

**Gender parity in Gauteng district municipalities:
The influence on female organisational
commitment**

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COMMENTS

The reader is reminded of the following:

- The researcher followed the NWU Referencing Guide: NWU Harvard in this mini-dissertation.
- The mini-dissertation is submitted in the form of a research article.

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SUMMARY

Title: Gender parity in Gauteng district municipalities: The influence on female organisational commitment

Key terms: Gender, gender diversity, parity, gender equality, women in local government, discrimination, mainstreaming, local government, district municipalities.

Due to South Africa's history, many individuals, mostly women, are disenfranchised and marginalised. Stereotyping, patriarchy, bias, and inequality are deeply entrenched in our society and cultures. Despite remedial and preventative legislation, women in South Africa are the gender most likely to experience discrimination. Government plays an active role in creating a better life for all residents of the country.

South Africa has a three-tier system of governance, namely national, provincial, and local (municipal). Local government is the level of government closest to and has the biggest impact on the lives of its citizens. "We belong, we care, we serve", the Batho Pele slogan, summarises the vision government has for service delivery. Gauteng suffered from service delivery protests that disrupted the lives of many of its residents. Angry residents took to the streets to voice their anger and despair. These actions highlight the problems municipalities face in respect of service delivery. Women, with their unique skill set, can ensure balanced decision making and contribute to an alternative perspective on developmental issues. Due to women's marginalisation, their input is not recognised, affecting service delivery adversely.

The lack of diversity in local government could contribute to the service delivery issues faced. A municipality's workforce is its biggest asset in service delivery, and it is essential for employees to identify with the objectives of the municipality to ensure service delivery. Organisational commitment results in a productive, creative, and powerful labour force. Integrating women into decision structures will support efficient and effective decision making, leading to improved service delivery. This is especially important at municipal level as the perception persists that service delivery is lacking.

This study aims to evaluate the effect of gender parity on the organisational commitment of women in Gauteng district municipalities. Ten permanently employed females from municipalities were interviewed to explore their lived experiences of gender relationships, also to evaluate the effect gender parity/disparity has on the components of organisational commitment.

The results indicated that women, although partaking in positive gender relations, are profoundly affected by discriminatory practices in the workplace. These practices prevent affective

commitment, the most beneficial form of commitment, with municipal performance suffering adversely as a result.

Recommendations were made towards ensuring gender parity and for future research.

OPSOMMING

Titel: Geslagsgelykheid in Gauteng distrikmunisipaliteite: Die invloed op vroue se verbintenis tot die organisasie.

Sleutelwoorde: Geslag, geslagsdiversiteit, gelykheid, geslagsgelykheid, vroue in plaaslike regering, diskriminasie, hoofstroming, plaaslike regering, distrikmunisipaliteite.

Baie individue, maar meestal vroue, is weerloos en gemarginaliseer as gevolg van Suid-Afrika se geskiedenis. Stereotipering, patriargie, vooroordeel en ongelykheid is diep gewortel in ons samelewing en kulture. Ten spyte van remediërende en voorkomende wetgewing, is vroue in Suid Afrika die geslag wat na alle waarskynlikheid die meeste diskriminasie sal ervaar. Die regering speel 'n aktiewe rol in die verbetering van die lewens van alle inwoners van Suid-Afrika.

Suid-Afrika het 'n drievlakstelsel van regeringsbestuur, naamlik nasionaal, provinsiaal en plaaslik (munisipaal). Plaaslike regering is die regeringsvlak wat die naaste is aan en ook die grootste impak het op die lewens van inwoners. Die Batho Pele-slagspreuk van "Ons behoort, ons gee om, ons dien", is die regering se visie vir gelykheid en dienslewering. Gauteng het gebuk gegaan onder diensleweringstakings wat die lewens van baie van sy inwoners omver gewerp het. Woedende inwoners het die strate ingevaar om hul misnoë te kenne te gee. Hierdie aksies lig die probleme uit wat munisipaliteite ten opsigte van dienslewering ondervind. Vroue, met hul unieke vaardighede, kan verseker dat daar 'n gebalanseerde besluitnemingsproses gevolg word en kan 'n alternatiewe perspektief op ontwikkelingskwessies lewer. As gevolg van vroue se marginalisering, word hul insette misken en munisipaliteite nadelig beïnvloed.

Die gebrek aan diversiteit in plaaslike regering kan bydraend wees tot die huidige diensleweringkwessies wat ervaar word. 'n Munisipaliteit se werksmag is sy grootste bate in dienslewering, en werknemers se identifisering met die doelwitte van 'n munisipaliteit is noodsaaklik om dienslewering te verseker. Organisasoriese verbintenis van die werksmag het 'n produktiewe, kreatiewe en kragtige werksmag tot gevolg. Die integrering van vroue in besluitnemingstrukture sal effektiewe en doeltreffende besluitneming tot gevolg hê, wat ook tot verbeterde dienslewering kan lei. Dit is veral op munisipale vlak belangrik, aangesien dit hier is waar die persepsie bestaan dat dienslewering swak is.

Hierdie studie het ten doel om die uitwerking van geslagsgelykheid te evalueer op die organisatoriese verbintenis van vroue binne Gautengdistriksmunisipaliteite. Daar is met tien vroue wat permanente poste in munisipaliteite bekleë, onderhoude gevoer om hul beleefde ervarings ten opsigte van geslagsverhoudings te ondersoek en om die effek van geslagsgelykheid op die komponente van organisatoriese verbintenis te evalueer.

Die resultate het aangedui dat, hoewel vroue aan positiewe geslagsverhoudings deelneem, hulle ernstig geraak word deur hul blootstelling aan diskriminerende praktyke in die werksplek. Sodoende word affektiewe verbintenis, wat die voordeligste vorm van verbintenis is, voorkom en word munisipaliteite gevolglik nadelig beïnvloed.

Aanbevelings om geslagsgelykheid te verseker asook ten opsigte van toekomstige navorsing is gemaak.

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ABBREVIATIONS

APA	American Psychological Association
AU	African Union
CCMA	Commission for conciliation, mediation and arbitration
DoW	Department of Women
DPME	Department of Planning, Monitoring and Evaluation
EIGE	European Institute for Gender Equality
CGE	Commission on Gender Equality
INEE	Inter-agency Network for Education in Emergencies
NGM	National Gender Machinery
NGPF	National Gender Policy Framework
NWU	North-West University
PTG	Posttraumatic Growth
SADC	Southern African Development Community
SAHO	South African History Online
SAHRC	South African Human Rights Council
SDG	Sustainable Development Goals
UN	United Nations
WEF	World Economic Forum
QCA	Qualitative Content Analyses

PREFACE

This mini-dissertation is submitted in partial fulfilment of the requirements for obtaining a postgraduate (MBA) qualification. The mini-dissertation was written in article format, comprising an introductory chapter, one research manuscript espousing the major findings of the study, and a final chapter outlining the conclusions, limitations and recommendations of the study. The manuscript (Chapter 2) is earmarked for submission to *The Journal of Public Administration* (0036-0767/IBSS).

I, Marianne Corné Visagie, hereby declare that **Gender parity in Gauteng district municipalities: The influence on female organisational commitment** is my own work and that the views and opinions expressed herein are my own and those of the relevant literature references as indicated in the reference lists.

MARIANNE CORNÉ VISAGIE

NOVEMBER 2017

CHAPTER 1

1.1 Introduction

*“Women should earn less because they are weaker, they are smaller, they are less intelligent.”
~ Janusz Korwin-Mikke (Taylor, 2017)*

*“The country’s problems have overwhelmed leaders who are men, how much more for a
woman.” ~ Mpendulo Zwelonke Sigcawu, Xhosa King (Feni, 2017)*

Women are different; this difference has been fascinating humans since the beginning of time. Gender, as a social construct, indicates the difference between the birth sexes and defines social behaviour expectations regarding the roles, rights, and responsibilities of women and men (Örtenblad *et al.*, 2017:4). Society, fascinated with the mental and emotional gender differences, believed gender differences to be significant and absolute, maintaining an unequal society (Hyde, 2014:374). Women are found in almost all social situations; yet, it seems that women are not always considered equal partners. Parity or the state of being equal, where men and women co-exist in a state of being in similar standing and have equal access to economic opportunities, is not yet a reality, with women lagging in economic participation by 59% (WEF, 2017:7). Furthermore, when entrapped in disparity practices, employees’ behaviour and performance are dependent upon how these situational factors interfere with their job performance and how these discriminatory practices are eradicated (McShane & Von Glinow, 2010:37).

Transformation to parity starts with each group’s external environment (Moore, 2015:3). The founding principles of the Constitution of the Republic of South Africa (1996) specifically refer to the full and equal enjoyment of all rights and freedoms for all living in South Africa (Section 9(2)); prohibiting direct and indirect unfair discrimination against anyone on one or more grounds, including race, gender, and marital status, among others (Section 9(3)). As custodian of the law, the government should lead this transformation process, and all three levels of government are influential role players in driving gender parity. From a governance viewpoint, the external environment closest to South Africans is local government (Constitution, 1996: Section 7). The unique position of local government makes it an ideal vehicle to understand specific gender needs and improve gender parity (Manyane, 2011:4). At local governance level, residents are therefore well placed to hold local government accountable, as residents directly experience the implementation of policies, the successes and impact thereof on their own lives. Thus, the achievement of gender parity targets in local government will contribute substantially to gender parity and the empowerment of women (Manyane, 2011:37). Gender parity is critical, because effective decision making necessitates the discovery and consideration of various viewpoints,

originating from people who have different backgrounds, cultures, experiences, and perspectives towards ensuring effective and efficient service delivery at local level (Hills, 2015:156).

Feminism, as well as its supportive theories, is a system of ideas on the role of women and their experiences in society; its goal is to dismantle men's bias through transforming community and cultural norms towards a better life for all (Nicolaidis, 2015:191; Ritzer, 2010:456). Gender difference theory considers what constitutes the difference between men and women (Hare-Mustin & Marecek, 1988:456; Hyde, 2014:393). Both these theories grapple with oppression by men, challenging gender dominance and highlighting the social construct of patriarchy (Nicolaidis, 2015:195; Ortner, 2014:531). Research in both psychology and sociology found that cultural and social factors combine to strengthen perceived gender differences (Andersen *et al.*, 2013:1438).

Gender parity has an economic effect. There is a negative correlation between gender disparity and economic growth (Cuberes & Teignier, 2014:3). Furthermore, gender parity improves countries' long-term growth prospects (Ostry *et al.*, 2014:10); diversity in the boardroom grows firm value (Campbell & Mínguez-Vera, 2008:447); and the financial performance of firms is contingent on gender parity (Schwab *et al.*, 2016:5). Therefore, gender disparity in society hampers economic growth and our cultural and societal norms may even entangle our communities in poverty; thus, a coordinated effort is required to eradicate inequality. South African women remain disadvantaged regarding earnings and are over-represented in the lower earnings categories as reflected in both household surveys and tax data (DoW, 2015c:10). The concerted effort of European countries to reduce the gender gap is seen as an essential driver of their subsequent economic growth (WEF, 2017:26), and pursuing this strategy could be instrumental in the social transformation of South Africa. The net effect of our political liberation could be eroded if the fundamental economic transformation is not achieved via the beneficial reinvention of the economy and its management (DoW, 2015c:23). Acknowledging disparity and actively levelling the playing field would significantly improve the economic empowerment of women (DoW, 2015c:7).

Ensuring equal participation of women in the economy is vital towards attaining economic transformation, growth, equity and reducing poverty. With half of the South African population being women (Figure 1-1), it is realistic to deduce that this diversity should to some extent reflect in public and private organisations, and, more specifically, in managerial positions.

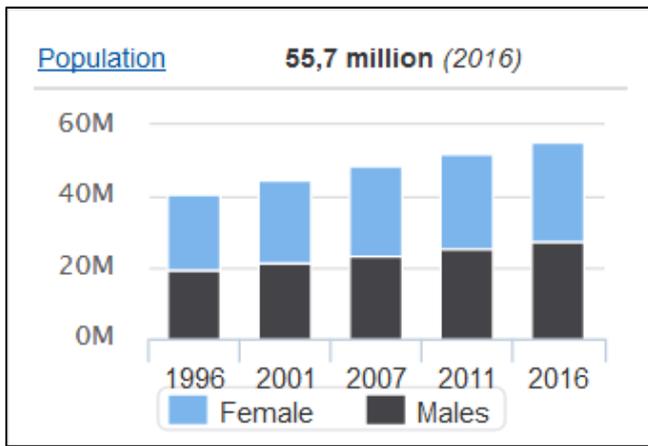


Figure 1-1: Gender distribution of the South African population (StatsSA, 2017a)

Women, however, face numerous challenges and biases in their quest for parity. This inequality presents a moral case for the empowerment of half of society, and it is imminent that women should at least have equal access to earning power (WEF, 2017:v). Women are more likely than men to be exposed to numerous forms of discrimination (Harnois, 2014:18). Research papers published indicate that women and men do not have the benefit of equal rights (Qoboshiyana, 2011:149); despite legislation, women continue to be discriminated against regarding their gender (Penceliah, 2011:871). Women in South Africa are profoundly affected by discrimination through stereotyping, patriarchal ideology, and expropriation, all adversely influencing women's psychological well-being.

Emotions and attitude affect individual behaviour and well-being. The performance of individuals, in turn, influences the outcomes of the organisation. How these feelings change attitude and behaviour are keenly researched due to the significant impact thereof on the success of the organisation (McShane & Von Glinow, 2010:98). Our perceived environment influences our cognitive processes that drive our beliefs, feelings and behavioural intentions, reflecting our attitude (McShane & Von Glinow, 2010:98). Organisational commitment, as an attitude, is a crucial factor in workplace behaviour and it is, therefore, essential that organisations understand the impact it has on organisational performance. Ensuring employees' commitment to the organisation holds numerous benefits for the organisation with regard to attitude, job performance and work motivation (McShane & Von Glinow, 2010:112). Treating women as equals and allowing them opportunities for growth will have a profound influence on municipal performance and reaching the required service delivery objectives citizens demand.

In this study, *the terms women or female and men or male are used interchangeably*. The context of the study will focus on the lower level of government and more specifically on Gauteng municipalities and their progress towards gender parity in the workplace. Gauteng faced a multitude of service delivery protests in 2017 (Jordaan, 2017; Mdhluli & Sithole, 2017; Naidoo,

2017; Savides, 2017; Tau, 2017). According to Radebe (2015:175), escalating service delivery protests emphasise citizens' dissatisfaction with service delivery at local level, emphasising the need for improved service delivery. Few studies have been done on gender diversity in local government, coupled with the dynamic nature of the labour market; so, considering the changes emanating from the 2016 Local Government Elections, current research is necessary. The study will take the form of a qualitative content analysis. This analytical tool will allow for a subjective, yet scientific, understanding of the social reality women experience in local government (Zhang & Wildemuth, 2016:318). Parity, or the lack thereof, influences the components of organisational commitment and adequately managing organisational commitment is of the essence in the successful delivery of service objectives. Therefore, the primary aim of this study is to explore gender relationships, fairness and peer support in the workplace, contrasting these to the organisational commitment levels of female employees.

1.2 Problem statement

Gender parity is the equal (50:50) representation of men and women (INEE, 2010). Equality recognises women and men as being of identical value, which is reflected in the societal and cultural norms of the environment women and men find themselves in (Dilli *et al.*, 2015:301). Gender equality, as a central value of the South African Constitution (1996), is defined as the full and equal enjoyment of all rights and freedoms (Section 9(2)). Gender equity is legislative, and policy actions aim to compensate for historical and social disadvantages women had suffered, thereby achieving a more gender-equal labour force (Johnson *et al.*, 2015:689). Transformation of society through equity leads to gender parity. The study of gender parity thus encompasses the comparison of the representation of women to men in a given situation.

From the beginning of time, women were treated differently than men. Feminists endeavour to afford women equal rights to men, as women are still not seen as equal to men (Anderson, 2015:1). At first, writings about the position of women in society were a mere complaint, but since the late 1700s, feminist writings became substantial bodies of work (Ritzer, 2010:497). The writings on feminism culminated into theories which tried to explain discriminatory behaviour towards women. Theory helps us understand the world around us by showing us the underlying patterns, predicting future events. Feminist theory focuses on women, and answers four questions: (1) "And what about the women?"; (2) "Why is women's situation as it is?"; (3) "How can we change and improve the social world?"; and (4) "What about differences among women?" (Ritzer, 2010:497). Feminism is not against all men, but focuses on the empowerment of women and the multitude of obstacles they face (Anderson, 2015:2).

The feminist identity, frequently narrated through the wave chronical, assists with comprehending the chronological progression of feminism (Anderson, 2015:1; Evans & Chamberlain, 2015:399;

Nicolaides, 2015:197). The first wave focused on suffrages; the second (1960 onward) on equal pay and social rights, working towards more inclusivity; the third wave (1990s) focused on justice and self-determination; whilst the fourth wave (2008 onwards) draws on activism, encouraged by the use of social media (Anderson, 2015:1; Evans & Chamberlain, 2015:399; Snyder, 2008:175). Feminism and its theories have assimilated aspects of various theories and transformed society's view on women's rights and women's experience of patriarchy and domination by men (Nicolaides, 2015:195). Wide varieties of feminist theories exist. These include liberal feminism, psychoanalytic feminism, radical feminism, structural, cultural and standpoint feminism, and Marxist feminism (Grant, 2013:1; Nicolaides, 2015:195; Ritzer, 2010:461; Tisdell 2008:332). Although there are many feminist theories, they all developed with the intent to change society and the position women occupy in it (Ritzer, 2010:454; Tisdell, 2008:331). Liberal feminism, in particular, focuses on allowing women equal rights to those of men pertaining to education and access to employment (Tisdell, 2008:332). Feminism is also not only for women. Men can be useful for feminism because their insights are needed in changing social patterns; defending feminist views collectively has an enriching effect and, at the very least, feminism can impress upon men the moral injustice caused by sexist practices (Digby, 2013:302). Feminism helps society analyse the social reality through knowledge from not only a man's viewpoint, but also from the often-unseen women's context, namely an individual who worked tirelessly to build and sustain civilisation (Ritzer, 2010:456).

Feminism focused awareness on the impact an unbalanced society has on both women and men, also how empowerment could lead to a more gender-equal society (Saunders, 2002:11). Gender equality advanced from the early 1960s when women were thought of as primary caregivers doing reproductive work, to methodologies that prioritise fairness, equity and equality in productive work (Qoboshiyana, 2011:52). In early psychological studies, the difference between the two genders, man and woman, was theorised. Three main theories of difference emerged (Hyde, 2014:375). Evolutionary theories, initially proposed by Darwin, suggested that gender differences are due to inherited behavioural traits that evolved through natural selection (Darwin, 1859). In cognitive, social learning theory, Bandura (1999:23) argued that learning takes place through observation and subsequent conduct is modelled on observations through internalisation. The Russian psychologist, Lev Vygotsky, in his sociocultural theory hypothesised that culture influences behaviour and that history, social and material conditions have a profound influence on human activity (Lantolf *et al.*, 2015:208). In expectancy-value theory, Eccles's theory postulates that personality and individual motivation shape individual values and behaviour, helping us understand gender differences with regard to self-esteem (Hyde, 2014:378).

These theories focus on the differences between the two species and strengthen stereotypical ideas of why differences occur. Gender difference theory is countered by the hypothesis of

gender similarities which shift the focus to gender parallels and what the two genders have in common. The gender similarity hypothesis was advanced from a perspective that gender difference theories could be reinterpreted to highlight gender similarities (Hyde, 2014:393) and that extensive research evidence exists that supports gender similarities (Carothers & Reis, 2013:394; Hyde, 2005:590; Zell *et al.*, 2015:10). Gender inequality is, therefore, a result of the way society is structured and not as a result of any significant difference between the female and male of the species (Ritzer, 2010:466). Inequality in society is driven by the control over and access to resources as well as the effect of status on the difference in esteem and respect (Ridgeway, 2014:2). Murdoch and Provost (1973:203) argued that the division of labour was a form of economic specialisation and cultural order derived from the hunter-gatherer period; this split lay the foundation for a gender identity that supports inequality. Gender identity is the individual's self-identification as being man or woman, and the conceptualisation of gender identity is influenced by both environmental and biological factors (APA, 2015). The chosen gender-identity affects perceived appropriate gender behaviour, which in turn is substantially influenced by cultural practices (Qoboshiyana, 2011:52).

Neither feminism nor gender difference theory can explain the gender gap (Cook & Wilcox, 1991:1121). Despite men and women being significantly similar, the gender gap persists and favours men in particular (Anderson, 2015:3; Jayachandran, 2015:63). The United Nations Millennium Goals (2000), goal 3 (target 3a), declared that women continue experiencing significant gaps regarding participation in public decision making. The gender gap is defined as the difference in the outcomes women and men can attain in the areas of social, political, intellectual, cultural or economic activity (Dictionary.com Unabridged, 2017). The global gender gap index measures gender equality or the inconsistencies between women and men across four key areas: education, economy, health and politics (WEF, 2016:7). The report aims to highlight awareness of the gap and the opportunities that arise from reducing the deficit. South Africa is ranked 63rd on the global gender gap index, with only 67% of the gender gap closed regarding equal participation and opportunity (WEF, 2016:10). Women work mostly in the low-skilled sector, with 36.1% of women employed as domestic workers or elementary workers, compared to 24.5% men. The unemployment rate for women in SA is 28.9%, 4.4% higher than for men (StatsSA, 2017a). These figures indeed paint a picture of an unequal gender gap in South Africa.

Today, women are not afforded the same opportunities as the opposite sex (Anderson, 2015:3; Beirne & Wilson, 2015:220; Nicolaidis, 2015:196; Perales, 2013:601). Societal beliefs further contribute to the "undervaluation of women's work" (Perales, 2013:616). Women earn lower salaries and have fewer opportunities for promotion than men, which support the argument that societal discrimination limits women's choice regarding occupation (Anderson, 2015:3; Kabeer, 2016:305; Stier & Yaish, 2014:241). Although there are more women graduates than men, fewer

women make it to the upper echelons of the corporate world (Hills, 2015:153). This gap means that women do not hold equal value in society, and do not have equal rights or equal opportunities; this disparity will persist until the underlying causes of discrimination have been removed (Manyane, 2011:11).

To address the fundamental causes of discrimination, several international agreements were signed to advance the equality of women as well as their participation in the economic sphere. At the 1995 World Conference on Women in Beijing, the South African government pledged to advance equality through gender mainstreaming as a strategy (Manyane, 2011:12; Callerstig, 2014:31). South Africa has signed and ratified the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) on 29 January 1993 and 15 December 1995 respectively (DoW, 2015b:6). This Convention, almost an international Bill of Rights for women, defines discrimination against women, focuses on non-discrimination, and outlines women's rights regarding political representation, economic and social fields (UN, 1981:1). The Beijing Declaration and Platform for Action, signed in 1995, is a master plan for women's empowerment and advancement (DoW, 2015a:8). The government has also signed the South African Development Community (SADC) protocol on gender and development as well as the SADC sustainable development goals (SDGs) which align the SADC gender protocol targets with the SDGs (DoW, 2015a:48).

Although SA has made a significant improvement in the lives of its women by implementing the platform of action, inequalities persist in a higher poverty level, the existence of a pay gap, and lower economic and employment participation (DoW, 2015a:17). In adopting the Millennium Declaration and Development Goals (2000) of the UN, the SA government committed to addressing extreme poverty and exclusion, whilst promoting gender equality, education, and environmental sustainability (UN, 2015:4). As a signatory to a number of declarations and agreements, the South African government has affirmed its commitment to gender equality and equity, binding itself to include the objectives of the above to advance the mainstreaming strategy (Hills: 2015:169). Barriers still exist; however, local legislation can promote gender mainstreaming to expedite equality. Legislative development forms the cornerstone of transformation regarding gender parity (Hills, 2015:153). Labour rights are secured in the Basic Conditions of Employment Act (75 of 1997) and include those that are specific to women as workers. The Employment Equity Act (55 of 1998) seeks to promote equal opportunity and fair treatment in employment through the promotion of affirmative action and the elimination of unfair discrimination.

In the Promotion of Equality and Prevention of Unfair Discrimination Act (4 of 2000), the objective of the Act is indicated as to provide for comprehensive measures to facilitate the eradication of unfair discrimination, particularly on the grounds of race, gender and disability. Section 8(d) of

the Act, which deals with the prohibition of unfair discrimination on the ground of gender, prohibits any practice, including traditional, customary or religious practice, which impairs the dignity of women and undermines gender equality. The Commission on Gender Equality (CGE), a Chapter 9 institution established in terms of Sections 181 and 187 of the South African Constitution (1996), is mandated to promote respect for gender equality and to further protect, develop, and attain gender equality (Section 187(1)). The Commission on Gender Equality Act (39 of 1996) stipulates that the Commission should monitor policies and practices of public and private organisations to ensure that they promote gender equality. The CGE thus has a significant role to play, not only as a watchdog, but also as an educator and promoter of equality; it should fulfil its function without fear or favour, as obliged by the Constitution. Otherwise, South Africa will fail at attaining an equal society.

These mechanisms promote gender equality through mainstreaming, giving direction to the development of a gendered programme of action to collectively influence policy and practice at all levels of the state and society (DoW, 2002:i; DPME, 2015:4). The National Gender Machinery (NGM) comprises the Department of Women (DoW), the Joint Monitoring Committee on the Status of Women, a multi-party Women's Caucus, gender desks and the Commission for Gender Equality (Gouws, 2016:404), and acts as a coordinating structure under the National Gender Policy Framework (NGPF) (DPME, 2015:4). The NGPF provides a blueprint for gender mainstreaming with the objective of institutionalising gender mainstreaming in the South African public service (DoW, 2015b:8). The NGPF aims to have policies, practices, and programmes integrate the principles of the NGPF, taking remedial steps to improve gender interaction in public and private spheres (DoW, 2002:i). Research indicates that representation of women in both national and provincial government has increased from 3% in 1994 to 41% in 2015 (Gender Links, 2016:31), a substantial increase in parity. This is good news for South African women participating on national and provincial levels; yet more is required to improve participation in the lower levels of government, specifically local government.

In terms of section 7 of the SA Constitution (1996), the local sphere of government comprises municipalities which must be established for the whole of the territory of the Republic of South Africa (151 (1)). A municipality has the right to govern the local government affairs of its community, subject to national and provincial legislation, as provided for in the Constitution (Constitution, 1996:151(2)). There are three categories of municipalities, namely metropolitan, district, and local municipalities (Constitution, 1996:155(1)); the focus of this study being district municipalities. District municipalities serve communities by delivering on the vision of a better life for all through ensuring peace, order and good governance (Municipal Structures Act 117 of 1989). To improve public services, the "people first" or Batho Pele initiative was launched in 1997(ETU, 2017). Batho Pele was launched to meet the developmental challenges South Africa

faced, and supports the creation of a committed public service focused on service delivery (ETU, 2017). “We belong, we care, we serve” logo summarises the eight Batho Pele principles; the “we belong” supporting the principles of respect and working together (ETU, 2017). This aligns with the moral and constitutional mandate of equality. When individuals enter into a contract of employment with the municipality, they engage in an exchange process. Social exchange theory explains the process of activity exchange between at least two subjects (Cook & Rice, 2013:54). The motivation for exchange is the dependence upon rewards; commitment to the organisation is an outcome of this exchange relationship (Cook & Rice, 2013:54).

The inclusion of women in municipal structures has a dual purpose. Firstly, because local government is closest to its citizens, it is an ideal platform to integrate previously marginalised women into governance structures and contribute to the empowerment of women (Qoboshiyana, 2011:17). Secondly, with their unique and underutilised skill set, women will bring better balance in the allocation of valuable resources, offer different outlooks, contribute to effective decision making, whilst conferring to efficient service delivery and creating a better life for all (Devillard *et al.*, 2016:4; Qoboshiyana, 2011:17). Improving parity is therefore essential to gain a gender-balanced workforce. Removing the underlying causes of discrimination is vital in eradicating gender inequality. Because women are still underrepresented in all sectors of government, strategic intent is required to ensure gender mainstreaming in senior management positions (Penceliah, 2011:876). The primary objective of gender mainstreaming is to integrate a parity standpoint into policy development and implementation, with focused parallel execution (Callerstig, 2014:22). With the NGM, the NGPF, and mainstreaming partners, transformation could be achieved, even accelerated, if society accepts women as equal to men.

The disparity in the way society sees women and men has a detrimental effect on the psychological well-being of women. Psychological well-being attests to personal feelings of life satisfaction, affirmative effect, and deleterious effect. Individuals have agency over their well-being and self-efficacy is related to all components of well-being (Maujean & Davis, 2013:1). Self-efficacy is the belief that a person controls his or her own life, and by taking adaptive action life stressors can more easily be dealt with (Bandura, 1992:3; Schwarzer, 2014:ix). Social Cognitive Theory indicates four internal processes which control behaviour and performance, independent of actual abilities (Bandura, 1992:10). Bandura (1992:4) identified the processes as:

- The foremost source of self-efficacy is through self-mastery;
- Seeing people - similar to us - succeed in the workplace through their sustained effort, raises self-efficacy. This is particularly relevant to women observing women succeeding;
- Using self-mastery increases the likelihood that individuals will contribute sustained efforts under challenging situations; and

- In the business world, showing tension or stress is seen as a vulnerability brought about by poor performance; thus, negatively influencing self-efficacy.

Self-mastery helps the individual to respond to stressful situations, rather than react. Being aware and clear of your intentions, increase individual performance. To have this skill is beneficial for the individual in the context of the social behaviour society expects.

Society expects individuals to act in a certain way to be welcomed into society. Social contract theory is a philosophical view that society is a contract among individuals who pursue the same moral obligations (Friend, 2015:1). Hobbs (cited by Friend, 2015:3), in his social contract theory, postulated that moral obligations are based on serving self-interest between individuals who are equal in standing. The social contract provides individuals with a better life in society than outside where only the fittest survive (Friend, 2015:6). Hobbs argues that no reasonable individual could ever desire this life outside of the social contract (Friend, 2015:6). While men's power relationships in the social contract among themselves change, men's contract to women never changes, and women remain dominated (Friend, 2015:18). The social contract is thus a means to control and dominate women, and forms an integral part of social behaviour.

The social behaviour we exhibit is acquired through beliefs and values due to socialisation processes, manifested as a culture (Eagly, 2013:9). Most South African cultures portray men as superior to women and eternalise women as subordinates (Mayer & Barnard, 2015:329). Apart from discrimination suffered through cultural practices, women are further marginalised by gender apathy, institutional culture, norms favouring men, and stereotyping (Mayer & Barnard, 2015:333). Stereotyping is defined as a person's positive or negative beliefs about the attributes and characteristics of a specific group, for example, women (Smith, 2014:298). Breaking down stereotypical behaviour will support equality, and by changing systems and processes to be more equitable, parity will become a possibility.

Dismantling the patriarchal nature of our society will further support the eradication of discrimination. Patriarchy is a social structure in which the man or father is the leader and where women are mainly excluded and subordinated (Alexander & Taylor, 2016:372; Kruger *et al.*, 2014:4; Sultana, 2012:1; Walsh *et al.*, 2015:1). Women, as victims of subordination, exploitation, and oppression, suffer under patriarchy (Sultana, 2012:14). South Africa has a deeply entrenched system of patriarchy, and numerous individuals hold the opinion that women are not equal to men, even if this contradicts the Constitution and the legal framework (Bower, 2014:108; DoW, 2015c:20; Manyane, 2011:18; Mayer & Barnard, 2015:329). Under patriarchy, men gained economically through the subordination of women, while women suffer expropriation (Bower, 2014:108; Sultana, 2012:9). Harnois (2014:18) concluded, "Women are significantly more likely than men to perceive multiple forms of discrimination".

Discriminatory practices have therefore been part of our society for a long time and are deeply entrenched in our daily lives, often disguised as conservatism or traditionalism. In contrast to religious and other traditional practices that promote discrimination, Ubuntu is a philosophy that can disseminate bias and guide our society in transforming into an inclusive society (Chitumba, 2013: 1272; Louw, 2014:32). Ubuntu, as a way of life, states that people should be treated respectfully and fairly (Nicolaidis, 2015:203) and is an African philosophy on how to live (Mayer & Barnard, 2015:332), aligning its value set with that of a society free of discrimination. Further, applying the principles of Ubuntu will ensure a competitive advantage for the organisation, leading to profits and long-term sustainability of the organisation (Khomba & Vermaak, 2012:3518).

When women are not afforded an equal opportunity, this has a detrimental effect on their psychology and commitment to the organisation they serve (Elsik, 2009:42; Ensher *et al.*, 2001:56; Imam & Shah, 2013:14111). Organisational commitment reflects a psychological desire or obligation to remain a member of an organisation (Meyer & Allen, 1991:62) and is the “relative strength of an individual's identification with and involvement in an organisation” (Mowday *et al.* 1979:4, citing Porter & Smith, 1970). It is also a measure to determine how strongly employees see themselves as belonging to the organisation (Kanning & Hill, 2013:11). Mowday *et al.* (1979:4) postulated that organisational commitment is characterised by (1) believing and accepting organisational goals and values; (2) inclination to participate in the organisation; and (3) wanting to remain a member of the organisation.

Meyer *et al.* (2002:22) identified a three-component model of organisational commitment (Figure 1-2) that includes antecedents of affective commitment, continuance commitment and normative commitment. Affective commitment is defined as individual identification with, and, participation in the organisation, and is the most beneficial form of commitment (Kanning & Hill, 2013:1; Meyer & Allen, 1991:69).

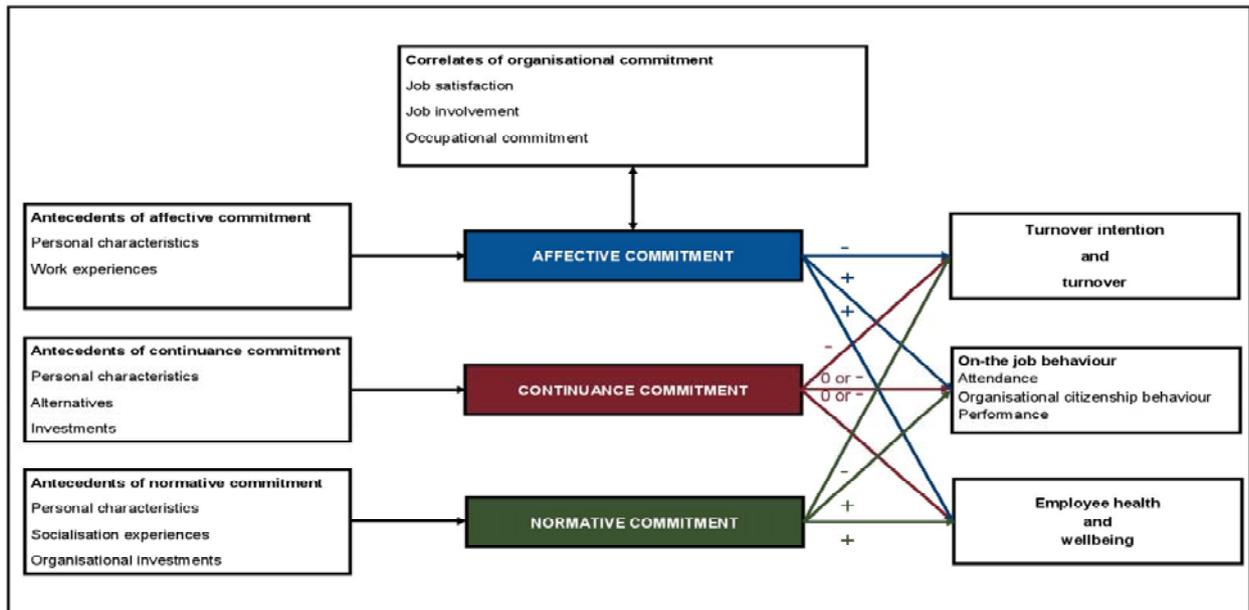


Figure 1-2: The three-component model of organisational commitment (Meyer *et al.*, 2002:22)

Identifying the costs associated with leaving the organisation is associated with continuance commitment and include fears relating to the loss of relationships with colleagues, lack of options, as well as the abatement of retirement and career investments (Meyer & Allen, 1991:71; Visagie & Steyn, 2011:102). An obligation to remain with the organisation due to moral and ethical considerations is termed normative commitment (Kanning & Hill, 2013:1; Meyer & Allen, 1991:72). The three antecedents are distinguishable yet related and should be treated as such (Meyer *et al.*, 2002:20). Overall performance correlates with organisational commitment (Kanning & Hill, 2013:2) and organisations should, therefore, have an interest in improving and maintaining employees' levels of commitment. Employees with high levels of organisational commitment bring a host of benefits to their company, such as better financial performance (Chun *et al.*, 2013:871); improved service delivery (Dhar, 2015:427); reduced absenteeism (Hassan *et al.*, 2014:340); and readiness to change (Visagie & Steyn, 2011:117). Organisational commitment also mediates turnover intentions (Tarigan & Ariani, 2015:36); job satisfaction (Peng *et al.*, 2016:7); and has an indirect impact on job performance (Fu & Deshpande, 2014:346).

Of interest to researchers is the emerging theme of commitment and employee specific outcomes, for example, employee health that is linked to stress and work-family conflict (Meyer *et al.*, 2002:22). Work and family are two main components of adult life, and the interface between these two has a bidirectional influence on family and work (Frone *et al.*, 1992:66). Work-life

conflict is defined as an incompatible struggle between the roles of participation in work and being part of a family (Tammelin *et al.*, 2017:3). Researchers consistently find that work-family conflict is associated with deficient inner well-being and impacts on work performance and satisfaction (Frone *et al.*, 1992:65; Matthews *et al.*, 2014: 1173; Tammelin *et al.*, 2017:3). Women, in their stereotypical role as caregiver, take enormous strain as their gender role requires them to choose between roles (Martin & Barnard, 2013:2).

Regrettably, women continue to experience tremendous social and psychological barriers to participation in the workplace, and more specifically in local government (Bentley *et al.*, 2004:34). StatsSA (2017b:9), in its non-financial census of municipalities for the year ending 30 June 2016, indicated that in 2016 men occupied 6 968 management positions compared to the 3 607 women incumbents (34%); a skewed relationship that will have a profound effect on organisational performance and employee well-being. To deliver on the service objectives of municipalities, the organisational commitment of employees is of the essence. Therefore, the following primary research question is formulated for this study, namely **“What influence does gender parity have on the organisational commitment of female employees in Gauteng district municipalities?”**

1.3 Objectives of the study

The research objectives are divided into a general and specific objectives.

1.3.1 General objective

The general objective of this study is to explore gender relationships in Gauteng district municipalities and evaluate the influence parity has on female organisational commitment.

1.3.2 Specific objectives

The study aims to achieve the following specific research objectives, namely to:

- research gender parity and organisational commitment concepts as espoused in current literature;
- investigate women’s lived experiences of gender treatment in the municipality;
- establish the level of peer support and the status quo of gender relations in municipalities;
- observe gender figures in district municipalities to determine the progress made towards gender parity; and

- evaluate, from employees' lived experience, how perceived gender parity influences the organisational commitment of women in Gauteng district municipalities.

1.4 Research methodology

In searching for knowledge, this research comprised defining and redefining the problem; selecting a research method; collecting, organising and evaluating data; and defining the researcher's role in order to contribute original information to the current body of knowledge. A breakdown of the process follows below.

1.4.1 Research design

The research method employed in this study is of a qualitative nature, comprising a literature review of current research with the aim to conceptualise the theories and terminology related to gender parity. The research lends itself to content analysis, defined by Denzin and Lincoln (cited by Creswell and Poth (2017:7)), as "a set of interpretive, material practices" that help us see the world more clearly, transforming the world through research that interprets people's actions. Many studies today use qualitative content analysis to address some of the weaknesses of quantitative analysis (Zhang & Wildemuth, 2016:318). According to Bryman *et al.* (2014:299), content analysis is an approach that analyses documents, systematically quantifying the content in encoded categories and themes. Qualitative content analysis is a process of systematically relating the meaning of data by assigning the data to categories of a coding schedule through which it can be interpreted (Schreier, 2014:170). The advantage of using this method is that it reduces data; it follows a systematic process analysing every piece of information via a flexible process (Schreier, 2014:171). Qualitative content analysis assisted the researcher in investigating societal norms that drive gender discrimination and hinder parity, through a scientific process of identifying themes and their meaning (Zhang & Wildemuth, 2016:318).

The research study used visual data displays. Adding tables, figures and other graphics potentially provides readers with insight into the processes and methods used to gather and analyse the information (Anfara, 2008:930). This also potentially enhances the aspect of rigour regarding replicability and openness, enhancing the credibility of the study (Anfara, 2008:930). Graphic representations assist with analysis by bringing meaning and structure to the data and making sense of what is collected (Anfara, 2008:932).

1.4.2 Research participants

Selection of participants was done through a purposive stakeholder sampling method (Hoerber *et al.*, 2017:18; Palys, 2008:697). Purposive stakeholder sampling allows for sampling by carefully choosing a subset of data based on the relevance to the research topic (Bryman *et al.*, 2014:186;

Hoerber *et al.*, 2017:18). To answer the research objectives, participants in this research needed to comply with the following inclusion criteria:

- participants had to partake voluntarily in the research project; and
- be a woman, in the full-time employment of a municipality, as defined in Sections 82(1) and 56 of the Municipal Structures Act (117 of 1998).

Data saturation occurred when there was sufficient information to replicate the study, when no new themes emerged, and no further coding was required (Fusch & Ness, 2015:1413). In this research, interviews continued until data saturation had occurred.

1.4.3 Data collection strategy

Several methods of data collection exist in qualitative research (Bryman *et al.*, 2014:42). The data collection strategy in this study entailed purposefully selecting research participants that would assist the researcher in answering the research objectives (Creswell, 2010:166). The identified research participants were interviewed via a semi-structured interview approach to collect data. Semi-structured interviews allow research participants to freely answer questions, allowing the researcher to explore the topic in detail from the participant's perspective (Bryman *et al.*, 2014:42, Ayres, 2008:810).

In qualitative interviewing, the researcher collects data through (Bryman *et al.*, 2014:224):

- a less structured approach to gain research participants' view on the subject, often leading to additional questions to clarify the topic;
- obtaining rich, detailed answers to assist with the coding;
- understanding the world as the research participant experiences it; and
- a flexible process, with the emphasis on understanding research participants' views.

With the development of the interview guide, a structured list of issues was compiled to ensure an ordered flow on the topic of research, whilst answering the research objectives (Bryman *et al.*, 2014:228). In-person interviews were conducted with the research participants, as all subjects were within geographical reach, making observations about non-verbal communication possible (Plano-Clark, 2008:432).

The researcher used the elements of successful qualitative interviewing, proposed by Bryman *et al.* (2014:228), which ensured interviewing success through:

- being familiarised with the setting in which the interviewee works;
- recording, with permission, the interview on a digital recorder;
- ensuring a quiet setting where the interviewee was at ease;
- taking field notes of observations and impressions during and after the interview;
- listening actively, maintaining eye contact and showing interest in what the research participant was saying;
- remaining flexible and following up issues raised by the research participant, when appropriate; and
- using language that was understandable.

1.4.4 Data analysis

Data analysis includes several steps to make sense of the data collected and is a continuous interactive process that carries on throughout the study to ensure a more in-depth understanding (Creswell, 2010:171). Following the data analysis method, suggested by Creswell (2010:172), the stages included the following:

First, the data were organised, interviews transcribed, and field notes typed. Second, the interviews were read to obtain a general sense of the information and first stage coding started in the margins (Saldaña, 2010:45). Third, the coding process allowed the identification of themes for analysis and codes were generated to support these themes. These themes supported the findings of the research and were backed by verbatim citations from research participants. The data were narrated to convey the research findings. Figures, tables and other visual data were used to adjunct the research findings to allow the reader to better follow the research findings. Finally, the data were interpreted; theories and relevant literature supported the interpretation.

Secondary data resources were also consulted to support the data from the primary data source - interviews - to assist the researcher to make sense of the data, organise the data and to identify themes (Creswell, 2010:164). Wellman *et al.* sanction this method in their recommendations for qualitative data analysis and interpretation (2012:213). Secondary data included a current list of all full-time employees from the participating municipalities, their gender and their current job levels. The data contained two mutually exclusive and exhaustive nominal values, namely gender

and job level, and were graphically represented in a bar diagram for the researcher and reader to obtain a broad view of the dataset (Wellman *et al.*, 2012:217). The information was used to gauge the current parity status of the respective municipalities and aided the analysis of the views expressed by the research participants in interview questions one, two and five.

1.4.5 Role of the researcher

The role of the researcher is primarily a data collection apparatus (Creswell, 2010:182; Leckie, 2008:771). It is essential to identify bias and personal values at the start of the study. Stating the researcher's contribution can support the research in a manner that is useful and positive (Creswell, 2010:182; Leckie, 2008:774; Wellman *et al.*, 2012:191).

The researcher's 27 years' experience as an employee in the local government arena shapes her perceptions of the municipal environment. The researcher served in municipalities as a Programmer, Data Analyst and Operations Manager and worked closely with employees at all levels within the municipal environment. The researcher has intimate knowledge of the context of women's participation in the workforce, and the challenges women endure in climbing the corporate ladder. In this context, the researcher brings compassion, knowledge and mindfulness of women's participation in the workplace to the study. Due to previous experiences, the researcher also brings certain biases to the research. Every effort was made to ensure objectivity during the research process; yet, bias might frame the researcher's view of the data collected.

Bearing this in mind, the researcher endeavoured to pay attention to this bias to ensure that personal experiences did not cloud the reported experiences of the research participants; also to grow and learn through the process to emerge sympathetic to the different views and experiences encountered. Unfortunately it is impossible to divorce the researcher from the research subjects, as researchers who study human behaviour are implicitly members of the research group (Wellman *et al.*, 2012:191). The researcher's tacit role at the beginning of the research is to conceptualise the study, using her expertise to propose a meaningful project with clearly identified research objectives (Leckie, 2008:772). The researcher must also play an administrative and managerial role during the research process; the researcher's experience in these two areas is relevant and essential. Any decision taken can affect the validity of the research results and conclusions (Leckie, 2008:772). As an insider, the researcher was aware of the difficulties confronting the interactionist and actively chose not to select research participants who were friends, were mentored by the researcher or who were working within the departmental structure of the researcher; thus avoiding a negative agent situation (Leckie, 2008:775).

A hermeneutic approach was used to reduce prejudice or "misunderstanding" of the spoken words, to ensure the understanding of what was said by the participants from their viewpoint

(Myers, 2015:116). The researcher was acutely aware of the affect own views and biases could have on the interpretation of the text; thus, effort was made to ensure the realisation of this in the interpretation process.

The researcher is employed by a municipality, and the researcher's study is funded by the employer. Ethical implications can, therefore, arise as the research is funded by a source with a vested interest in the outcomes (Bryman *et al.*, 2014:129). The researcher was explicit and open about the resources that enabled her to perform the study; putting conscious effort into being unbiased during the research process to avoid affiliation and conflict of interest that could discredit the research (Bryman *et al.*, 2014:129).

Language and cultural differences are significant in the South African context (Wellman *et al.*, 2012:200), and the researcher was conscious of the language and cultural values of the research participants to avoid biases and misunderstandings that could influence the outcomes of the research. The researcher endeavoured to align with the virtue-based ethics explored by Aristotle, which required the researcher to act virtuously towards participants; display characteristics of honesty and integrity, whilst displaying respect, wisdom, and compassion (Preissle, 2008:274).

1.4.6 Possible contributions of the study

The findings of this research are envisioned to impress the importance of gender parity and the obstacles women face in the workplace upon decision makers and citizens. The traditional norms and beliefs of society contribute to the detriment of women, who bring a different perspective and wealth of knowledge to the workplace (Perales, 2013:600). Women have tremendous potential, with a unique skills set and will bring balance to decision making; society at large is affected by excluding women from the workplace. Furthermore, achieving the goal of gender parity at municipal level will contribute significantly to gender equality and the empowerment of women (Manyane, 2011:37).

Additionally, this research potentially contributed to the understanding of how women experience treatment and obstacles faced in the workplace, and gauged the perception on gender parity in the respective municipalities. The results were framed in the context of the influence all of the above have on the organisational commitment of women, providing clarity on how gender parity contributes to the success of a municipality in realising its developmental objectives and service delivery mandates to the communities it serves.

1.4.7 Division of chapters

Chapter 1 provided the introduction and background, the research objectives and methodology to this study.

Chapter 2 is in article format and indicates the intended journal with its journal guidelines for authors and the manuscript. This chapter explores - through semi-structured interviewing - gender in society, gender parity, local government and the influence of parity on women's organisational commitment.

Chapter 3 presents the conclusions and limitations of the research, recommendations for the individual and the organisation, as well as for future research.

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CHAPTER 2

The intended journal for submission of this manuscript and its guidelines follow below:

The manuscript will be submitted to the *Journal of Public Administration* (0036-0767/IBSS). The *Journal of Public Administration* is a quarterly scholarly publication issued on behalf of the South African Association of Public Administration and Management (SAAPAM).

The purpose of the journal is to further the understanding of the science and praxis of governance by publishing articles of interest to practitioners and scholars in English. The journal publishes peer-reviewed articles, reviews articles, case studies, exemplary profiles, viewpoints, and research results from practitioners of all grades and professions, academics and other specialists on the broad spectrum of governance concerns regarding local, provincial, national, and international affairs.

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Journal's guidelines for authors

The full author's instructions from the journal are attached as Annexure A (Journal of Public Administration, 2016).

2.1 Manuscript

For examination purposes, the manuscript is typed in Arial font size 11 as per the manual for postgraduate studies of the NWU (2010:40) The Harvard referencing method will be followed in the manuscript as per the manual for postgraduate studies of the NWU (2010:36).

The tables and figures are included in the manuscript text - where appropriate - but will be removed to appear after the references before the manuscript is sent for consideration to the journal. Individual sections, for example, the ethical considerations, are also discussed in detail. However, the manuscript will be shortened and updated to comply with the author's guidelines, before the manuscript is submitted for consideration in the *Journal of Public Administration* (Journal of Public Administration, 2016).

The manuscript structure is as follows: Title page; abstract with keywords; introduction and problem statement; research question and aim; method (research design; sampling and participants; data collection; data analysis; trustworthiness and rigour; ethical considerations; results; discussion; conclusion; recommendations and limitations; and the reference list).

GENDER PARITY IN GAUTENG DISTRICT MUNICIPALITIES: THE INFLUENCE ON FEMALE ORGANISATIONAL COMMITMENT

Abstract

Citizens of South Africa are currently desperate for service delivery at local government level. Ensuring the delivery of desired levels of service to communities, through municipalities, is vital to eradicate the inequalities of the past and to ensure a better life for all. This study aims to appraise gender interactions and evaluate the effect of parity on the organisational commitment of female employees. The research focused on women ($n = 10$), permanently employed at three district municipalities in Gauteng. Qualitative content analysis was employed, using semi-structured interviews, systematically quantifying the data into codes and themes, which allowed for the interpretation of the lived experiences of women in the workplace. It was clear from the findings that gender disparity influenced female organisational commitment negatively, especially affective commitment, the construct utmost beneficial to organisational commitment. Women also highlighted the lack of work-life balance, a lack of self-efficacy and an organisational culture of exclusion as impediments to their advancement in municipalities. Recommendations for cultivating affective commitment in municipalities are provided to assist with improving service delivery to communities.

Keywords: Gender, gender diversity, parity, gender equality, women in local government, discrimination, mainstreaming, local government, district municipalities.

Introduction and problem statement

“And finally, in our time a beard is the one thing that a woman cannot do better than a man, or if she can, her success is assured only in a circus” ~ Steinbeck (1980:39).

On 9 August, South Africans celebrate Women's Day; a day in celebration of the 20 000 women who marched against passbook laws in 1956, more than 60 years ago (SAHO, 2011). This event symbolised the solidarity of women, of all races and ages, against injustice and created an awareness of gender issues in South Africa (Palmer & Bosch, 2017:306). These women showed that the typecast of being invisible, inferior, subordinate, wife, mother, homebound, was outdated and inaccurate. Moreover, the struggle continues today.

Gender parity, flowing through to the lowest level of government, would support the principles of equality entrenched in the South African Constitution (1996). Although women's movements paved the way for remarkable gains in government, activists and politicians neglect the quality and extent of women's representation in local government (Mbatha, 2003:188). South African citizens' perceptions of the status of gender equality declined from the second position in 2011 to seventh overall position in 2016 (SADC, 2017:37). Literature indicates that women continue experiencing significant gaps regarding participation in public decision making, economic activity, remuneration and other multiple forms of discrimination. In light of the above, South Africa seems to be far from reaching parity, and it seems as if we are moving backwards.

Gender equality contributes vigorously to economic growth (Duflo, 2012:1051; Elborgh-Woytek *et al.*, 2013:4; World Bank, 2011:3), influencing long-term growth (Agenor & Canuto, 2015:34) and acting as a spur towards developing human aptitudes that contribute to productive growth (Seguino & Were, 2014:16). Public management research focused on diversity in leadership (Mathonsi & Sithole, 2017:36; Smith, 2014), the environment (Naidoo, 2005:193), and local economic development (Rogerson, 2014:203; Van Niekerk, 2014:82). Previous studies did not address the question of gender diversity in local government. As Robinson (2014:1) stated, “Although numbers do not guarantee the achievement of gender equality and do not ensure change, critical mass remains a pre-requisition for transformation”. It is therefore imperative that women participate on an equal playing field. The fulfilment of targets at local government level will contribute substantially to gender equality and the empowerment of women (Manyane, 2011:37; Penceliah, 2011:876).

In light of the above, this study aims to furnish the current parity figures in district municipalities and to explore the influence of gender parity on female organisational commitment within municipalities.

Literature review

An overview of current literature on gender, parity and the role of local government follow to contribute towards the research topic.

Gender in society

Gender is embedded in our existence, and it is something from which we seem unable to escape. The difference between sex and gender is essential to understand. Sex, as a binary construct, refers to the two distinctive birth sexes of female and male (APA, 2015; Johnson & Repta, 2002:17; Mayer & Barnard, 2015:327). The birth sex is part of the social construct and society uses gender to manipulate normal social behaviour, independent of anatomy (APA, 2015; Johnson & Repta, 2002:23; Örténblad *et al.*, 2017:4). StatsSA (2011:1) defines gender as women and men, girls and boys, and this definition was used as the basis for gender analysis. Building on the anatomical sex, humans assign gender to individuals and the gender concept is sometimes amorphous (Johnson & Repta, 2002:21). The dominant gender role in each respective society shapes the appropriate gender roles (Achino, 2016:157). Through gender identification, individuals and institutions recognise gender and assign predetermined gender roles (Achino, 2016:157; Penceliah, 2011:871).

In this study, the terms women or female and men or male are used interchangeably. Stereotypically, women are considered feminine with characteristics of fragility; men, in contrast, are defined as masculine and authoritative, forming the basis of a predetermined gender role that permeates the workplace (Achino, 2016:158; Mayer & Barnard, 2015:334). Stereotypical roles and beliefs emanate from culture and are sustained at home (Mayer & Barnard, 2015:334; Penceliah, 2011:871). According to Bhugra and Becker (cited by Mayer & Barnard, 2015:328), culture is a general and multifaceted system that manipulates the thoughts, feelings, perceptions and actions of individuals. Social structures and individuals within these structures create and reproduce cultural inequalities linked to our differences (Becker, 1999:23). Indigenous harmful cultural practices in society trample on and impede women's rights (Gouws & Hassim, 2014:5; Hills, 2015:154). Cultural differences influence assumptions and expectations about management, performance evaluation, interaction, and behavioural patterns, affecting organisational performance (Penceliah, 2011:872). Organisations remain male-dominated, and institutional culture, therefore, remains aligned with the male perspective, hindering equality and equal opportunities (Bower, 2014:106; Gouws & Hassim, 2014:5).

Several theories attempt to explain the ways women and men differ in behaviour, equality, and experience (Ritzer, 2010:462). Feminism is a corpus of thoughts and an activist movement to

ensure equal treatment between the genders by advancing individual rights and promoting women's worldview (Nicolaidis, 2015:191). Ritzer (2010:460) classifies feminist theory as follow:

- Cultural feminism, sexual difference theories, and sociological theories: These theories provide a framework for understanding gender difference regarding a woman's place and experience of a situation, which is inherently different from that of a man.
- Liberal feminism: Describes gender inequality as, not only different from that of men, but also unequal to that of men.
- Psychoanalytic feminism and radical feminism: Men actively oppress, subordinate, and abuse women.
- Socialist feminism and intersectionality theory: Structural oppression purports that women's experience of difference, inequality and oppression varies by their social location regarding patriarchy and capitalism.
- Postmodernist feminism: This theory interrogates what gender is and how it is understood, maintained and produced.

The concept of patriarchy has feminist roots and is a structure characterised by power, domination, hierarchy, and rivalry (Kruger *et al.*, 2014:4). Patriarchy is the degree to which dominant men control women, other men, and resources (Kruger *et al.*, 2014:5). Patriarchy encourages men to seek status and wealth through control; to be in control, as a defence against loss and as motivation to achieve needs and desires; and to fear other men and their abilities as they can harm their status and wealth (Becker, 1999:24). Patriarchy is, therefore, competition amongst men for resources and survival. The oppression of women, although not the point of patriarchy, encourages the thought that women need to be dominated and controlled and is just another resource (Becker, 1999:25; Kruger *et al.*, 2014:5). Men, therefore, control and dominate women under the patriarchal system, mainly to advance their self-interest. Acting in self-interest is universal and all human beings are motivated by the desire to improve their present situation.

Social contract theory describes this self-interest desire. Social contract theory is a philosophical view that society is a contract among individuals who pursue the same moral obligations (Friend, 2015:1). Hobbs (cited by Friend, 2015:3), in his social contract theory, postulated that moral obligations are based on serving self-interest between individuals who are equal in standing. Because humans are rational, they have the innate capacity to use reason to formulate actions that deliver on their desires (Friend, 2015:5). The social contract provides individuals with a better life than the life they would have had outside of the social contract, which is a life where only the fittest survive (Friend, 2015:6). Hobbs argues that no reasonable individual could ever desire this

life outside of the social contract (Friend, 2015:6). While men's power relationships among themselves change, men's relationship to women never changes, and women remain dominated (Friend, 2015:18). The social contract is thus a means to control and dominate women, and forms an integral part of patriarchy. Due to men dominating in the workplace, the patriarchal and traditional view of a woman's inferiority continues (Bower, 2014:106), with patriarchy continuing to be the primary obstacle in women's access to resources and participation opportunities (Sultana, 2012:1).

Culture and socialisation are essential factors in explaining the gender gap. Gender-based disparities are at the heart of the gender gap, emphasising the different outcomes women and men experience regarding health, the economy, education and politics (Anderson *et al.*, 2013:1441; WEF, 2017:v). Men are significantly favoured by the gender gap, while women persistently experience significant gaps regarding decision making, economic participation and access to resources (Anderson, 2015:3; Jayachandran, 2015:63, UN, 2000). The gap persists despite the fact that more women are graduating than men; women in corporate organisations indicate a strong desire to succeed, and women are equally as confident as men are and as likely to aspire to senior management positions (Fajardo & Erasmus, 2017). Trying to close the gender gap is not only the right thing to do, but it is also the smart thing to do as parity offers numerous advantages for organisations and South Africans in particular (Kabeer, 2016:295).

Gender parity

Parity, from the Latin *paritas*, with *par* meaning equal, is the condition of being identical, especially concerning status or remuneration (Oxford Living Dictionary, 2017). Gender parity is, therefore, the equal treatment of women and men, with equal access to socially valued goods, opportunities, resources, and rewards (UNFPA, 2005). Gender discrimination is different treatment, based on an arbitrary criterion, such as gender (Imam & Shah, 2013:14111).

Gender parity encompasses public aspects, such as legislation; and private aspects, such as gender parity in organisations; and voluntary areas. Worldwide governments and organisations continue to be engaged in efforts to eliminate discrimination and to increase women's representation on various levels (Hills, 2015:154). A number of international conventions, declarations, and development goals were set to facilitate parity. During the convention on the elimination of all forms of discrimination against women (CEDAW) in 1993, discrimination was defined and women's rights outlined (UN, 1995:1). In 1995, during the fourth world conference on women: action for equality, development and peace, the Beijing declaration and platform for action was adopted, which declared that inequalities persist between the genders and that significant hindrances remain on the path to parity, with severe consequences for the well-being of humanity (UN, 1995:2). The Millennium Development Goals, signed by 189 member states at

the UN Millennium Summit in 2000, declared that gender parity is critical in building an equal society (Penceliah, 2011:870). The Solemn Declaration of Gender Equality in Africa (AU, 2004:1) and the Southern African Development Community (SADC) protocol on gender and development (SADC, 2008:1) focus on empowering women, eliminating discrimination and pursuing parity closer to home.

South Africa's progressive Constitution (1996), including the incomparable Bill of Rights, is the fruit of comprehensive and inclusive negotiations and is the supreme law of the country. Equal rights are prominent in the Constitution (1996) and unquestionably set out in the preamble that states that South Africa is "a society based on democratic values, social justice, and fundamental human rights". Citizens, organisations, and government must follow the Bill of Rights (108 of 1996, Chapter 2), which protects from abuse and promises the enjoyment of rights. Furthermore, the Bill of Rights can be used to realise rights and stop the abuse thereof (SHRC, 2016).

The government is obliged to support and advance the equal rights of its citizens, which manifest through the proclamation of different Acts. The Basic Conditions of Employment Act (75 of 1997) addresses explicitly fair labour practices, while the Employment Equity Act (55 of 1998) upholds fair and equal treatment in the workplace. The Promotion of Equality and Prevention of Unfair Discrimination Act (4 of 2000) places an affirmative duty on government, individuals, and organisations to promote equality and prevent unfair discrimination. Discrimination means to show favour, prejudice, or bias for or against a person on any arbitrary basis and is prominent in the Acts mentioned above (CCMA, 2002:1). As a guiding principle, the Equality and Prevention of Unfair Discrimination Act (4 of 2000), acknowledges the existence of unfair discrimination brought about by patriarchy, emphasising the need for elimination of this discriminatory and inequality practice (section 2(a - b)). The Act further, in section 2(f), provides for remedies to victims of unfair discrimination (DoJ & CD, 2011:3).

In terms of the Constitution (1996), in sections 181 and 187, the Commission on Gender Equality (CGE) was established. The CGE works toward the realisation of gender parity and monitors both public and private organisations' promotion of gender parity; also reporting on compliance with international treaties and aligning local legislation to gender parity (Commission for Gender Equality Act, 39 of 1996). Furthermore, a coordination structure, named the National Gender Machinery (NGM) was established under the National Gender Policy Framework (NGPF) (DPME, 2015:4). The machinery has the objective to promote gender mainstreaming and collectively influence policies and practices within public and private entities (DPME, 2015:4). Gender mainstreaming is the incorporation of the gender perspective into policies, regulations and budgeting, promoting gender parity and fighting discrimination (EIGE, 2017). However, the gap between the principles promoted through the above proclamations, treaties and policies, and the reality of achieving parity worldwide, is enormous.

In South Africa, 69% of private companies have only men in senior management, 22% of board members are women, and only 10% of Chief Executive Officers are women - lower than the global average (Fajardo & Erasmus, 2017:1). In the period 2004 to 2017, women in leadership position in organisations remained flat, increasing only by 2% in 13 years (Fajardo & Erasmus, 2017:1).

Table 2-1: Gender parity ranking by region (WEF, 2017:15)

Country	Overall rank	Overall score
Rwanda	5	0.800
Burundi	12	0.768
Namibia	14	0.765
South Africa	15	0.764

South Africa ranks 15th in the WEF Global Parity Index (Table 2-1), climbing the ranks due to progress closing the gender gap regarding women labour force participation, while decreasing in wage equality (WEF, 2017:23). This trend is also reflected in the 2001-2014 economic empowerment figures of StatsSA, which illustrates the occupations/posts filled by women in South Africa (StatsSA, 2016a). The survey indicates that women only occupy 33% of municipal management positions (StatsSA, 2016a). It is, therefore, safe to say that women are discriminated against in governmental management positions, and more profoundly so on municipal level (Imam & Shah, 2013:14111; Hills, 2015:160). Given the disparity, when 46% of people entering the workplace are women and more women than men graduate, the above figures raise red flags in the quest for parity (Fajardo & Erasmus, 2017:2). Jope (2017) affirms that gender parity in the workplace, at the current tempo of transformation, will only be achieved in 170 years. In fact, parity worsened in 2016, and it is worrying that South Africa is not making any progress; society is, in fact, moving backwards.

Local government in South Africa

Section seven of the Constitution (1996) states that the local sphere of government consists of municipalities, established for the whole of the territory of the Republic of South Africa. A municipality has the right to govern the local government affairs of its community, subject to national and provincial legislation, as provided for in section 151 of the Constitution (1996). Local government administers cities and smaller regions, and these structures are termed municipalities (SouthAfrica.Info, 2016). There are three categories of municipalities, namely metropolitan, district and local municipalities (Act 108 of 1996, section 155(1)). Regarding section 7, subsection 155(c) of the Constitution (1996), a district municipality is a municipality that has a municipal executive and legislative authority and includes more than one municipality. District municipalities were the focus of this study.

A municipality is a generic term describing the local sphere of government responsible for local governance of a geographically demarcated area (StatsSA, 2016a). South Africa has 278 municipalities, eight metropolitan, 44 districts, and 226 local municipalities located in the nine provinces of South Africa (SouthAfrica.Info, 2016).

The unit of analysis for this research is located in Gauteng province. Gauteng is Sesotho for "place of gold" and has 97% of its population living in urban centres (SouthAfrica.info, 2016) and is home to 24% of South Africa's entire population and has an estimated 4 112 586 women as residents (StatsSA, 2016b:1). Gauteng's urbanised population expects and demands the delivery of quality essential services by municipalities. Municipalities provide an all-encompassing service to their communities, ultimately delivering on the aim of local governance, which is peace, order and good governance (Municipal Structures Act 117 of 1989). Government envisions a better life for all South Africans by putting people first (DPSA, 2014:1). This initiative supports improved delivery of services to citizens. The eight Batho Pele principles sustain this vision (DPSA, 2014:2). The principles include consultation, service standards, access, courtesy, information, openness and transparency, redress, and value for money (DPSA, 2014:2). All government departments, including municipalities, must adhere to the principles of Batho Pele regarding services to communities, delivering a better life for all.

Mass protests broke out across Gauteng in 2017. Numerous articles report the community-led protests that got underway in a number of places in the province (Jordaan, 2017; Mdhuli & Sithole, 2017; Naidoo, 2017; Savides, 2017; Tau, 2017). Angry residents barricaded roads and burnt tyres, often even municipal buildings, as their anger over service delivery issues overflowed, and they felt helpless and disregarded (Mdhuli & Sithole, 2017; Naidoo, 2017; Tau, 2017). So far this year, Gauteng was hardest hit by service delivery protests, with more than one out of every three demonstrations occurring in the province (Jordaan, 2017). Mounting service delivery action focuses public energies on correcting injustices, highlighting the disappointment with the current status quo, and underlining the need for improved service delivery at local government level (Hassim, 2003:84; Radebe, 2015:175). Women, with their diverse perspectives, are said to add valuable contributions to service delivery, bringing balance to public decision making (Devillard *et al.*, 2016:4; Qoboshiyana, 2011:17).

Appraising the 2016 StatsSA statistics for municipalities, a woman's perspective is glaringly missing. Women only occupied 383 full-time managerial positions out of 1388 positions, equivalent to 27.6% (StatsSA, 2017:8). Table 2-2 below breaks the figures down into provinces and shows both the 2015 and 2016 gender parity figures.

Table 2-2: Municipal managerial positions by province (StatsSA, 2017:8)

Province	Full-time			
	Male		Female	
	2015	2016	2015	2016
Western Cape	120	103	19	27
Eastern Cape	159	156	68	73
Northern Cape	74	85	27	27
Free State	73	71	33	31
KwaZulu-Natal	276	257	98	94
North West	96	83	31	28
Gauteng	151	86	71	33
Mpumalanga	84	83	26	30
Limpopo	87	81	34	40
South Africa	1 120	1 005	407	383

The data in Table 2-2 show that in 2016, on average, women occupied 28% of the full-time posts available in municipalities; marginally up from 27% in 2015. Limpopo Province has the highest number of women in managerial positions (33%) and the Western Cape the lowest at 21%. Gauteng claimed the fourth position, with 28% parity. In 2015, Gauteng had the highest percentage of women occupying permanent managerial positions (32%). The number of women in permanent managerial positions fell 4% in 2016, a loss of 38 women in management positions for the year. The realities of gender disparity in municipalities are enormous, and this disparity has an acute influence on the commitment of local government employees (Imam & Shah, 2013:14111). It is indeed time to change the way things are currently being done.

Organisational commitment and its influence on performance

Commitment is defined as the quality of being devoted to an activity or obligation that restricts the liberty of actions (Oxford Living Dictionaries, 2017). In organisational commitment theory, commitment is conceptualised as a psychological state that characterises the employee's relationship with the organisation and intention to remain or leave the organisation (Meyer & Allen, 1991:67). Meyer and Allen (1991:67) approach commitment through three psychological states, namely affective, continuance, and normative commitment. A summary of the dimensions of organisational commitment follows in Table 2-3 below:

Table 2-3: Dimensions of organisational commitment

Dimensions	Definition	Motivation
Affective	Characterises a positive relationship with the organisation, regarding identification, attachment, and involvement with the organisation (Meyer & Allen, 1991:67). High levels of affective commitment lead to better performance (Balassiano & Salles, 2012:274).	Want to remain
Continuance	The extent of organisational commitment, taking into account the cost of leaving the organisation (Meyer & Allen, 1991:67). Continued participation is an exchange of performance and loyalty for material reward; boosting morale has a positive effect on this type of commitment (Manetjie, 2009:43).	Need to remain
Normative	Obligatory sense to remain in the organisation (Meyer & Allen, 1991:67). This dimension increases when employees feel that they have to reciprocate the investment made in them by the organisation (Manetjie, 2009:44). This obligation increases further through the process of socialisation within the organisation or society (Meyer & Allen, 1991:88).	Ought to remain

Held in common with the dimensions above, is the inner state that characterises the employee-to-organisation relationship. Organisational commitment (OC) has been the subject of numerous studies, because of its direct influence on behaviour, attitude, and motivation, emphasising its importance in the workplace (Geldenhuys *et al.*, 2014:3). Managing organisational commitment is a fluid process as organisations are facing a volatile and changing market, challenging management to firstly understand commitment, and then managing commitment to ensure the sustainability of the organisation (Manetjie, 2009:54). Human resource departments are challenged by the factors that influence employee organisational commitment and need to pursue policies that will manifest in employees' readiness to contribute to the achievement of organisational goals (Balassiano & Salles, 2012:281).

A number of factors affect organisational commitment (Manetjie, 2009:48) and are summarised in Table 2-4 below. The table indicates the factors affecting organisational commitment, the outcome it produces, and the impact that shapes either positive ↑ or negative ↓ development of organisational commitment.

Table 2-4: Factors affecting organisational commitment (Manetjie, 2009:48)

Factors affecting OC	Outcome	Impact on OC
Job-related	Absenteeism, turnover, effort	High level of responsibility ↑ High level of autonomy ↑
Employment opportunities	Calculating risks	Desirable opportunities ↑ Undesirable opportunities ↓
Personal characteristics	Age and years of service Gender Self-efficacy	Older, more senior employees ↑ Younger ↓ Gender differences ↓ High self-efficacy ↑
Work environment	Ownership Work practices, performance appraisal, opportunities for advancement	Yes ↑ No ↓ Unfair practices ↓ Distributive justice ↑
Positive relationships	Supervisory relationship Peer relationships Gender relationships	Fair ↑ Unfair ↓
Organisational structure	Bureaucratic structures	Bureaucratic barriers ↓
Management styles	Traditional Contemporary	Inflexible, autocratic ↓ Flexible, participatory ↑
Organisational culture	Commitment is the result of organisational culture	Support-orientated culture ↑ Employee fit ↓ Culture of fairness and equity ↑

Gender performance in the workplace

Discrimination, based on gender, lowers organisational commitment and correlates positively with high-stress levels (Imam & Shah, 2013:14112). Theoretical viewpoints propose that perceived discrimination poses a threat to the psychological well-being of employees (Schmitt *et al.*, 2014:10). Psychological well-being refers to personal feelings of life satisfaction, affirmative affect, and deleterious effect. Individuals have agency over their well-being and self-efficacy is related to all components of well-being (Maujean & Davis, 2013:1). Self-efficacy is the belief that a person controls his or her own life, and by taking adaptive action life stressors can more easily be dealt with (Bandura, 1992:3; Schwarzer, 2014:ix). Self-efficacy impacts on how individuals think, feel and act (Schwarzer, 2014:ix). High self-efficacy improves motivation, correlates with higher goal-achievement, supports acceptance of challenging tasks, and ensures persistence with chosen tasks (Schwarzer, 2014:ix).

Interaction in the workplace is a contract between the organisation and the individual. In this reciprocal exchange, extrinsic benefits are gained (Cook & Rice, 2013:55). According to Cook and Rice (2013:54), social exchange theory explains the social behaviour of humans interacting

with one another using a cognitive cost-benefit analysis to compare alternatives. Various factors, including psychological and physical outcomes, regulate the exchange contract as well as an individual's decision to enter and remain in the contract. When women are not a party to fair participation in the work environment, the cost-benefit analysis leads them to remain in the exchange contract; yet the decision has a detrimental effect on their psyche and performance. This decision-making process is further explained by Eccles's theory of expectancy-value (Hyde, 2014:378). The theory rationalises that individual motivation and personality explain behaviour. Bandura (1992:10), in his social cognitive theory, stated that four processes regulate human behaviour and influence performance independently of actual abilities. Self-belief of worth can augment or impair individual performance. Individuals also motivate themselves through forethought, believing what they can do, anticipating the outcome and setting personal goals (Bandura, 1992:18). Furthermore, individuals have reduced stress levels if they believe they can manage potential threats, allowing them to excel (Bandura, 1992:25). People avoid activities and situations they believe they will not be able to cope with, influencing the selection of their environment and activities (Bandura, 1992:31). The above theories hold profound implications for municipalities as the mechanisms influence competencies, self-belief and well-being; all of these influencing performance in the workplace (Bandura, 1992:32). Activities in the organisation further affect the psychological well-being of employees.

Activities within the organisation promote a gendered approach, such as role orientation, recruitment and selection processes, and organisations are therefore by nature gendered (Palmer & Bosch, 2017:308). The challenges women face in their quest for parity persist in the workplace due to old-fashioned gender roles that prevail in societies and at home (Martin & Barnard, 2013:2). These challenges have a considerable impact on women's health and wellness in the workplace, as work-role conflict, stereotypes, and anxiety affect self-efficacy (Mayer & Barnard, 2015:328). Historically, policy development was the function of men, and organisations are not always supportive of women's perspective, marginalising women and prohibiting them from flourishing in the workplace (Martin & Barnard, 2013:2). When the perception of gender discrimination exists, women are more likely to suffer low self-esteem, powerlessness, experience a decrease in job satisfaction, exhibit lower organisational commitment, and experience work tension (Imam & Shah, 2013:14113). Continuing gender discrimination practices will unavoidably lead to the impairment of organisational commitment, leading to the loss of highly competent, skilled and experienced female staff members, which will adversely affect organisational performance and outcomes (Iman & Shah, 2013:14113).

Concluding from the above, this research aims to answer the following primary question, namely **“What influence does gender parity have on the organisational commitment of female employees in Gauteng district municipalities?”**

RESEARCH METHOD

Research design

Bryman *et al.* (2014:5) state that organisational practices and decisions need to be gauged through research. To translate research into practice, consultation of a wide range of sources on gender parity was observed to gain experience of and insight into the subject. Information on gender parity within the chosen municipalities was sourced from secondary resources, as data were readily available, and it saved time, which allowed more time for the analysis of collected data (Bryman *et al.*, 2014:269). Attached as Annexure B, are permissions from the respective municipalities.

Interview data were analysed by way of content analysis. The research is qualitative in nature, as the research approach consists of the analyses of words and the research emphasis is on interpreting the ever-changing world individuals find themselves in (Bryman *et al.*, 2014:31). Measuring provides the basis for the range of the relationship between the concepts, allowing for the quantification of differences within the data collected, and acting as a yardstick for consistency (Bryman *et al.*, 2014:31).

Qualitative data analysis answers research questions in a systematic and objective way (Bryman *et al.*, 2014:299). Content analysis is an approach that interprets documents and systematically quantifies the content in coded categories through inductive reasoning (Bryman *et al.*, 2014:299; Zhang & Wildemuth, 2016:319). Qualitative analysis of content is much more than just totalling individual words as it allows researchers to understand social facts of existence logically (Zhang & Wildemuth, 2016:318). During the analysis process, the data were reviewed and the information systematically coded into themes, reducing the volumes of data while allowing for flexibility in the research process (Schreier, 2014:171). The process allows the researcher to investigate societal norms that influence gender parity, scientifically researching parity through a process of identifying themes and their meaning (Zhang & Wildemuth, 2016:318).

Sampling and participants

It is essential to define the data the researcher intends to study in order to meet the research objectives (Levine *et al.*, 2014:35). Participants were selected using a purposive stakeholder sampling method (Palys, 2008:697). The respondents were selected in such a way that they contributed to answering the research questions (Creswell, 2010:166). Participants complied with the following inclusion criteria: (i) participants had to partake voluntarily in the research project; (ii) be a woman; and (iii) had to be a full-time employee of a municipality as defined in sections 82(1) and 56 of the Municipal Structures Act (117 of 1998). Informed consent documents from participants are attached as Annexure C.

Data collection persisted until the achievement of data saturation (Terre Blanche *et al.*, 2006:288; Saumure & Given, 2008:196). In this research, data saturation marked the point where additional interviews would no longer provide anything new to the developing analysis (interview sample was $n = 10$; MunA = 5; MunB = 2; MunC = 3).

The research sought to determine the influence of gender parity on female organisational commitment in Gauteng district municipalities, and therefore participation was based on:

1. Permanently employed women from three district municipalities in Gauteng, coded as MunA, MunB and MunC;
2. Including participants from various age, experience and racial groups, job levels and qualification backgrounds, coded as participant + number + municipality, for example, P1A (participant one from municipality A);
3. Having experience of what is being researched; and
4. Showing interest and willingness to participate voluntarily, answering questions in good conscience.

The participants were 30 years and older. Participants held at least a Grade 12 qualification, with six participants (60%) holding a degree or higher qualification. Of the participants, 50% were Black, 30% White and 20% Indian. The researcher intended to cover all racial groups in the research, but due to the small number of Coloured employees in the respective organisations, this proved to be difficult as none of the Coloured individuals who were requested to participate, agreed. The participants were all on job level 5 or higher, in the middle to senior manager category. For this sample, managerial positions are job levels 1 – 5, according to the municipality's approved organogram. One respondent had been with the municipality for less than a year; the remainder had been employed within the local government sphere for eight years or more.

The demographic profile is provided in Table 2-5 below (see Annexure D for a copy of the demographic form and Annexure E for a graphic representation of the demographic information).

Table 2-5: Demographic information

Demographic	Category	Frequency	Percentage
Age	30 - 39	4	40%
	40 - 49	4	40%
	50+	2	20%
Qualification	Gr 12	2	20%
	Diploma	2	20%
	Degree	1	10%
	Honours	3	30%
	Masters/PhD	2	20%
Race	African	5	50%
	Indian	2	20%
	White	3	30%
	1 - Executive Director	2	20%
	2 - Director	2	20%
	3 - Manager	2	20%
	4 - Assistant Manager	2	20%
	5 - Professional Officer	2	20%
Years of experience	< 2	1	10%
	6 - 10	3	30%
	11 – 15	3	30%
	16+	3	30%

Data collection

The data collection process should deliver data that contribute towards answering the research objective (Maxwell, 2008:236; Creswell & Poth, 2017:165). Semi-structured interviews were used to collect data (Bryman *et al.*, 2014:225; Creswell & Poth, 2017:165). An interview schedule, developed with the assistance of a qualified and experienced researcher, follows in Table 2-6:

Table 2-6: Interview schedule

No.	Question	Research objective
1	How would you describe your organisation's treatment of their female employees?	Research gender parity and organisational commitment concepts as espoused in current literature
2	How would you describe women's chances of success or being promoted at your organisation?	Investigate women's lived experiences of gender treatment in the municipality
3	How do you experience peer support from female co-workers at your organisation?	Establish the level of peer support and the status quo of gender relations in municipalities
4	How would you describe your relationships with your male co-workers?	Establish the level of peer support and the status quo of gender relations in municipalities
5	What does/can your organisation do to increase gender parity?	Observe gender figures in district municipalities to determine the progress made towards gender parity
6	Please describe your work experience(s) at the Municipality thus far	Evaluate, from an employee perspective, how perceived gender parity influences the affective organisational commitment of women
7	Do you see yourself working for this Municipality in 5 years' time? (b) If yes, what keeps you at the municipality? If no, why not?	Evaluate, from an employee perspective, how perceived gender parity influences the continuance organisational commitment of women
8a	Would you walk the extra mile for the Municipality as your employer? If no, why not?	Evaluate, from an employee perspective, how perceived gender parity influences the affective organisational commitment of women
8b	If you would walk the extra mile, how would you walk this extra mile?	Evaluate, from an employee perspective, how perceived gender parity influences the continuance organisational commitment of women
9	What keeps you here in this organisation?	Evaluate, from an employee perspective, how perceived gender parity influences the normative organisational commitment of women
10	Do you have anything else to add or say that I did not address? Final thoughts?	

Through the use of how? and what? questions, semi-structured interviews allow participants to reflect on their experiences in the municipality, facilitating question-answering according to participants' lived experience (Bryman *et al.*, 2014:47). Creswell and Poth (2017:165) indicate that research questions for semi-structured interviews should be general, open-ended and provide answers toward the primary research question. Roth (2005), as well as Almqvist and Duvander (2014), used the same methodology in their research. The interview schedule helps

the researcher focus on the research problem by asking participants semi-structured questions relating to the research objectives as indicated in Table 2-6 above. The use of semi-structured questions allows participants the flexibility to answer from their own perspectives (Bryman *et al.*, 2014:224). The researcher did a pilot interview ($n = 1$) to measure the suitability of the questions to the research objectives (Creswell & Poth, 2017:165). A pilot interview is an exploratory attempt to investigate the adequacy of the research questions in providing data towards answering the research objectives (Bryman *et al.*, 2014:209). The pilot interview was found to be informative and was therefore included in the coding process.

All interviews were recorded, with permission, on a high-quality digital voice recorder and were transcribed verbatim by the researcher for analysis (Bryman *et al.*, 2014:228; Creswell & Poth, 2017:165). Nine interviews were held after the pilot interview ($n = 10$). Directly after the interview, field-notes were made about how the interview progressed, the location and general observations (Bryman *et al.*, 2014:228; Saldaña, 2010:18) to strengthen the interview analysis (see examples of field notes in Annexure F). The interviews were conducted at a place and time convenient for the participant and where interaction could not be easily observed in order to ensure the anonymity of the interviewee. Because the interviews were recorded, the location had to be quiet with minimum background noise and disruptions (Bryman *et al.*, 2014:228; Creswell & Poth (2017:165). The researcher followed a hermeneutic approach during interviews, focusing on understanding the meaning of the spoken words from interviewees' perspective (Myers, 2015:116).

To observe gender figures in the district municipalities' official data on permanent employees, information on job levels and gender was requested and received.

Data analysis

The analysis of content involves a process of reducing the raw data into categories/themes based on extrapolation and understanding (Zhang & Wildemuth, 2016:318). Qualitative data analysis began during the early stage of the data collection to ensure that responses inform the research questions and to determine when data saturation was reached (Zhang & Wildemuth, 2016:318).

Data were analysed manually by allocating codes that assigned a symbolic attribute to the answers given by the participant (Saldaña, 2010:3). A cyclical methodology was followed to filter, highlight and focus the coding process, ensuring that the concepts and themes emerging from the inputs were identified (Saldaña, 2010:8). Data were analysed to find patterns or ideas to group similar data into categories or codes, due to sharing the same attribute (Saldaña, 2010:11). The streamline codes-to-theory model, proposed by Saldaña (2010:12), was used and is summarised in Figure 2-1 below.

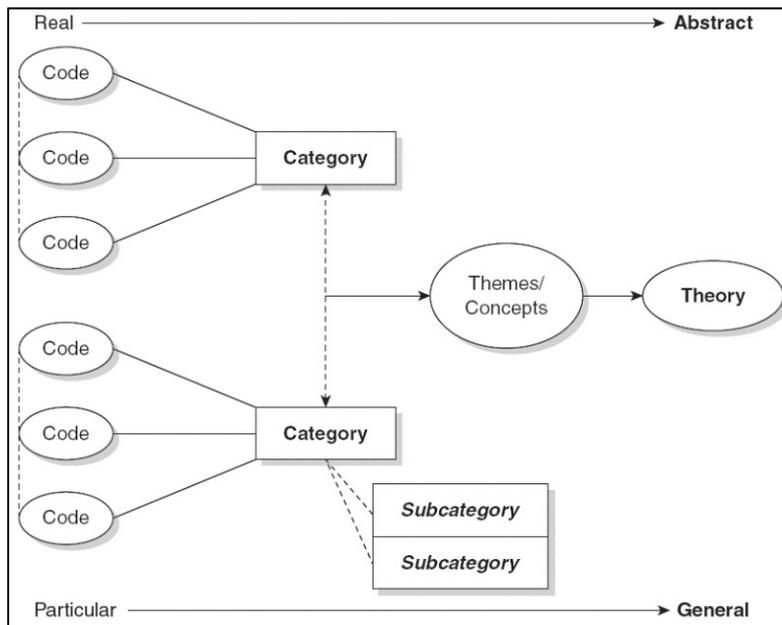


Figure 2-1: Codes-to-theory model for qualitative inquiry (Saldaña, 2010:12)

The researcher analysed the transcribed interviews into codes, categories, and themes. A second independent and experienced coder then verified the identified codes, categories and themes. Collaborative coding ensures multiple ways of analysis and interpretation, leading to more abundant codes and increased rigour (Saldaña, 2010:27). Preliminary coding ensued from the start of interviews and was finalised into a codebook with codes, content description and a brief data example (see Annexure G for the codebook) to facilitate organisation into categories (Saldaña, 2010:4). During the writing of the results, the theory was aligned with the emergent themes.

Existing numerical data available from the municipalities were used as a secondary data source (Ritchie *et al.*, 2013:315). Secondary data assisted with displaying the range and diversity of the gender data. Data were summarised to reduce volume and were displayed graphically to bring the data visually alive (Ritchie *et al.*, 2013:315). Secondary data were quantitative and analysed cross-sectionally (Bryman *et al.* 2014:273).

Trustworthiness and rigour

According to Bryman *et al.* (2014:24), the integrity of data is paramount in assessing the reliability and validity thereof. Although reliability and validity are distinguishable, they are akin for the reason that validity presumes reliability (Bryman *et al.*, 2014:26). Morse (2015:1214) advocates that qualitative researchers use rigour (rather than trustworthiness), reliability, validity, and generalisation, and recommend several strategies towards obtaining these. The strategies include prolonged engagement; persistent observation, and thick, rich description; inter-rater

reliability, negative case analysis; peer review or debriefing; clarifying researcher bias; member checking; external audits; and triangulation (Morse, 2015:1213). Reliability and validity criteria make qualitative research rigorous, with reliability reinforcing validity (Morse, 2015:1227). Table 2-7 applies the strategies to this research study to confirm rigour.

Table 2-7: Strategies to ensure rigour

Criteria	Strategy	Application
Rigour	Achieve scrupulous accuracy through applying the strategies defined in validity and reliability.	
Validity <i>(internal validity)</i>	Prolonged engagement, persistent observation and thick, rich data	<p>These strategies are interdependent.</p> <p>The researcher was known to the participants, but was not within the line-function of the researcher, limiting influence over the participants.</p> <p>Participants participated voluntarily. Therefore, participants could air their feelings and opinions freely, increasing the richness and validity of the data.</p> <p>Interviews continued until data saturation occurred, ensuring adequate representation.</p> <p>A hermeneutic approach was followed to reduce bias imposed by own views; effort was made to be aware of researcher bias during the interpretation process.</p>
	Negative case analysis	Comparison of the negative cases with the commonly occurring cases revealed essential differences, facilitating the understanding of the process. This strategy increased the validity of the data.
	Peer review or debriefing	A qualified, knowledgeable, and experienced supervisor supported the researcher.
	Develop a coding system	A semi-structured interview lends itself to coding. From the start of the interviews, a coding system was developed. An experienced co-coder verified the coding process.
	Clarifying researcher bias	The researcher was vigilant about comparisons and conclusions to avoid any form of bias and maintained an inductive perspective. The supervisor further supported the researcher in this regard. Validity was therefore strengthened.
	Member checking	The analysis is a combination of texts, making it unlikely that a participant would recognise her input; therefore, this strategy was not applied as it had no impact on validity.
	External audits	The researcher endeavoured to deliver findings that were balanced and unbiased. Thus, this strategy was not used.

Criteria	Strategy	Application
	Triangulation	Due to time constraints, this strategy was not used. Other researchers in future could use this strategy to expand understanding of the subject.
Reliability (<i>dependability, consistency, repeatability</i>)	Develop a coding system	Codes for responses were restricted to the topic and described explicitly in the codebook. This allowed for inter-coder reliability. A qualified and experienced co-coder reviewed the coding. This ensured reliability of the coding and the results.
	Member checks	The interviewer made sure that answers to questions were clear and correctly interpreted by clarifying any ambiguity during the interview. This ensured reliability of the data during analysis.
	Thick description	Responses from participants overlapped with emerging themes. This verified the dataset internally, thereby strengthening reliability.
	Peer review debriefing	As this was not a team research effort, this strategy was not used and did not have an impact on the reliability of the study.
	Prolonged engagement, triangulation, bias, negative case analysis and external audits	These strategies did not inform reliability and were therefore not included, as it was not a concern for the reliability of the research.
Generalisation (<i>external validity</i>)	The term refers to the extension of results to others through decontextualising and abstraction of emerging impressions. Other researchers in future could use this strategy to expand understanding of the subject, and it is recommended for future research.	

Rigour, validity, and reliability were achieved in the study by applying the strategies identified above.

Regarding employment figures, the population sample was representative of the whole municipality, and the study is replicable; therefore, strengthening the rigour, validity, and reliability of the quantitative gender parity data (Bryman *et al.*, 2014:40).

Ethical considerations

Ethical behaviour is vital in all research (Wellman *et al.*, 2012:181) and is part of the social philosophy concerned with befitting conduct and virtuous existence (Preissle, 2008:273). Issues regarding plagiarism and honesty are universal to all research, but additional problems arise when the research involves human beings (Wellman *et al.*, 2012:181). Respect for the rights of individuals is obligatory in research, while adhering to a high standard of ethical behaviour protects research participants and the researcher. According to Wellman *et al.* (2012:181), ethical

considerations come into play during three stages of the research, namely (i) when participants are recruited; (ii) during the measurement procedure; and (iii) in the release of the results of the study.

In this research, the researcher committed to the ethical code of conduct of the North-West University (NWU) and endeavoured to ensure no harm to the NWU, the participants, participating municipalities or the environment, and that each participant participated voluntarily, based on informed consent during the recruitment phase. The researcher actively ensured that no harm came to participants or the organisations they represented by displaying professional conduct at all times and acting competently to ensure that no damage was done to the reputation of the selected municipalities.

The researcher provided a detailed background on the purpose of the study, what it was about, the type and length of the interview, as well as interviewees' withdrawal options (Wellman *et al.*, 2012:182). Participants were informed that participation was voluntary and was asked to sign a consent form (Bryman *et al.*, 2014:124). Interview recordings, transcripts, and coding information were kept secure, and the researcher ensured that participants and participating municipalities were not identifiable. Given the political sensitivity of the data, efforts honouring the protection of privacy and confidentiality were indispensable in protecting the integrity of this research project (Bryman *et al.*, 2014:123; Ogden, 2008:111).

Municipalities, as the focus of the research, were requested to permit the use of data and permission was given for employees to participate in the interviews (Bryman *et al.*, 2014:122). Interviews took place at a time and venue that suited the interviewee and preferably did not take place in the work environment to ensure participant anonymity. Even though some of the parity information is available in the public domain, it was only ethical to consider and respect the rights of the individuals and municipalities to ensure the unquestionable validity of the results (Bryman *et al.*, 2014:124).

Data were transcribed verbatim by the researcher for analysis (see an example of transcription in Annexure H). Only the researcher and supervisor had access to the consent form, audio recordings, interview transcripts, and field notes. The interview transcripts were labelled with a unique number. No one, apart from the research team, would be able to identify the interviewee. All hard copies of documentation were securely stored in a locked cabinet in an office at the NWU for a period of seven years after the publication of the research results; thereafter they would be destroyed by a member of the research team. Electronic data (transcripts and recordings) was stored on a virus-free and password-protected computer in an office at the NWU for a period of seven years after the publication of this research; thereafter it would be destroyed by a member of the research team (all files would be deleted from all electronic media).

Participants were informed that at the completion of the research, the results might be used for publication in books, journals and websites or conference papers or presentations. In any of such instances, the identity of participants would not be revealed. Participants did not benefit directly, apart from the knowledge gained through this research, which might benefit society with regard to gender parity and its influence on organisational commitment. Participants might benefit indirectly by learning about gender parity within their organisation and its impact on organisational commitment. Once the study had been finalised, the results were made available to the participants and the three municipalities.

Field notes were kept due to the shortcomings of human memory to ensure that observations and behaviour were accurately captured (Bryman *et al.*, 2014:251). Plagiarism was avoided at all cost, and the researcher ensured that all research and information used were appropriately referenced as to acknowledge the author of the data (Wellman *et al.*, 2012:182).

The researcher is employed by a municipality that also funded the researcher's study. Therefore, ethical implications could arise, as a stakeholder funded the research (Bryman *et al.*, 2014:129). The researcher was explicit and open about the resources that enabled her to perform the study, putting conscious effort into being unbiased during the research process to avoid affiliation and conflict of interest that could discredit the research (Bryman *et al.*, 2014:129). The researcher endeavoured to align with the virtue-based ethics explored by Aristotle, which required the researcher to act virtuously towards participants, displaying characteristics of honesty and integrity, while also exhibiting respectful, wise and compassionate conduct (Preissle, 2008:274).

Results

During data collection, participants expressed their views on the treatment they experienced in the workplace, their relationship with peers and supervisors, as well as their experience of the organisation's commitment to parity. Participants also indicated their commitment to the organisation, their intention to continue working for the organisation and their reasoning for remaining with the organisation. During hermeneutic analysis, four prominent themes emerged from the interviews. Deliberations on the themes now follow.

Emergent themes

Jean-Jacques Rousseau, the 18th-century Genevan philosopher and writer, asserted that women have different virtues than men; therefore, men as natural leaders, should lead and women are best suited for managing homes (Nicolaidis, 2015:192). Feminists bemoaned the disparate treatment of women for centuries. Sociologists and psychologists in their studies found that social factors, as well as culture, combine to strengthen gender disparity in society (Anderson *et al.*, 2013:1438). In researching gender treatment in the municipality, women shared their gender

experiences, their challenges in gaining gender parity and raised covert cultural practices that lead to unfair treatment. The data analysis produced four central themes and twelve sub-themes. Emergent themes relate to how women experience gender treatment in their work environment; the obstacles they face; their opinion on organisational parity and what their respective organisations are doing or could do to improve parity; and finally, their commitment to the organisation.

The four themes with their respective sub-themes are summarised in Figure 2-2 below.

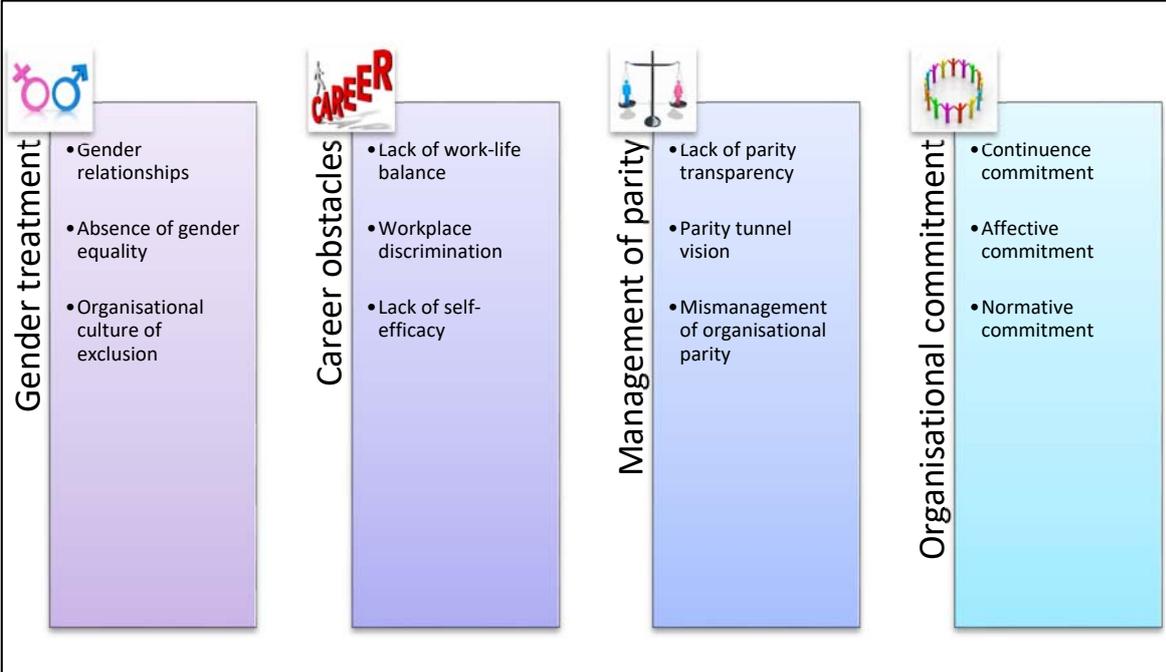


Figure 2-2: Emergent themes and sub-themes from the research

Presented in Tables 2-8 to 2-11 to follow is an overview of the responses, per theme and sub-themes, as given per participant (see Annexure G for the detailed codebook).

Table 2-8: Gender treatment in municipalities

Theme 1	Category	Construct	P1A	P2B	P3A	P4A	P5C	P6C	P7C	P8A	P9A	P10B	
Gender treatment in the municipality	1.1 Gender relationships	Experience ♀♂ relationships as positive	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
		Experience ♀ peer support as positive		✓	✓			✓		✓	✓	✓	
		Experience ♀ peer support as negative	✓			✓	✓		✓				
		Experience ♀ supervisor support as negative	✓			✓	✓	✓		✓			
	1.2 Absence of gender equality	♀ = ♂	✓	✓								✓	✓
		♀ ≠ ♂			✓	✓	✓	✓	✓	✓	✓		
	1.3 Organisational culture	Organisational culture disparate towards women/patriarchal culture exists				✓		✓	✓	✓			✓

♀ = female; ♂ = male

The table above indicates participants' responses that are aligned with the themes and sub-themes. Gender treatment in the municipality had three categories, supported by the construct where participants identified the female/male relationship as being either positive or negative. Participants also experienced peer support and support from women supervisors as either negative or positive. The majority of participants felt that women were not equal to men in the organisation. Some of the participants identified the organisational culture as being against women, and that patriarchy in the organisation is a reality to them.

Table 2-9: Career obstacles confronting women in municipalities

Theme 2	Category	Construct	P1A	P2B	P3A	P4A	P5C	P6C	P7C	P8A	P9A	P10B	
Career obstacles confronting women	2.1 Lack of work-life balance	♀ need to work extra hard	✓							✓			
		♀ traditional role limits career advancement							✓	✓		✓	
		♂ have an advantage because of their traditional role											✓
	2.2 Workplace discrimination against women	Gender does not play a role	✓	✓								✓	✓
		Gender pay gap exists									✓		
		Discriminatory practices			✓	✓	✓	✓	✓	✓	✓		
	2.3 Women's lack of self-efficacy	Lack of confidence					✓					✓	✓
		Low self-esteem							✓				✓
		Envy and "pull-her-down (PhD) syndrome"				✓	✓			✓			✓
		Only recently started to empower self							✓			✓	✓

♀ = female; ♂ = male

Participants identified some constructs that act as obstacles to their full and free participation in the work environment. Women identified lack of work-life balance and discriminatory practices as their biggest obstacles. Interestingly, participants also identified their shortcomings, be it self-imposed or a complex emotion such as envy, as major impediments to their career advancement.

Table 2-10: Management of organisational parity in municipalities

Theme 3	Category	Construct	P1A	P2B	P3A	P4A	P5C	P6C	P7C	P8A	P9A	P10B
Management of organisational parity	3.1 Lack of parity transparency	No knowledge of parity figures	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	3.2 Parity tunnel vision	Only perception of parity figures	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		Factual knowledge of parity figures	-	-	-	-	-	-	-	-	-	-
	3.3 Mismanagement of organisational parity	No effort to improve parity			✓		✓	✓	✓	✓	✓	✓

♀ = female; ♂ = male

The view of parity in the organisation was not part of the initial research purpose, but was raised and questioned after participants had been briefed on the central theme of the study, which is parity. The image of tunnel vision immediately sprang to mind, as participants only looked at their immediate environment as a measurement of parity in the organisation. Participants had a firm opinion on current efforts to increase parity in the organisation, or the lack thereof. Although reporting on figures is mandatory, most participants felt that the organisation was not actively pursuing avenues to improve parity.

Table 2-11: Organisational commitment in municipalities

Theme 4	Category	Construct	P1A	P2B	P3A	P4A	P5C	P6C	P7C	P8A	P9A	P10B	
Organisational commitment	Intent to remain in the municipality for the next five years		✓					✓	✓	✓	✓	✓	
	Intention to walk the extra mile		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
	4.1 Affective commitment	Identify with organisation	✓	✓	✓				✓		✓		
	4.2 Continuance commitment	Job security	✓	✓	✓	✓							
		Personal reasons for continued employment at the municipality (convenience, family, age)	✓	✓							✓	✓	✓
	4.3 Normative commitment	Love for the community			✓				✓	✓		✓	✓
		“Always-on” mode		✓		✓							✓
		Walk the extra mile; overtime work with no compensation	✓		✓								
		Committed to co-workers/organisation		✓				✓	✓	✓			✓
		Loyalty to supervisor						✓					
	Passion for the work									✓	✓		

♀ = female; ♂ = male

The majority of the participants intended to continue employment with the organisation, albeit for different reasons. Participants showed affective commitment as well as normative commitment to the organisation due to various reasons. Participants from MunC failed to show continuance commitment. Without fail, a deep concern for the well-being of the community was observed in all participants.

A detailed analysis of the four identified themes follows below, with direct quotes from the participants supporting the identified themes. It is important to note that participants' comments are placed verbatim, and no language editing was done to their responses.

Theme 1: Gender treatment in the municipality

Gender relationships (category 1.1)

All the participants attested to having positive relationships with men in the workplace. No inequality was referenced regarding the relationship experience with male co-workers and male superiors. Participants indicated that relationships were well adjusted, compassionate, and supportive and men respected women in the municipality.

Participants shared their experiences as *"...he was very sympathetic...he always went the extra mile..."* (P1A); *"...male bosses...they they're good, they really really are good"* (P6C); *"...my relationship with them has always been good and we understand each other"* (P3A); *"...being subordinate being higher level I... I have a very comfortable working relationship"* (P2B) and *"...I feel like one of the boys (laughter)...yes and they are really supportive"*.

Mixed results emanated from the question on peer support. Many participants experienced peer support in their organisation as being positive; neither job level nor age seemed to influence the perception of peer support. All participants from MunB reported positive peer support from their colleagues. Participants who experienced positive peer support mentioned *"...I can pick up the phone and ask one of the other female managers, listen I need help...and have easy enough assistance"* (P2B); *"...received a lot of support... women stand together, if there is a crisis they help"* (P3A); *"yes, yes as for me I do, I do really receive support"* (P6C); and *"...yes there is support because we are dealing with the same monster as women"* (P8A). Others reported negative support with statements such as *"I think female to female tends to be more competitive...I get more sympathy from my male counterparts"* (P1A); *"... there are females who doesn't want to"* (P5C); and *"...they will actually oppress you"* (P7C).

Support given by women as supervisors revealed an unexpected result. In situations where participants were subjected to female supervision, none of the participants indicated that they received constructive support from their supervisor. Comments include *"she would drive you to madness"* (P4A); *"I think...females expect it because they found their own way to cope...they feel that you should just deal with it and not bring it to the workplace"* (P1A); *"... support is not there from female superiors because they tend to kind of forget where they started from"* (P8A); *"people who are supporting you is people who are lower than you"* (P5C) and *"...I'm this boss woman,*

now you will treat people because now you want to show...you can do it like a man...and be as tough as a man” (P6C).

Absence of gender equality (category 1.2)

Some participants from MunA and MunB reported equal treatment of men and women in the workplace. Participants from MunA indicated “...I don’t feel that I have been discriminated against by the organisation because I am female” (P1A), “...I feel I’ve been treated fair” (P9A) or “...if you look at the top level...there is still not a lot of female employees” (P3A). In addition, MunB participants detailed “I’ve never felt discrimination against women...I can’t report anything in terms of...discrimination or that females are not given the same opportunities” (P10B) and “I haven’t experienced an evident disjunction between how males or females get treated” (P2B).

The majority of participants, however, reported the absence of gender equality. Comments such as “...females was not really treated with respect...still mainly dominated by men” (P3A) and “...regardless of the fact that they are always talking about how to promote females making sure they are on the same level as their gentleman counterparts, it is not happening” (P4A). MunC participants repeatedly expressed “...women are not treated exactly like men...this woman had to act...they really don’t see her as powerful...women will always be under men” (P6C), “bad...for females is a disaster...males are dominating” (P7C) and “they don’t treat the female employees good... they don’t treat us right” (P5C).

Organisational culture of exclusion (category 1.3)

An awareness of a culture of exclusion was reported in all municipalities, but not by all participants. Feedback was “...that organisational culture that women are women, we (men) are stronger than them (women), we do better, we know better...we do things better” (P6C); “...I think it is the country’s culture of not allowing women to be who they really want to be...unlike men...they will be given positions because they are men” (P8A); “...women tend to shoot ourselves in the foot because we tend to be quick to say ...I can’t work overtime, I’ve got children...impacts on the chances of succeeding...there is impairments to women” (P10B); “we still live in a world where it is a gentleman’s club...you are just a trophy” (P4A); “...the man is the head, so I think it is a culture...I think it is in the Bible” and “...because when a man says this, all people listen...but when you are a woman...they felt she is doing nothing” (P7C).

Theme 2: Career obstacles confronting women

Lack of work-life balance (Category 2.1)

Balancing the pressures of occupation and family seems to elude participants. During the interview, participants voiced that they are required to work harder than men to succeed; that their traditional role as caregiver acts as a barrier to success; and that men have an advantage due to their traditional gender role. Comments include *"...I felt I had to work a little bit extra hard to impress"* (P1A); *"...as a woman you need to work extra hard"* (P8A); *"...most of things are done by us (females)"; "...they (females) are working hard ...women, we are the pillars of the family"* (P7C), *"...single mothers...don't have...support structures"* (P10B).

Workplace discrimination against women (Category 2.2)

Some participants reported no experience of workplace discrimination in their quest for advancement in the workplace. Remarks included *"...I would say just...we probably sitting on more than 50% female"* (P2B); *"I think it is up to the individual"* (P10B) and *"I feel they are very high (women's chances of success in the organisation)"* (P4A); *"...I feel the opportunities are there"* (P9A).

The opinion that women were discriminated against in the workplace was widely held. Discriminatory practices were reported in comments such as *"there's no chance even in...national...they don't want to make the woman to be a President"* (P5C); *"they keep their positions, especially men...they know they won't get another job outside";*

(P3A) and "...chances of being promoted is less than half of the chance of a man being promoted" (P8A). Male-dominance is also often cited in remarks such as *"...positions they are occupied by the males"* (P5C) and *"...out of those so many many men"* (P6C).

Lack of self-efficacy in women (Category 2.3)

A theme often reported was that women seemed to be their own worst enemy in the workplace. A lack of confidence *"...I think they don't trust themselves...are afraid of challenges"* (P5C); low self-esteem *"...but some people say we have low self-esteem"* (P6C); the green monster envy *"...if you get promoted they will make it why? ...why her? why did she has to be promoted?"* (P5C); *"they will actually oppress you, the pull it down syndrome"* (P7C); *"they will give you that look"* (P4A); and previous failure to empower oneself *"...you see women are now studying, in the past women were not studying, now women are empowering themselves"* (P6C) emerged.

Theme 3: Management of organisational parity

Lack of parity transparency in municipalities (Category 3.1)

The theme of organisational parity came from a question that was asked in passing during the pilot interview, the answer was unexpected, and the question was added as a secondary question to test if the perception was consistent within all municipalities. Unexpectedly, it was. When participants were asked if they knew their municipality's actual (published) gender parity figures, all participants answered "No". Their perception of parity seems to be based only on their direct work environment, i.e. what they see on their job level and hear in their respective departments. As participants stated: *"Well, if I look at the moment senior management we are almost..."* (P1A); *"...but from face value I don't think there are more male managers than female"* (P8A); *"it is really the men complaining to me to say oh the women are taking over"* (P10B).

Parity tunnel vision (category 3.2)

In answer to what the municipality does/can do to increase parity, answers included *"I know we have these women events and these gender events, but I don't think that really makes a difference"* (P3A); *"...I think our male managers are paid well, and it kinda makes it difficult for women to want to be part of that"* (P8A), *"...appoint on merit ...I've never felt pressurised to appoint....because they are female"* (P10B) and *"there is nothing they (management) are doing"* (P5B). The perception that very little is done to improve parity was consistent across all participants.

Mismanagement of organisational parity (category 3.3)

Feelings of despondency regarding the management of parity in the municipalities were displayed. Participants' reflections on the management of municipal parity included *"...it could be perhaps there is a bottleneck, women advance and then they remain in a certain area..."* (P1A), *"...what I have realised here is that there are processes in place, but the implementation side is the challenge"* (P6C), *"...I don't see that to be the truth, I don't see the balance"* (P8A), *"...so we don't get those figures"* (P9A), and *"...it is really the men complaining to me, to say oh the women are taking over"* (P10B).

Theme 4: Organisational commitment

Affective commitment (category 4.1)

Some participants identified with the organisation and participated as committed employees, displaying personal responsibility for the organisation's success. Local government is

developmental in nature and responsible for the delivery of local services, with the focus on the communities served; therefore, commitment to the community and organisation is essential to deliver appropriate services. Affective commitment was noticed in comments such as “...I see my employers’ well-being as intricately linked with my well-being as employee” (P1A); “...I am proud to work at...” (P2B); “...I believe everyone must do their part and then everyone...can make a difference” (P3A); “...because it is our municipality at the end” (P5C); “...we must (emphasis) do our work here” (P7C).

Continuance commitment (category 4.2)

A number of individuals displayed continuance commitment, basing their decision on reciprocity with the organisation, be it financial or personal convenience. They remarked: “...yes till retirement...you find yourself to be a little bit more secure” (P1A); “...I want to see my term out until I retire” (P9A); “...I have to pay for...I must be taxed” (P7C); “...the age...and I’ve got a kid” (P3A); “...I have a grand (child) now, so I have time to look after (the baby)...for convenience sake” (P8A) “...job security” (P3A); “...money” (P4A) and “...I actually negotiated a (extended) contract” (P10B).

Some participants stated that they did not intend to be working at the municipality in five years’ time, displaying negative continuance commitment. Reasons include “...hopefully not...in my industry...you become dead wood if you’re ... here for too long...it is a personal growth issue” (P2B); “hopefully not...I have a five-year plan...I don’t think there is any growth possibilities” (P3A) and “no...especially here” (P5C). There was a lack of continuance commitment in all participants from MunC.

Normative commitment (category 4.3)

Participants demonstrated normative commitment, or the moral duty to stay with the organisation, through statements such as “...public sector...is in a bad state...I believe from a religious perspective...it is our duty to make the public sector work” (P10B); “...the municipality has been good to me...I did study further while I was here...I would return that in kind...through service and loyalty” (P1A); “...is the one who give me the opportunity...that’s what keeps me here” (P5C); “...for the sake of the people” (P6C); “it’s the communities...I’ve got this thing that drives me...bring change in our people’s life” (P7C); and “...passionate about developing communities...trying to give back in service delivery” (P9A).

Willingness to walk the extra mile for the municipality further stressed normative commitment. All participants were committed to walking the extra mile, even to their own disadvantage. Comments included “...yes I care...I will do that” (P7C); “...I will assist...without any

compensation...that the work is a success” (P1A), “...when you are on leave...you still sit with your laptop and go through everything” (P2B); “...because I am very passionate with what I do” (P8A) and “...I put in long hours...and at night I sit with them” (P10B).

Current parity levels

The aim of observing the gender parity levels in the district municipalities was to determine what the actual status of gender parity in the municipalities is. This observation will assist with reaching research objective 1: *Observe gender figures in district municipalities to determine the progress made towards gender parity.* Data from the respective municipalities were analysed per post level, counted per category in a frequency table, and visually displayed in a graph to facilitate the interpretation thereof (Bryman *et al.*, 2014:318). The contingency table and following figure allow for the straightforward analysis of the relationship between gender distributions per post level.

In MunA (Figure 2-3), gender parity is as follows:

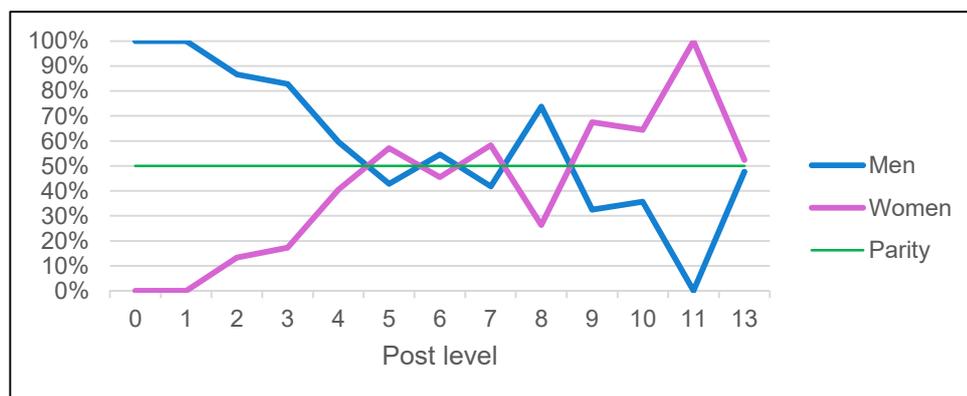


Figure 2-3: Gender parity in MunA

It is clear from the above that MunA has a skewed relationship with parity in both the higher post levels and lower post levels. Men are dominating in the more senior positions (levels 1-4), with over 80% of the positions filled by men. There is dominance by women on the lower levels (9-13) of the organigram.

On job levels 5-7 (professional and skilled workers), a pattern of parity is seen, and posts are filled more or less equally by men and women; parity is within a deviation of 10% to each side. Lower job levels are typically unskilled, with general workers (cleaners) on post levels 10-13. It is interesting that on job level 8, men are dominant, but then drops substantially again on levels 9-11 (unskilled). The progress to gender parity is on track for the medium to lower job levels, but the senior job levels are moving in the direction of disparity.

Parity figures for MunB (Figure 2-4) are:

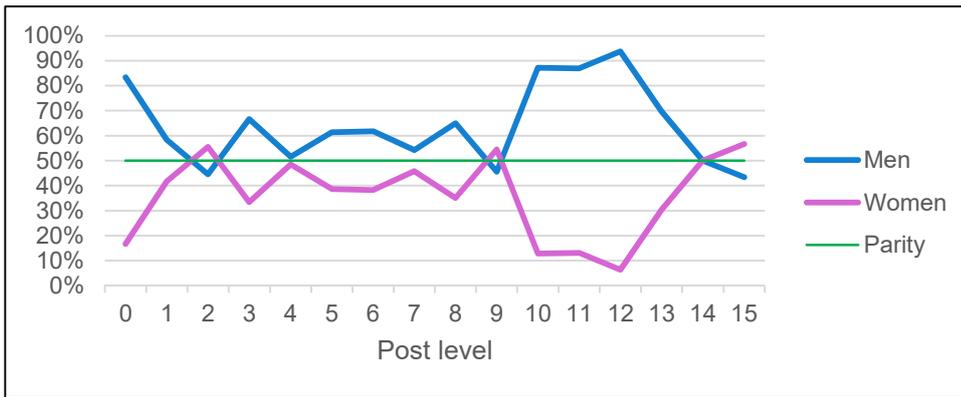


Figure 2-4: Gender parity in MunB

In MunB, men are the dominant incumbents on almost all levels, with a small deviation on post level 2, where representation is concentrated at around 50%. In contrast to MunA, job levels 10 -13 (unskilled) are dominated by men, varying from 70% - 94%. On job level 14, perfect parity is achieved, with job level 15 at 43% men and 57% women incumbents, revealing a more equal pattern. Gender parity is closest for MunB, especially on job levels 2 to 9, where incumbents are only 12% short of parity. However, vast disparity still exists on the lower job levels (10 to 12).

Gender parity figures for MunC (Figure 2-5) are:

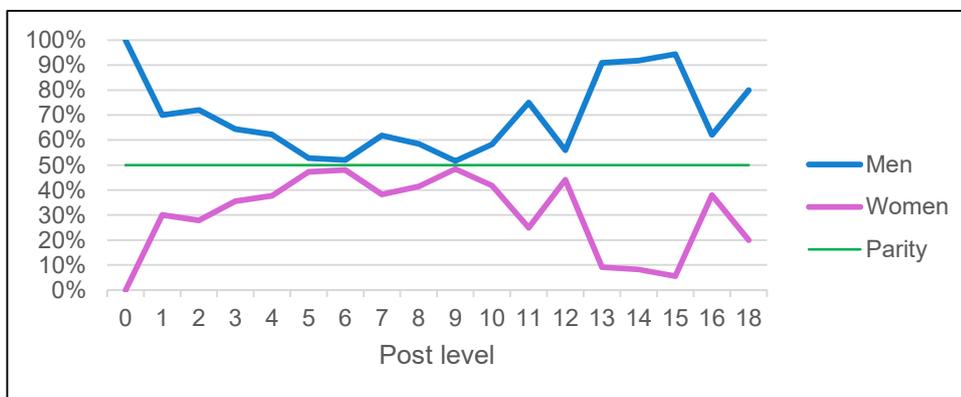


Figure 2-5: Gender parity in MunC

Males dominate throughout the organigram in MunC. A more significant disparity exists on senior management levels (0-4), where men occupy, on average, more positions on mid-management levels. Men also dominate the semi-skilled job levels. Gender parity is closer for the medium to lower job levels (5-10 & 12), hovering at around 44%. From job level 11, the gap in parity grows to over 90%, with a small anomaly on job level 16 where 512 men occupy the 825 posts (62%). On the date of measurement, senior job levels, and job levels 10 and below are disparate.

Please refer to Annexure I for the complete contingency tables per municipality.

Discussion

This study intended to evaluate what influence gender parity has on the organisational commitment of women in municipalities. This section provides a discussion of the results and integrates appropriate literature with the identified themes. The four identified themes include gender treatment; obstacles women incur on their career path; the mismanagement of parity; and the type of commitment women displayed in light of perceived gender parity.

Upon evaluating the parity data, sourced from the individual municipalities and condensed into a figure to allow for interpretation, fixed parity patterns emerge. The average gender parity for all posts in MunA shows that women are over-represented at 7%, in MunB women trail 29% behind men and in MunC women trail by 23%. This, however, does not factor job levels as a measurement for parity. Equal distribution of parity throughout the municipality on all job levels is required to realise the numerous benefits of parity (Duflo, 2012:1051; Elborgh-Woytek *et al.*, 2013:4; World Bank, 2011:3). Disparity exists on almost all levels, and it is of particular importance to understand why, especially, women are downgraded into specific positions. The actual parity figures confirm participants' opinions that gender equality is lacking in their municipality as enlightened in category 3.3.

Theme 1: Gender treatment in the municipality

All participants raised Theme 1, gender treatment, reporting good inter-gender relationships (category 1.1), irrespective of age, race, and seniority. Peer support revealed mixed results, with some participants experiencing peer support as positive and some experiencing negative peer support. Reports of positive peer support were given across all municipalities, independent of job level, age, race and seniority. Indian and Black participants reported adverse experiences in MunA and in MunC, which did not vary across job levels and age groups. This finding aligns with the research by Kunze and Miller (2014:1), which states that peer relations between women could be either beneficial or adverse. The findings of their study indicate that peer relationships are most often positive, but that the peer relationship is negatively affected by the intense competition between female peers for promotions; an opportunity that is often limited in a male-dominated organisation (Kunze & Miller, 2014:4). Research by Suma and Lesha (2013:48) confirmed that the lack of promotional prospects negatively affected organisational commitment in local government.

Negative relationships experienced with women as supervisors are a concern. Black and Indian participants in MunA and MunC reported negative female supervisor support in their municipalities. A number of the respondents reported that when women advance, they forget where they come from or they want to be "like a man". When individuals feel discriminated

against, they use coping strategies to survive and advance in an organisation, even if this means homogenising into the masculine organisational culture (Derks *et al.*, 2016:459). A comment by a participant of “feeling like one of the boys” further confirms this phenomenon. Participants reported experiencing this, and this peculiarity is often referred to as the “Queen Bee phenomenon”. The derogatory label “Queen Bee” is a reference to women who successfully pursue a career in a male-dominated environment (Derks *et al.*, 2016:456). Women, in supervisory roles, often feel that they need to show male characteristics, endorse the current gender hierarchy, and frequently distance themselves from other women to avoid association with the “less” successful women (Derks *et al.*, 2016:456). Queen Bees often block other women from advancing in male-dominated organisations, leading to adverse relationships between women (Kunze & Miller, 2014:1). This phenomenon could explain the negative perception women have of their female superiors.

The majority of participants reported the absence of gender equality in their organisations (category 1.2). Numerous studies on gender inequality exist, and organisations such as the World Economic Forum and South African Development Community have barometers in place to monitor gender parity (SADC, 2017:1; WEF, 2017:1). This finding is not surprising, as only 33% of municipal management positions are filled by women (StatsSA, 2016a); and numerous studies showed that women are profoundly affected by discriminatory practices, especially in local government (Imam & Shah, 2013:141111; Hills, 2015:160; Palmer & Bosch, 2017:306).

Half of the participants raised experiences of a patriarchal culture of exclusion (category 1.3) in MunA and MunC. Bell Hooks (2010:170) emphasised that patriarchy has no gender. This statement emphasises that an organisation can also be patriarchal, and this is true of municipalities. Bower (2014:106), as well as Gouws and Hassim (2014:5), confirmed the masculine nature of municipalities; the marginalisation of women by the organisational culture of patriarchy was highlighted in a study by Mayer and Barnard (2015:333). Moloto *et al.* (2014:8) confirmed that women need to continuously prove their worth and that input from women was not always valued under the system of patriarchy. In South Africa, the Equality and Prevention of Unfair Discrimination Act (4 of 2000) acknowledges the existence of an unfair and discriminate system of patriarchy, emphasising the need for the elimination thereof (section 2(a - b)). From the respondents’ input, it is evident that the practice of patriarchy continues in two of the municipalities that formed part of this study. In her case study of the Ngaka Modiri Molema District Municipality, Manyane (2011:18) also confirmed the presence of patriarchy in the municipality and the absence of equal rights and opportunities for women in the district municipality. Manyane (2011:37) confirmed that these practices are present in municipalities, actively reinforcing barriers to prevent the full participation of women in municipalities.

Although participants identified numerous discriminatory practices against women in municipalities, all of the participants acknowledged positive relationships with the opposite gender. This finding was puzzling, as one would expect that when one gender is subordinated to another, relationships will suffer. This was, however, not the case. One possible explanation for this peculiarity could be that growth can follow adversity, with positive results emerging after a struggle. This is termed posttraumatic growth (PTG). Tendeschi and Calhoun (cited by Walker-Williams & Fouché, 2017:196) define PTG as a decisive mental change resulting from the struggle with a trial in life. Walker-Williams and Fouché (2017:201) report in their research findings that a transformational change occurs in participants, where individuals realise their strength and display a desire to thrive. Thus, to cope with discrimination, women may cognitively develop mechanisms to cope with the situation and as a result of this continued process, thrive in the workplace. This could be a possible explanation for the continuances of positive relations with men in the workplace. Social exchange theory could also support this finding and proposes that motivation by rewards explain continued exchange in the workplace. The resulting continuance of the social contract may leave participants with some negative feelings which lower commitment levels, whereas satisfaction with exchange positively influences organisational commitment. Municipal employees in the case study of Shkodra Municipality displayed similar outcomes (Suma & Lasha, 2013:48).

Theme 2: Career obstacles confronting the female gender

Theme 2, career obstacles confronting women, highlighted discriminatory practices women are subjected to on a daily basis. In this study, participants mentioned a lack of work-life balance as a career obstacle. If the pressures of over-time work and “always-on” commitment to the organisation - reported in the extra mile effort - are included, the majority of participants reported difficulties about work-life balance (category 2.1). Balancing health, leisure, and family with ambition and a career is a difficult task, and the emotional strain this puts on mental health is currently one of the most important work-related health concerns (Kinman *et al.*, 2017:230). Key obstacles noted were that participants held the view that perceptions of women’s traditional role and stereotyping limited advancement prospects; women had to work extra hard to advance in their careers. These findings are in line with the 2017 Gender (dis)parity in South Africa study, which revealed that “women continue to bear a heavy disproportional burden when it comes to balancing work and family life” (Fajardo & Erasmus, 2017). The inability to balance family and career demands leads to lower career aspirations, efficiently keeping women from occupying executive positions (Fajardo & Erasmus, 2017). This theme occurred across all the municipalities, irrespective of job level, age, or race.

Workplace gender discrimination (category 2.2) was cited by most participants. Participants were of the view that these practices, which include men dominating positions; women having a lower chance of promotion; being used as a trophy; and perceptions that women are different from men and therefore not treated exactly like men, act as an obstacle to women's progression through the ranks of the municipality. This finding aligns with the studies by Martin and Barnard (2013) and Bower (2014), which found that covert and overt organisational practices assist men in maintaining positions of power and dominance in the workplace.

Some participants felt that gender discrimination did not play a role in the workplace. Only participants from MunA and MunB reported workplace impartiality. Notably, this perception of impartiality was persistent in MunB and MunA participants and absent from MunC participant responses. The homogenising effort, displayed by women who successfully climbed the corporate ladder, could explain notions of neutrality and fairness, as women may feel the necessity to integrate into the male dominant upper levels for acceptance (Derks *et al.*, 2016:456).

A lack of self-efficacy emerged from participant responses (category 2.3). The lack of confidence, avoiding challenges, failure of empowering oneself and low self-esteem arose. The theory of self-efficacy, developed by Bandura (1992:1), postulates that you can achieve a goal or objective, as the favourite saying goes - if you believe it, you can achieve it. Schwarzer (2014:ix) confirmed that high levels of self-efficacy would help individuals overcome issues pertaining to lack of confidence, low motivation and better goal achievement.

Participants of the study raised envy between women as a possible career obstacle, known as the "PhD syndrome" or "pull-her-down syndrome". The syndrome is characterised by women who actively work to impede the career growth and progression of other women (Timothy, 2015). Gbowee (2011:199) reported a discussion with Gloria Steinem about the "pull-her-down" syndrome, indicating that after working tirelessly as a leader for the Women in Peacebuilding Network, she was called to a meeting of her peers, where they had formed a circle and one by one accused her of undermining them, stealing and being power hungry (2011:199). When women succumb to this syndrome, men win (Ramotsehoa, 2015).

The lack of work-life balance, workplace discrimination and lack of self-efficacy negatively influence work satisfaction (Suma & Lesha, 2013:48). Research done in the Shkoder Municipality, however, indicated that improvements in work satisfaction lead to higher levels of beneficial organisational commitment (Suma & Lesha, 2013:48).

Theme 3: Management of organisational parity

In Theme 3, perceptions of mismanagement of organisation parity and the lack of parity transparency surprised. The question “where does it go wrong?” needs to be answered. Men believe that organisations dedicate adequate resources towards efforts of gender parity (Fajardo & Erasmus, 2017), but the women in this study unanimously disagreed. They are not alone; data support their notion of disparity (StatsSA, 2016a).

None of the participants knew the empirical parity figures of their respective municipalities (category 3.1). All participants relayed what they experience in their immediate work environment as the parity status of the municipality. This tunnel vision, or limited view, is to the disadvantage of women, as it prohibits them from seeing the bigger picture and the injustices done (category 3.2).

Of the participants, most were despondent of their organisations’ efforts to improve parity (category 3.3). Even if this was untruthful, the perception could not be changed as municipalities, according to the participants, failed to inform their employees adequately on issues about parity and efforts to reach parity. Organisations are required to have an employment equity plan (Employment Equity Act 55 of 1998) and need to report to the Department of Labour on their efforts to remove unfair discrimination and promote equity. These reports are available to the public and can be found in the Municipal Annual Report, of which copies are available to the public at all municipal offices, libraries and the internet. Unfortunately, effort must be exerted to obtain this information and most citizens and employees are unaware of this opportunity.

The perception of fairness and distributive justice in the municipality lowers employee commitment. Perceiving the existence of distributive justice within the municipality is crucial towards improving commitment levels and should be actively pursued (Ramamoorthy & Stringer, 2017:1).

Theme 4: Organisational commitment

Meyer and Allen (1991:67) defined organisational commitment as an employee’s cognitive attachment to an organisation. All participants revealed normative commitment; some revealed affective commitment; and most exhibited continuance commitment.

The dimension of affective commitment represents an employee’s emotional attachment to the organisation (Starnes *et al.*, 2010:3). Only a few participants revealed affective commitment (category 4.1). Wang *et al.* (2014:438) reported that career progress exhibits the most significant influence on affective commitment. Participants who did not show affective commitment all commented that there is no opportunity for growth in their respective municipalities; thus, negatively affecting affective commitment. Job level, age, race, or municipality did not influence

affective commitment. This aligns with the findings of Wang *et al.* (2014:438) that emotional and psychological connection is vital between a municipality and its employees. Moderate levels of affective commitment were also found in municipal employees in the study completed by Yousef (2017:82).

Participants, who revealed continuance commitment (category 4.2), were clear on the returns they gained from their efforts, realising that if they exit the municipality, these returns would be lost (Balassiano & Salles, 2012:274). Some participants indicated that family, age, and convenience supported their calculated stay with the municipality, while others raised location and job security as a deciding factor to stay. Conspicuously, no MunC participant revealed continuance commitment. The absence of continuance commitment in MunC could be explained by the absence of perceived gains from the organisation for efforts, for example, where a participant stated that initially she had applied for a job, but in the course of employment realised that she was there to serve, and not to perform for financial rewards. Alternatively, participants could perceive gender discriminatory practices as unethical, associating the practice with unethical leadership, which leads to lower commitment (Hassan *et al.*, 2014:340), or emotional exhaustion could be responsible for the absence of continuance commitment (Genevičiūtė-Janonienė & Endriulaitienė, 2014: 560). More research would be required to explain the anomaly. Yousef (2017:82), in his study on municipal employees, also found higher levels of continuance commitment and concluded that employees endured because they felt they were obliged to do so.

Every single participant, irrespective of the municipality, job level, age, seniority, or race, showed normative commitment (category 4.3). Normative, or moral duty, is the extent to which individuals feel they have a moral duty to the organisation (Balassiano & Salles, 2012:274). Moral duty is the code of behaviour that is considered right in a particular society (Oxford Living Dictionaries, 2017). The moral obligation of commitment to the organisation appeared in comments of loyalty to their supervisor, as an obligation for what the person did for the participant, love and passion for the community served, and walking the extra mile through dedicated commitment without expecting reciprocity. Meyer and Allen (1991:88) concluded that normative commitment increases through a commitment to the community. Yousef (2017:82) found that municipal employees in local government display lower levels of normative commitment due to higher levels of affective and continuance commitment. The fact that women in this study displayed low levels of affective commitment and higher continuance commitment, could explain this phenomenon, as they stay with the municipalities because they have to and not because they want to.

Conclusion

The results of the study call attention to the absence of gender equality in all municipalities studied, echoing international and national barometers' findings on parity in South Africa. Some participants raised the presence of patriarchy in their institutions. The patriarchal nature of society, manifesting in municipalities, has a profound impact on the rights and roles women can claim while participating in the workplace. Furthermore, women face discriminatory practices on a daily basis, which lowers their career ambitions as well as prospects for career advancement. This state of affairs hampers the achievement of parity in municipalities. Of significance is the fact that although women are continuously imperilled by discrimination in the workplace, they continue to be committed to the communities they serve; indicative of women's commitment to the social contract they had entered into with the municipality (Friend, 2015:6). Insight and understanding into the challenges women face and the reasoning behind specific behaviour were also gained.

The findings reveal the importance of parity and its benefits to both employees and the employer. The results further highlight the gendered nature of municipalities and female staff members' adoption of muscular attributes to succeed in a male-dominated environment, to the detriment of the relationship with their own gender. Municipalities must take cognisance of the fact that individual motivation, as described in Eccles's theory, impacts job-related outcomes (Hyde, 2014:378). The dependence on rewards set out in social exchange theory bear further pressure on choice and motivation (Cook & Rice, 2013:54). The effect of the social contract women entered directs their motivation and commitment (Friend, 2015:6). All of the above have a direct influence on the commitment of female employees and affect women's level of commitment in the various constructs of organisational commitment.

Disparity has an adverse effect on affective commitment of women in municipalities. Half of the participants did not vocalise any affective commitment to their respective municipalities. The lack of affective commitment by women requires action and effort to increase this beneficial construct of commitment. Affective commitment secures the stout identification with municipal goals and objectives. This attachment to the municipality ensures that women actively drive and deliver on the development goals and objectives of the municipality, improving service delivery to communities. The definitive goal of municipalities is to support good governance, peace, and order, which can only be successfully and sustainably achieved through affectively committed employees.

2.1.1 Limitations of the research

Due to time constraints, a small sample, which excluded other municipalities, was used; yet, data saturation was reached, ensuring acceptable representation. Future research in this area may benefit from using a larger sample of participants across the whole of South Africa. It may also be beneficial to include all types of local government organisations.

The researcher was not able to include all racial groups employed by the municipality. As race was not the objective of this research, this limitation had a limited impact on the outcomes of the research.

As an employee of a municipality, the researcher could be considered biased during the interviews. This limitation was mitigated by being open about affiliations, being vigilant about comparisons and conclusions to avoid any form of bias. A recording of interviews was made to ensure accurate capturing of views expressed, and field notes were also made to ensure accurate observations, limiting bias even further. The research supervisor supported the researcher actively from initiation to conclusion of the research, to ensure impartiality.

2.1.2 Recommendations

If municipalities want to excel at their Constitutional mandate of service delivery, commitment is the support vehicle to help achieve it. Employees, who are affectively committed, identify and involve themselves with the outcomes of the municipality. Affective commitment determines loyalty and dedication and increases participation in the activities and goals of the municipality (Rhoades *et al.*, 2001:825). Research found that affective commitment reduces turnover, absenteeism and performance (Rhoades *et al.*, 2001:825). Meyer and Allen (1997:45) noted procedural justice, supervisor support and organisational rewards as antecedents to affective commitment. This study found that women in the municipalities displayed low affective commitment and the recommendations that follow aim to assist municipalities to increase the affective commitment of their female employees. The spillover from efforts to increase female affective commitment could, in fact, affect all employees in municipalities, supporting improved commitment with its related organisational performance rewards.

Positive interpersonal relationships in the workplace benefit workers and the organisation. Interacting in a civil and affable manner is essential to support workplace relations. Envy, name-calling and Queen Bee behaviour attest to low self-efficacy and contribute to poor interpersonal relations in the workplace (Kunze & Miller. 2014:1). Living the values of Ubuntu, women could actively support good interpersonal relationships, fashioning an environment where satisfaction in the workplace is amplified, and commitment diluted. The supervisory relationship has a

profound impact on commitment, and a positive relationship enhanced by fair practices improves the commitment of subordinates (Manetjie, 2009:50). Improvement in commitment is positively linked to fair human resource policies and practices. The perception of fairness improves the affective, normative and continuance commitment of employees, to the advantage of the municipality (Balassiano & Salles, 2012:281; Manetjie, 2009:55).

The cultural complexities of South Africa permeate the workplace, and it is time to discard the suppressive ideology of patriarchy in South Africa. Social structures need to change to achieve parity, equal rights between men and women, and an equal redistribution of stereotypical responsibilities (Sultana, 2012:16). Achieving this can, however, only happen when democracy, respect, and equality are also practised within family structures (Sultana, 2012:16). To improve parity, especially in higher job levels, municipalities need to understand the underlying gendered characteristics of the municipality to mitigate its role on parity (Palmer & Bosch, 2017:306).

Municipalities, furthermore, should hold men and women accountable for their actions and shield women against patriarchal subordination. Gatekeepers provide an effective means of monitoring parity and ensuring equitable appointments and promotions. Organisational attractiveness and the actions of gatekeepers play a role in advancing women to senior levels (Palmer & Bosch, 2017:317). Purposefully working towards improving organisational attractiveness, displaying altruism, and the promotion of women into high-level positions improve the attractiveness of the municipality, giving the organisation access to a talent pool of highly skilled women that could enhance diversity in the municipality (Palmer & Bosch, 2017:33). Appointing a female gatekeeper, with the purpose of diluting masculinity in the municipality, positively influences the career advancement of women and helps destroy the perception that women cannot be promoted to senior management levels in a municipality (Palmer & Bosch, 2017:315). Facilitating masculine politics is to the detriment of women's authenticity and work identity. Adopting participatory leadership styles and formulating effective policies geared towards the integration of women into the organisational culture are initiatives municipalities should adopt to improve the experiences of women in a male-dominated municipal environment, in order to retain their talent and skills (Martin & Barnard, 2013:11).

Implementing creative measures to assist with the breakdown of stereotypes, cultivating gender sensitivity, and changing perceptions of gendered-occupations, are of the essence to break the cycle of equity absence within the municipality. As active participants in creating an equitable municipality, women should focus on adding gendered recommendations to reports to ensure the inclusion of the gender perspective in municipalities. The inclusion of gender perspectives into policies, regulations and budgeting; promoting gender parity; and fighting discrimination are the noble objectives of gender mainstreaming (EIGE, 2017). Leadership should drive gender

mainstreaming. It is imperative, though, that women also display resourcefulness and empower themselves through education and voluntary participation in mentorship and coaching programmes to improve their skills and competencies (Penceliah, 2011:878; Roth, 2005:6). Furthermore, female representation in the higher job levels is a prerequisite for improving female promotion rates in the lower job levels (Kunze & Miller, 2014:8), and needs to be recognised in policy development to ensure attainment of parity goals through mainstreaming. However, only promoting women to window dress parity, hinders service delivery in municipalities (Kunze & Miller, 2014:1). Ignoring the valuable contribution women can make towards decision making by bringing different perspectives and alternate viewpoints to the table, significantly hampers the realisation of inclusive developmental goals that form part of municipal outcomes (Hills, 2015:156).

Developing municipal strategies that include mentorship programmes, cultivating the leadership skills of women, and adopting flexible work-time schedules to improve work-life balance will culminate in improved gender equity (Mayer & Barnard, 2015:341). Upskilling is not enough to eradicate disparity; municipalities should implement a dedicated long-term strategy to ensure parity achievement (Balassiano & Salles, 2012:281). Women should also voluntarily participate in mentoring other women, being role models for lower-ranking females, and changing the perception of male dominance in higher post levels. Municipalities should also allow women to mentor other women in neighbouring municipalities. The spillover effect from this could improve the self-efficacy of women beyond the municipal boundaries of a single municipality, reducing the long periods associated with the achievement of parity (Kunze & Miller, 2014:1).

Socially-constructed norms and stereotypes covertly support the muscular identity of municipalities and limit the recognition of the interconnected nature of the work and personal lives of women (Mayer & Barnard, 2015:341). It is vital that women understand the importance of self-efficacy and how efficacy affects workplace performance. Finding means and ways to improve self-efficacy is essential; for example, ensuring confidence in own abilities, improving workplace performance, attaining personal goals, increasing motivation, and paving the way to advancement (Bandura, 1992:10; Schwarzer, 2014:ix). Developing self-efficacy not only benefits the individual, but it also enhances and improves the achievement of service delivery objectives - outcomes vital to the success of municipalities.

The marginalisation of gender contradicts the spirit of Ubuntu (Nicolaidis, 2015:208). Policies and procedures must portray an ethic of tolerance, respect, and a positive image of women, as embodied in the spirit of Ubuntu. Ubuntu advocates for the elimination of grave injustices of the past (Nicolaidis, 2015:208). It is also equally important that policies are developed, consistently

applied, and enforced to ensure the fair treatment of women in the municipality and are forceful tools to improve gender equity and commitment in municipalities (Kabeer, 2016:316).

Organisational commitment offers municipalities a powerful tool to enhance productivity and effectiveness while tying employees to the organisation. Affective commitment is the most beneficial component of organisational commitment (Genevičiūtė-Janonienė & Endriulaitienė, 2014: 562). Work practices in recruitment and promotion prospects influence commitment either positively or negatively. Therefore, providing a career growth path to employees builds and strengthens affective commitment (Wang *et al.*, 2014:438). Curbing the perception that opportunities for growth are limited within the municipality is also important to improve workplace relations and commitment. Communicating parity targets, achievements, and failures in a transparent manner to all employees on all job levels is an effective way to promote the importance of parity.

The display of high moral standards, ethical policies, and delivering on commitments improve the ethical behaviour and affective commitment of employees (Hassan *et al.*, 2014:340; Starnes *et al.*, 2010:11). It is also likely that ethical leadership will inculcate virtuous values in subordinates, improving the perception that municipal employees are considerate, trustworthy and judicious. More importantly, employees will deliver on services, reducing the prevalence of violent and destructive protests for improved service delivery (Hassan *et al.*, 2014:340).

Low levels of affective commitment negatively influence the attainment of municipal objectives and mar service delivery. Removing all forms of discrimination, actively promoting gender equality, integrating women and their views into the organisational culture, and improving the work-life balance of women, will enable municipalities to attain parity and improve the affective commitment of their most valuable resource, employees. A balanced and dedicated workforce ensures attainment of municipal service delivery objectives. By delivering on their mandate, municipalities will be instrumental in supporting peace, order, and good governance - the ultimate objectives of local government. Delivering on these objectives, municipalities will deliver on Batho Pele principles; creating a better life for citizens of South Africa.

The findings of this study may be useful in programmes and workshops on gender sensitivity, explaining the purpose and numerous advantages of gender parity. Furthermore, the findings highlight the lack of affective commitment in women and the urgency for policies and procedures that will positively impact the organisational commitment of women in municipalities. Achieving commitment in the municipality is not a short-term fix; it is an outcome of vigilant medium and long-term relationship construction, and failure to start has extreme consequences for municipalities (Balassiano & Salles, 2012:281).

Recommendations for future research include greater theoretical clarity on the application of organisational commitment in local government as well as the implication within the cultural context of South Africa. Connecting commitment, satisfaction, and motivation strategies to women's endurance strategies could assist with improving the outcomes of local government service delivery objectives and offers an avenue for research. The results of this study could be extended through decontextualising emerging themes. Researchers could use this strategy to expand understanding of the subject and its application to the public or private sectors.

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CHAPTER 3

In this chapter, conclusions from the research will be discussed and aligned with the research objectives of the study. Limitations of the study will be highlighted, and recommendations for the individual, organisation and future research will be made.

3.1 Discussion of results

The objectives of this research were to explore literature on gender parity and organisational commitment, to investigate women's lived experiences, and establish gender relations in the municipalities. The respective municipalities' gender figures were observed and the influence of gender parity on female organisational commitment was evaluated.

This research utilised qualitative content analysis (QCA). Qualitative research advances discovery of how individuals make sense of their lived experiences (Bryman *et al.*, 2014:42). QCA is an analytical tool allowing for the subjective understanding of the social reality of the research participant (Zhang & Wildemuth, 2016:318). Using semi-structured interviews, with an interview schedule, participants had the freedom to express their lived experiences in the municipality (Bryman *et al.*, 2014:225; Creswell & Poth, 2017:165). Using the codes-to-theory model (Saldaña (2010:12), transcribed interviews were filtered to identify emerging concepts and themes, and the lived experiences of women in district municipalities were assigned to codes and categories, allowing for interpretation (Creswell & Poth, 2017:7; Schreier, 2014:170). This reduced the data through a systematic process while preserving the core meaning of the content (Bryman *et al.*, 2014:31). The thematic analysis revealed four content areas and twelve categories. The central themes that appeared related to gender treatment, career obstacles, women's experiences of organisational parity, and the components of commitment the women displayed. During research, the researcher adhered to a qualitative perspective, ensuring rigour, reliability, and validity of the results (Morse, 2015:1227).

The struggle to achieve gender parity continues. Women experience discrimination in numerous ways - through stereotyping, expropriation, the ideology of patriarchy and unfair obstacles which avert the attainment of parity. Parity in employment has numerous advantages for the individual, the organisation, and the public. On local government level, parity ensures the unearthing and reflection of diverse views from participants who differ in culture, experience, and perception (Hills, 2015:156). Ignoring the impact workplace attitudes have on organisational performance is detrimental to municipal service delivery. Considering the recent disruptive service delivery protests, improved decision making, alternative resource allocation, and improved organisational performance are required to solve the problems communities experience (Hills, 2015:156).

To answer the primary research question, namely “What influence does gender parity have on the organisational commitment of female employees in Gauteng district municipalities?”, research was required to appraise the current status quo, provide knowledge and insight into the causes of disparity, and recommend an action agenda for the attainment of parity. In support of the above, conclusions are discussed concerning the identified research objectives of the study. A summary of the themes, categories, and research objectives are summarised in Table 3-1 below.

Table 3-1: Summary of themes, categories and research objectives

Themes	Categories	Research objectives
1. Gender treatment in the municipality	1.1 Gender relationships	1. Research parity and organisational commitment 2. Women’s lived experiences of gender treatment 3. Peer support and the status quo of gender relations 4. Observe gender figures in district municipalities to determine the progress made towards gender parity 5. How perceived gender parity influences the organisational commitment of women
	1.2 Absence of gender equality	
	1.3 Organisational culture of exclusion	
2. Career obstacles confronting the female gender	2.1 Lack of work-life balance	2. Women’s lived experiences of gender treatment 4. Observe gender figures in district municipalities to determine the progress made towards gender parity 5. How perceived gender parity influences the organisational commitment of women
	2.2 Workplace discrimination against the female gender	
	2.3 Female lack of self-efficacy	
3. Management of organisational parity	3.1 Lack of parity transparency	1. Research parity and organisational commitment 3. Progress made towards gender parity 4. Observe gender figures in district municipalities to determine the progress made towards gender parity 5. How perceived gender parity influences the organisational commitment of women
	3.2 Parity tunnel vision	
	3.3 Mismanagement of organisational parity	
4. Organisational commitment	4.1 Affective commitment	1. Research parity and organisational commitment 5. How perceived gender parity influences the organisational commitment of women
	4.2 Continuance commitment	
	4.3 Normative commitment	

Objective 1: Research gender parity and organisational commitment concepts as espoused in current literature

Gender parity

The assortment of features about and differentiation between female and male characteristics of humans refer to gender. Being a woman or man differentiates between the features that may include biological sex or gender identity. From the beginning of time, women were thought of as distinctly different from men. Religion, culture, and society all portray women as unequal and subordinate to men (Nicolaidis, 2015:194). An individual's gender determines the role, rights and responsibilities society expects and enforces upon women and men (Örtenblad *et al.*, 2017:4).

Parity is the state of being equal, irrespective of the gender assigned to the individual at birth or chosen by the individual. Parity, with its synonyms equality and balance, recognises that women and men are of equal value, irrespective of cultural and societal norms and beliefs (Dilli *et al.*, 2015:301). However, statistics show that parity between women and men is lacking (StatsSA, 2016; WEF, 2017:7).

All participants raised the negative impact the absence of gender parity has on their performance. During analysis, gender treatment in the municipality (theme 1) identified the absence of gender equality (category 1.2) and a culture of organisational exclusion (category 1.3). Supporting women's dependence on the matter is statistical data, which reveal disparity. The disparate treatment is further highlighted by women's experiences of a lack of work-life balance (theme 2.1,) and discriminatory practices in the workplace (theme 2.2).

Organisational commitment

Organisational commitment is the individual's psychological attachment to an organisation (Meyer & Allen, 1991:62). Meyer and Allen (1991:67) defined three components of organisational commitment, namely affective, continuance, and normative commitment. The components of commitment, together with the factors related to the outcomes of commitment, have either a negative or a positive impact on an individual's organisational commitment (Manetjie, 2009:48). Organisations benefit from employees with a high level of organisational commitment and should employ procedures and actions to maintain and improve organisational commitment. Participants indicated low levels of affective commitment (category 4.1). The majority of participants displayed continuance commitment (category 4.2). All participants displayed normative commitment (category 4.3), an indication that women feel they ought, rather than want, to remain in the municipality. Improving organisational performance assists with improving service delivery and

is one of the many benefits a municipality can gain from highly committed employees (Chun *et al.*, 2013:871; Dhar, 2015:427).

Women are a valuable weapon in a municipality's arsenal. Women's unique skill set and tremendous potential to contribute to municipal service delivery and performance objectives are invaluable in the pursuit of equitable service delivery. Acting proactively in improving gender equality, cultivating an organisational culture of inclusion, assisting women with their impediments in work-life balance, and obliterating workplace discrimination will assist with improving employees' commitment to the municipality. In turn, all of these will positively affect municipal outcomes and are indispensable in achieving objectives as stated in municipal development plans and delivering essential services to communities.

Objective 2: Investigate women's lived experiences of gender treatment in the municipality

Fair treatment in the workplace is not only a moral responsibility, but it also has an economic effect. As indicated in research objective 1, commitment from employees to the municipality influences organisational performance positively. It is therefore crucial that municipalities gauge the lived experiences of their employees in the workplace. Participants raised two themes in their lived experiences. Theme 1: gender treatment and theme 2: career obstacles confronting the female gender were identified during the content analysis process, indicating women's experiences of gender treatment in the municipality.

Women endure unequal gender treatment in the municipality. More than half of the participants reported the absence of gender equality (category 1.2). Also reported was a culture within the municipality that excludes women from decision-making processes, discarding instructions from women and treating women as second-class citizens (category 1.3). Various practices of workplace discrimination (category 2.2) also surfaced during interviews. Not only do these unfair practices affect the well-being of employees, but they also affect absenteeism, turnover, work engagement, and workplace relationships (Manetjje, 2009:48; Suma & Lesha, 2013:48). Most of the participants indicated that unfair treatment frustrates their efforts toward advancement within the municipalities, and is supported by theme 2: career obstacles confronting the female gender. Cultural practices and the patriarchal nature of municipalities further increase the acuteness of unfairness (Vyas-Doorgapersad, 2014a:109). Unequal treatment in the workplace influences job satisfaction, adversely influencing women's organisational commitment (Suma & Lesha, 2013:48)

Only a small number of women, all in senior positions, indicated that they perceive treatment in the workplace as fair (category 2.2). Having already achieved success in the workplace, women in higher ranks often feel the need to homogenise into the municipality's muscular character, sanctioning current organisational practices (Derks *et al.*, 2016:456). Spillover from this is the

internalisation that unfair practices do not exist or that unfair practices affect all employees, irrespective of gender (Derks *et al.*, 2016:456). This internalisation could explain why women at higher levels did not acknowledge disparate treatment within the municipalities.

A lack of work-life balance (category 2.1) and female lack of self-efficacy (category 2.3) emerged in theme 2. The conflict between the different roles women need to play, one at home, and one at work, often leads to a mismatch and creates inner struggles (Tammelin *et al.*, 2017:3). These conflicting roles create stress and reduce psychological well-being, which in turn negatively affects work performance and commitment (Frone *et al.*, 1992:65; Matthews *et al.*, 2014: 1173; Tammelin *et al.*, 2017:3). The honesty with which the participants acknowledged female lack of self-efficacy, was refreshing. A number of respondents indicated that a lack of confidence, jealousy or the PhD (pull-her-down) syndrome, low self-esteem, and lack of trust in their abilities hamper their career advancement. Social cognitive theory explains this behaviour and theorises that the belief of self-worth can either impair or augment workplace performance (Bandura, 1992:10). Creating a climate where self-efficacy can be improved, will remove obstacles curbing female advancement.

Due to the gendered nature of organisations, together with male dominance in the workplace, organisational policies and procedures often marginalise women (Martin & Barnard, 2013:2), perpetuating unfair treatment in the workplace. To prevent the loss of highly skilled individuals, reap the benefits of organisational commitment, and ensure the continued success of the municipality, fair treatment should be a key performance objective, especially in the local government sphere. The current lived experiences of women in the three municipalities researched are the absence of gender equality, practices of exclusion, lack of work-life balance, female lack of self-efficacy and gender discrimination. All of these themes influence organisational commitment negatively.

Objective 3: Establish the level of peer support and the status quo of gender relations in municipalities

Gender does not function in isolation. In municipalities, women and men engage with one another on a continuous basis. Society places a burden upon women and men to act within predetermined gender roles, even in the workplace (Achino, 2016:157; Penceliah, 2011:871). In the male-dominated work environment, infused with a masculine culture, the pressures women face when they venture outside of their traditional role of mother and caregiver, are immense (Nicolaidis, 2015:194). Women should not face these obstacles alone and peer support in the workplace is an effective means of coping with disparities in the workplace. Suma and Lesha

(2013:41) found that municipal workers displayed a high degree of satisfaction with co-workers, which leads to increased organisational commitment.

Theme one, gender treatment in the municipality, emerged as an important theme in women's experiences of gender relations in the municipality. The majority of women spoke of gender relations in the workplace, maintained in category 1.1. Participants found peer support in their municipality to be constructive. Massenber *et al.* (2015:169) confirmed that peer support, on both individual and team levels, has a positive impact on workplace experiences. Positive peer support and gender relations enhanced job satisfaction and increased the organisational commitment of employees, a trend that was identified in municipalities by Suma and Lesha (2013:48). Some participants regarded their peers as unwilling supporters and found them to be competitive rather than supportive. Kunze and Miller (2014:1) found this apparent imbalance in their study of women helping women, stating that peer support could be either negative or positive. It is, therefore, possible that women join forces in the workplace to complete tasks and support one another. However, women may also be seen as close rivals for promotion, especially in organisations where tokenism exists. The presence of rivalry could explain why some gender relations are seen as negative; the negative impact it has on organisational commitment is significant.

The evidence of negative female supervisory support in gender relations is a burden in the quest for parity. Half of the participants attested to negative gender relations with female supervisors. The Queen Bee phenomenon, where a senior woman treats female subordinates more critically, may play a role in women experiencing female supervisors negatively (Derks *et al.*, 2016:456). Females also often resort to muscular characteristics in a dominant male organisation to "fit" in, show their approval of the current organisational practices or prevent other females from advancing to ensure their dominance in the workplace (Derks *et al.*, 2016:459; Kunze & Miller, 2014:1). These factors could substantially contribute to negative gender relations, reducing organisational commitment and actively supporting the current male hierarchy.

Through the gender treatment theme, women related experiences of a municipal culture of exclusion (category 1.3). Patriarchy, as a power structure, encourages men to be in control and to display domination in support of their survival (Becker, 1999:25). This power struggle continues in the workplace, and the ideology of patriarchy legitimises the use of women as a mere resource (Kruger *et al.*, 2014:5), a situation that could influence gender treatment in the workplace. It became clear during the interviews and interpretation of data that workplace relations between men and women in the municipalities were civil, respectful, and congenial. Although almost all participants experienced patriarchy and other forms of discrimination in the workplace, this did not seem to influence workplace relationships between women and men. Logically, this should

have had the opposite effect. In a study completed by Walker-Williams and Fouché (2017:201), the researchers postulated that posttraumatic growth influences transformational change, and when the cognitive rumination process delivers stress-relieving coping mechanisms, women thrive in the face of discriminatory and oppressive practices. The theory of posttraumatic growth could explain why women continue to have good gender relations in the face of negative gender treatment, the absence of equality and exclusionary practices in the municipality. The theory on social exchange, which postulates that activity exchange is motivated by rewards, for example, remuneration, could further explain the continued relationship in the face of discrimination, as women are dependent upon income for their economic emancipation (Cook & Rice, 2013:54). The findings of Suma and Lesha (2013:48) suggest that municipal workplace relations influence job satisfaction; the higher the job satisfaction, the more committed employees become. It is also important to note that the trade-off relationship between feelings and rewards constructs the social contract, leading to a strengthening in organisational commitment. This relationship can, however, only be transformed to commitment in careful medium to long-term relationship construction (Balassiano & Salles, 2012:281).

Objective 4: Observe gender figures in district municipalities to determine the progress made towards gender parity

Observing the gender parity levels in the three municipalities was necessary to determine the actual parity levels of the respective municipalities; also to determine the level of progress made towards achieving gender parity in MunA, MunB, and MunC. Theme 3, management of organisational parity, presented in responses to the question about knowledge of actual parity figures in the municipality. During the interviews, most participants were of the opinion that their municipality was not doing anything to increase parity or that events promoting gender equality did not seem to make any difference in gender equality (category 3.3; mismanagement of organisational parity). Participants felt that the gender practices in the municipality were unfair. The notion of unfair distribution of outcomes influenced their perception of fairness, also referred to as distributive justice, in the municipality (Balassiano & Salles, 2012:272; Ramamoorthy & Stringer, 2017:1). The perception of distributive justice is an important dimension that influences organisational commitment; a lack of distributive justice influences organisational commitment negatively (Ramamoorthy & Stringer, 2017:1). Participants were unanimous in their acknowledgement that they did not know the parity figures of their respective municipalities and that this information was not widely shared by the municipalities (category 3.1, lack of parity transparency). An aspect that emerged in a category is the tunnel vision employees experience about parity (category 3.2). Participants acknowledged that their awareness of parity was influenced only by the experiences in their immediate organisational surroundings.

Although the parity figures, together with the municipal employment equity plans, are published and reported on, the figures only appear in the comprehensive annual report of the municipality. The annual report of a municipality contains information on the municipal vision, mission, and strategic objectives; the organisational structure; overall performance; the annual financial statements; and human resource management (Municipal Finance Management Act 56 of 2003). Employment equity is reflected in items 6.1 and 6.7 as prescribed by chapter 1, part III(j.3) of the Public Service Regulations (2001). A summary of the number of women and men employed is given in two subsections of the annual report. However, no reference is made to parity or employment equity in the two sections. It would thus be up to the individual to search for, and interpret, the information to understand parity in the municipality. The purpose of the Employment Equity Act (55 of 1998) is to protect individuals from discrimination in the workplace, informing employees, who are discriminated against, of the remedies available to them to enforce equity. In failing to communicate equity figures, employees remain uninformed of the status of parity in the municipality. The issue of parity will remain mute, as neither the employer nor the employees endeavour to draw attention to the general status of equality in the organisation.

Employment figures received from the respective municipalities support participants' views expressed in theme 3, category 3.3 - mismanagement of parity. Men dominate in the senior positions of all municipalities reviewed. This finding coincides with the study of Vyas-Doorgapersad (2014b:330), which concluded that the annual report of a district municipality revealed that 81% of senior positions were held by men. While a pattern of parity emerges on professional and skilled workers level, parity remains distorted in the lower levels. In MunA, parity on the lower levels is skewed towards female dominance. In both MunB and MunC parity is skewed towards male dominance on the lower levels. This disparity could be ascribed to workplace discrimination and stereotyping, by allocating certain occupations to women (DoW, 2015:10; Mayer & Barnard, 2015:333).

Women, as an integral part of society, need to be included in decision-making structures to bring balance and fresh views to municipalities (Kabeer, 2016:295). Women ensure that the needs of the marginalised are also taken into account, and catered for, in decisions. Given the current lack of parity in municipalities, the perception of redistributive justice is of importance, as this has a direct influence on organisational commitment. Purposive action is required to improve gender treatment, eradicating hidden and evident practices that act as career obstacles for women within municipalities; thus, resulting in improved organisational commitment.

Objective 5: Evaluate, from employees' lived experience, how perceived gender parity influences the organisational commitment of women in Gauteng district municipalities

As discussed in objective 1, employee organisational commitment is of vital importance to municipalities in delivering on their service objectives. Organisational commitment was coded in theme 4 of the research. The lack of affective commitment in women, which emerged in category 4.1, further emphasises the importance of this objective. Affective commitment, the most beneficial type of commitment, is when employees feel passionately committed to the municipality and the duties they execute (Genevičiūtė-Janonienė & Endriulaitienė, 2014: 562). Only a few participants displayed affective commitment towards their municipalities. Meyer and Allen (1991:69) postulated that when people find purpose in their work, affective commitment is increased. Participants who experienced affective commitment indicated that they fulfilled their job duties diligently because of their love and commitment to the communities they serve. This commitment is present, despite discriminatory organisational practices and could be the reason why only half of the participants displayed affective commitment. Yousef (2017:82) also found this moderate level of commitment in his municipal research on organisational commitment, and dissatisfaction with working conditions was cited as a contributing factor.

Continuance commitment (category 4.2) occurs when employees weigh the benefits and losses they will experience when they quit their current job - financially, emotionally or professionally (Meyer & Allen, 1991:71). When the perceived loss is higher than the perceived gain, continuance commitment increases. This type of commitment often increases in older and more experienced employees. Research participants displayed moderately high continuance commitment and indicated that they would remain with the municipality for the next five years, stating various reasons for this decision. Almost all participants indicated job security, the convenience of the location of the municipality in respect of their homes, age, and family responsibilities as reasons for continuing employment. These reasons are indicative of a conscious decision to stay with the municipality, and that forfeiting employment at the municipality is deemed too high a risk. Social contract theory supports this manifestation, positing that humans are primarily and entirely self-interested and pursue only what is considered to be in their self-interest (Friend, 2015:4). Yousef (2017:82) also found continuance commitment above average in local government and concluded that employees remained because they were obliged to do so.

When employees display a sense of obligation towards an organisation (category 4.3) - even when discriminated against - normative commitment is displayed (Meyer & Allen, 1991:72). All the participants displayed normative commitment. Participants had a definite sense of obligation, not to the municipality as such, but to the role municipalities play in communities. Participants all alluded to their love of the community, their passion for work, and their commitment to either their

co-workers or the municipality. The unfair and biased treatment women experience in municipalities seems to affect normative commitment at the cost of affective commitment. This finding is inconsistent with the findings of Yousef (2017:83), but could be attributed to participants showing higher levels of continuance commitment. Participants' commitment to the community, as indicated in theme 4.3, increases normative commitment further (Meyer & Allen, 1991:88).

Participants all displayed a combination of organisational commitment constructs. The three constructs of commitment, namely affective, continuance and normative organisational commitment, are not mutually exclusive and an employee may experience varying degrees of one, two, or all three of the constructs simultaneously (Meyer & Allen, 1991:68). Eccles's theory postulates that individual motivation influences behaviour, and plays an important role in the decision to continue employment with an organisation (Hyde, 2014:378). Social exchange theory further influences an individual's choice of leaving (Cook & Rice, 2013:54). The dependence on rewards, in the form of salary, is an important contributor to economic freedom, as women continue to experience significant gaps in economic participation and remuneration (SADC, 2017:37). Furthermore, the social contract women entered into, assists them to reap the benefits of the better life found inside the safety of the contract, further influencing their decisions around continuing employment (Friend, 2015:6). It is clear that the different contracts women are party to, greatly influence decisions and impact upon the different constructs of organisational commitment.

Conclusion

To deliver on municipal objectives, employees' affective commitment needs to increase, and the municipality should cease relying on continuance and normative commitment to retain its employees. Municipalities should ensure that employees, especially women, receive fair treatment, assist in removing career obstacles that confront them, and improve organisational parity to ensure productive output and commitment to municipal development plans, objectives, and deliverables. The growth of affective commitment is a long-term vision and the sooner municipal investment in this objective starts, the more readily benefits will emerge.

3.2 Limitations of this research

Limitations of this study include the small sample that excluded other municipalities and government structures in South Africa. A further limitation could be that only ten participants were interviewed; yet, the researcher established data saturation despite the small sample size. The research offers some insight into females' perceptions on parity and the effect thereof on their commitment to the municipality. This is valuable as continued service delivery protests highlight

the failure of local municipalities to provide communities with the services they require and deserve.

The use of semi-structured interviews could also be a limitation. In semi-structured interviews, the researcher cannot guarantee honest answers from participants as participants may answer in a manner they perceive the researcher would like them to answer. Possible conflict could exist between the role of the researcher, who is also an employee of the organisation, and the participants, who knew the researcher. This constraint was mitigated by interviewing only volunteers and participants who did not fall within the operational structure of the researcher, allowing for distance between the researcher and participants. The interviewer made field-notes and recorded interviews to ensure a clear understanding of participants' answers, asking clarifying questions where necessary to ensure that bias was reduced.

Possible bias was further reduced by declaring the researcher's interests and affiliations upfront; using semi-structured interviews; and being vigilant of researcher bias during the analysis and interpretation phases.

The flexibility of the interviewing process could weaken reliability, mitigating these factors through planning and adhering to the interview schedule; ensuring rich data for analysis, ensured reliability. Furthermore, adhering to the interview schedule allowed the researcher to compare the answers given by participants during the data analysis process, further strengthening the reliability of the interview process.

3.3 Recommendations

In answering the primary research question, namely "**What influence does gender parity have on the organisational commitment of female employees in Gauteng district municipalities?**", the results indicated that parity does have a substantial influence on the components of organisational commitment in female employees of municipalities. Affective commitment is the most beneficial form of organisational commitment, with continuance commitment mostly having adverse implications for the municipality (Genevičiūtė-Janonienė & Endriulaitienė, 2014: 558). Recommendations, aimed at improving the affective commitment of female employees, follow.

3.3.1 Recommendations for the individual

Category 2.3, female lack of self-efficacy, was reported by a large number of participants. To improve women's lack of self-efficacy, they are encouraged to learn new tasks and master new skills. The accomplishment of mastery improves self-efficacy tremendously (Bandura, 1992:4).

Not only should new skills be learned, but women should also not shy away from challenging tasks, as failing to complete a task undermines self-efficacy. Observing peers and superiors in completing tasks will further improve the success rate of self-mastery. Women should actively participate in opportunities to learn from others, especially from other women, as this can form a blueprint for a woman's self-mastery. Women should also volunteer to act as mentors and help other females in the workplace to grow their skills and improve their prospects (Penceliah, 2011:878). Women should also endeavour to give and accept constructive feedback. Encouragement and positive feedback improve self-efficacy and reduce self-doubt. Women should also learn to manage and control anxiety, be it about performance, gender relations, work-life balance, or any other concern that causes anxiety, as this may have a useful effect on self-efficacy (Mayer & Barnard, 2015:328). The resultant increase in self-efficacy improves affective commitment to the organisation (Imam & Shah, 2013:14112).

Envy is related to low self-efficacy. When an individual is dissatisfied with her stature, envy emerges. Name-calling, pulling-her-down (PhD) syndrome and Queen Bee behaviour all attest to low self-efficacy and feelings of inferiority. Improving self-efficacy will lead to better peer and supervisor relationships and will significantly improve the support women receive from other women in the municipality. Women should always interact with co-workers in a civil, balanced, and congenial manner, irrespective of the rank or personal feelings toward the individual. An impolite manner could adversely affect an individual's mental and physical health. This lack of respect is a form of abuse, and women in their quest for fair treatment should be vigilant to avoid participating in this type of harassment. Employing a philosophy of respect and consideration will make the workplace a more cooperative environment, improving workplace relations, which in turn, will improve the affective commitment of employees (Manetjie, 2009:50). Furthermore, aspiring to live to the values of Ubuntu, employees will align themselves with a value set that promotes fairness and parity. This will increase the individual's affective commitment, which in turn, will serve municipal goals positively. Improved affective commitment further supports the principles of Batho Pele, affording municipal residents the benefits associated with improved service standards, courtesy, access, and value for money from the municipality (ETU, 2017).

Patriarchy impedes women's rights and opportunities immeasurably (Walsh *et al.*, 2015:1). It is vital to understand the system of patriarchy to comprehend its nature with regard to the inferior treatment of women. Learning about patriarchy, how it is sustained, and how it limits the human rights of women, is the responsibility of everyone. The findings of this research should implore on all the devastating effects of patriarchy and the concerted effort that is required to eradicate it. Family play an essential role in sustaining patriarchy; brave efforts to reconstruct socialisation into a more equitable dimension would form the foundation of eradicating the ideology of patriarchy, and this remains the responsibility of women. Transforming the organisational culture through

persistently advocating for equality improves job-related factors, the work environment and distributive justice, fertilizing the organisation towards increased affective commitment from women (Imam & Shah, 2013:14112).

Women should be active warriors for parity. By focusing on adding constructive comments to reports and always considering the gender angle in recommendations, women can start to change the masculine municipality into a more balanced and equitable entity. Women should further empower themselves with knowledge on the parity figures in their municipality. Without factual knowledge, one cannot advocate change. Using gender employment data, women can unite to drive an agenda for parity, fairness, and equity. Improving the work environment, reducing bureaucratic barriers, and insisting on an organisational culture of fairness and equity will sustain the positive effects on job-related outcomes, and more importantly, increase affective commitment (Imam & Shah, 2013:14112).

3.3.2 Recommendations for the organisation

Management should be educated on the current and historical unfair and biased treatment women are subjected to, not only in municipalities, but also in society at large (Jope, 2017). The equal treatment of all employees in a municipality should be non-negotiable. Resources should be used and initiatives launched to grow gender sensitivity and to promote the advantages parity will have on the municipality. This will not only hold benefits for the municipality regarding commitment, but will also flow through to serving the needs of communities. Appointing female gatekeepers ensure that the gates open, and remain open, for parity. Women, as gatekeepers, will mitigate the masculine nature of municipalities and strengthen perceptions that women can advance in the municipality. Creating equal opportunities in employment, and fair workplace practices will augment the affective commitment of women (Manetjie, 2009:50).

Municipalities should also develop mentorship and coaching programmes to improve the skills and competencies of women and men toward increasing parity (Penceliah, 2011:878). Municipalities should actively encourage women to participate in these programmes to allow for positive female role model development as posited in social learning theory, in support of learning through observation and conduct. Municipalities ought to endeavour to destroy gendered role perceptions, for example, misconceptions that specific jobs are only accessible to a certain gender. Role perceptions are especially evident at the lower organisational levels where disparity is at its highest. Moderating actions by exposing these untruths, the training of employees in gender sensitivity issues, and actively encouraging women to take on traditionally male jobs and vice versa will promote parity. The resultant perceptions of distributive justice and fair practices will encourage and grow affective commitment (Imam & Shah, 2013:14112; Manetjie, 2009:50).

Heed should be taken of incivility in the workplace. There is a positive correlation between workplace incivility and negative affective commitment. Promoting civil and courteous behaviour at all levels is indispensable in improving gender treatment in the workplace. Creating and affirming strong workplace relationships will support the growth of affective commitment in municipalities (Manetjie, 2009:51).

To improve the promotion rates of women on lower levels, female representation in senior management is a prerequisite (Kunze & Miller, 2014:8). The spillover of increased parity will weaken the connotation of masculine leadership. Employing and promoting women into the higher ranks could disrupt the perpetuating dominance of men in leadership positions. Municipalities should also be vigilant of practising tokenism in the quest for parity. Municipalities should refrain from appointing women as a token appearance of equality and perpetuating distributive justice; fair practices and fair employment opportunities develop affective commitment (Ramamoorthy & Stringer, 2017:1).

Gender mainstreaming is an effective means to counter discrimination and promote gender parity (EIGE, 2017). To promote equality and eradicate disparity, gender mainstreaming is a process towards assessing the current situation in the municipality; the repercussions of any policy or procedures on gender; and the redress required to achieve, promote, and sustain gender equality. Gender mainstreaming is the responsibility of all employees in the municipality, and should form the crux of all human resource policies. The effective implementation lies with the leadership of municipalities. Improved opportunities for advancement, an impartial work environment, and an organisational culture of inclusion support affective commitment through job-related factors (Ramamoorthy & Stringer, 2017:3).

The patriarchal society we live in gives absolute dominance to men. To elevate women's place in both society and the municipality, women need protection from patriarchal subservience. Municipalities must venture to hold men accountable for their actions, highlighting the consequences of their actions. Men should be empowered to say no to patriarchal practices to assist in the eradication of this ideology. When women and men remain silent when peers, practices, policies, and the municipal culture promote patriarchy, they in effect condone these practices. The eradication of patriarchy will not be achieved in an instant. Sustained effort and long-term executable plans are required to emancipate women in the municipality from this oppression and to improve their job environment to one of enhanced affective commitment (Ramamoorthy & Stringer, 2017:10).

Municipalities should make their parity figures known and disseminate information regarding their plans to improve parity. The ambiguity of parity within the organisation fuels perceptions of

inequality and actively supports the lowering of affective commitment by purporting despondence in women about their unfair treatment, and their chances of promotion and advancement in the municipality. Progress in achieving parity should be celebrated and corrective actions should be taken when set goals are not met. This will create an environment where commitment can be increased to the advantage of the municipality.

The low levels of women's affective commitment towards the municipalities should sound warning signals to the municipal executive. Municipalities should aspire to eradicate all discriminating practices and actively promote parity through policies and procedures, whilst making equality a performance outcome. This process should be framed by the Ubuntu philosophy, aligning municipal values with the fair and equal treatment of all employees. The resultant just and impartial workplace will deliver on Batho Pele, a principle all municipalities should implement.

Employees exhibiting only continuance and normative commitment block passionate employees, lowering workplace morale and deflating affective commitment. Raising affective commitment and managing normative and continuance commitment should be a managerial objective. Developing affective commitment improves the psychological state that characterises the employee's relationship with the municipality and reduces intentions to absenteeism, turnover, and work withdrawal (Hassan *et al.*, 2014:340; Fu & Deshpande, 2014:346; Tarigan & Ariani, 2015:36).

Once management realises the value of the economic and psychological effects parity has on municipal outcomes, employees, the municipality, and citizens will flourish. Improving parity in the workplace will lead to a more balanced and dedicated workforce that will support the service delivery objectives of local government. This, in turn, will secure a better life for all - the essence of Batho Pele.

3.3.3 Recommendations for future research

A potential future research avenue could be the further development of affective commitment, understanding individual variances, such as the influence cultural values have on the affective commitment of employees. Furthermore, cross-cultural research is required that examines the influence of culture on the three commitment constructs within the context of current cultural difference theories and their applicability to South Africa.

The results of this study could be extended through decontextualising emerging themes and researchers could use this strategy to expand understanding of the subject within the governmental framework. The inconsistent finding on affect normative commitment warrants

further research. This could add valuable knowledge and assist with improving service delivery in all spheres of government and is a possible avenue for future research.

Due to the deeply entrenched patriarchal culture of South Africa, understanding women's coping mechanisms and resilience in this system is essential. Future research into these processes and their impact on affective commitment could offer a better understanding and provide guidelines for organisations to enhance both individual and company resilience in their quest to eradicate disparity and improve service delivery.

Workplace factors that influence affective commitment in the municipal environment could be a future research prospect. Correlating commitment, satisfaction and motivation strategies of municipal employees in local government and their survivalist strategies in a negative work environment could assist with improving the outcomes of local government objectives.

3.4 Personal reflection

On a personal level, I profited from this research project in a number of ways. I used to think of myself as a feminist, and I never considered the unfairness I experienced in the workplace as related to patriarchy and a mode of survival. I thought patriarchy was only an ideology found in the Bible. My goodness, was I wrong!

The more I researched patriarchy and its effect on both women and men, the more I became conscious that some societal issues should be laid at the foot of the patriarchal ideology that permeates society. The more significant wakeup call was the realisation of my role, as a wife, mother and employee, in sustaining patriarchy in the organisation and my home. My husband and I had many moments of reflection on our roles in marriage and as parents, and how the deeply ingrained patriarchal ideology affects our decisions on parenthood, acceptable values and practices as well as the choices we unconsciously make. I realised that change starts at home and the research impressed upon me my responsibility in breaking down the patriarchate. Luckily, we could also see the humour in some of our actions and perceptions.

As an employee of a municipality, I also experienced many of the hardships participants had raised. Their experiences caused me to reflect on the number of career obstacles I had faced in my 25 odd years of working at the municipality. This created an endearment for my female colleagues. I will endeavour to support my female colleagues more on the issues of work-life balance and the improvement of self-efficacy. I also reflected on my own self-efficacy, saluted my efforts to improve my efficacy, and reaffirmed to myself the importance of continued self-improvement and efforts to increase self-efficacy.

I also grew in my understanding of the psychological effects policy, procedures, and decisions have on employees, irrespective of gender. The covert nature of the masculine municipality hides practices that advance one gender over the other, mostly to the detriment of women. I realised that I should use my new skills and knowledge, gained through this research, to become actively involved in levelling the playing field for all members of society. Although this will not happen overnight, the answer to the African proverb on “how does one eat an elephant?” is relevant, one bite at a time.

I enjoyed the whole experience of learning. The new friends I made, the skills, and the need to persevere made me a better person, better equipped for life. The joy and pleasure of learning and mastery inspired me to attain more balance in life. In the midst of my MBA studies, I even dared to learn two new creative hobbies, quilting and counted cross-stitch. I am now looking forward to further honing my skills in these two crafts; now that my MBA is complete.

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ANNEXURES

ANNEXURE A: *JOURNAL OF PUBLIC ADMINISTRATION* EDITORIAL AND MANUSCRIPT SPECIFICATIONS

EDITORIAL POLICY AND MANUSCRIPT SPECIFICATIONS

1. The *Journal of Public Administration* is a quarterly scholarly publication issued on behalf of the South African Association of Public Administration and Management (SAAPAM).
2. The purpose of the *Journal* is to further the understanding of the science and praxis of governance by publishing articles of interest to practitioners and scholars in English.
3. The *Journal* publishes peer-reviewed articles, review articles, case studies, exemplar profiles, viewpoints and research results from practitioners of all grades and professions, academics and other specialists on the broad spectrum of governance concerns regarding local, provincial, national, and international affairs.
4. All manuscripts are circulated anonymously to specialist referees for evaluation. Reports from referees may be made available to authors but the names of the referees will be withheld. On the basis of the referees' reports, content and other deficiencies, the Editor reserves the right to make minor alterations or to reject any manuscript.
5. Copyright of articles published in the *Journal* vests in SAAPAM and may not be published or reproduced in any form without the prior consent of the Chief Editor.
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8. Opinions expressed in the *Journal* are, however, those of the individual authors, and are not necessarily subscribed to by the Editor, Editorial Committee or the Editorial Board.
9. Authors are required to pay a fee of R650-00 per page for any article or research results printed in the *Journal*. Payment is due on receiving confirmation from the Editor that a contribution is to be published in a particular issue of the *Journal*. Authors should consult their respective faculties or employer to establish the responsibility for the payment. An article will only be published once payment has been received. Payment should be made directly to the *Journal of Public Administration*, but proof of payment must also be submitted to the Editor or the Executive Director of SAAPAM to avoid any possible delay in the publication of a contribution.

10. Except in special cases where prior permission has been obtained, articles should not exceed 8 000 words. Prospective contributors are specifically requested to ensure that the language and technical aspects of their contributions are of a high standard. Manuscripts, typed in **1.5 line spacing, 12pt Times New Roman** should be emailed to the Editor. Each manuscript should be accompanied by an English abstract of up to 200 words. Since manuscripts are circulated anonymously for evaluation, the name and affiliation of the author(s) should appear on a separate page. If the manuscript is accepted, a computer disk with the text, preferably in MS Word or WordPerfect must be sent to the Editor, unless the Chief Editor grants special permission in some exceptional instances.
11. All manuscripts must be accompanied by a covering letter in which the author(s) state(s) that the manuscript has not been submitted or will not be submitted or published or is not being published elsewhere in any form unless rejected by the Editor of the *Journal of Public Administration*.

ANNEXURE B: PERMISSION TO CONDUCT RESEARCH IN MUNICIPALITIES

21 April 2017

The Municipal Manager
Sedibeng District Municipality
Vereeniging
1930

Dear Sir,

REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN SEDIBENG DISTRICT MUNICIPALITY

I am a registered Masters of Business Administration student at the North West University's School of Business and Governance. The research I wish to conduct for my dissertation involves the study of gender parity in Municipalities and the influence this has on the organizational commitment of female employees. This project will be conducted under the supervision of Dr. Elsabé Diedericks (NWU, South Africa) and the NWU School of Business and Governance.

I am hereby seeking your consent to obtain the gender employment per post level statistics of the Municipality and to conduct a 10-minute interview with five female employees of your organization.

To assist you in reaching a decision, I have attached to this letter the signed code of conduct issued by the NWU School of Business and Governance.

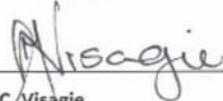
Please note that I am bound to strict ethical guidelines and participation in this research is voluntary, confidential and anonymous. Neither the Municipality's identity nor that of the employees participating in this research will be divulged anywhere in this project.

Should you require any further information, please do not hesitate to contact me (082 462 5500, cornev@sedibeng.gov.za) or my supervisor, Dr. Elsabé Diedericks (016 910 3429, elsabe.diedericks@nwu.ac.za).

Upon completion of the study, I undertake to provide the Municipality with a copy of the full research report.

I thank you for your time and consideration in this matter.

Yours sincerely,

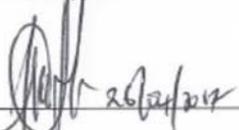


M.C. Visagie



Dr. E. Diedericks (NWU)

Approved / Not Approved



TL Mkaza
Acting Municipal Manager



21 April 2017

The Municipal Manager
Midvaal Local Municipality

Meyerton

1961

Dear Sir,

REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN MIDVAAL LOCAL MUNICIPALITY

I am a registered Masters of Business Administration student at the North West University's School of Business and Governance. The research I wish to conduct for my dissertation involves the study of gender parity in municipalities and the influence this has on the organizational commitment of female employees. This project will be conducted under the supervision of Dr. Elsabé Diedericks (NWU, South Africa) and the NWU School of Business and Governance.

I am hereby seeking your consent to obtain the gender employment per post level statistics of the Municipality and to conduct a 10-minute interview with five female employees of your organization.

To assist you in reaching a decision, I have attached to this letter the signed code of conduct issued by the NWU School of Business and Governance.

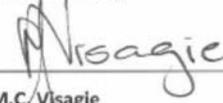
Please note that I am bound to strict ethical guidelines and participation in this research is voluntary, confidential and anonymous. Neither the Municipality's identity nor that of the employees participating in this research will be divulged anywhere in this project.

Should you require any further information, please do not hesitate to contact me (082 462 5500, cornev@sedibeng.gov.za) or my supervisor, Dr. Elsabé Diedericks (016 910 3429, elsabe.diedericks@nwu.ac.za).

Upon completion of the study, I undertake to provide the Municipality with a copy of the full research report.

I thank you for your time and consideration in this matter.

Yours sincerely,



M.C. Visagie

Approved / ~~Not Approved~~



ASA De Klerk

ASA De Klerk
Municipal Manager



Dr. E. Diedericks (NWU)





EMFULENI
LOCAL MUNICIPALITY

Vaal River City, the Cradle of Human Rights

**Office of the Deputy Municipal Manager:
Corporate Services
Training And Development**

Tel: +27 16 440-7742/3

Fax: +27 16 950-5243

E-mail:

P.O. Box 3

Vanderbijlpark, 1900

Web: www.emfuleni.gov.za

Date: 12 September 2017

Ref: J.S. Roets

File: 10/11/1

To whom it may concern

RE: Confirmation of Research Approval viz. Mrs. MC Visagie

This serves to confirm that Mrs. MC Visagie sought and was granted permission by Emfuleni Local Municipality (ELM) to conduct an in-depth research titled "Gender party in Gauteng district municipalities: The influence on female organizational commitment."

ELM is granting research access to its premises and relevant Department(s) to Mrs. MC Visagie and her associates for that purpose only. This research access will terminate immediately upon the completion of the research period as stipulated.

Mrs. MC Visagie will also abide by the rules and regulations that govern all ELM employees whilst on the premises. This includes any confidentiality obligations that may be required to be observed in publication of the mini-dissertation.

Breach of any such prescripts will result in immediate termination of the research access and any concomitant mitigating steps may be taken where necessary.

ELM would also welcome a copy of the completed dissertation as a *quid pro quo* if possible.

ELM wishes Mrs. MC Visagie well in her research endeavor.

~~pproved/Not Approved~~

Manager - Training
Mr. S Roets

12/09/2017

DATE



INFORMED CONSENT DOCUMENTATION FOR INTERVIEWEES IN RESEARCH STUDY

TITLE OF THE RESEARCH STUDY:

Gender parity in Gauteng district municipalities: The influence on female organisational commitment

ETHICS REFERENCE NUMBERS: EMSPBS16/11/25-01/47

PRINCIPAL INVESTIGATOR: M.C. Visagie

E-MAIL ADDRESS: cornev@sedibeng.gov.za

CONTACT NUMBER: 082 462 5500

You are being invited to take part in a **research study** that forms part of a mini-dissertation submitted in partial fulfilment of the requirements for the degree *Master of Business Administration* at the Potchefstroom Campus of the North-West University.

Please take some time to read the information presented here, which will explain the details of this study. Please ask the researcher any questions about any part of this study that you do not fully understand. It is very important that you are fully satisfied that you clearly understand what this research is about and how you might be involved. Also, your participation is **entirely voluntary** and you are free to say no to participate. If you say no, this will not affect you negatively in any way whatsoever. You are also free to withdraw from the study at any point, even if you do agree to take part now.

This study has been approved by the **Ethics in Commerce Research Committee (ECRC) of the North-West University (NWU EMSPBS16/11/25-01/47)** and will be conducted according to the ethical guidelines and principles of ethics in the NWU Faculty of Economic and Management Sciences and other international ethical guidelines applicable to this study. It might be necessary for the research ethics committee members or other relevant people to inspect the research records.

What is this research study all about?

- *This study will be conducted at a District Municipality in Gauteng and will involve semi-structured interviews with experienced researchers trained in the methods used (qualitative content analysis). The number of participants that will be included in this study will be determined by data saturation (the point at which data becomes repetitive and no new themes emerge).*
- *The aim of this research is to explore gender parity and the influence thereof on the organisational commitment of female employees of Gauteng district municipalities.*

Why have you been invited to participate?

- *You have been invited to be part of this research because you complied with the following inclusion criteria: you are currently a female employee of a District Municipality in Gauteng.*

What is the procedure?

- *The Municipal Manager of your organisation was requested and permission obtained to conduct interviews regarding the research subject with female employees in the organisation.*
- *You have been identified to be part of this research because you complied with the inclusion criteria.*
- *You will be asked to voluntarily participate in a semi-structured interview process. Once you indicate an interest in participating in the research, an informed consent form will be emailed to you. You will be allowed to study the consent form and have an opportunity to ask questions. The contact information of the researcher is indicated on the form and please feel free to contact her if you have any questions after reading this form.*
- *After giving informed consent, you will be contacted by the researcher to set up an appointment date at a time, date and venue, which is convenient for you.*
- *The data will be collected through a recorded interview process.*

What will your responsibilities be?

- *You will be requested to provide some of your demographic information (specifically your age, qualifications, population group and years employed in a municipal environment).*
- *You will participate in an individual, semi-structured interview and to answer open-ended questions (questions that are not answered by yes or no answers). The duration of the interview will be approximately 20 minutes. In order to record the content of the interview precisely, an audio recording will be made.*

Will you gain anything from taking part in this research?

- *There will, unfortunately, be no direct benefits to you, but the knowledge gained through this research may benefit society with regard to gender parity and its influence on the organisational commitment of female employees. You yourself might benefit indirectly by learning about gender parity within your organisation and its influence on organisational commitment.*

Are there risks involved in you taking part in this research and what will be done to prevent them?

- *Physical harm in the form of fatigue, headaches, boredom and discomfort related to the data collection method may be experienced. If you experience any of the above, you will be given an opportunity to rest and take a break during the data collection.*
- *Psychological harm or emotional harm may occur due to self-disclosure or answering personal questions during data collection.*

- *Should you have the need for further discussions after any mental discomfort or distress during or because of your participation, you must inform the researcher who will provide you with the contact information of a helping and qualified professional to provide emotional containment and support if necessary.*
- *There will be no costs involved for taking part in this research study.*
- *There are more gains for you in joining this study than there are risks.*

How will we protect your confidentiality and who will see your findings?

- *Your identity or name will not be disclosed and will not be documented in the manuscript/publication of the research.*
- *Collected data will be used exclusively for this research.*
- *Only the consent form you sign will identify you and only the research team (student and supervisor) will have access to the consent form, audio recordings, interview transcripts and field notes.*
- *The interview transcripts will be labelled with a unique number. No one, apart from the research team, will be able to identify you.*
- *All hard copies of documentation will be securely stored in a locked cabinet in an office at the NWU for seven years after the publication of the results of the research and will then be destroyed by a member of the research team by shredding it. Electronic data (transcripts & recording data) will be stored on a virus-free and password protected computer in an office at the NWU for seven years after the publication of this research and will then be destroyed by a member of the research team (all files will be deleted from all electronic media).*
- *At the completion of the research, the research results may be used for publication in books, journals and websites or for conference papers or presentations. In any of such instances, your identity will not be revealed.*

What will happen with the findings or samples?

- *The audio recorded interviews will be transcribed word-for-word by a transcriber who will be required to sign a confidentiality agreement.*
- *After the interviews have been transcribed, they will be analysed by the researcher and an experienced co-coder who will be required to sign a confidentiality agreement.*
- *This is a once-off collection and data will be analysed in South Africa.*

How will you know about the results of this research?

- *The researcher will give you the results of this research by March 2018.*
- *You will be informed of any new relevant findings by May 2018.*
- *Upon completion of the study, I undertake to provide you with a copy of the full research report.*

Will you be paid to take part in this study and are there any costs for you?

- *No, you will not be paid to participate in this study. There will also be no costs involved for you if you do take part in this study.*

Is there anything else that you should know or do?

- *You can contact Corné Visagie at e-mail cornev@sedibeng.gov.za or telephone 082 462 5500 or in the office on 016 450 3081 if you have any further questions or have any problems.*
- *You could contact the study supervisor, Dr Elsabé Diedericks on 016 910 3429, or e-mail elsabe.diedericks@nwu.ac.za.*
- *You will receive a copy of this information and consent form for your own purposes.*

DECLARATION BY PARTICIPANT

By signing below, I, _____ agree to take part in the research study titled: **Gender parity in Gauteng district municipalities: The influence on female organisational commitment**

I declare that:

- I have read this information/it was explained to me by a trusted person in a language with which I am fluent and comfortable.
- The research was clearly explained to me.
- I have had a chance to ask questions to the researcher and all my questions have been answered.
- I understand that taking part in this study is **voluntary** and I have not been pressurised to take part.
- I may choose to leave the study at any time and will not be handled in a negative way if I do so.

Signed at Vereeniging on _____ 2017.

Signature of participant

Signature of witness

DECLARATION BY RESEARCHER

I, Corné Visagie (the researcher), declare that:

- I explained the information in this document to _____.
- I did not use an interpreter.
- I encouraged the participant to ask questions and took adequate time to answer them.
- The informed consent was obtained by the researcher.
- I am satisfied that the participant adequately understands all aspects of the research, as described above.
- I am satisfied that the participant had time to discuss it with others if he/she wished to do so.

Signed at Vereeniging on _____ 2017.

Signature of researcher

Signature of witness

ANNEXURE D: DEMOGRAPHIC INFORMATION FORM



Gender parity in Gauteng district municipalities: The influence on female organisational commitment

Demographic information

4.3.1 What is your age group?

Under 25	25 – 29	30 – 39	40 – 49	50+
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4.3.2 What is your highest qualification?

Gr 12 or equivalent	Diploma	Degree	Honours	Masters/PhD
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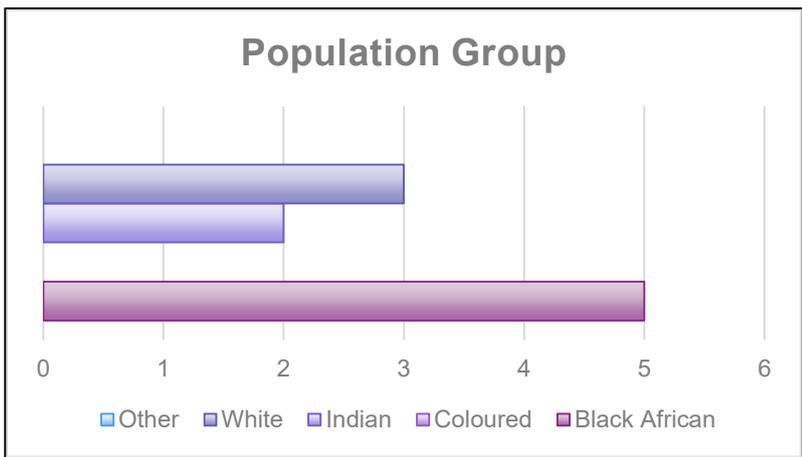
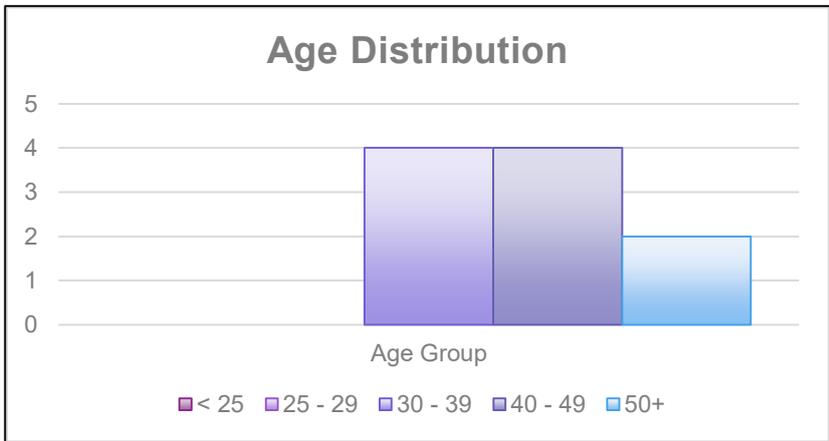
4.3.3 How do you describe yourself in terms of population group?

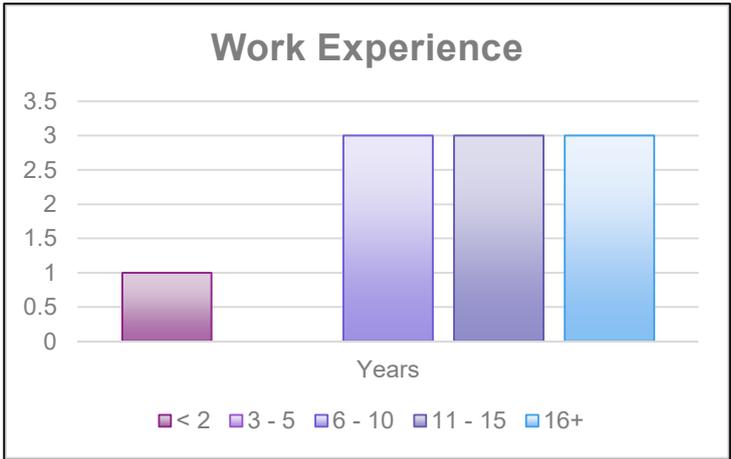
Black African	Coloured	Indian	White	Other
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4.3.4 How long have you worked in a municipal environment?

Less than 2 years	3 – 5 years	6 – 10 years	11 – 15 years	16 years +
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ANNEXURE E: DEMOGRAPHIC STATISTICS





ANNEXURE F: EXAMPLE OF FIELD NOTES

INTERVIEW SCHEDULE		
No	Question	Construct
4. 4 Questions on gender parity		
4.4.1	How would you describe your organisation's treatment of their female employees?	Equal treatment in the workplace
4.4.2	How would you describe women's chances of success or being promoted at your organisation?	Female perspective on why this situation occurs, enquire about barriers to entry
4.4.3	How do you experience peer support from female co-workers at your organisation? → xtra Q	Female to female relationship
4.4.4	(a) How would you describe your relationships with your male co-workers? (b) And with your male superiors? → younger	Female to male & female to male supervisor relationship
4.4.5	What does/can your organisation do to increase gender parity/equality? → Policy Politics	Commitment of the organisation to change
4.5 Questions on organisational commitment		
4.5.1	Please describe your work experience(s) at the Municipality thus far. → Gender parity in India? → happy SDM.	Affective commitment
4.5.2	a) Do you see yourself working for this Municipality in 5 years' time? (b) If yes, what keeps you at the Municipality? If no, why not?	Continuance commitment
4.5.3a	Would you walk the extra mile for the Municipality as your employer? If no, why not?	Affective commitment
4.5.3b	If you would walk the extra mile, how would you walk this extra mile?	Continuance commitment
4.5.4	What keeps you here at this organisation? → security.	Normative commitment
4.5.5	Do you have anything else to add or say that I did not address?	Closing

- 18/09/2017 15:15 18m 54s 03/03. consent = ✓.
- Gender DM 650020.
- f2f - carp
- younger xtra hard work.
- 4.3.0 IH
- 4.3.1 30-39 4.3.2 M 4.3.3 Indian.
- 4.3.6 11-15 yrs.

• confident. Thought about answers, but did not hesitate to answer.

• Young mother

Q₁ - Positive about role of women

• NB extra questions to draw more info. Role that age plays

Q₇ - excited to continue working Q₉ - thought deeply about what keeps her @ org.

INTERVIEW SCHEDULE

No	Question	Construct
4.4 Questions on gender parity		
4.4.1	How would you describe your organisation's treatment of their female employees?	Equal treatment in the workplace
4.4.2	How would you describe women's chances of success or being promoted at your organisation?	Female perspective on why this situation occurs, enquire about barriers to entry
4.4.3	How do you experience peer support from female co-workers at your organisation? <i>PhD.</i>	Female to female relationship
4.4.4	(a) How would you describe your relationships with your male co-workers? (b) And with your male superiors?	Female to male & female to male supervisor relationship
4.4.5	What does/can your organisation do to increase gender parity/equality? <i>murdzel</i>	Commitment of the organisation to change
4.5 Questions on organisational commitment		
4.5.1	Please describe your work experience(s) at the Municipality thus far. <i>negative - politics</i>	Affective commitment
4.5.2	a) Do you see yourself working for this Municipality in 5 years' time? (b) If yes, what keeps you at the Municipality? If no, why not? <i>if</i>	Continuance commitment
4.5.3a	Would you walk the extra mile for the Municipality as your employer? If no, why not?	Affective commitment
4.5.3b	If you would walk the extra mile, how would you walk this extra mile? <i>Programs</i>	Continuance commitment
4.5.4	What keeps you here at this organisation? <i>community</i>	Normative commitment
4.5.5	Do you have anything else to add or say that did not address? <i>president</i>	Closing

~~IT~~ 10:15 22/9 DMSS0026 26:40

Field Notes

- Looked unhappy in current circumstances
- Felt a change is needed.
- • Concerned about being overheard - closed door. (Q1) Negative response to why?
- Q2 indicate difficult work environment.
- Q3 raises PhD
- Q6 vigorous shaking of head - feel strain about corruption
- Q5 - firm answer "NO!"
- Q10 - feel strong about women's role in society - Pillows
hard working → Political corrections? strong

ANNEXURE G: CODEBOOK

CODE	DESCRIPTION	CONSTRUCT	CATEGORY	THEME
AOM	Intensification of work in terms of both quantity (more hours) and quality (more effort) in people working away from the office	“Always-on” mode	Normative commitment	Organisational commitment
CTOWO	Willingness to give your time and energy to something that you believe in, or a promise or firm decision to do something	Committed to co-workers/organisation	Normative commitment	Organisational commitment
DISCRP	Employment discrimination happens when an employee is treated unfavourably because her race, skin colour, national origin, gender, disability, religion, or age	Discriminatory practices	Workplace discrimination against women	Career obstacles confronting the women
EXPPSN	Peer support occurs when people provide knowledge, experience, and emotional, social or practical help to each other. The source of support is a <i>peer</i> , a person who is similar in fundamental ways to the recipient of the support; their relationship is one of equality A negative relationship is one that prevents you from moving forward: it either pushes you backward or tries to hold you at the same place	Experience ♀ peer support as negative	Gender relationships	Gender treatment in the municipality
EXPPSP	Peer support occurs when people provide knowledge, experience, and emotional, social or practical help to each other. The source of support is a <i>peer</i> , a person who is similar in fundamental ways to the recipient of the support; their relationship is one of equality. Positive workplace relationships between male and female workers are based on mutual respect	Experience ♀ peer support as positive	Gender relationships	Gender treatment in the municipality
EXPSSN	The supervisory relationship has dimensions of power and involvement, resulting in the establishment of a set of expectations for the tasks and functions to be completed A negative relationship is one that prevents you from moving forward: it either pushes you backward or tries to hold you at the same place	Experience ♀ supervisor support as negative	Gender relationships	Gender treatment in the municipality
EXPWRP	Positive workplace relationships between male and female workers are based on mutual respect	Experience ♀♂ relationships as positive	Gender relationships	Gender treatment in the municipality
GNR	Gender has no influence on gender participation, treatment or advancement in the municipality	Gender does not play a role	Workplace discrimination against women	Career obstacles confronting the women

GPGAP	The gender pay gap is the average difference between a man's and a woman's remuneration	Gender pay gap exists	Workplace discrimination against women	Career obstacles confronting the women
IDORG	Personal identification with, and participation in, the organisation	Identify with organisation	Affective commitment	Organisational commitment
JS	An assurance that an individual will keep her job without the risk of becoming unemployed	Job security	Continuance commitment	Organisational commitment
KPF	The participant knows, and has access to, the official parity figures (number of men and women appointed full time) of the municipality	Factual knowledge of parity figures	Parity tunnel vision	Management of organisational parity
LOC	Feelings of confidence and positive self-esteem affect how you think and act, how you feel about others, and how successful you are in life	Lack of confidence	Women's lack of self-efficacy	Career obstacles confronting the women
LOCOM	A feeling of fellowship with others, as a result of sharing common attitudes, interests and goals	Love for the community	Normative commitment	Organisational commitment
LSE	The absence feeling of being certain that of your own ability and value	Low self-esteem	Women's lack of self-efficacy	Career obstacles confronting the women
LTS	The quality of being loyal (firm and not changing in your support for your supervisor)	Loyalty to supervisor	Normative commitment	Organisational commitment
MADV	Work-life balance is a concept including the proper prioritization between work and lifestyle Men do not need to choose between motherhood and other traditional roles, as the traditional role of breadwinner is associated with a male	♂ have an advantage because of their traditional role	Lack of work-life balance	Career obstacles confronting the women
NEIP	No action (policy, procedure, mainstreaming) taken by management to improve gender equity	No effort to improve parity	Mismanagement of organisational parity	Management of organisational parity
NOFF	The participant does not know the published parity figures (number of men and women appointed full time) in the municipality	No knowledge of parity figures	Lack of parity transparency	Management of organisational parity

NTWEX	To work extra hard is to exert effort in order to do, make, or perform something Work-life balance is a concept including the proper prioritization between work and lifestyle	♀ need to work extra hard	Lack of work-life balance	Career obstacles confronting the women
ORGC	Organizational culture encompasses values and behaviours that contribute to the unique social and psychological environment of an organization Disparate treatment is intentional employment discrimination. Patriarchy is a system in which men hold the power and women are largely excluded from it	Organisational culture disparate towards women/patriarchal culture exist	Organisational culture	Gender treatment in the municipality
PFW	Passion is an emotion that comes from within you. It is your enthusiasm, your zeal, your drive and your motivation. You do not want to just feel passionate about your job; you want to put passion into it. You want to apply all of your skills and all of your energy into your work.	Passion for the work	Normative commitment	Organisational commitment
PHD	Envy is the feeling that you wish you had something that someone else has. PhD is the lack of support that woman have for each other, especially in the working world	Envy and "pull-her-down-syndrome" (PhD)	Women's lack of self-efficacy	Career obstacles confronting the women
PPF	The participant thinks that the municipal parity is the same as what she sees in her immediate workplace environment (department, directorate etc.)	Only perception of parity figures	Parity tunnel vision	Management of organisational parity
PREC	Reasons given is of a personal nature, i.e. because of children at school, distance to work etc.	Personal reasons for continued employment at the municipality (convenience, family, age)	Continuance commitment	Organisational commitment
R5YR	The participant has no intention to leave the organisation and is not actively looking for employment outside of the municipality	Intent to remain in the municipality for the next five years	Continuance commitment	Organisational commitment

SEMP	Starting from a short time ago, women started taking control of their life, setting goals, and making positive choices. Women started to understand their strengths and weaknesses, and started to believe in themselves	Only recently started to empower self	Women's lack of self-efficacy	Career obstacles confronting the women
TRLC	Traditionally, the role of the homemaker is associated with a woman and the role of a breadwinner is associated with a male. Work-life balance is a concept including the proper prioritization between work and lifestyle In many cases, the importance of work-family balance -- especially motherhood -- outweighs the leadership opportunities being offered by organizations to women	♀ traditional role limits career advancement	Lack of work-life balance	Career obstacles confronting the women
WEXM	To do more than what is needed	Intention to walk the extra mile	Normative commitment	Organisational commitment
WEXM	To do more than what is needed without expecting any reward (financial or other)	Walk the extra mile Overtime work with no compensation	Normative commitment	Organisational commitment
WMEQ	The state of equal ease of access to resources and opportunities regardless of gender, including economic participation and decision-making; and the state of valuing different behaviours, aspirations and needs equally, regardless of gender	Women and men are equal	Absence of gender equality	Gender treatment in the municipality
WMNEQ	Gender inequality is the idea and situation that women and men are not equal. Gender inequality refers to unequal treatment or perceptions of individuals wholly or partly due to their gender. It arises from differences in gender roles	Women and men are not equal	Absence of gender equality	Gender treatment in the municipality

ANNEXURE H: VERBATIM TRANSCRIPTION OF INTERVIEWS

TRANSCRIPTION OF INTERVIEWS

Interview 1

Respondent	I1
Interviewer	C Visagie
Transcriber	C Visagie
Date	2017/09/18
Time	15:15
Location	IT Office, Basement

START OF INTERVIEW

I: How would you describe your organisation's treatment of their female employees?

R: [00:01:28] I think they've got an actually fair approach, a balanced approach I have never had a problem work because I'm a female that I am excluded from from certain opportunities or that I don't feel that I have been discriminated against by the organisation because I am female. I think compared to my other employers and what I hear from other colleagues and you know from elsewhere that I think we've got a fairly balanced employer

I: How would you describe women's chances of success or being promoted at your organisation?

R: [00:02:13] I actually don't think gender plays any role where we are [pause] for this particular organisation (pause) maybe with others there could be a bit of a glass ceiling but I really don't think in the Department I'm in or (um) in the organisation in general I don't really think I that (pause) don't it's a fact

I: How do you experience peer support from female co-workers at your organisation?

R: [00:02:45] I say I think female to female tend to be more competitive where you would think someone someone would be more sympathetic (pause) you actually don't get that type of sympathy I find in my experience I get more sympathy from my male counterparts if I have problem related to being female as a mother for example I would find that a male counterpart would be more sympathetic than another female

I: *Do you think it's worse when you're younger or when your counterparts are younger than you are?*

R: [00:03:27] I think (pause) I think it is across the board (pause) I think other females expect it because they because they they've already found their own way to cope with a similar problems they feel that you should also just deal with it and not bring it to the workplace. (um) I try to be sympathetic as much as much as possible (um) especially to young mothers (emphasis) because I'm one myself but I don't I don't see that being (um) mirrored across all the departments.

I: How would you describe your relationships with your male co-workers?

R: [00:04:07] I have (um) I would say I have an equally balanced relationships with both male and female co-workers I (um) I don't really look at gender. I know you will get one or two people that might be outspoken or might say something inappropriate now and then that you feel uncomfortable with but on a day-to-day (um) general working environment I really don't have a problem with it and I would say I'm fortunate in the Department where I am we actually all have pretty good working relationships we can drink tea together we can yell and scream at each other and then drink tea with each other (laughter) and forgive and forget and move on.

I: And with your male superiors?

R: [00:05:01] (um) my former XXX (*superior*) was male and I must say he was very sympathetic as a XXX or as (um) my senior manager. He always went the extra mile to make you feel comfortable and to make you to (um) to make allowances for you and I think that general approach was as long as the work gets done and it gets done in a quality manner, we really not going to be too fussy about you physically being in the office. unless it is directly related to your work where you had to be present at meetings or something. But generally he he was always very accommodating and currently with (um) XXX (*male person*) while he was XXX as well also had a very understanding relationship, but that could have been because we've known each other now for so many years a new person I don't know (pause) the new XXX now I've only known him for a few weeks, so I still have to see how he he is but that is really with a (um) on an individual basis you can't just like paint everyone with the same brush.

Did you experience this the same when you were younger?

[00:06:18] When I was younger I felt, me personally, I felt that I had to work a little bit extra hard to impress (pause) my (um) supervisors. I don't know if it was because I am female or because I just felt I had to put my name out there. Yeah, when I was working in private sector one of the things that I did notice was that (um) there was a salary disparity between women and men. And even if you were more senior in the organisation, as a woman (emphasis) you were earning on a lesser scale than a man. So you would get a junior staff that was earning either the same, reporting to you, that was earning the same or even more than you or more (laughter) but that was a long long time ago (laughter) so things may have hopefully changed.

I: What does/can your organisation do to increase gender parity/equality?

R: [00:07:27] Equality I know if they've got a policy in place. I know that as a government organisation we have political influences, the political mandate is that there's got to be (um) women empowerment and (um) genders (pause) must be proportionately represented and I know we were working on the employment equity plan as well. We hand in annual reports on employment equity, so I think from that perspective as well, people are working towards both looking at gender as well as race to try and even things out.

I: Do you know the equity figures in your organisation?

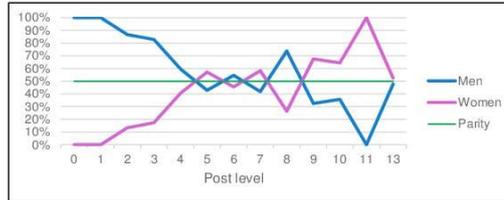
R: Not offhand no, but I've got an email that I can forward to you.

ANNEXURE I: GENDER PARITY CONTINGENCY TABLES

Municipality A

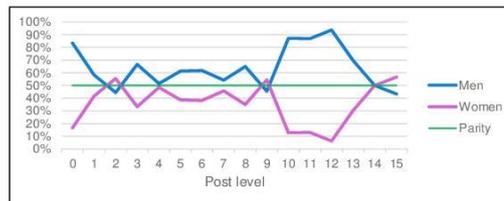
Sep-17

Level	Male	Female	Total	Men	Women
0	1	0	1	100%	0%
1	2	0	2	100%	0%
2	13	2	15	87%	13%
3	24	5	29	83%	17%
4	25	17	42	60%	40%
5	9	12	21	43%	57%
6	18	15	33	55%	45%
7	33	46	79	42%	58%
8	14	5	19	74%	26%
9	26	54	80	33%	68%
10	52	94	146	36%	64%
11	0	4	4	0%	100%
13	70	77	147	48%	52%
	287	331	618	46%	54%



Municipality B

Level	Male	Female	Total	Men	Women
0	5	1	6	83%	17%
1	7	5	12	58%	42%
2	4	5	9	44%	56%
3	2	1	3	67%	33%
4	17	16	33	52%	48%
5	27	17	44	61%	39%
6	29	18	47	62%	38%
7	39	33	72	54%	46%
8	65	35	100	65%	35%
9	31	37	68	46%	54%
10	41	6	47	87%	13%
11	20	3	23	87%	13%
12	30	2	32	94%	6%
13	133	58	191	70%	30%
14	3	3	6	50%	50%
15	13	17	30	43%	57%
	466	257	723	64%	36%



Municipality C

Level	Male	Female	Total	Men	Women
0	1	0	1	100%	0%
1	7	3	10	70%	30%
2	31	12	43	72%	28%
3	38	21	59	64%	36%
4	28	17	45	62%	38%
5	48	43	91	53%	47%
6	117	108	225	52%	48%
7	123	76	199	62%	38%
8	41	29	70	59%	41%
9	97	91	188	52%	48%
10	254	182	436	58%	42%
11	24	8	32	75%	25%
12	85	67	152	56%	44%
13	30	3	33	91%	9%
14	101	9	110	92%	8%
15	34	2	36	94%	6%
16	512	313	825	62%	38%
18	4	1	5	80%	20%
	1575	985	2560	62%	38%

