 1977).

The literature also revealed that “for women to succeed they need not be like men, their female qualities can add unique value as far as teamwork, trust and human relations are concerned. The energy wasted in campaigning and competing, can be applied more constructively in a collaborative relationship. Women are more likely to use transformational leadership, a factor which is of crucial importance to organisational success in this millennium (Ready, D. & Ball, S. 2000:145). Because the women brain is different forms part of any organisation’s top executive team to ensure that the diverse South African workforce is managed effectively Sayed and Carrim, 2007:91-100). There is no doubt that if South African organisations wish to be competitive in the international community, the collective solidarity in African life should find its expression in organisations and management.

The quantitative researcher chose 100 respondents 20 sectors from both Governmental and Non Governmental. Random sampling was used to choose the sample size. The data was collected through questionnaires and analyzed using Microsoft Excel and descriptive statistics.

The data revealed that women are experiencing problems of being subordinated with regard to decision-making at the workplace. Majority of the respondents indicated that female managers are still not viewed as equal to male managers. From some of the responses, it was indicated that male still view women as subordinates, since they still uphold patriarchal ideology. Further, the implication from the analysed data majority revealed that gender issues are not discussed at the workplace. This shows that some of the significant issues pertaining to gender issues are being ignored. As a result, gender equity and equality may not be maintained. The following information indicates that women experience a number of problems at the workplace: 90% are being harassed, 80% disrespect/undermined, 80% practice gender bias or subordination, 70% are being discriminated against and 20% being under paid. The statistics reveal that worldwide the majority of women heading companies are experiencing gender bias/prejudice problems.

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## ABBREVIATIONS

CNPC = Chinese National People's Congress

ERA = Equal Rights Amendment

FA = Feminist Alliance

IPU = Inter-Parliamentary Union

LWV = League of Women Voters

NCL = National Consumer League

NWP = National Women's Party

NWTUL = National Women's Trade Union League

WCTU = Women's Christian Temperance Union

## **CHAPTER 1**

### **BACKGROUND AND ORIENTATION**

#### **1.1. INTRODUCTION**

During colonialism a belief was held that women were intellectually inferior to men and that women's place was in the home. Whatever skills women needed, they learned by working in apprenticeship to their mothers. There was no room for instructional female education and skilled labour (Carroll, 1996:116).

The existence of the moral code and the middle-class feminine ideal of domesticity provided employees with a labour force of women who, for the most part, were convinced that their real calling lay in marriage and childrearing and had only a transient interest in their jobs. The drive toward respectability provided working women with a set of aspirations which mitigated class consciousness and complaints about present exploitation. For those who were married and working, the desire to stay home provided goad to prod unfortunate husbands into working harder and earning more (Carroll, 1996:108).

Insisting that women belonged at home permitted employers to exploit working women by treating them as though their earnings were merely supplemental. Any examination of women's wages, which were always substantially below those of men and seldom sufficient even for a single woman to support herself, reveals that this was the common practice of the employers (Carroll, 1996:99). This also led to employees to deny training women to perform skilled labour as they would demand higher positions or higher wages as those of men.

The other effect of domestic code was to keep women out of unions. Since many felt their work life to be temporary, women had little incentives to join one another in a single

struggle for better conditions. Employers clearly felt this to be a tangible benefit, for in the few instances in the nineteenth century where women created successful unions, they were quickly crushed. Because unions would negate the disadvantages of low wages and docility, so they could not be allowed to join them (Abbott, 1998:374).

Pinson and Jinnets (1992:3) maintain that the emergence of women in power cannot and did not occur overnight. Women through the ages have changed history by facing great personal difficulties, legal barriers, ridicule and danger to pursue their dreams. The efforts of early women who wanted higher positions were hampered by laws, which prevented them from entering contracts, owning properties or bringing legal suits. Husbands could prevent their wives from opening accounts or starting a business.

Women are still handicapped whilst their situation is starting to change for the better. Almost nowhere is a woman's legal status totally the same as that of a man and frequently this is to her disadvantage. Even when the rights are legally recognised, standing customs prevent their full expression in the mores. As a result, it is up to the women to utilize their constitutional and occupational opportunities to improve their situation.

In history, women have always been subordinated to men. They depended upon men to represent them in legal transactions, they were physically excluded from taking part in public political debates and expected to behave and act in strict obedience to their husbands and elders. To cite an example, in African culture women were always relegated to the role of man's mate and assistance.

Traditionally, work and family are viewed as complementary spheres, each belonging to one sex only. Work is for men, family responsibility and home maintenance is for women. On the whole, society perceives the role of the homemaker as the domain of a female. Men who gave up the role of breadwinner are neither admired nor tolerated by most parts of the society. Gutek, Nakamura and Nieva (1999:16) maintain that as long as

it is presumed that women exclusively occupy the homemaker-role, there is little interest in the interdependence of these two roles occupied by the same sex.

Odom (1990:43) stresses that it must be remembered that only a few decades ago most dominant women did not work outside the home. Many times daughters were dominated to the same degree as sons, but the demands differed because of gender. Thus some dominant mothers programmed dominant daughters to fulfil themselves as homemakers and mothers, and at the same time sons achieve success outside the home.

Humanity has always been regarded as male, defines a woman not in herself but as relative to him, she is not regarded as an autonomous being (De Beheavour, 1983:16). He further believes that generally men dominate women psychologically. The relations between the two sexes are seen as based on a proper inequality.

South Africa provides a unique situation for the empirical study of the changing statuses and roles of women. The country's constitution states that:

*All people are equal before the law and no one because of their sex, descent, race, language, origin or religious beliefs be favoured or prejudiced (The Constitution of the Republic of South Africa, Act 108 of 1977).*

Changes in the perception of jobs seem to have produced the women's liberation movements, organisations and conferences (Oppenheimer, 1989:23). Their demands for more jobs and equal opportunities seem to have produced more women in top positions. Krador (1991:10) indicates that "as family changes, more and more women begin to work. Working women become older, better educated and less likely to take time off for the babies". This suggests that these women are ideal candidates for better jobs.

In South Africa, women have been promoted and appointed in top positions, to name but few portfolios: Deputy President of the country, Speaker of the Parliament, MEC's in different Departments, Senators (Counsellors), Manageress and so forth. The enormous

number of women found in top positions today prompts questions about all the previous discriminatory laws and policies which were imposed against working women as to whether the past restrictions to equality are completely eliminated.

Therefore, the focus of this research will be on how the society currently perceives and treats women in managerial positions.

## **1.2. STATEMENT OF THE PROBLEM**

After the new democratically elected government in 1994, the fast pace of constitutional, social, economic and political development in South Africa has emphasized the need for full participation of women. The rate at which women emerge towards holding top positions is escalating despite the slow rate at which it transpires. It seems as if women in such positions experience problems of leadership in their workplace due to their gender, irrespective of how educated, dedicated and hardworking they might be.

In The Mail of 31 January 2004 (pp. 3-4), it is stated that employees went on strike because they did not want a manageress in their company and this is against the constitution where it states that no one should be discriminated against because of gender. Piliso-Seroke (2006:3) indicates that 'the fact that political parties are male dominated, is the indication of the male persistent male nominative order that continues to be a powerful social and political barrier to women's effective representation and participation in the political domain. These barriers often go unnoticed as they are normalized and deeply rooted in custom, culture, religion and tradition'.

Thus, the problem statement can be formulated as:

*"Women in managerial positions experiencing problems in leadership"*



### **1.3. RESEARCH QUESTIONS**

The following research questions are posed:

1. Are women who have high organizational status lagging behind with their work as managers?
2. Are women experiencing problems of being subordinated with regard to decision-making?
3. Are women able to successfully carry out their role as mothers and as well as pursue their careers?
4. What are the factors that prevent women from occupying positions of importance in the society?
5. What problems do they experience in these positions?
6. Are women as capable in leadership roles as men?

### **1.4. AIM OF THE STUDY**

The aim of the study is to investigate the parity of treatment of women compared to their male counterparts as they progressively advance into managerial roles and the problems they are facing in managerial positions regarding their role capabilities.

### **1.5. OBJECTIVES OF THE STUDY**

This study will be guided by the following objectives:

1. To find out whether women in higher positions get the same treatment as male managers in the companies or sectors they are heading.
2. To examine whether women are respected by those they lead in the workplace.
3. To identify factors creating problems for women managers in their workplace.

4. To ascertain whether successful, educated and professional women are able to carry out their roles as mothers (homemakers) and cope in their workplace and/or pursue their careers, at the same time.

#### **1.6. BASIC ASSUMPTION**

This study is based on the following two basic assumptions:

1. Men and women are born equal.
2. National development will be enhanced when equal opportunities are given to both men and women.

#### **1.7. SIGNIFICANCE OF THE STUDY**

In the media (radio, T.V., News Papers) one hears and sees how the government encourages women empowerment. It is hoped that this study will inform all the stakeholders in governmental and non-governmental sectors of the progress achieved to regarding issues of parity/non parity regarding the treatment of women in managerial /leadership positions whwn comapared to male counterparts in similar positions in Mmabatho/Mafikeng area. The positions of management and leadership have always been a masculine domain and female managers are under great pressure to perform. investigating the challenges they face, the government will be better prepared to implement training and mentoring programmes for female managers. Through these training and mentoring programmes the female manager will become more capable and better equipped to function more effectively in their positions.

#### **1.8. SCOPE AND DELIMITATION OF THE STUDY**

This study was conducted in Mmabatho/Mafikeng area, in the North West Province. This study focuses on women in managerial positions. Both Governmental and Non-

Governmental sectors will be targeted. The sectors targeted are banks, government departments, and municipality which are particularly being managed by women.

## **1.9. DEFINITION OF CONCEPTS**

- **The perception**

Perception is the way a person thinks of someone in a particular manner (Fox, Manning, Murphy and Marwhich, 2003:1219).

- **Women in managerial position**

Refers to the job of a woman who directs or controls a business or department and the people, equipment and money (resources) involved in it.

- **Feminism Movement**

It is a social movement which seeks to equal rights for women, giving them equal status to men and freedom to decide their own career and life patterns (Bradley, 1992:10).

- **Women capabilities**

Capability is the natural ability, skill or power that makes a machine, person, and organisation able to do especially something difficult. Capability is the ability, potential, showing competence in order to achieve positive outcome. This skill is very important for managers, and can be demonstrated by them when they relate to other people including the ability to motivate, facilitate, coordinate, lead, communicate, get along with others, and resolve conflicts. Women managers who are capable allow subordinates to express themselves without fear of ridicule and encourage co-operation and productivity (Daft 1988:16). It is along this line that women capabilities will be measured against being

always on schedule, that is, they can carry out their roles as mothers (homemakers) and cope in their workplace and at the same time pursue their careers.

#### **1.10. SUMMARY**

This chapter provided the orientation and background of the study, statement of the problem, research questions, aim and objectives, basic assumption, significance scope and delimitation of the study, and definition of concepts.

The next chapter covers an appropriate literature review dealing with women capabilities in managerial positions..

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1. INTRODUCTION

In order to carry out this research study, the researcher must be well-informed about research that has been already conducted about the topic. Parahoo (1997:88-89) states that in order to review the literature, a search must first be conducted. This is to keep the researcher informed about the up-to-date information. An overview of what is said about how women were and are still being perceived by the society in general will be conducted.

#### 2.2. LABOUR MARKET THEORIES

Dual labour market theories locate the sub-ordination of women within an analysis of the labour market. Barker (1995:78) has pointed out that demand factors are important, for example, female labour has shown a forced participation rate which have revealed sharp upsurges in times of high demand for labour. However, they have been less observant about the structure of the labour market into which women have been drawn and have had little to say about the forces which maintain that structure. Barker's (1995:78) objective is, therefore, to suggest a framework by means of which the nature and causes of occupational differences between the sexes can be approached, drawing on the concept of the dual labour market.

Following a number of studies<sup>1</sup>, the dual market approach grew from the studies of local labour situations in the USA, originally emerging from the 1960<sup>s</sup> from attempts to understand the problems of poverty and underemployment and the position of blacks in the emphasis on a segmented labour market, a critique of the neo-classical economic assumption of a unitary labour market and of the 'human capital' theories which link

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<sup>1</sup> Compare Barron & Norris (1994), Barker (1995), Roberts (2006), Depoju & Oppong (1994).

occupational positions to educational background and qualifications. The dual labour market approach has since taken a variety of forms.

Essential to the notion of dual labour market is the assumption that the labour market is segmented into a number of structures. The most common approach differentiates two sectors, primary and secondary labour markets. Barron and Norris (1994:70-80) describe the differences between these sectors, that is, primary and secondary jobs as follows:

*“Primary sector jobs have relatively high earnings, good fringe benefits, good working conditions, a high degree of job security and good opportunities for advancement, while secondary jobs have relatively low earnings levels, poor working conditions and negligible opportunities for advancement and a low degree of job security ... The difference between the opportunities for advancement offered by jobs in the primary sector and those in the secondary sector is usually related to the existence of structured internal labour markets to which primary jobs are attached. A highly structured internal labour market contains a set of jobs organised hierarchically in terms of skill level and rewards, where the recruitment to higher positions in the hierarchy is predominantly from lower positions in the same hierarchy and not far from the external labour market. Only the lowest positions in the firm’s job hierarchy are not filled from within the organization by promotion. Secondary jobs, on the other hand, are not part of a structured internal market; recruits to these jobs tend to come from outside the organisation onto the open labour market when they leave the job. Furthermore, because of the low skill level requirement for most secondary jobs, training is non-existent or minimal, so that secondary workers rarely acquire skills which they can use to advance their status on the open market”.*

Not only is there a segmentation of labour markets, there is also a segmentation of workers into primary and secondary sectors. Gordon (2001:89) points out that a problem arising with the dual labour market approach is in differentiating between characteristics of occupations in the different sectors and their holders, which frequently become conflated.

The dual labour market approach asserts that there is a restricted movement of workers between the two sectors of the labour market and that mobility in the hierarchically organised primary labour market tends to be upwards. Thus primary employees are more likely to be mobile within hierarchically organised career structures in the firm, while secondary employees tend to move between industries and occupations.

It is also imperative to note that some theorists<sup>2</sup> assume that employment in the monopoly sector of the economy act as primary employers, utilizing an internal labour market in monopolistic enterprises; while employers in the competitive sector adopt a secondary strategy.

Various explanations have also been advanced why employers adopt different recruitment strategies. Gordon (2001:99) argues that the division between primary and secondary labour markets stems from employers' reactions to two problems, that is, the need to:

- promote employee stability in certain jobs, and
- prevent the growth of class consciousness among certain sectors of working class.

Barron and Norris (1994:90-112), however, modify these arguments, suggesting that the attempt to create a primary labour market arises from the need to tie skilled workers into the firm and thus to reduce labour turnover among groups of workers with scarce skills, and from the need to buy off groups of workers in the face of demands for improved pay and working conditions.

The strategies adopted by employers in the primary sector to reduce turnover and buy off sector workers have important implications for the structure of jobs in the secondary sector, particularly as far as levels of security and earnings are concerned. It, therefore, follows, "in so far as it is in the interests of employers to maintain and expand the

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<sup>2</sup> Bluestone, (1970:15-35), & Edward (1995)

primary sector, it is also in their interest to ensure that instability and low earnings are retained in the secondary sector (Barron and Norris, 1994:90-112).

Having characterized the primary and secondary labour markets as emerging from strategies adopted by employers to cope with the labour market and consumer market fluctuations, Barron and Norris (1994:90-112) further attempt to demonstrate that the female labour force can be characterised in terms of the concept of the secondary labour market. They argue that women's pay is significantly lower than men's, and that there is a high degree of occupational segmentation between male and female workers; that there is some evidence that women are more likely to be made redundant than men and thus to have a higher degree of job insecurity; that men are more likely to be upwardly mobile than women; and finally, that women have limited opportunities for advancement, tending instead to be horizontally mobile. In this way, it can be argued that women workers conform to all the criteria of secondary labour market employees.

The concluding part of Barron and Norris's (1994:90-119) paper is concerned with the question of why women are confined to the secondary labour market. They argue that there are five major attributes which make a particular group to be a source of secondary workers, and that women possess each of them. These attributes are:

- Workers are easily dispensable, whether voluntarily or involuntarily.
- They can be sharply differentiated from workers in the primary labour market by some conventional social difference.
- They have a relatively low inclination to acquire valuable training and experience.
- They are low on 'economism' – that is, they do not rate economic rewards highly.
- They are relatively unlikely to develop solidaristic relations with fellow workers.

This part of the analysis is problematic, partly because little evidence is offered that these attributes actually are significant in concrete situations. The suggestion that women



possess them relies heavily upon inferences from stereotypical assumptions, and such suggestions casts doubt on their general claim that women's position can be explained in terms which are internal to the labour market.

The principal advantage of a dual labour market approach is its emphasis that where women are employed, it is in unskilled and semi-skilled jobs in particular occupations and industries, many of which provide little job security and are poorly paid. Thus, Gordon (2001:43) provides evidence to demonstrate that the employment situation of women is not equal to that of men (especially of white men), although it may share characteristics with those of certain other groups of workers, for example, immigrant, asian or black workers. "In locating the reasons for this inequality within different employer strategies which are *de facto* discriminatory, the approach counteracts the view derived from neo-classical economics that individuals are allocated to occupational positions purely by the play of market forces. It also counteracts technological determinism by analysing the role that management plays in structuring the labour process" (Gordon 2001:43).

Nevertheless, dual labour market theories do encounter a number of problems, especially at the level of explanation. Some of these are general difficulties which exist independently of whether the approach is being used to analyse the position of women workers, while others apply specifically to the attempt to extend dual labour market analysis to women's employment. The first problem is suggested by Edward (1995:99) when he argues that dual labour market theory may allow us to classify market behaviour.

### **2.3. DIVISION OF LABOUR**

In Obregon, (1989: 393 – 428) Marx indicates that manufacture and modern industry are two forms of organisations of the labour process, which are defined as a relationship between the labourer (who has nothing to sell but his/her labour power), the object of

labour and instruments of labour (such as tools and machinery). The labour process in any period is a product of the development of the forces of production.

There is a specialisation of functions, or a developed division of labour based upon co-operation among those working in a particular workshop, among the detail labourers who together comprise the collective labourer. The functions are arranged according to a hierarchy of concrete labour with a corresponding scale of wages. At the bottom of this hierarchy emerges a class of unskilled labourers. Marx argues that since manufacture adapts detail operations to varying degrees of maturity, strength and development of labour power, this is in theory conducive to the employment of women and children.

“The system of production, with its hierarchy of concrete labours and subjective division of labour, gives way to modern industry to real capitalist control when machines are created which can make machinery. In modern industry, the instruments of labour, the workman’s tools, are converted into machines, and there emerges a new form of division of labour” (Evans, 2003:62).

During industrialization, two ideas under the division of labour became apparent:

- The idea of the family wage where men are paid enough to support their wives and children, and
- The belief that women were unsuited to certain kinds of employment.

Evans (2003:62) demonstrated “the ways in which early industrialization made few distinctions between men and women. Men and women were both allowed to work under appalling conditions of industrialization.” Those who protested for protective legislation and exclusionary practices often did so out of commitment to keep women out of the new excessive working conditions of the factory system. It was during this period of industrialization that many attitudes and ideas about relationship of men and women to paid work, which is still applicable, were developed.

## 2.4. THE CLASS SYSTEM AND FEMALE LABOUR

Viewed from the perspective of developmental tasks for various periods in one's life span, the modern adult women have to perform the additional female roles as wives, mothers, housekeepers on one hand and their roles as employees on the other hand (Jha, 2004:35). Coping with both the roles, simultaneously, has an important bearing on their occupation which leads to conflicts. The time consuming household chores without the family support have an adverse effect on fulfilment of their emancipatory aspirations.

Dak (1997:90) has noted substantial "utilization of female labour both in domestic as well as in productive activities carried on by the household." The analysis revealed 'dominating' role of women in rural and agricultural sectors such as preparation of 'farm yard manure, harvesting of crops, storage and processing of farm produce, tending of cattle, collecting fodder and feeding of cattle, sale of livestock products and treating cattle during illness, their 'supporting', role was evident in the transplantation, transporting farm inputs to the field, applying manures and fertilizers, threshing of crops, transporting farm produce, sale and purchase of livestock.

Further, it became apparent that female participation was greatly influenced by social and institutional frameworks of the rural society in which high premium is placed on abstention from active productive work and prestige-gain is sought by withdrawing women from non-domestic manual work.

Capra (1990:9) probed into the role and contribution of women labourers and cultivators in the agricultural sector. The researcher concluded that women's involvement in agriculture differs not only between labourers and landowners but also between households in each category. With respect to women labourers, the non-availability of work brings about the difference. As regards permanent labour, the landowner is not bound to look after her during old age or sickness. When work is available they are assured of it. Workers prefer to have this arrangement in the absence of other employment opportunities.

## 2.5. STRATEGIES FOR CHANGE – FEMINIST MOVEMENT (1910-1970)

Although feminism is certainly not a uniform body of thought, developments in feminist theory have enabled people to understand that the law operates within the framework of patriarchal society in which women's voices have been silenced, and that it is not enough simply to extend the rights it has given men (Bryson, 1999:84). Women's intellectual potential, often decisive electoral weight and capacity to act for change are still inadequately understood. It is imperative that women's experiences and values be asserted as a starting point. This can give rise to a new perspective, in which women are no longer seen as 'special' or 'different', for they are no longer measured against male norms (Richards, 2003:109).

Campaigning for the Equal Rights Amendment (ERA) took place in the early 19<sup>th</sup> century. The Equal Rights Amendment was proposed as a legal or civic innovation but the intrafeminist controversy it focused on was the economic arena. The connection between economic and political subordination in women's relation to men has been central in women's rights advocacy, and the ratification for the ERA intensified in early 1970. Globally, women were historically excluded from political initiatives because they were defined as dependent – like children and slaves – and their dependence was read as fundamentally economic (Cott, 1990:45). The ERA was founded by the National Women's Party (NWP) in the early 19<sup>th</sup> century.

The doctrine of "liberty of contract" between employer and employee had ruled court interpretations of labour legislation in the early twentieth century, stymying state regulation of the wages and hours of male work (Macdonald, 1995:89). State regulation for women workers, espoused and furthered by many women in the NWP, had been made possible only by differentiating female from male wage-earners on the basis of physiology and reproductive functions. Other affiliates of NWP, namely: Feminist Alliance (FA), League of Women Voters (LWV), National Women's Trade Union League (NWTUL), Women's Christian Temperance Union (WCTU), and National Consumer League (NCL) stood against the 'liberty of contract' regulations. They state

that if women can be segregated as a class for special legislation, the same classification can be used for special restrictions along any other line which may, at any time, appeal to caprice or prejudice women legislature (Cott, 1990:46-49).

In their submission, the parties<sup>3</sup> also indicate that if “protective laws affecting women were not abolished and prohibited, the advancement of women in business and industry will be stopped and women relegated to the lowest, worst paid labour”. The NWP and its alliances imagined that the sexual division of labour in the household and the market place would change, if women would secure the same rights as men and have free access to wage-earning. They assumed that women’s wage-earning would, by its very existence, challenge the sexual division of labour, and that it would provide the means for women’s economic independence (Lewenhak, 1992:99).

“The dawn of the 19<sup>th</sup> century advocates, along with the vote, claimed woman’s right to labour, by which they meant the right for women to have their labour recognized and diversified” (Van Aarde, 2008:19 and Lewenhak, 1992:99). They emphasized that, women as human individuals are no less than men and had the right and need to use their talents to serve society and themselves and to gain fair competition.

## **2.6. CONFERENCES TO EMPOWER WOMEN**

It is imperative to make mention of Conferences held worldwide which made a great positive impact as far as women emancipation and empowerment is concerned (<http://www.ipu.or/wmw-e/subjects.htm>)

### **2.6.1. International Symposium in Geneva:1989**

In November 1989, the IPU organized an International Symposium in Geneva on the theme of ‘Women’s participation in the political Parliamentary decision-making processes’. The meeting brought together men and women MPs from 67 countries,

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<sup>3</sup> NWP, FA, LWV, NWTUL, and WCTU

experts, representatives of governmental and non-governmental organizations and journalists. This meeting paved a way for women to occupy higher positions.

### **2.6.2. Parliamentarians' Day in Beijing: 1995**

In September 1995, during the fourth World Conference on women, the IPU held a parliamentarian's Day on the premises of the Chinese National People's Congress in Beijing. Some 500 MPs from 102 countries took part in the meeting, which concluded with the adoption of the Beijing Parliamentary Declaration. Also in the same conference the rights of women and children were discussed (Stathan, 1987:3).

### **2.6.3. Specialized Conference in New Delhi:1997**

From the 14<sup>th</sup> to the 18<sup>th</sup> of February 1997, the Inter-Parliamentary Union organized a conference on the theme 'Towards partnership between men and women in politics.' They further discussed 'The image of women politicians in the media'.

These International Conferences played a significant part towards gaining seats for women in the parliament. It was also realized that women have the potential of occupying managerial positions. Bradley (1992:10) made the following comment:

*Women have gained legal and political rights. The evolution of the welfare state has freed them from total dependence on fathers and husbands and the development of effective contraception has freed them from the burden of development of perpetual pregnancy and childrearing. Two important political waves of feminism have generated energetic campaigns for equal rights and opportunities for women.*

This implies that these conferences pushed women's view of their disadvantages into public consciousness; partly as a result, higher education and other professional areas have opened up for women.

## 2.7. STATISTICS AT THE WORKPLACE

Women are provided with opportunity to try their hand in almost every work deemed socially necessary. Most recently, legislation has been passed outlawing discrimination in the field of employment. But still it became apparent that women are still in minority in managerial positions. The labour force survey of 1985 in Bradley (1992:40) mentions that 77.2% of women are doing clerical work, 79.2% are in catering, cleaning, hairdressing and other personal services. It is further indicated that more than 90% of women are found in industries, as such duties are home-based. The statistics suggest that there are very few women in managerial positions as the majority of them are subordinates.

According to Benokratis and Feagan (1986:42) both government and industry have discouraged fathers from parenting and mothers from working outside home. It is argued that wives who are employed away from the husband and children experience discrimination in different ways: difficulty in locating child care, lack of flexible work schedules, limited time of part time careers and expectation that they will assume, in addition to employment, responsibility of child care and house work. Inter alia, business industries benefitted from sex discrimination in a number of ways:

- Wives, if employed, were paid lower wages than those of husbands.
- Wives would donate much free time, effort and energy by doing supportive work that allow the husbands to give most of their time to the company.
- Sex segregated labour markets ensures male dominance in the economic sectors.

This shows that women were not expected to occupy higher positions or to be leaders in the economic sectors.

Wolmarans (1997:23) indicates that despite considerable progress in the division of political responsibilities and power in several countries, women are generally in minority

in the upper echelons of political parties and political movements, or even not represented at all. In only 20 countries do women account for 20% of parliamentarians; just 17 have a women presiding over the parliament or in the parliamentary chamber; and there are only 15 women heads of State or Government. Some countries continue to deny women some rights to vote and the right to be elected, whether to the local, regional or parliamentary bodies. It is also noted that according to a survey by the Inter-Parliamentary Union, women still makeup barely 11.3% of the world's parliamentarians, a portion slightly higher than 50 years ago (Bradley, 1992:50).

This state of affairs in politics also seems indicative of the situation of women in all other sectors despite the fact that women had a high hope in democracy. Priority should go to reversing the current trend of politics for the sake of a new dynamic change in social, economic and political decision-making that would in turn benefit all other of activities (Silver, 1991:88). The above statements show a traditional belief where women were not seen as being capable of being leaders in the work place, especially so in the economic world.

## **2.8. CLOSING THE GAP: WOMEN EMPOWERMENT**

Due to the commitment of the parties which first met during CODESA mid 1990, negotiations continued paving way for women. Fester (1998:216-220) states that negotiations in the form of what is called multi-Party Talks resumed at Kempton Park in early 1993. The broadest range of parties and political movements participated. The participation of women at those talks created a debate.

In February 1993, the African National Congress proposed that one out of every delegate be a woman. This proposal was not accepted as only three parties (ANC, the South African Communist Party and the South African Indian Party) supported the proposal. Some parties gave reasons for not supporting such a move. However, in March 1993, under pressure from the women's lobby at Kempton Park, the negotiating council agreed



to appoint an additional delegate to the negotiating team from each party or organization (Fester, 1998:216-220).

Aidoo (1998:45) argues that, given a chance, a number of young women show their independence and courage in choosing careers and in most cases perform brilliantly. Thus, for a long time countries in Africa have produced women doctors, lawyers, judges, university lecturers and professors. There are also women in 'rarified' professional areas such as imaginative writing, publishing, geology, architecture, engineering, transportation ownership and management, and music. Some of these potential women are in commercial airline or air-force pilots, professional school teachers, nurses and telephone operators. Thus, this shows that women are capable.

To cite few examples, South Africa is one of the countries that have proven to include women in the parliament because of their capability, the new SA constitution and affirmative action drive. Thus far, some of the women have already proven to be competent in their work, as they are battling to uproot discrimination against women and children, corruption in the government, targeting to curb the crime. In The Mail of 14 October 2005, pp3, 6, 8 and 14, the roles occupied by a number of women in higher positions in the community have been listed and two examples are provided below:

- North West Finance MEC, Maureen Modiselle emphasized that corruption should be uprooted: "Without any doubt, fraud and corruption within the civil service delivery has played a role in derailing service delivery ... failure to blow the whistle against corruption would bring untold hardship to the poor - the government would deny them services they qualified to receive (The Mail, 2005. 'Blow the whistle against corruption.' 14 October, p3).
- Edna Molewa, Premier of North West Province, has also shown her concern about corruption. She states that 'corruption is tantamount to stealing from the poor. It retards development because resources meant for the poor are directed to the pockets of individuals and members of their clique. It undermines the government

to deliver services to its citizens and to ensure sustainable development (The Mail, 2005. 'Molewa slams corruption.' 14 October, p3).

It is evident from the media that corruption has prevailed long ago in government.

## **2.9. WOMEN MANAGERS AND THEIR POSITIONS**

Kellerman and Rhode (2007:16) state that assumptions about gender difference in leadership styles and effectiveness are widespread, although the evidence for such assumptions is weaker than commonly supposed. "The conventional wisdom is that female leaders are more participatory and interpersonally oriented than male leaders and they tend more to adopt empathetic, supportive and collaborative approaches. Recent developments of theory have argued that women may bring alternative qualities to management, which are of equal value to traditional male norms" (Marshall, 1991; Rosener, 1990).

Davison and Cooper (1983:181) state that "female senior executives who have successfully broken into the higher echelons of management, - middle and junior management, - reported high pressure from work associated with sexual discrimination and prejudice".

At the dawn of the 21<sup>st</sup> century, the principle of equality between men and women having been established in nearly all the constitutions and fundamental laws, few indeed are the countries where the rights of women to vote and be elected has not yet been recognized and exercised (Statham, 1987:90).

Women make up half or more of the population of this country. In addition of pursuing their family role and traditional household activities, they have in under a century become an active labour force whose nationwide economic impact is often equal to and sometimes exceed that of men. In some little-industrialized countries, they are the mainstream of the entire informal sector and bear the brunt in agriculture.

## **2.10. GLOBAL POLITICAL AND ECONOMIC CHALLENGES**

Women remained sidelined at some if not all levels of decision-making, especially in politics, and their economic contribution continues to be shaded over in national statistics and assessments. “The societies are still chiefly organized and run as their male element may determine, with the result that they continue either largely to forgo or to disclaim what female talent and endeavour may so vitally contribute to their development, as well as women’s important role in consensus-building, peace-building and conflict resolution” (Silver, 1994:11).

Today, all the countries face global political and economic challenges, and many are undergoing radical institutional and structural changes whose long-term societal, political and economic effects are extremely hard to manage in view of an unsatisfactory international order and insufficient economic co-operation. In such context, no country can any longer afford to overlook any portion of its human resources. This means redirecting the country’s perspective and policies. It is argued that the women’s domestic policies will henceforth be shaped at all levels and applied not just by men, but also by full and equal participation of women (Stephenson, 2005:99).

By transforming a mode of governance and management based upon a wrong hierarchy of gender, women shall not only be allowed to use their ability to govern but also tap their particular creativity and values, while at the same time reflecting their realities, needs and aspirations and country in the country’s policies (Stephenson,2005:98). Such an integrated approach will make for more balanced access to resources and fairer distribution between men and women of both the costs and the benefits of an equitable, balanced and sustainable growth, which is the prime purpose of human development.

## **2.11. WOMEN OVERVIEW IN SOUTH AFRICA**

Large numbers of women have over the years entered the male dominated world of work. It is generally accepted that the South African economy can no longer function

effectively without the contributions made by women. They accept the challenges of moving up the corporate ladder in order to meet the existing person power needs. Whilst some women have moved into managerial positions, others are experiencing some barriers in occupying higher level positions of authority and power (Van Rooyen 1989:16-19).

## **2.12. SOUTH AFRICAN WOMEN IN TRADITIONAL FEMALE OCCUPATION**

Women are still predominantly present in traditional female occupations like clerical and administrative assistance, but now they are entering nontraditional occupations like accountants, auditors, scientists and other management portfolios. From the survey undertaken by Erwee (1989:6), for the advancement of women, educational, financial and commercial institutions were included. The companies that did not provide career planning did not offer formal programmes for women employees. The majority of women who had access to training were sponsored by other external training companies to attend training seminars.

Women managers are more common in the public sector than in the private sector. Even in organisations where female staff dominates, few women are managers. Women are not concentrated in certain sectors or industries, and their distribution in the position of hierarchy differs greatly from that of men (Moorosi, :2007:507).

There is a strong indication of the importance of removing all forms of discrimination in organisations but human behaviour and attitudes reflect many stereotypes. Some managers believe that certain cultural groups are less capable than others, and this indicates that social discrimination may be practised in organisations even if formal policies and procedures are laid down (Human & Horowitz 1992:90).

Goy (1993:27) states that 'whoever believes business is just a man's world, has obviously not done his homework. Women communicate better than men and moreover they care, therefore they are capable of being managers as they bring skills they have acquired in

managing the home, bringing up a family to the business forum. It is a common belief that women are generally associated with certain natural abilities and that they perform efficiently in those roles related to domesticity". Division of labour in South Africa's corporate world is often based on the stereotypic gender roles. Tasks that are regarded as being challenging such as management positions are not easily available to women. Many jobs performed by women are extensions of work undertaken in the household unit. Much of the employment in the manufacturing sector has been in clothing and textiles, and employment in the service sector dovetails with women's domestic roles and have been recognised as women's jobs (Naidoo 1997:30).

As some women are moving into managerial positions, many more are experiencing problems which keep them from progressing into higher level positions of organisational authority and power. It is assumed that there are various reasons why women are experiencing these problems in their quest to attain high-level positions in their fields of expertise. South African firms do not operate in isolation, and they are challenged by changes in the business environment. Domestic changes include a new political dispensation, affirmative action and the effect of the Employment Equity Act on the economy (Tsoka 1998:2-3).

South Africa is also experiencing a multitude of influences such as globalisation and numerous challenges of cultural diversity which include language, religion, as well as racial issues. These changes are not only bringing about more cultural diverse management teams, but also a much more culturally diverse workforce. Thus, in order to manage the diverse workforce effectively, managers need to understand cultural diversity and have to tailor make their management behaviour to suit the different contexts and people they are managing (Booyesen 2000:34). Booyesen (2000:34) further states that "several authors argue that in South Africa, women of all races are still disadvantaged, as they hardly hold senior positions especially in the corporate world and this is a wasted resource. Because of societal discrimination and the present effects of the past discrimination that still exists, the equality between races and gender will take some time before it is fully accepted and adopted".

Van Rooyen (1989:16-19) mentions that “large numbers of women over the years entered the male dominated world and presently it is assumed that our country’s economy can no longer function effectively without the contributions of women. Women are urged to accept the challenges of moving up in order to meet the existing person power positions”. From the research she conducted, issues like female socialisation, home commitment and personality traits on women’s career progress were identified as problems. Also, perspectives like organisational traditions and cultures were noticed. Political structures and power dynamics in management levels are complex and ambiguous and therefore women, as a minority group, can be trapped in these positions, whilst lacking knowledge of organisational politics.

According to Hau-Siu Chow (1995:31), “despite the efforts and gains made by women in breaking into managerial ranks in recent years, men still hold negative attitudes towards women in management”. They do not welcome women as colleagues, even less as bosses. Women managers face serious criticism from employees not because of their ability but because they are women. Their subordinates ascribe a bad management style to their gender.

Most working women occupy subordinate positions, while some small elite has filtered through to the top. Those at the top are seen as exceptional cases who are educated and ambitious and they are deviations from the norm.

As women enter the workforce, their failure to reach the highest management positions has become cause for considerable research and debate both in home countries and in international management. One explanation for the disparity in advancement of women to senior management is the gender difference in the development of mentoring relationships. Mentoring relationships, while important for men, may be essential for women’s career development, as women managers face greater organisational, interpersonal, and individual barriers to advancement (Linehan & Walsh 1999:1).

### **2.13. WOMEN ADVANCEMENT IN SOUTH AFRICA**

According to Erasmus (1998:25), South Africa has set an example for many countries by negotiating a peaceful political settlement. South African women have played an important part in bringing about major political and socioeconomic changes. Women have made significant contributions and sacrifices for this change to be effective. In order to sustain the political success already achieved, economic growth is essential and here women should have their share of responsibility so as to improve individual and organisational productivity. Van Rooyen, (1989:16-19) only organisations with skilled management will create employment opportunities for women in South Africa and therefore, be productively employed. Thus, for organisations to be successful they need to make use of the very best human resources available and this will have to include women.

Female managers have taken a long time to emerge as a distinct group in the workplace and may still suffer the slings and arrows of discrimination, disinterest and distrust. All South African women regardless of race are subject to some form of subordination in the law and practice (Allman 1993:12)

As more women enter the workplace and compete with men for job opportunities within companies, the existence of certain biases on gender becomes more apparent. Women expect to be treated fairly and equally, but they are not and they are oftentimes at a loss on where to turn for help. It is important to nurture, support and train women in the workplace despite these existing biases (Mrosko 2001:3).

There is also a misconception that women do not show leadership potential, behave differently from traditional male leaders, in ways which could be detrimental to themselves and their organisations. Mathipa and Tsoka (2000:126- 127) mention that there are some barriers which form a vicious circle which women experience with regard to promotions in various careers. These barriers include culture, tradition, prejudice and stereotypes, lack of promotion and employment.

The rate of change is increasing which demands flexible, adaptable, communicating leaders who can keep the organisations moving and their staff committed. According to Struwig and Stead (2008:24) women in South Africa are open to new solutions, new structures and new ways of leading. The female manager is a person in her own right, who respects the knowledge, experience and contributions of her male counterparts; but as an equal partner.

For women to succeed they need not be like men, their female qualities can add unique value as far as teamwork, trust and human relations are concerned. The energy wasted in campaigning and competing, can be applied more constructively in a collaborative relationship. Women are more likely to use transformational leadership, a factor which is of crucial importance to organisational success in this millennium (Ready, D. & Ball, S. 2000:145). Because the women brain is different forms part of any organisation's top executive team to ensure that the diverse South African workforce is managed effectively Sayed and Carrim, 2007:91-100). There is no doubt that if South African organisations wish to be competitive in the international community, the collective solidarity in African life should find its expression in organisations and management.

Women are becoming increasingly competitive in the workplace, but many organisations do not know how to capitalise and fully develop their female employees' potential or career expectations. Some of the behaviours that women managers can contribute to the cultural diversity of the South African workforce are to encourage workers to participate in all organisational events and to make use of work participation systems or develop new ones. Women managers could further encourage organisational change by sharing power information, and improve fellow employees' self esteem by giving praise and recognition and using consultation forums to obtain different views (Erasmus 1998:29).

Despite the barriers and other related factors to women advancement in South Africa, women have a major role to play in organisations and corporate world. Women are unique and although they have noticeable differences in leadership and management





styles to men, they need to be acknowledged. Women are more inclined to motivate workers and to ensure team success than their male counterparts (Kloot, 2004:470-485). It is imperative that organisations find the right mix in their managerial and supervisory teams of task oriented and people oriented leaders to ensure success and women can contribute significantly to this success. It is in the new twenty first century that organisations with network structures and empowerment strategies where women's voice and values will have competitive advantage over men's voice.

#### **2.14. CONCLUSION**

As evidenced by the literature review, in the past century women were greatly disadvantaged and cast into the role of 'home-maker'. As economies and industrialisation developed, women entered into the category of cheap labour and were grossly exploited and denied their equal rights to participate in a developing economy with their talents. As the last century came to a close, significant shifts occurred in the role that women started to play in managerial and leadership positions brought about by the development of the evolving political systems within developing nations around the world. The shift in the greater management and leadership role that women are increasingly playing in the economies of leading nations have in turn started to impact, through the force of globalisation, the countries who have fallen behind. It could be argued that this century may well result in the balancing of gender work equality as the world moves forward into a new evolutionary phase.

Whether male or female, as the citizen of this country, there is a basic duty to represent the views and interests of both genders and serve the common interests of the South African nation and the economy. It can be argued that the national legislation must focus just as much on the interest, values and aspirations of women as on those of men. Despite legislative measures, such a shift may take some time before true equality has been established.

The next chapter will cover the research methodology and design of this investigative study.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY AND DESIGN**

#### **3.1. INTRODUCTION**

This chapter covers the research design and methodology employed for ultimate data collection. The areas discussed are:

- What constitutes a good research design?
- The objectives and the research questions
- Types of sampling techniques
- Probability
- Non-probability
- Data collection instruments.
- Literature study
- Questionnaire
- The design of a questionnaire
- Trustworthiness
- Ethics of research.

#### **3.2. WHAT CONSTITUTES A GOOD RESEARCH DESIGN**

The aim of a research design is to plan and structure a given research project in such manner that the eventual validity of the research is maximised (Tolan, Keys, Cheron, & Jason, 2003:34). A good research design should provide an explicit plan for action. When developing this research design, the following were taken into consideration: the purpose of the research, the theoretical paradigm informing the research, the context within which

the research is carried out and the research techniques employed to collect and analyse data. The strategic framework that links the research questions to the execution of the

research is developed through a process of coherent guide for action which will provide valid answers to the research questions. Blanche & Durrheim (2002:4) indicates that this process of reflection is guided by two principles: design validity and design coherence which are elements of a good research design.

### **3.3. THE OBJECTIVES AND RESEARCH QUESTIONS**

An attempt is made to respond to the objectives and research questions.

This study will be guided by the following objectives:

To find out whether women in higher positions get the same treatment as male managers in the companies or sectors they are heading.

On one hand, there are numerous objectives to be attained such as to examine whether women are respected by those they lead in the workplace; to identify factors creating problems for women managers in their workplace; and to ascertain whether successful, educated and professional women are able to carry out their roles as mothers (homemakers) and cope in their workplace and/or pursue their careers at the same time.

On the other hand, the following questions form a very significant part of this study: Are women who have high organizational status lagging behind with their work as managers? Are women experiencing problems of being subordinated with regard to decision-making? Are women able to successfully carry out their role as mothers and as well as pursue their careers? What are the factors that make women occupy positions of importance in the society? What problems do they experience in these positions? Are women as capable in leadership roles as men? Do female managers have the same work experience as male managers?

### 3.4. TYPES OF SAMPLING TECHNIQUES

**Table 3.1: Types of Sampling Techniques**

<b>Probability</b>	<b>Non-probability</b>
<i>Simple Random:</i> Select people based on a true random procedure.	<i>Haphazard:</i> Select anyone who is convenient.
<i>Systematic:</i> Select every $k$ th person (quasi-random).	<i>Quota:</i> Select anyone in predetermined groups.
<i>Stratified:</i> Randomly select people in predetermined groups.	<i>Purposive:</i> Select anyone in a hard-to-find target population.
<i>Cluster:</i> Take multistage random samples in each several levels	

Source: Neuman, 2001. Social Research Methods:Qualitative and Quantitative Approaches.White Water:Allyn & Bacon.

#### 3.4.1. Types of sampling

##### 3.4.1.1. Probability

###### - *Simple Random sampling*

The simple random sample is the easiest random sample to understand and the one on which the other types are modeled. In simple random sampling, a researcher develops an accurate sample frame, selects elements from the sample frame according to a mathematically random procedure, then locates the exact element that was selected for inclusion in the sample (Henry, 2000:75).

###### - *Systematic sampling*

This sampling technique is simple random sampling with a short cut for random sampling selection. The first step is to number each element in the sample frame just like in simple random sampling. Instead of using a list of random numbers, a researcher calculates a *sampling interval*, and the interval becomes his or her quasi-random selection method. The sampling interval (i.e., 1 in  $k$ , where  $k$  is some number) tells the researcher how to

select elements from a sampling frame by skipping elements in the frame before selecting one for the sample (Kalton, 2003:14).

- *Stratified Sampling*

In stratified sampling, a researcher first divides the population into subpopulation (strata) on the basis of supplementary information. After dividing the population into strata, the researcher draws random sample from each subpopulation. He or she can sample randomly within the strata using simple random or systematic sampling. In stratified sampling the researcher controls the relative size of each stratum, rather than letting random processes control it. This guarantees representativeness or fixes the proportion of different strata within a sample (Sudan, 2002:76).

In general, stratified sampling produces samples that are more representative of the population than simple random sampling if the stratum information is accurate. Researchers use stratified sampling when a stratum of interest is a small percentage of a population and random processes could miss the stratum by chance.

- *Cluster Sampling*

This sampling addresses two problems: Firstly, researchers lack a good sampling frame for a dispersed population and the cost to reach a sampled element is very high. Secondly, a cluster is a unit that contains final sampling elements but can be treated temporarily as a sampling element itself. A researcher first samples clusters, each of which contains elements, then draws a second sample from within the clusters selected in the first stage of sampling. In other words the researcher randomly samples clusters, then randomly samples elements from within the selected. This has a big practical advantage. He or she may be able to get a sampling frame of clusters even if a sample frame of elements is not available. Once clusters are chosen, a sampling frame of elements for the sampled clusters may be created. A second advantage is that the elements within each

cluster are close to one another, so there may be savings in reaching the elements (Mendenhall, 2005:34).

#### **3.4.1.2. Non-probability designs**

- *Haphazard*

Haphazard sampling can produce ineffective, highly unrepresentative samples and is not recommended. When a researcher haphazardly selects cases that are convenient, he or she can easily get a sample that seriously misrepresents the population. Such samples are cheap and quick; however, the bias and systematic errors that easily make them worse than no sample (William, 2002:67).

- *Quota*

Quota sampling is an improvement over haphazard sampling, but it, too, is a weak type of sampling. In this sampling, a researcher first identifies categories of people (e.g. male or female; or under 30, 30-60, over 60), then decides how many to get in each category. Thus the number of people in this category is fixed. Quota is said to be an improvement because the researcher can ensure that some population differences are in the sample.

- *Purposive sampling*

Purposive - or judgemental sampling as it is also referred to – is an acceptable kind of sampling for special situations. It uses the judgement of an expert in selecting cases or it selects cases with a specific purpose in mind. With purposive sampling, the researcher never knows whether the cases selected represent the population. It is used in exploratory research or field research.

Purposive sampling is appropriate in three occasions. Firstly, a researcher uses it to select unique cases that are especially informative. Secondly, a researcher may use purposive

sampling to select members of a difficult-to-reach, specialized population. For example, if the researcher wants to study prostitutes it would be impossible to list all of them and sample randomly from the list. Lastly, another situation for purposive sampling occurs when a researcher wants to identify particular cases for in-depth investigation. The purpose is less to generalize to a larger population than it is to gain deeper understanding of types (Neuman, 2001:226).

### **3.5. QUANTITATIVE RESEARCH DESIGN**

In this study, the quantitative research design is all about quantifying relationships between variables. The aim is to determine the relationship between one thing (an independent variable) and another (a dependent or outcome variable) in a population. In this study, the researcher is measuring the perception of women being able to cope in a dual role as wife/child rearer and competently pursuing a professional career.

There are two types of studies involved in qualitative research, namely, experiments and descriptive. For the purpose of this research, descriptive study is used. For an accurate estimate of the relationship between variables, a descriptive study usually needs a sample of hundreds or even thousands of subjects. The estimate of the relationship is less likely to be biased if you have a high participation rate in a sample selected randomly from a population. In this study a sample of hundred is used (Mathipa and Tsoko ,2009:126-127).

### **3.6. THE SAMPLING METHODS**

#### **3.6.1. Research population**

According to Davies (2007:55) "The term population refers to the category of people about whom you intend to write in your report and from which you plan to draw your sample." The researcher choose to use 20 companies chosen from Mmabatho/Mafikeng area (Both governmental and non- governmental sectors) to use as the population in the research study.



### **3.6.2. Research sample**

According to Anderson (2001:1), sampling is the procedure by which a researcher can infer the characteristics of a large body of people (population) although the researcher talks about only few people". The sampling procedure used in this study is based on the principle of systematic randomness. After selection of companies, the researcher listed all the respondents and used systematic random sampling to select the sample, that is, after numbering the subjects from a particular company, the researcher selected sample using odd numbers. This sample is applied based on Kalton (2003:14), as indicated that the sampling interval (i.e., 1 in  $k$ , where  $k$  is some number) tells the researcher how to select elements from a sampling frame by skipping elements in the frame before selecting one for the sample. A sample of 100 respondents is used.

Females of varying ages, level of education, and years of working experience were used as respondents.

## **3.7. DATA COLLECTION INSTRUMENTS**

In this research, two types of data collection methods were used:

- The literature study and,
- The questionnaire

### **3.7.1. The literature study**

The literature study provides guidelines and more insight about the topic the researcher has conducted. This enables the researcher to understand more about what other researchers are saying about the topic. This is done through reviewing public documents such as books, newspapers and information from electronic devices such as internet.

Creswell (2009:125) states that a literature review "comprises a vital component of quantitative study as it is the place where the researcher provides the reader with a useful background to the problem. Thus, it is important for the researcher to explore relevant

literature concerning assessing capabilities of women in leadership roles, being able to effectively cope with a dual role of family nurturer and being a career women..

### **3.7.2. The Questionnaire**

In this research, data was collected using a questionnaire. A questionnaire comprises a group of posed investigative questions used to gather information from the sample respondents, and it is regarded as one of the commonest tools for gathering data (Blanche & Durrheim, 2002:293). The questionnaires used consists of a number of measurements scales outlined in 3.7.2.1 below. Before constructing the questionnaires, the researcher consulted with some professionals in this area of research for assistance. The following steps were undertaken:

- Clarifying the reason for the study,
- Determining the information required from the respondents (managers and employees)
- Listed research questions which needed to be answered by the questionnaire
- Identifying any additional demographic information required since this study is dealing with women (gender) as managers.

#### **3.7.2.1. The design of questionnaire**

Measurement is a tool of research and validity is the attempt to determine whether a type of measurement actually measures what it is presumed to measure. The scientific procedure of drafting of a questionnaire forms a crucial aspect of developing any instrument since 'what you ask for is what you get' (Kahn, 2000:103). Structured questionnaires with both closed and open-ended questions were designed for the purpose of data collection. During questionnaire design, the following aspects were taken into consideration:

- Use of simple language
- Relevancy of questions

- Avoiding ambiguity.

Two sets of questionnaires have been designed, that is, one for managers and the other one for employees. Questions such as personal information, that is, gender, age, duration in that position (work experience), educational qualifications and so forth were posed. Such questions assisted in knowing and understanding the biographical information of the respondents. The items used in the questionnaire, were developed through research questions.

The questionnaires also entailed closed-ended questions. The respondents answered with 'yes' or 'no', and rated questions were also included, for example, 'Agree', 'Not sure', 'Disagree' and Open-ended questions which required explanation or the respondent's view. For example, 'what challenges do you experience since you started this job?'

The questionnaires were self-administered, that is, the respondents were given the opportunity to complete the questionnaires without the interference of the researcher. The questionnaires were left with respondents and collected later after completion. The questionnaire for the managers entails 24 questions and the one for the employees has 27 questions.

### **3.8. TRUSTWORTHINESS**

Validity and reliability are explained to enhance trustworthiness of this study:

#### **3.8.1. Validity**

De Vos (2002:166) states that validity refers to the degree to which an instrument is doing what it is intended to do. According to Struwig and Stead (2001:136), validity refers to the extent to which a research design is scientifically sound or appropriately conducted. The researcher tried to remain as unbiased as possible through the data collecting process. The researcher tried not to contaminate data with her own ideas,

perceptions and previous knowledge of the subject. The researcher used Lincoln and Guba's (1985:290) as cited in De Vos (2002:351) model of trustworthiness for the research based upon the following two aspects:

- **Credibility:** The aim of credibility is to demonstrate that the enquiry was conducted in such a manner as to ensure that the subject was accurately identified and described.
- **Conformability:** This refers to the need to ask whether the findings of the study could be confirmed by another researcher. Throughout the research process the researcher involved the supervisor in discussing the findings (De Vos, 2002:351).

### **3.8.2. Reliability**

Reliability is the extent to which test scores are accurate, consistent or stable. Additionally, reliability is a matter of whether particular techniques, applied repeatedly to the same object, yield the results each time (Davies, 2007:27).

## **3.9. STATISTICAL DATA ANALYSIS**

Creswell (1998:98) states that data analysis entails bringing order, structure and meaning to the mass of time consuming creative and fascinating process. Data analysis indicates the statistical techniques to be used in data analysis and specifies how that data will be presented.

The researcher used computer programmes, Microsoft Excel and basic descriptive statistics, to analyze the results. Through Microsoft Excel and descriptive statistics, the data from the questionnaires were analyzed. This data is presented in tabula form with explanation underneath each figure and table followed by an interpretation.

### **3.10. ETHICS OF RESEARCH**

Research designs should always reflect careful attention to the ethical issues embodied in research projects. The essential purpose of ethical research planning is to protect the welfare and rights of research participants, although there are many additional ethical considerations that should be addressed in planning and implementation of research work. The following ethical considerations should be an integral part of the planning and implementation of research: consent, confidentiality and competence (Denzin and Lincoln, 2000:99).

#### **3.10.1. Consent**

Obtaining consent from the participants is not merely the signing of a consent form. Consent should be voluntary and informed. The researcher of this study gave a full, non-technical and clear explanation of the tasks expected of the respondents so that they can make an informed choice to participate voluntarily in this research.

#### **3.10.2. Confidentiality**

The respondents were informed that the information they give will be treated confidentially. To emphasize the confidentiality, the respondent's personal identity was not required as only numbering was used for data encoding purpose. Participants were also told how data will be recorded, stored and released.

#### **3.10.3. Competence**

In this research, the researcher carried out procedures that she is competent in conducting. This has been done through professional guidance from professionals in this area of research. It would be unethical to apply procedures in which the researcher is not fully competent, as this may not give a true reflection of the results.

### **3.11. SUMMARY**

In order to achieve the objectives of this study, a well planned research design was necessary. In this chapter, research design and methodology are outlined. Population and sample, data collection instrument and other procedures such as how data analysis were discussed. These methods assisted the researcher to have a better understanding of the problem in a broader perspective.

The next Chapter presents an analysis of the results obtained from the quantitative data.

## CHAPTER 4

### DATA PRESENTATION AND INTERPRETATION

#### 4.1. INTRODUCTION

The data collected from the interviews is reflected in this chapter in tabular form with explanation underneath each table. A total of 100 questionnaires were distributed among the personnel of 20 companies varying in size. The human resources departments of some companies assisted with the distribution of the questionnaires. The researcher collected the completed questionnaires. All questionnaires were returned.

#### 4.2. DATA PRESENTATION

Gender by employment status of the respondents is presented in Table 4.1 below:

**Table 4.1: Gender by employment status of respondents**

Gender	Managers & Management		Employees	
	No.	%	No.	%
Male	10	10%	20	20%
Female	30	30%	40	40%
Total	40	40%	60	60%

Table 4.1 shows the following data: from the data 10% are male and 30% are female in managerial positions and from the staff/employees 20% are male and 40% are female. The implication is that females are well represented in the companies.

Age Category by gender of the respondents is reflected in Table 4.2:

**Table 4.2: Age category by gender of the respondents**

Age category	Male		Female		Total	
	No.	%	No.	%	No.	%
21-30yrs	20	20%	35	35%	55	55%
31-40yrs	10	10%	15	15%	25	25%
41-50yrs	10	10%	10	10%	20	20%

Table 4.2. indicates that 20% of male and 35% of female are aged between the age 21-30yrs and male and female between the age 31-40 constitute 10% and 15% respectively. The data also reveals that male and female between 41-50yrs constitute 10% each of the sample. The implication is that there are more young people (more than 50%) employed in the companies. It also shows that younger women are more than males which shows that more females are employed.

Table 4.3 reflects the respondents' marital status by gender

**Table 4.3: Marital status by gender of respondents**

Marital Status	Male		Female		Total	
	No.	%	No.	%	No.	%
Single	10	10%	18	18%	22	28%
Married	10	10%	30	30%	28	40%
Widow/er	12	12%	12	12%	12%	12%
Divorce	8	8%	-	-	20	20%
Total	40	40%	60	60%	100	100%

The data in table 4.3 reflects that the majority (30%) of female are married, 18% are single, 12% are divorced. Looking at the male category, the data indicates that 10% are single, 10% are married, 12% are widows, 8% are divorced. The greater majority of the respondents (40%) are single. Since Table 4.3 shows that 30% women are married this might suggest that the unmarried portion of the sample might have commitments such as dual roles, -work and family responsibilities.

The following table (Table 4.4) indicates years of experience male versus female:

**Table 4.4: Work experience by gender of respondents**

	Male		Female	
	No.	%	No.	%
1-2 yrs	-	-	40	40%
3-4yrs	30	30%	10	10%
5+yrs	10	10%	10	10%
Total	40	40%	60	60%

Table 4.4 reflects that 30% of male have between 3-4 years of experience compared to 10% of female. The data further reveals that 10% of male and 10% of female have 5+



years or experience. Table 4.4 also indicates that majority (40%) of female are between 1-2 years of experience. This suggest that majority of women still occupy low positions. However, there is an indication that female will still again more experience as there is 10% of female who have 5+years working experience.

Data on qualifications, employment status and gender of respondents is presented in Table 4.5:

**Table 4.5: Qualifications, employment status and gender of respondents**

Qualifications	Managers & Management		Male	Female
	No.	%	%	%
Below STD 10	-	-	-	-
STD 10	35	87.5%	29.5%	58%
Tertiary	5	12.5%	2.5%	10%
Total	40	100%	32%	68%

Table 4.5 indicates that majority of respondents in management (87.5%) have STD 10 with majority (58%) of female compared to 29.5% of male. The data also shows that majority (10%) of females in management have tertiary education. This implies that women can still learn as they are striving for more higher positions and can acquire tertiary education.

Data on qualification and gender of employees is reflected in Table 4.6:

**Table 4.6: Qualifications of employees by gender**

Qualifications	Employees		Male	Female
	No.	%	%	%
Below STD 10	28	47%	20%	27%
STD 10	30	50%	35%	15%
Tertiary	2	3%	1%	2%
Total	60	100%	56%	44%

Amongst the 'employee' category, examining the data in table 4.6 reflects that the majority (27%) of employees did not pass standard 10 with a higher percentage 27% of female. The data reveals that most male (35%) compared to female (15%) passed STD 10 and atleast 3% of them passed tertiary. When looking at this data the trend that emerges shows that women are emerging to the world of education. It is also interesting to observe that 2% of women have tertiary education.

### 4.3. KNOWLEDGE OF EMPLOYMENT RIGHTS

In Table 4.7 the knowledge of rights by employees is presented:

**Table 4.7: Knowledge of rights by employees**

Employees (n=60)			
Yes		No	
No.	%	No.	%
22	37%	38	63%

Table 4.7 reflects that the majority of the employees (63%) appear to have no knowledge about their rights as employees, whilst (37%) claim to have knowledge about their employee rights. This speculation that the majority of the employees are not aware of their rights could possibly be attributed to ignorance or that their managers did not inform them about their rights, or that there is poor or no proper work and organisational induction taking place at the point of employment.

In Table 4.8 the knowledge of code by employees is presented:

**Table 4.8: Knowledge of code of conduct by employees**

Managers (n=40)			
Yes		No	
No.	%	No.	%
35	87.5%	5	12.5%

The captured results above reveal that 87.5% in management do not know whether their employees know about the code of conduct in their employment. Only 12.5% of the managers acknowledge not having knowledge of an employee code of conduct which they can give to employees. This may imply that there might not be a documented code of conduct which is available to all employees within their organisation.

Table 4.9 indicates the data on discussion of gender issues by employees at the work place:

**Table 4.9: Discussion of gender issues at the work place**

Employees (n=60)			
Yes		No	
No.	%	No.	%
10	17%	50	83%

The above data reveals that 83% of the respondents indicated that gender issues are not discussed at the workplace. This tends to suggest that some of the significant issues pertaining to gender tend to be ignored.

Table 4.10 indicates the data on discussion of gender issues by management at the work place:

**Table 4.10: Discussion of gender issues at the work place (Managers)**

Managers & Management (n=40)			
Yes		No	
No.	%	No.	%
10	25%	30	75%

The above results reveal that the majority of managers 75% do not discuss gender issues at their work place. Only 25% of managers acknowledge to be discussing gender issues. When referring to table 4.9, 83% and comparing it with table 4.10 (75%) it is safe to conclude that surfacing gender issues are not discussed to ensure that strategies might be put into place to promote gender equality and gender equity.

The rated responses on the employers emotions is reflected in Table 4.11:

**Table 4.11: My employer is always moody**

	Managers		Employees	
	No.	%	No.	%
Agree	12	30%	46	77%
Disagree	8	20%	14	23%
Not Sure	20	50%	-	-
Total	40	100%	60	100%

The tabulated data in table 4.11 reflects that the majority of employees (77%) agree that their managers are always moody whilst 23% of the employees hold the opposite perception. Fifty percent of the managers are not sure, whilst 30% agree and only 8%

disagreed with the investigative statement posed. This means, employees are the ones who are aware of this behaviour or being most affected.

Perception of rated responses on the managers' listen skills to problems is reflected in Table 4.12:

**Table 4.12: Managers do not listen to problems**

	Employees (n=60)	
	No.	%
Agree	40	67%
Disagree	20	33%
Not sure	-	-
Total	60	100%

The captured results in table 4.12 reveal that 67% of the employee comprising the non-management sample agreed that managers do not listen to employees' complaints or grievances whilst the remaining 33 held the opposite opinion and acknowledged that their managers do listen to and attend to their grievances.

The rated responses on managers' respect is reflected in Table 4.13:

**Table 4.13: Male managers are more respected than female managers**

	Employees (n=60)	
	No.	%
Agree	40	67%
Disagree	16	27%
Not sure	4	6%
Total	60	100%

Table 4.13 reveals that the majority of the employees 67% agree with the statement whilst 27% disagree and 6% were not sure whether or not male managers are respected more than female managers. The captured results provides insufficient and inconclusive evidence that male managers are more respected than female managers.

The rated responses on the employers emotions is reflected in Table 4.11:

The rated responses on the managers' supportiveness emotions is reflected in Table 4.14:

**Table 4.14: Female managers are much more supportive than male managers**

	Managers		Employees	
	No.	%	No.	%
Agree	24	60%	40	67%
Disagree	16	40%	15	27%
Not Sure	-	-	4	6%
Total	40	100%	60	100%

Table 4.14 shows that majority of the managers (60%) and 67% of the non-management employees agree that female managers are much supportive than male managers, whilst 40% of the managers and 27% of the non-management staff disagreed with the statement. Only six percent of the non-management staff gave a 'not sure' response.

The rated responses on female capability compared to male on leadership role is reflected in Table 4.15:

**Table 4.15: Females are as capable as men in a leadership role**

	Managers		Employees	
	No.	%	No.	%
Agree	37	93%	45	75%
Disagree	3	7%	15	25%
Not Sure	-	-	-	-
Total	40	100%	60	100%

From the tabulated results in Table 4.15, the greater majority of respondents, 93% of management and 75% of non-management staff held the belief that women are as capable as men in a leadership role. Only 7% in management and 25% in non-management staff disagreed with the statement that women are as capable as men in a leadership role.

The rated responses on the type of leadership preferred by managers is reflected in Table 4.16:

**Table 4.16: Type of leadership preferred by the manager**

	Managers		Employees	
	No.	%	No.	%
Democratic	30	75%	14	23%
Autocratic	3	8%	42	70%
Laizess-Faire	7	17%	4	7%
Total	40	100%	60	100%

Majority of managers (75%) stated that they prefer a democratic leadership style while 23% of non-management staff indicates that they prefer managers with an autocratic (more directive) leadership style. The possible reason for a more autocratic style amongst the non-management employees could be attributable to the lack of experience, educational levels and possibly age of the majority of the sample. (Revert to tables 4.2, 4.4, and 4.5).

The rated responses on the employers emotions is reflected in Table 4.11:

The rated responses on the gender preferred working with is reflected in Table 4.17:

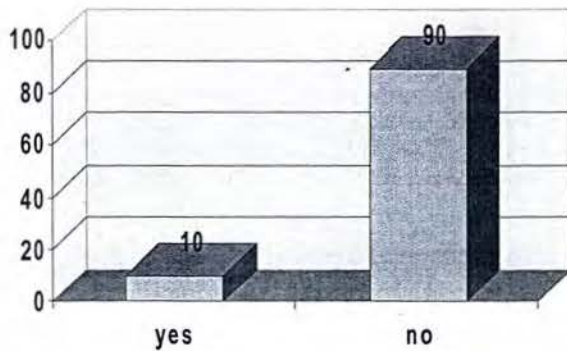
**Table 4.17: Gender preferred working with**

	Managers		Employees	
	No.	%	No.	%
Male	20	50%	10	17%
Female	5	13%	30	50%
Both	15	37%	20	33%
Total	40	100%	60	100%

In Table 4.17 results reveal that amongst the sample of managers, the majority of managers 50% prefer working with males, whilst amongst 30% of non-management employees 50%) out prefer working with females. Only 37% of managers and 33% of non-management staff have shown that they prefer working with both genders.

The greater preference of non-management staff for female managers might be linked to the results reflected in tables 4.14 and 4.15 which reveal that women are perceived to be more supportive and capable in leadership roles.

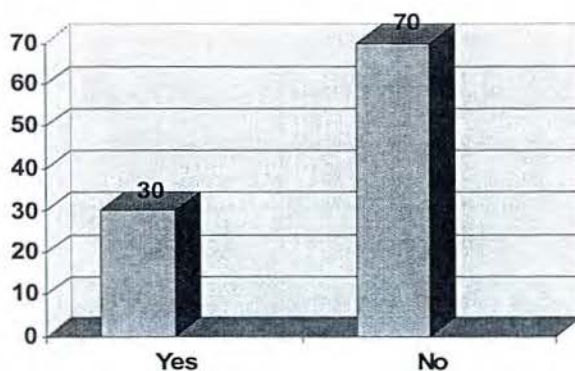
Figure 4.1 reveals data on female manager's perception towards male managers lagging behind with their work:



**Figure 4.1: Female managers' perception towards male managers lagging behind with their work**

Figure 4.1 shows that only 10% of manageresses believe that male managers lag behind with their work whilst the majority (90%) held the perception that they do not lag behind with their work.

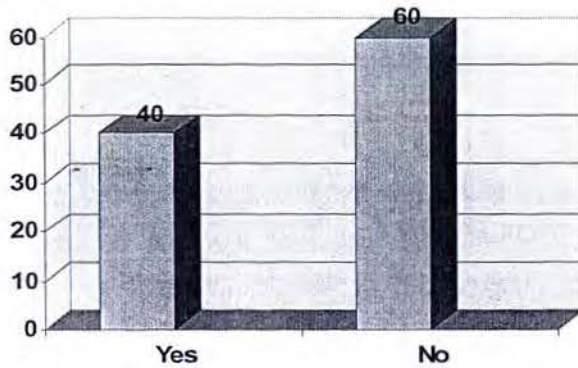
In Figure 4.2 data on the perception of staff towards female managers lagging behind with their work is presented:



**Figure 4.2: Non-management staff perception towards female managers lagging behind with their work**

The above figure reveals that majority of the respondents (70%) believe that female managers do not lag behind with their work as compared to 30% who think that female managers do lag behind with their work. This is a healthy shift in perception towards the capabilities of women in management.

In Figure 4.3 data on how the staff view female managers as equal partners to male managers is presented:



**Figure 4.3 : Do non-management staff view female managers as equal partners to male managers?**

Figure 4.3 reflects that 60% of the respondents do not view female managers as equal partners to male managers. From some of the responses, it was indicated that some male managers still view women as subordinates, since they still uphold patriarchal ideology. However, the shift towards 40% ‘yes’ holds good promise for future forward movement regarding a shift in perception and attitudes from a past male dominant management world which held a belief that women lack capability for a managerial role.

The following table (Table 4.18) reveals data on whether female cope with dual purpos:

**Table 4.18: Do female managers cope being mothers whilst at the same time pursuing their careers?**

Managers & Management (n=40)			
Yes		No	
No.	%	No.	%
30	75%	10	25%



Table 4.18, reveals that the of majority managers 75% believe that women can cope being mothers and at the same time pursue their careers. However, only 25% of managers held the belief that women cannot cope to be both a mother and at the same time pursue their career.

Table 4.19 shows whether male or female manaers have brought the improvement to their companies:

**Table 4.19: Any improvements brought by you in your company since you are a manager**

Any improvement brought by the manager			
Male		Female	
Yes	No	Yes	No
70%	30%	35%	65%

Table 4.19 shows that majority (70%) of male compared to 35% of female indicated that they have brought improvements to their companies since being in management. Only 30% of male compared to 65% of female indicated that no improvements was brought to their companies. The indication is that the majority of employees shows that there is no improvement in their work place.

Table 4.20 indicates factors empowering women to get higher positions in companies:

**Table 4.20: Factors empowering women to get higher positions in the companies**

Gender Bias	10%
Under Payment	60%
High and relevant qualifications	50%
Hardworking	100%
Experience	90%
Exploitation (Sexual activity in exchange for the job)	70%

Table 4.20 reveals that there are numerous factors which help women get to high positions in the companies: Gender Bias (10%), Under Payment (60%), High and relevant qualifications (50%), Hardworking (100%), Experience (90%) and Exploitation (Sexual activity in exchange for the job) (70%). The four predominat factors such as hardworking, experience, sexual exploitation and under payment were ranked highest and



the respondents strongly believe that these are contributory factors towards obtaining higher managerial/leadership positions in organisations.

In Table 4.21, data on the problems experienced by female managers is depicted:

**Table 4.21: Problems experienced by female managers at the work place**

Discrimination	70%
Under Payment	20%
Disrespected/undermined	80%
Gender Bias/subordination	80%
Harassment	90%

Table 4.21 reveals that women experience a number of problems at the workplace: 90% are being harassed, 80% disrespected/undermined, 80% practice gender bias or subordination, 70% are being discriminated against, and 20% being under paid. It shows from this table that the majority of women in managerial/leadership roles heading companies are exposed to numerous forms of abuse.

#### **4.4. SUMMARY**

The analysis and presentation of results are presented in this chapter. The results show that despite the fact that women are trying hard to be good leaders in their work places, there are some factors which exists as hindrance towards their progress. In spite of the identified factors creating problems for women managers in their workplace (such as, lack of experience), the data revealed that women are perceived to be as capable leaders as men are. It has been shown that female managers are always on schedule, that is, they can carry out their roles as mothers (homemakers) and cope in their workplace and pursue their careers at the same time.

The literature is emphasizing the findings as correct that the shift in the greater management and leadership role that women are increasingly playing in the economies of leading nations have in turn started to have positive impact, through the force of globalisation, the countries who have fallen behind.

In the following chapter results are discussed.

## CHAPTER 5

### DISCUSSION OF RESULTS

This chapter provides a summary of this study and from the analysed results obtained from the previous chapter, important conclusions are drawn with regards to the objectives and research questions that are posed for this study. On conclusions reached recommendations are also made in this chapter based on 'the capabilities of women in leadership roles'.

#### 5.1. ANSWERS TO POSED RESEARCH QUESTIONS

The following is the conclusion to each research question from the analysis of the data presented in chapter 4:

- **Are women who have high organizational status lagging behind with their work as managers?**

Goy (1993:27) states that whoever believes business is just a man's world, has obviously not done his homework. Women communicate better than men and moreover they care, therefore they are capable of being managers as they bring skills they have acquired in managing the home, bringing up a family to the business forum. It is a common belief that women are generally associated with certain natural abilities and that they perform efficiently in those roles related to domesticity. This statement supports the results from the data which shows that majority (90%) of the respondents held the perception that female managers do not lag behind with their work. This implies that they do their work.

- **Are women experiencing problems of being subordinated with regard to decision-making?**

The data reveals that 60% of the respondents do not view female managers as equal partners to male managers. From some of the responses, it was indicated that some male managers still view women as subordinates, since they still uphold patriarchal ideology. Hence, it is concluded that majority of male managers do not view female as equal partners. Allman (1993:12) also states that “female managers have taken a long time to emerge as a distinct group in the workplace and may still suffer the slings and arrows of discrimination, disinterest and distrust. All South African women regardless of race are subject to some form of subordination in the law and practice.”

- **Are women able to successfully carry out their role as mothers and as well as pursue their careers?**

The majority of managers (80%) believe that women can cope being mothers and at the same time pursue their careers. This statement is also supported by the conclusion in bullet no. 1. From the literature, the view from the perspective of developmental tasks, implied that the modern women had to perform the additional female roles as wives, mothers, housekeepers on one hand and their roles as employees on the other hand (Jha, 2004:35). It is therefore concluded that women are able to successfully carry out their role as mothers and as well as pursue their careers.

- **What are the factors that motivate woman to occupy positions of importance in the society?**

In the literature, it is stated that “the conventional wisdom is that female leaders are more participatory and interpersonally oriented than male leaders and they tend more to adopt empathetic, supportive and collaborative approaches. Recent developments of theory have argued that women may bring alternative qualities to management, which are of equal value to traditional male norms (Marshall, 1991; Rosener, 1990).” From the data, there are four predominant factors such as hardworking (100%), work experience (90%), sexual exploitation (70%) and under payment (60%) were ranked the highest and the

respondents strongly believe that these are contributory factors towards obtaining higher managerial/leadership positions in organisations.

- **What problems do they experience in these positions?**

According Tsoka (1998:2-3) “as some women are moving into managerial positions, many more are experiencing problems which keep them from progressing into higher level positions of organisational authority and power. It is assumed that there are various reasons why women are experiencing these problems in their quest to attain high-level positions in their fields of expertise.” The data shows that the majority of women in managerial/leadership roles heading companies are exposed to numerous forms of abuse at the workplace, such as: harassed (90%), disrespected/undermined (80%), practice of gender bias or subordination (80%), and discrimination (70%). From this data, it is concluded that managers do experience numerous problems at their workplace.

- **Are women as capable in leadership roles as men?**

From the tabulated results the greater majority of respondents, managers (90%) and (76.7%) non-management employees held the belief that women are as capable as men in a leadership role. It is stated that “the dawn of the 19<sup>th</sup> century advocates, along with the vote, claimed woman’s right to labour, by which they meant the right for women to have their labour recognized and diversified (Van Aarde, 2008:19 and Lewenhak, 1992:99). They emphasized that, women as human individuals are no less than men and had the right and need to use their talents to serve society and themselves and to gain fair competition.” It is therefore concluded that women are as capable in leadership roles as men and that they are born equal.

## **5.2. SUMMARY**

The first chapter of this study covers orientation and the background to the study, the objectives, basic assumptions and research questions which prompted this investigation.

Women capabilities in leadership roles have been a matter of great concern across the globe in all spheres - socio-economic and political. The view is held that men and women are born equal, and that they contribute towards the economic development of the country. The existence of some approaches such as the moral code, the women movements such as feminism and women conferences (Beijing), provided women with an in-sight that they are also capable leaders, for the most part, for those who were convinced that their real calling lay in marriage and childrearing and had only a transient interest in their jobs.

It also became evident from the literature review that there were some few distinctions made between men and women during early industrialization. Men and women were both allowed to work under appalling conditions of industrialization. Those who protested for protective legislation and exclusionary practices often did so out of commitment to keep women out of the new excessive working conditions of the factory system. It was during this period of industrialization that many attitudes and ideas about relationship of men and women to paid work and equal treatment, which is still applicable, were developed.

It is also important to note that, increasingly, in many parts of the world, South Africa, women are being appointed in high positions. They have proven to be as successful as males in executing their duties.

From the literature review it was important to pay attention to the research design and methodology in chapter 3. A quantitative research technique was applied. To analyse data, microsoft excel and basic descriptive statistics were used. Random sampling design was employed with the intention of targeting only the individuals with specialised information about the area of research. Hundred respondents were chosen from 20 companies around the Mmabatho/Mafikeng area. Two types of questionnaires were designed, one was designed for the managers and the one for the employees.

In chapter 4, results revealed that women who have high organizational status were not lagging behind with their work as managers and that they are able to successfully carry out their roles as mothers and as well as pursue their careers at the same time. This implies that women are as capable in leadership roles as men.

Women are experiencing problems of being subordinated with regard to decision-making at the workplace. Majority of the respondents indicated that female managers are still not viewed as equal to male managers. From some of the responses, it was indicated that male still view women as subordinates, since they still uphold patriarchal ideology. Further, the implication from the analysed data is that majority revealed that gender issues are not discussed at the workplace. This shows that some of the significant issues pertaining to gender issues are being ignored. As a result, gender equity and equality may not be maintained. The following information indicates that women experience a number of problems at the workplace: 90% are being harassed, 80% disrespect/undermined, 80% practice gender bias or subordination, 70% are being discriminated against and 20% being under paid. The statistics reveal that worldwide the majority of women heading companies are experiencing gender bias/predjudice problems.

### **5.3. RECOMMENDATIONS**

It is recommended that:

5.3.1. In order to address the problems faced by female managers, workshops should be conducted by professionals in their field of work. For instance, qualified tutors in gender issues can give lectures pertaining to gender issues.

5.3.2. All staff members should attend a workshop covering the code of employee conduct within their companies.

5.3.3. Both managers and staff members should attend briefing sessions about their rights and learn to constructively deal with gender issues.

5.3.4. Women managers should be given opportunities in the form of proper job descriptions and full job responsibility to prove that they are capable as men.

5.5. Women managers should be treated as equals, not subordinates. To achieve this, all organisations need to put into place proper HR strategies and policies that will assist the development of a positive organisational culture that entrenches the correct behaviours and attitudes amongst all management and non-management employees.

### **SUGGESTIONS FOR FUTURE RESEARCH**

The researcher intends to continue with this topic. The intention is to include a large sample, conducting a comparative study in all nine provinces. The intention is to get a clear picture of the province in as far as women capabilities in leadership role is concerned.



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## **QUESTIONNAIRE 1 MANAGERS**

My name is Boineelo Molosiwa, I am a Masters student at the University of North West, Mafikeng Campus. I am doing a research on WOMEN CAPABILITIES IN LEADERSHIP ROLES. I would like you to answer some questions about the topic. Your answers will be confidential as there is no name required on the questionnaire. Please feel free to answer the questions and ask me where you do not understand.

## QUESTIONNAIRE FOR THE MANAGERS

### AN INVESTIGATION INTO WOMEN CAPABILITIES IN LEADERSHIP ROLES

Please answer the following questions:

1. The name of your company or organization \_\_\_\_\_

2. Gender: Male \_\_\_\_\_ Female \_\_\_\_\_

3. Age

21-30		31- 40		41-50		51+	
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4. Qualifications

Below Std 10		Std 10		Tertiary	
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5. Marital Status

Single		Married		Divorced		Widow/er	
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7. How long have you been in this occupation? \_\_\_\_\_

8. Is your staff well informed about the code of conduct of your company?

Yes \_\_\_ No \_\_\_ Not Sure \_\_\_

9. Do you discuss gender equity and equality issues at your company? Yes \_\_\_ No \_\_\_

10. My staff members treat me with respect

Never	
Sometimes	
Always	

11. My staff members respect my decision

Never	
Sometimes	
Always	

12. Male managers treat female managers as equal to them

Agree	
Not Sure	
Disagree	

13. Which type of leadership style do you think works best for you?

Democratic	
Autocratic	
Laissez-faire	
Bureaucratic	

Why? Please specify \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**For female managers (Male managers go to 19)**

14. How do you carry out your role as a mother as well as to pursue your career? Briefly

Explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

15. Which gender, between men and women do you prefer working with? Briefly explain

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

16. What kind of problems do you encounter as a manageress? Briefly explain

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

17. Apart from the problems, what are the challenges that you face in your organization? Briefly explain \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

18. Are there any improvements that you have brought in your company? Yes \_\_\_ No \_\_\_

If yes, what kind of improvements did bring about e.g. Salary increase.

19. According to your experience, who do you think between the male and female managers are always lagging behind with their work? Male \_\_\_\_\_ Female \_\_\_\_\_

Why do you say so? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**For male managers only**

19. Do you view female managers as equal partners to male managers? Yes \_\_\_ No \_\_\_

20. Do you think that female managers can cope being mothers and at the same time pursuing their careers? Yes \_\_\_ No \_\_\_

21. Would you be comfortable to be headed by female manager? Yes \_\_\_ No \_\_\_



Briefly explain \_\_\_\_\_

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22. Which effect do you think 20 above will have on the company?

Positive \_\_\_ Negative \_\_\_. Briefly Explain \_\_\_\_\_

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23. What kind of problems do you encounter as a manager? Briefly explain

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24. Apart from the problems, what are the challenges that you face in your organization? Briefly explain \_\_\_\_\_

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THANK YOU FOR YOUR TIME

## **QUESTIONNAIRE 2 FOR THE STAFF**

My name is Boineelo Molosiwa, I am a Masters student at the University of North West, Mafikeng Campus. I am doing a research on WOMEN CAPABILITIES IN LEADERSHIP ROLES. I would like you to answer some questions about the topic. Your answers will be confidential as there is no name required on the questionnaire. Please feel free to answer the questions and ask me where you do not understand.

**QUESTIONNAIRE FOR THE STAFF**

**AN INVESTIGATION INTO WOMEN CAPABILITIES IN LEADERSHIP ROLES**

Please answer the following questions:

1. Gender: Male \_\_\_\_\_ Female \_\_\_\_\_

2. Age

21-30		31- 40		41-50		51+	
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3. Qualifications

Below Std 10		Std 10		Tertiary	
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Professional, eg. Financial Controller	
Clerk, Cashier etc.	

4. Marital Status

Single		Married		Divorced		Widow/er	
--------	--	---------	--	----------	--	----------	--

5. Your Occupation

6. How long have you been in the above stated occupation? \_\_\_\_\_

7. Do you know your rights as an employee? 1. Yes \_\_\_ No \_\_\_

8. If yes, where did you hear or learn about your rights as an employee? \_\_\_\_\_

(Managers go to 27)

9. What type of leadership style do you think your manager is using?

Democratic	
Autocratic	
Laizess-faire	
Bureaucratic	

10. My manager is always moody?

Agree	
Not Sure	
Disagree	

11. My manager does not listen to our problems

Agree	
Not Sure	
Disagree	

12. My manager always comes early to work

Agree	
Not Sure	
Disagree	

13. My manager always keeps us informed about the developments in the company

Agree	
Not Sure	
Disagree	

14. I cannot do my work properly because of the manager's attitude towards me

Agree	
Not Sure	
Disagree	

15. My manager practice fair treatment

Agree	
Not Sure	
Disagree	

16. My manager has good public relation skills

Agree	
Not Sure	
Disagree	

17. Males respect and do the work as instructed by the manager

Agree	
Not Sure	
Disagree	

18. Women respect and do the work as instructed by the manager

Agree	
Not Sure	
Disagree	

19. My manager is always supportive

Agree	
Not Sure	
Disagree	

20. I am working according to my job description

Agree	
Not Sure	
Disagree	

21. To my opinion, women are better leaders than men

Agree	
Not Sure	
Disagree	

21. Have you experience any form of discrimination at your workplace? Yes\_\_\_ No. \_\_\_

Agree	
Not Sure	
Disagree	

22. My manager is always lagging behind when coming to meetings and duty

Agree	
Not Sure	
Disagree	

23. Males do not take the manager instructions seriously as compared to females

Agree	
Not Sure	
Disagree	

24. Females do not take the manager's instructions seriously as compared to Males

Agree	
Not Sure	
Disagree	

25. Which of the following factors do you think make women to get higher positions in the companies (you may tick more than one factor)

Gender Bias	10%
Under Payment	60%
Qualified for the job	60%
High and relevant qualifications	20%
Hardworking	100%
Experience	90%
Exploitation (Sexual activity in exchange for job)	92%

26. Do you discuss gender equity and equality issues at your company? Yes \_\_\_ No \_\_\_

Thank you for your time



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27 November 2009

TO WHOM IT MAY CONCERN

Permission to conduct research- Ms B.E Molosiwa -MBA student

This letter serves to introduce Ms Molosiwa, who is presently a registered student for Master in Business Administration (MBA) programme at the Graduate School of Business and Government Leadership of the North West University. She is conducting a research project on, "An Investigation into Women Capabilities in Leadership Roles" towards a partial fulfillment of her MBA programme.

In this regard, your office is requested to afford her full co-operation to conduct this research. In particular, Ms Molosiwa requires permission to access information, data or even to distribute questionnaires.

Please forward your response directly to Ms Molosiwa in order to assist her with logistical planning on +27 71 051 5478 or [Imosepele@nwpg.gov.za](mailto:Imosepele@nwpg.gov.za)

Your cooperation will be highly appreciated.

Timothy Monchwe  
Acting Research Officer

