UNIVERSITY OF KWAZULU-NATAL

WOMEN'S REPRESENTATION IN PUBLIC ENTERPRISES IN PIETERMARITZBURG

By

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DECLARATION

I, Chidi Idi Eke, declare that:

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ACKNOWLEDGEMENTS

ABSTRACT

A democratic "tsunami" is moving around the world, nations are embracing democracy which brings power to the people and enables their voices to be heard. South Africa has one of the most progressive Constitutions in the world which contains the Bill of Rights where equality is preached. The Grant Thornton International Business Report on Women in Management (2012) rightly concludes that women occupy only 21% of top managerial positions, worldwide. In South Africa, women occupy only 28%, which is slightly more than the international average. In light of the above information, this study looks at women's representation in business, with special emphasis on the challenges faced by women at top management level in public enterprises in Pietermaritzburg, South Africa. The inference deduced from the above statistics unveils that women are underrepresented at top management level. Several authors have viewed the challenges faced by women in top level managerial positions from different perspectives and the core challenges this study has identified are as follows: the 'glass ceiling'; balancing work and family responsibilities; organisational culture; human resource policies; politics of power and the 'Queen Bee Syndrome'.

This study has unveiled a deeper understanding of the challenges faced by women employed in top level managerial positions, useful in enabling women at this level to overcome their challenges and thereby assist them to function to their utmost capacity, while at the same time attempting to increase women's representation at top management level. The researcher adopted a mixed method of data collection in carrying out this study. In-depth interviews were carried out with respondents; the insight gained in these interviews assisted the researcher to carry out further telephonic interviews with other respondents and lastly; questionnaires were employed to complement other sources of data collection in the study.

These findings of the study show that the ills of Apartheid could be responsible for the lack of self-confidence of black women holding top level managerial positions. In the researcher's point of view, the Bantu system of education did not provide a sound foundation of quality education for the black women of Pietermaritzburg. In conclusion, the thesis argues that, since women constitute a significant proportion of the economically active population in South Africa, it is fair only that they should be equitably represented at top managerial level. To achieve this goal, the study proffered a recommendation which has

managerial benefits that may assist in accelerating and increasing women's representation at top management level.

TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION

CHAPTER 5: DISCUSSION OF RESULTS

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

LIST OF TABLES

LIST OF FIGURES

LIST OF ACRONYMS

AA	Affirmative action
ANC	African National Congress
BCEA	Basic Conditions of Employment Act
BEE	Black Economic Empowerment
BWA SA	Business Women's Association of South Africa
CESCR	Committee on Economic, Social and Cultural Rights
COSATU	Congress of South African Trade Unions
EAP	Economically active population
GCE	Global Campaign for Education
GNU	Government of National Unity
HRDS	Human Resource Development Strategy
ILO	International Labour Organization
LRA	Labour Relations Act
NSDS	National Skills Development Strategy
PEPUDA	Promotion of Equality and Prevention of Unfair Discrimination Act
RDP	Reconstruction and Development Programme
RSA	Republic of South Africa
SPSS	Statistical Package for Social Sciences

LIST OF APPENDICES

CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND OF THE STUDY

This chapter gives insight into the study and covers the pioneering interest of the researcher in the background of the study. The following areas are covered in the chapter: the significance of the study, research objectives, research questions, research approach, data analysis method and the structure of the study.

Thabo Mbeki, the former President of South Africa rightly concludes that, "We are sad that many women have not tasted the fruits of our liberation, particularly working class and poor women" (Mahlangu, 2006). Okyere-Manu (2011:63) puts it that "not only did apartheid result in inequalities in the work place, but it also prevented black people from ownership, as well as access to proper education and skills development. This was possible through a number of laws instituted by the government". Hochschild (1997:5) reminds us that "there are structured roles which women play in their homes that cannot be separated from them, no matter the managerial positions they occupy".

These structured roles may limit the rise of women to managerial positions who find it difficult to manage job exigencies. The fact surrounding this is that most of the structural frameworks in organizations are arranged around social and cultural constructs (Bosch, 2011:83). They are based on the western style nuclear family structure in which both men and women have their specific tasks and roles. As a result, women are continually derailed from posts in public enterprises in which it is perceived that they will be unable to fulfil roles supposedly intended for males alone. Bosch (2011:83) points out that "limited (corporate) support structures and networking opportunities hinder women's career advancement' at an industrial scale". Mathipa and Tsoka (2001:126) posit that "the obstacle to women's advancement into managerial positions does not have anything to do with work requirement, but is purely a gender discriminative issue". One would not be far from the truth to say that there are women with the relevant academic qualifications required to hold top level managerial positions and yet they are not able to secure or occupy top level managerial positions as a result of constraints and challenges, such as gender discrimination and stereotypes.

It is in the light of these facts that this study has identified key challenges to women's representation at top management level in public enterprises; and has made recommendations that will possibly accelerate and increase women's representation at top management level. This thesis also unveiled the likely benefits that such a shift would have on the households of the respective women. A review of several authors' works reveals that the game is not over in identifying the core challenges hindering the increase in women's representation at top level management positions in public enterprises in Pietermaritzburg; it is this gap which this study has addressed. An overview of women's representation at top management levels unveils an imbalanced representation of women in this arena. It is upon this premise that this study was conducted to critically evaluate the representation of women in top level management positions, identifying their core challenges, making recommendations and presenting the likely benefits of an increased representation of women in public enterprises in Pietermaritzburg.

Section 9 (1) of the Bill of Rights in the Constitution of South Africa (RSA, 1996) includes that everyone is equal before the law and has the right to equal benefit and protection of the law. Section 9 (3) also states that no one should be discriminated against on the grounds of race or gender; everyone must be treated equally. Yet women are not equally represented in managerial positions in public enterprises in Pietermaritzburg today. The African traditional society supports the patriarchal ideology where men are more superior to women in all spheres of life. In contrast, in 'Western' ideology, men and women are assumed, stereotypically, to be identical in managerial behaviour. Women are expected to behave like men and to conform to the male norms of the business world.

Robb (1994) posits that feminist analysis has to do with ethical situations, because it seeks to address the biases which patriarchy creates in the work place and the society. If men and women are different, then they are capable of making different, though equally valuable contributions to management performance. Hau-siu Chow (1995:102) maintains that "Women can behave like men and make use of their strengths and need not copy men in order to be successful". In addition, an increase in the representation of women in management positions may directly or indirectly lead to economic growth and development, which will eventually lead to an increase in the living standards of people. During the Apartheid period, racial discrimination was visible in all works of life, white people were given special privileges in education, recreation, career choices and even in the health sector. These variables, to a large extent, contributed to the disadvantaged position which blacks in South Africa currently find

them in. Bantu education was designed to keep black men and women at the possible lowest point, in order for them to be able to carry out nothing more than menial jobs. This has led to a low proportion of blacks in managerial positions in South Africa. Many authors have viewed the obstacles faced by women in top level managerial positions from different perspectives and the core obstacles are identified as follows: - glass ceiling; balancing work and family responsibilities; organisational culture; human resource policies; and stereotypes (Kiamba, 2008).

In the careers of most female managers, there seems to be an abstract yet real limit in the work place above which they cannot go beyond. This barrier is known as the 'glass ceiling'. This invisible wall can be as a result of organisational policy, gender stereotypes and sometimes leadership methods (Falkenrath, 2010). Workers are afraid to ask for time off from work as a result of fear of being dismissed from work; which results in women becoming more vulnerable because they tend to need to take more leave in order to attend to urgent family responsibilities. This creates a significant barrier for women rising to managerial positions. Working at managerial level entails extra efforts and extra hours, hence balancing work and family responsibilities effectively and efficiently becomes a difficult task which managers must contend with.

Ismail and Ibrahim (2008:53) defined organisational culture as "a system of shared meanings, values, beliefs, practices, group norms to produce behavioural norms with regard to the working conditions of the organization". Many times, the nature of an organisation's business influences the gender combination of staff. Women may be considered to be very affectionate in nature and, as such, are not deemed fit to occupy managerial positions that require some degree of aggression, risk taking and competitiveness. One could say that the transition to democracy in South Africa in 1994 unearthed huge socio-economic inequalities in the new South Africa which the government, led by Nelson Mandela, was then faced with - the issue of how to solve the socio-economic imbalances and meet the expectations of the black majority.

In a bid to bridge these imbalances, after coming into power, the African National Congress (ANC), embarked on creating structural policies to address the human resource shortage, poverty and inequality in the black dominated new South Africa. The constitution of the Republic of South Africa (RSA, 1996) section 9 (3) states that no one can be unfairly discriminated against on grounds of gender. However, a closer look at the level of women's representation at managerial levels reveals that in some cases, women have been relegated to

mere housewives and have not been adequately motivated and represented. This research looks at various government policies and programmes geared towards the development of human resources, such as Black Economic Empowerment (BEE), the Reconstruction and Development Programme (RDP) and others which were designed by the South African government to increase women's representation in top level management and uplift the standard of living of South Africans, while also providing better social infrastructure.

1.2 THE AIM OF THE STUDY

This study is of the utmost importance in this social dispensation in which the rights of women have been brought to the fore more often than they have been in the whole of the last social dispensation, that is, during Apartheid. It is especially important that a study of this nature be carried out considering that, hitherto, studies in organisational culture and management in South Africa's public enterprises have had as their invariable foci the disparities that existed between the different races that make up South African society. On other levels, this study on women in top level managerial positions broaches a deeper dimension to understanding the inequalities perpetuated in post-Apartheid South African society. The seeming road-block of race, which in most other studies obscures the results, is overcome in this research.

Many government policies and initiatives have been put in place in a bid to cleanse South Africa's corporate framework of this inequality which most stakeholders believe can effectively impede a country's journey to economic growth, social coherence, political integration and justice in all aspects of life. This study attempts to deconstruct the presumptive consensus as to the ability of these policies in order to bring out clear cut positive results. In the light of this, nonetheless, this study is not to be misunderstood as embarking upon research with a preconceived feminist bias, because statistics have shown that women are underrepresented at top management level (Grant Thornton International, 2012:4). The results arrived at as a result of this research are based solely on the empirical research which has been carried out, as well as from available resource materials.

Finally, the utilization of a fusion of qualitative and quantitative research methods increases the effectiveness of this study. While the quantitative research method is used to its utmost capacity in ascertaining the numerical values of women in top level managerial positions, the qualitative research method allows the researcher to delve deeper in order to find out the

reasons why, despite making up more than half of the total work force, women are not correspondently represented at top management level.

1.3 THE PROBLEM STATEMENT OF THE STUDY

Women at top management level worldwide face different kinds of challenges in the workplace. The aim of this study is to identify the core challenges faced by women at top management level in Pietermaritzburg. It is important for women in management in general, and at top management level in particular, to be able to identify the challenges which women often face in the workplace, in order to make the right decisions to enhance productivity and increase women's representation at top management level. A comprehensive understanding of the challenges faced by women at top management level may also accelerate women's representation in this arena. South Africa's definition of and goals towards achieving gender equality are guided by a vision of human rights which incorporates the acceptance of equal and inalienable rights of both women and men.

1.4 THE OBJECTIVES OF THE STUDY

1.4.1 To identify the challenges faced by women at top level management in public enterprises in Pietermaritzburg.

1.4.2 To explore the perception of women at top level management with regard to the relationship between family responsibilities and work in public enterprises in Pietermaritzburg.

1.4.3 To analyze the representation of women at top level management and the possible benefits of an increase in the representation of women in public enterprises in Pietermaritzburg.

1.5 THE RESEARCH QUESTIONS

1.5.1 What are the challenges faced by women in top level management positions in public enterprises in Pietermaritzburg?

1.5.2 What are the perceptions of women with regard to the family-work relationship in public enterprises in Pietermaritzburg?

1.5.3 What are the representations of women in top level management positions and what are the possible benefits of an increase in women's representation in public enterprises in Pietermaritzburg?

1.6 THE RESEARCH HYPOTHESES

The following six (6) research hypotheses were tested in this study.

1.6.1. **H0:** Gender discrimination represents a significant challenge that hinders women from reaching top management level in public enterprises in Pietermaritzburg.

H1: Gender discrimination does not represents a significant challenge that hinders women from reaching top management level in public enterprises in Pietermaritzburg.

1.6.2. **H0:** Lack of self-confidence represents a significant challenge that hinders women from reaching top management level in public enterprises in Pietermaritzburg.

H1: Lack of self-confidence does not represent a significant challenge that hinders women from reaching top management level in public enterprises in Pietermaritzburg.

1.6.3. **H0:** The respondent's option is independent of their Race group.

H1: The respondent's option depends on their Race group.

1.6.4. **H0**: The respondent's option is independent of their Age group.

H1: The respondent's option depends on their Age group

1.6.5. **H0**: The respondent's option is independent of their marital status.

H1: The respondent's option depends on their marital status.

1.6.6. **H0**: The respondent's option is independent of their Level of education.

H1: The respondent's option depends on their Level of education.

1.7 METHODOLOGY

The population of the study is 204, which consists of 2 top management staff, 9 senior management staff, 44 professionally qualified staff, 133 skilled technicians who are academically qualified; and 6 unskilled staff. The sample size of this study is 117 using Sekaran's sampling tables, with a confidence level of 99% and a margin of error of 3.5%. A total of 117 questionnaires were distributed to the target sample; however only 50 respondents returned their questionnaires. Since participation into the study was voluntary, as such, the principle of voluntary participation had to be observed.

Non-probability sampling involves the selection of sample based on assumptions about the structure of the population and elements are chosen arbitrarily. Non-probability sampling was adopted in this study because there are target respondents which are women at top managerial level. Non- probability sampling is useful when descriptive comments about the sample itself are desired. Non-probability sampling is quick, inexpensive and convenient.

Convenience sampling select elements based on their availability for the study. Convenience sampling was adopted in this study to select respondents that can be accessed easily and conveniently. Convenience sampling saves time, money and efforts. Mixed method approach of data collection was employed for this study. Umgeni Water was established by Proclamation No. 114 of 1974 (RSA, 1974). It supplies water for urban, industrial and agricultural purposes, as well as to local authorities within its area of supply. It operates eleven large storage dams, ten major and five small waterworks and two large waste-water works. It also operates rural reticulation schemes. The Head Office is situated in Pietermaritzburg, with regional offices at Mkondeni, New Germany, Umhlali and Park Rynie, all in KwaZulu-Natal province.

Flyvbing (2006) states that a case study is a research method that allows for an in-depth examination of events, phenomena within a real-life context for purposes of investigation. It can be qualitative, quantitative or a combination of both. Umgeni water a public enterprise based in Pietermaritzburg was used as the case study organization for this study. Case studies provide rich raw materials for advancing theoretical ideas. It provides insight at all stages of the theory building process of research.

1.8 DATA ANALYSIS METHODS

The Statistical Package for Social Sciences (SPSS) was employed in the analysis of the data in this study. Descriptive statistics were used as the tool for data representation in the study. Qualitative data was analysed in an iterative process using the principles of analysing and interpreting qualitative data, as recommended by Spiggle (1994).

1.9 CONTRIBUTIONS OF THE STUDY

1.9.1 Size of Women Representation

Women's representation at top management level globally stood at 19% in 2004, 24% in 2007, 24% in 2009, 20% in 2011 and 21% in 2012. Amongst Russian women, representation stood at 46% in 2012 and at 28% in South Africa in 2012 (Grant Thornton International, 2012).The above statistics reveal that there are only 28% of women at top level management in South Africa, despite the country having one of the best democratic Constitutions in the world. The statistics further reveal that women's representation in top level management in public enterprises is a global problem. Nevertheless, there has been a slow increase in women's representation over the years.

1.9.2 Theoretical Contributions

Several authors have written about the challenges and barriers to women's representation at top level management. This study has taken a different route in its attempt to address the representation of women at top management level in public enterprises in Pietermaritzburg, specifically. It commenced by looking at the scale of women's representation at top level management globally, and then proceeded to look at selected countries, lastly focusing on the local situation. This study is different from others which have been carried out in that it looks at the challenges faced by women in top level managerial positions, who come from disadvantaged backgrounds, impacted on by the ills of Apartheid and the ill structured system of Bantu education. Considering the fact that Pietermaritzburg is a black dominated settlement surrounded by different informal settlements makes the challenges of these women unique in their own way. Emphasis was given to the study of the relationship between work and family responsibilities and the possible benefits of an increased representation of women for their respective households and the South African economy as a whole. This study further unveils the fact that although there has been an increase in women's representation, progress has been slow and needs to be accelerated in the interests of equitability and fairness.

1.9.3 Methodological Advantage

The employment of the mixed methods approach in this study provided a deeper understanding of the challenges, as the methods complemented each other for better clarity, especially where one method could not give sufficient direction. The use of the mixed approach increased the credibility, quality and value of the study. It also provided an opportunity for the researcher to look at variables from different perspectives and draw a reasonable inference. Denzin and Lincoln (2004:76) remind us that "employing multiple methods aids in the reliability and validity of the research".

1.9.4 Managerial Implications

The literature suggests a very strong relationship between work and family. As a result of this, management must ensure that there is a favourable environment to accommodate this variable, thereby enabling women to function to their utmost capacity and accelerate women's representation. Training and retraining of staff should be a core policy objective of organizations to empower their staff on the route to achieving organizational objectives. The issue of lack of confidence on the part of top level management staff can be solved with the right training/workshops. Policies must be put in place, which aim to balance the imbalances in employment. Furthermore, women are to be made the priority group in any workshops and/or employment opportunities that arise. Also, company boards of directors must eliminate any wage gaps that exist between women and men in their employ.

Women must not only be able to earn the same pay for the same work as men, but must also be able to ascend the corporate ladder as fast as men do. This means that the system of rewards in corporate organizations have to be restructured, especially when they have hitherto favoured male hegemony. Besides this, corporate organizations need to put policies in place that accommodate the family responsibilities of women. Such policies may include maternity leave, flexible hours of work and travel etc. Companies can create child care units within their work environment, to take care of nursing mothers who might have challenges with their children after exhausting their maternity leave.

1.10 LIMITATIONS OF THE STUDY

The researcher encountered some challenges during the course of the research which constitute limitations to the study. These are listed below:

1.10.1 The researcher could not interview many people telephonically because of the significant cost involved in telephone calls; since respondents have to be given the time and opportunity to express their ideas fully, coupled with the fact that the researcher was using a cell phone for the interview.

1.10.2 There was limited information available on the web sites of the Department of Labour and Statistics South Africa.

1.10.3 Financial constraints constituted a huge limitation in carrying out this study.

1.10.4 Participation to the study was voluntary, and as such; only 50 responses were received from the questionnaire element of the study. It would have being good if all women at Umgeni water had retuned their questionnaires but this was not the case.

1.10.5 Non probability sampling is limited in extrapolating results. Respondents are selected on the basis of their accessibility or by the purposive discretion of the researcher, as such; results of this study cannot be generalized.

1.11 STRUCTURE OF THE STUDY

Figure 1-1   **Overview of the Thesis**

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                        │       Chapter 1         │
                        │   Overview of the Thesis │
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│    Chapter 2     │                              │    Chapter 3     │
│ Literature Review│                              │   Methodology    │
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                        │       Chapter 4         │
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                        │        Findings         │
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                        │       Chapter 5         │
                        │       Discussion        │
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                        │     Conclusion and      │
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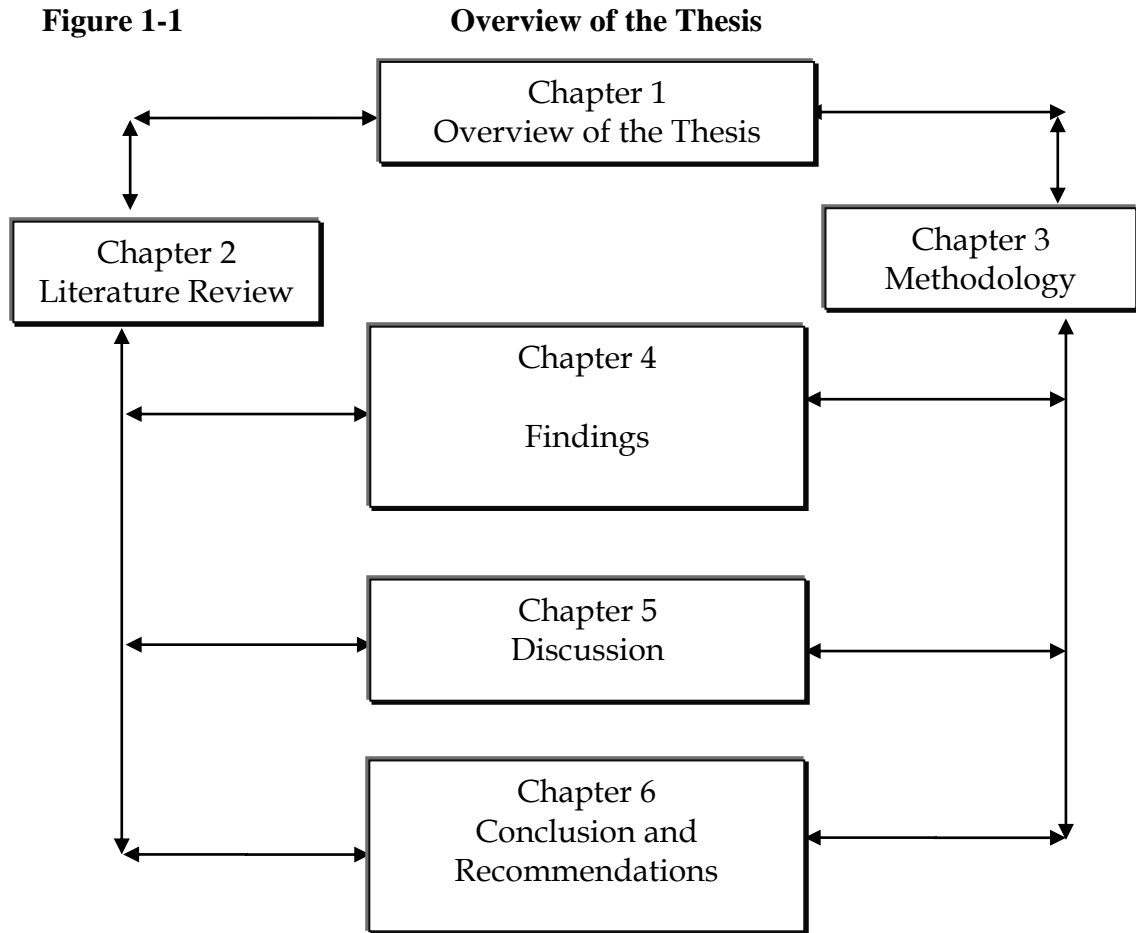
This study is made up of six (6) chapters. Chapter One includes a holistic overview of the study, objectives of the study, the research questions, significance of the study, methods of investigation, structure of the study and the conceptual framework. Chapter Two examines past literature on the topic of study, reviewing issues relating to glass ceiling; balancing work and family responsibilities; organisational culture; human resource policies; gender discrimination; and government policies. Chapter Three covers research design, methods of data collection and techniques of data collection. Chapter Four contains presentation of the data, the analysis and interpretation of data and findings of the study. Chapter Five contains findings and discussions of the study. The findings and discussions of this study reveal the originality of the study. They bring out the raw exhibition of the passion of the researcher to carry out a unique piece of research on the theme of the study and to add to the wealth of existing literature on this gender issue. Chapter Six is the last chapter, which contains the recommendations and conclusion of the study.

1.12 SUMMARY

This chapter represents the blue print of the study and serves as an introduction to this research work. It unveils how the study has been conducted and the structures involved. The literature review gave the researcher an in-depth understanding of the challenges faced by women in top management level. The essence of this study is to assist in the acceleration of women's representation at top management level, considering the fact that women have historically been underrepresented in this arena.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

According to the Commission for Employment Equity, women make up forty six per cent (46%) of the economically active population in South Africa and yet only about twenty one per cent (21%) make it to top management level (Department of Labour, 2011). Questions arise seeking answers as to why there has not been adequate gender transformation; this chapter looks at other authors' work on the barriers to women's representation, in an attempt to give the researcher an in-depth understanding of the variables which feed into the challenges which women in top level management face.

2.2 GLASS CEILING

The term 'glass ceiling' has often been used to metaphorically describe the situation in which many women find themselves in, professionally. In its present usage, the term is believed to have been coined by Carol Hymowitz and Timothy Schellhardt (1986) in an article, published in *Wall Street Journal*. Since then, this term, has been appropriated in organisational studies and analysis to define the situation women face when they may have progressed steadily in the corporate framework and are suddenly unable to progress past a certain level.

This is often not due to a lack of the necessary credentials on the part of the women, however. Hymowitz and Schellhardt (1986:47) state that "even those few women who rose steadily through the ranks eventually crashed into an invisible barrier. The executive suite seemed within their grasp, but they just couldn't break through the glass ceiling". Van der Boom (2003: 132) says the glass ceiling is the "frustration of working women at every level who can see where they want to go but find themselves blocked by an invisible barrier". This is visible since women constitute the majority of the workforce at the lower levels, but do not have representation in the higher managerial positions that is proportional to their numeric dominance of the workforce.

The dynamics involved in the glass ceiling effect do not only prevent women from attaining high levels in management, but also deny them the opportunity to acquire the necessary experience for other top level positions (Wirth, 2001). Although these effects play out in a number of socially and culturally perceivable ways, these are often as a result of gender discrimination, as there are certain kinds of work reserved for men as opposed to other kinds

of work reserved for women, even within other non-corporate environments like the family. It is assumed that men are, in most cases, considered more equipped to bear the pressures of occupational life than women, especially since women are considered to be more suited to the role of home care-givers.

Changes in the labour landscape have started to bear results in the area of deconstructing some of these gender imbalances. Today, the vast outlook of the workforce is feminine and women are increasingly doing jobs that were previously thought of as men's jobs. Kaufmann *et al* (1996: 29) point out that "there are three theories that can be applied to assess why the glass ceiling phenomenon still does exist, these theories include (i) the stereotype theory (ii) the experience theory, and (iii) the personality theory". The stereotype theory has to do with the traits identified with a leader, whereby certain positions which require certain capabilities are naturally drafted to the sex that are believed to be more suited to them. The experience theory, which seems to systematically oppose the stereotype theory, asserts that men and women should be treated equally in terms of job opportunities. However, a closer look at this theory reveals that, if this is the case, women will still be massively out-done in terms of places in top level management.

The personality theory contends that the disparity that exists between men and women in terms of holding top managerial offices is explainable with regards to the personalities and abilities of women, as opposed to those of men. Robertson (cited in Franzsen, 2010:34) tends to agree with this theory since, for him, attributes such as "being too consultative and engaging in limited networking' seemingly disqualify women for jobs in the top corporate echelon.

These attitudes outlined above do not only play out in the taking up of high managerial offices, but begin, as the ILO[1] alleges, from the kind of education that women receive in contrast to that which is received by men. Adair (1999:7) found that "education, credential building experiences, certain competences and being willing to take risks are necessary for women's success". Another reason why the 'glass ceiling' is believed to exist is that when sourcing candidates, most employers choose to fill a vacancy in their organizations, rather than engage in a search for a candidate with the right credentials and, in some cases, they would rather go

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[1] The International Labour Organization

in search of the candidate whose leadership philosophy tends to tilt in the direction of the previous top official who vacated the position.

A clear picture of the situation becomes visible when past statistics of a decade ago are examined; one finds that the majority of top management positions were occupied by men, since it is more likely for men to share a particular leadership style and philosophy than a woman. Goodman *et al* (2003:77) portray this phenomenon thus: "the process of selecting top managers is less open to scrutiny and more subject to the biases of decision makers than is the selection of lower level managers". Consequently, women at earlier stages of their career path have limited access to role models who have attained similar positions to the ones which they would like to attain in their career paths.

The prevalent organisational culture does not seem to allow, in large proportions, for feminine participation in networking. It may be argued that there is little organisational structure that aids women's career advancement. The fact surrounding this is that most of the structural frameworks in organisations are based around social and cultural constructs (Bosch, 2011). They are further focused on the western style nuclear family structure in which both men and women have specific tasks and roles. As such, women are continually excluded from posts in public enterprises where it is perceived that they will be unable to fit into the supposedly male shoes.

Mathur-Helm (2006:311) posits that the "failure of women in climbing up the corporate ladder is due to discriminatory barriers", one of which is referred to as the 'glass ceiling'. Often this 'glass ceiling' phenomenon may not be as a result of discrimination on the part of the men against their female counterparts, but rather due to a desire for success on the part of the organisation. The stereotypes about women being unable to occupy male dominated positions adequately may be attributed to the reason why there are few women in top managerial positions. This means that, often, the 'glass ceiling' phenomenon is entrenched in some of the supposedly harmless company policies that implicitly serve to promote and maximize masculine leadership practices, without taking into consideration the variations that exist between these and the traditional feminine leadership orientation.

According to Bosch (2011:34) "limited corporate support structures and networking opportunities hinder women's career advancement at an industrial scale". The same writer goes on to identify some of what she designates "out-dated company policies regarding

programmes such as part-time and flexi-time work options, job-sharing, and telecommuting". The exclusion of women from informal corporate networks plays a leading role in the 'glass ceiling' phenomenon. Informal corporate networks have been shown to be effective tools for career improvement over time. They provide the avenue, amidst a friendly environment, to share information and receive input from other top-officers in the bid to better their own work (Zaaiman, 2006). This tool is also important since it gets one acquainted with people in the corporate hierarchy in such a way that they know and trust one's ability and can call on such a person in the future to fill a top level post.

Networking are sometimes important for acquiring new positions on the corporate ladder, and also for the purpose of seeking professional advice and getting second opinions from people with a wealth of experience. Social stereotypes prevent women from participating in these networks. Some stereotypes include those that suggest that participation in social networking may hinder women from performing their marital duties effectively. One must bear in mind that a woman who choose not to mingle with men is most likely going to lose out on the benefits of social networking because the present corporate hierarchy is male-dominated.

However, in some cases, women with the right mix of educational background, professional experience and zeal, sometimes lack the self-belief to move their careers to higher levels. One must note, however, that the 'glass ceiling' phenomenon does not play out in all industries in the same way. Based on research by Stanton Chase International[2] (2009), the health care, technology and logistics industries provide fewer challenges to women's advancement than areas like the financial and professional services industry. Women often tend to thrive in the health and logistics sectors since they are generally perceived to be more caring and precise in what they do. The areas that are more closed to women are so because, according to most constructs and stereotypes, men are more competent with finances and related aspects. Despite the fact that experience has proven that there is no truth in this claim, women continue to suffer from career barriers which exist due to these beliefs. Stake-holders in the corporate hemisphere must begin a restructuring process that must begin to deconstruct some of the degrading social and cultural perceptions of women. Women must also work hard to out-shine all that impedes their professional growth. However, the 'glass ceiling' phenomenon is not the

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[2]Stanton Chase International is a leading global executive search firm

only existing framework that works, in one way or another, against the career advancement of women; another is finding the right balance between work and family responsibilities.

2.3 BALANCING WORK AND FAMILY RESPONSIBILITIES

Hochschild (1997:15) reveals that "there are structured roles which women play in their homes that cannot be separated from them, no matter the managerial positions they occupy." She further posits that many a times consensus has to be reached in order to strike an acceptable balance between work and family responsibilities. Working at top level management comes with significant responsibilities which may deprive some families of quality time with their mothers. Another prevalent blockade to the career advancement of women is based on the perceived difficulty of successfully fusing the responsibilities involved in running a home and the demands of the professional life. The burden to perform this fusion is not only for married people who need to provide care for their children and dependents, but is also a concern for young un-married professionals who may perhaps have aging parents and younger siblings to care for.

However, arguments in this parlance heat up when the question of the care of children is raised; when it is about how much time the job allows the professional to be able to provide basic care to the entire family. There is also a variable in this argument that one needs to bring into context immediately, namely, that women are socially and culturally considered to be the natural care-givers of the family. This social and cultural presumption which, in practice, appears to sometimes unduly make husbands idlers in their own homes, also serves to trap women in the role of house wife. Sometimes women find the time to take up appointments in enterprises, but are often not capable of holding onto jobs that are as demanding of their attentions as their familial responsibilities.

These demands put women that are in their prime in disadvantaged positions, when one assesses the possibility of them being able to step into top managerial positions, which in most cases, requires a great deal of extra-time and attention. As a consequence, the career advancement of men is hardly affected in the sphere of this argument. Some women have considered doing away with the possibility of starting a family in order to attain certain career heights. Another important context in which it is important to establish this issue is the consideration that many women come from families in which the man does not earn enough to cover all the needs of the family. In such cases, it is imperative for a woman with the proper

credentials to engage in a job to improve the financial situation of the family. Waldfogel and McLanahan (2011:3) articulate the scenario thus:

> "Some working parents are better positioned than others to meet their family's care needs because they have higher incomes, more access to informal support from family members and others, or more support from employers or public policies. But no families, even middle- and high-income families, are immune from the challenge of balancing work and family obligations. The basic question that springs from these considerations is: in what concrete form does this problem rear its head? Though there is sufficient resources in the area of helping women surmount this problem, our basic concern in this review will be to critically approach the problem itself. Studies in organizational psychology begin discussions in this area by attempting a definition of the problem. St-Amour *et al* (2007:5), quoting Greenhaus and Beutell, define it as a conflict between the different roles played by the same person. This conflict takes three forms: time conflicts, conflict due to tension between roles and behavioral conflicts".

Amour *et al* (2007) rightfully argued that time conflict happens when, in the process of performing a certain duty or work obligation, a person does not have the time to perform another. Sometimes, eventualities emerge and disrupt the smooth flow of the time table; hence a clash of responsibilities occurs in which a person does one important thing at the expense of another duty. The conflict between roles is shown when the effect of performing another task in one area (perhaps work) supplants one's ability and likelihood to effectively perform a task in another area. For example, work frustration can supplant a woman's desire to prepare supper for her family. Finally, behavioral conflict can emerge, when certain modes of being in one area is intolerable in the other area.

The competitive economy, for example, demands that workers valorize or value qualities like assertiveness and sometimes ruthlessness with competition, but these qualities have often been shown not to go well with family ethics. Clearly, the crux of this problem is found in the fact that most employers do not put policies in place that will allow female employees the opportunity to attend to health and family needs. In a competitive job market, Hochschild (1997:264) contends that employees will be afraid to ask for such benefits for fear that their contracts will not be renewed when they are over. This scenario creates an unsavoury conception of the family, as opposed to the prospect of keeping a

job, even less of attaining top levels in management. This issue has been divided into two basic segments, namely, family-work conflict and work-family conflict.

Normally, it is the case that workers rarely allow their family preoccupations a place in their work life. Nothing of the family is mentioned at work and employers often reiterate that they do not expect family conflicts and stress to interfere with the productivity of their employees. In the contemporary work environment, with the level of unemployment, workers strive desperately to retain whatever job they have, hence they succumb to any work policy, even if it excludes their ability to perform that family-work interaction (St-Amour et al, 2007). Several theories attempt to explain this phenomenon. These theories include the Segmentation Theory, the Compensation Theory, the Spill-over Theory, as well as the Identity Theory.

The presumptive basis of the Segmentation Theory is that work and family are fundamentally disparate. Thus, proponents of this way of assessing this conflict posit that aspects of both ought to be segmented. Emotions, behavioural patterns, dispositions etc. must not overlap these segments. So, in the terms of this theory, work and family are mutually exclusive and ought to be treated as such, (Lambert 1990; Greenhaus & Beutell, 1985). A critic of this theory is likely to bank on the fact that some work stations are also family avenues, such as if the business is a family enterprise. However, this critique loses weight if the enterprise is not a family business or is a government establishment. The compensation theory also builds on the basis that work and family are cleanly dichotomized. From that starting point, proponents of the Compensation Theory contend that the conflict between work and family emerge when people attempt to make up for inadequacies in one with the other.

For instance, if a woman cannot fulfil some house-hold task competently, she attempts to make up for it by working more diligently at work. This also extends to the realm of emotions, as women sometimes attempt to compensate for the unhappiness felt at home with the happiness they could derive from doing their work well (Staines 1980; Gryzywace, Almeida and McDonald, 2002). The Spill-over Theory explains this conflict in terms of the fact that often one does not find happiness in either domain of activity, as the Compensation Theory tends to presume. This theory posits that conflict emanates and consequently intensifies as a result of the person's failure, and subsequent sadness at the failure, to derive happiness from activities from both domains (Almeida, Wethington & Chandler, 1999; Repetti, 1989).

This theory appeals basically to the negativities that spill over, considering that if a case is made for a positive spill over, the work-family conflict would virtually be eliminated (Milkie

& Peltola, 1999; Moen & Yu, 1999). Another theory which, like the Segmentation and Compensation theories, accepts that work and family are neatly separate categories is the Identity Theory. However, the Identity Theory alludes to some kind of ontological categorization. Its theorists contend that each individual has his/her own trademark orientation. This goes to mean that some people have a work-like trademark orientation while others have a trademark orientation more attuned with familial relationships and responsibilities. Conflicts inevitably arise in this situation.

Conflicts also accrue when a person takes steps that refer to an attempt to maintain a consistent identity at home and in the job (Stryker & Burke, 2000; Reddy, 2010). However, the family-work conflict, as shown above, is a most rare conflict. The work-family conflict is the one from which most employees suffer. People from working class families usually find it easy to bring their work preoccupations home, thus engendering a distraction from their familial tasks and responsibilities. The Effort-Recovery Model, Maslow's Hierarchy of Needs and the Expectancy Theory are some of the theoretical frameworks that take up the challenge of explaining this conflict. The Effort-Recovery Model argues that workers often accumulate such a great work load that they need extra time to complete these tasks and to rest. Its theorists assert that this does not allow negative health or psychological effects to accrue, as far as employees have ample time to recover at home. Basically, a conflict emerges here as workers will tend to find the time at home useful for recovering from their work fatigue (Van Vegchel et al. 2005, in Kinman & Jones, 2007; Reddy, 2010).

According to Abraham Maslow's Hierarchy of Needs, work-family conflicts materialise from a lack of satisfaction of any of the five basic needs. According to this hierarchy, the needs include physiological needs, security needs, affiliation needs, esteem needs and the need for self-actualization (Hellriegel et al., 2004). When one aspect of one's life deprives one from fulfilling a need, there is bound to be a conflict with regards to one's work-family relations (Galinsky, Bond & Friedman, 1996). Reddy (2010: 25) articulates one example in this way: "If an employee is experiencing tension in the home because his or her employer expects him or her to put work before the family, the employee is being denied his or her needs for belongingness and acceptance".

A further dynamic emerges with single mothers and their families. Research by Burris (1991) reveals that the burden of successfully merging the tasks correspondent to these two spheres of life[3] weighs much more heavily on them than it does on what have been described as dual-earning families. All the conflict replicated in the theories examined above weigh possibly twice as much on them, since they have sole-responsibility for the upbringing of the children, and the care of the aged. Along with the stress and strains of balancing work and family which women have to contend with, there are also problems inherent in the organizational culture in which they exist and work.

2.4 ORGANIZATIONAL CULTURE

Ismail and Ibrahim (2008:53) define organisational culture as "a system of shared meanings, values, beliefs, practices and group norms to produce behavioural norms with regard to the working conditions of an organisation". Along similar lines, Rensburg (1993:75) says it "refers largely to a specific organization's rituals; norms; specialized language and jargon; the policy and mission statement that are presented; organizational heroes, friends and foes; legends and stories that are told; formal and informal rules that regulate behavior and the vision for the future". Studies in the subject area of organizational culture have basically stemmed from an evaluation of the subject of culture; what culture means and what it would mean in the corporate context.

Willcoxson and Millett (2000: 92) contend that, in the broadest possible sense, culture serves to delineate different groupings of people on the basis of the extent to which each group is perceived and perceives itself to share similar ways of seeing and interacting with the animate, inanimate and spiritual world (Benedict, 1934; Kluckhohn &Strodtbeck, 1961; Trompenaars, 1993). Cultures are historical (i.e. they are developed through the course of a historical procession), they are symbolic and uniting. This is the form which culture also assumes in terms of industry. Often the nature of the industry in which a particular company exists informs the kind of organizational culture that exists in that company. Also, the status and position of such a company in the midst of the competitive economy determines its organizational culture.

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[3]Work and family

Most studies reveal that organizational culture is almost indispensible for the sustainability that is necessary for economic growth in any organization. Bertels (2010:3) articulates that, "93% of CEOs see sustainability as important to their company's future success. Yet, most do not know how to embed sustainability into their company; embedding sustainability in organizational culture". Organizational culture implies, *inter alia,* that a company will have its specific organizational structure and its own way of having an employee ascend the corporate ladder. This also means that certain qualities are demanded of employees, especially those in the higher levels of management. The reality is that these qualities which are entrenched in the societal mind-set as being consistent with top level managerial positions have been developed through years of so-called corporate experience and the level of competitiveness at each epoch of a country's economy.

It is as a result of the above that men dominate top levels of management due to the historical entrenchment of patriarchal capitalism. Green and Cassell (1996) argue that the case for linking culture with gendered experience is a compelling one and one which is becoming increasingly recognized as crucial to the understanding of women's experiences in organizations. What is more, the prevalently masculine characteristics of aggressiveness, decisiveness and competition are what employers look out for in sourcing people for employment in top level management. Beyond this, as writers like Rensburg (1993) have shown in their research, societal culture has a significant part to play in the formulation of organizational culture. Using South Africa as his case study, the author found that the mixture of races, as well as the political landscape which Apartheid necessitated, has brought about a particular disposition among top executives with regards to the kind of organizational culture that is practiced in their respective organizations. Rensburg (1993: 77) delves into the issue in these words:

> "Organizations sought to incorporate and use positively the norms and practices of indigenous people. It can be argued that the beliefs and values of (mainly) Europeans and the exploitative traditions of Europe have determined the general norms of South African organizations, for example the Protestant work ethic; the European ethic about the relationship between man, his environment, technology and other people, et cetera. What emerges is the fundamentally exploitative and racial way in which these ethics have been applied in South Africa; another culture emerges, the culture of exclusion".

What this meant for the South African corporate atmosphere was not only the exclusion of minorities from the mould, during Apartheid, but an exclusion of women, post-Apartheid, through the entrenchment of masculine characteristics as the corporate ideal. As Rensburg further shows, due to the volatility of the South African context, women who do not possess the predominantly aggressive orientation may not function coherently within the existing corporate culture.

Despite this above explanation, further studies show that there has been much debate as to what really constitutes organizational culture, though they do not generally appear to be different from the foundation that has been shown above. Four types open the way into a conceptual understanding of what has been considered as organizational culture in different quarters. These types, according to Cameron and Quinn (1999, in Tharp, 2009:2), are "Control (hierarchy), Compete (market), Collaborate (clan), and Create (adhocracy)". This also goes without saying that these differences shape the fortunes of an organization and how they affect the people involved will differ vastly. Control or hierarchical organizational culture entails enterprises that have a system of hierarchy in which the decision-making framework defines the identity of the company. Such organizations idolize control and source stabilization from bureaucracy.

Tharp (2009: 3) says "they value standardization, control, and a well-defined structure for authority and decision making". In a similar fashion, the Compete (market) type considers the hierarchy as the foundation. However, companies that have this type of organizational culture overemphasize the business ideal of differentiation and brand. Their corporate culture has, at its centre, the need to delineate their brand from other brands; so they focus on the public perception of their brand and how it relates to a spike in business dealings (Tharp, 2009). The Collaborate (clan) type focuses on the need for stability through integration and cooperation. "The organization places a premium on teamwork, participation, and consensus" (Tharp, 2009: 5). In such settings, top executives seem to fill the roles of parental figures and some family-like cultures are held as very important. Human resources and team-building exercises may constitute the bulk of this kind of company's internal staff expenses.

The last type, the Create (adhocracy) entrenches the innovative and entrepreneurial approach to business. A culture of creation and creative, bright ideas is valued, and the profitability of an employee's ideas often attracts promotion to higher office. This mind-set is informed by a desire to lead the industry. Close examination of these types of organizational culture reveals

that the last two idealize systems that are open to allow the promotion of women to top level managerial positions, if they work hard and deserve to be promoted based on the company's policy. However, the first two basically exclude not only anyone who does not belong to the current corporate hierarchy, but also any person or group of persons who do not possess certain authoritative and assertive characteristics. These frameworks inherently act against women, as they (women) are considered to be overly caring, passionate, tolerant and uncompetitive and hence cannot be put into such positions. As organizations, there is often a focus on forming coherent organizational values and beliefs in the workplace. Bush (2003) asserts that it is the sum-total of the values and beliefs of the members of an organization.

This is not to say that everyone in an organization necessarily shares similar attitudes towards various issues. This disparity in values and beliefs introduces a new dynamic in an organizational culture. This dynamic entails that anyone who does not fall in line or one who is expected by society not to be able to fall in line with such values and systems is either not employed at all or does not get normally promoted. This process does not always happen explicitly, and often has women as its most likely victims. Baker (2002:5) looks at some other hypotheses as other ways in which organizational cultures are apt to have a denigrating influence on the career aspirations of women.

Consistency Hypothesis entails the conception that everyone within an organizational framework is supposed to share similar notions of the way organizations should be run. The motivating factor for this hypothesis is that this will enhance unity, and hence, progress. However, this means that the frameworks that currently exist, including male-figure administration, will take a long time to be over-hauled. The Mission Hypothesis, in its own turn, carries the consistency pattern forward in the sense that it posits that all the members of an organization are to work together in agreement, discipline and purpose, towards the organization's goals.

Lastly, the Involvement and the Adaptive Hypothesis entails a culture of not only involving every member of the organization in the decision making and execution process of the organization, but also ensuring that the organization continues to contextualize its practices in view of recent development. These last two make room for the inclusion of women in top level management positions, but the situation in corporate organizations is not always very simplistic, as men continue to dominate the uppermost levels of the corporate structure. Another variable which scholars have explored is concerned with the relations between

organizational culture and organizational commitment. This dynamic is important because it affects the promotion of staff to higher managerial levels in any organization.

This dynamic comes across in the idea that the level to which one does or does not feel at home within a certain organizational culture plays out in the level of commitment he/she has to that organization. This means that if one does not agree with the kind of culture in the particular organization in which he/she works, it is likely to have an effect on his/her level of commitment to that organization (Miller, 2003:73; Cohen, 2003). The level of an employee's organizational commitment itself corresponds with how eligible that employee may be for promotion. As has been shown, the organizational cultures of most organizations do not allow for women to break through the ranks and attain top-level positions. This dynamic makes the lack of women in the top ranks somewhat justifiable, because they may have been shown not to be sufficiently committed to the organization, due to the fact that the company's organizational culture is seemingly not inclusive of them, their prevalent traits and their ways of doing things. However, government is making effort in every quarter to reverse the effects of such a system, by way of introducing some human resource policies to that effect.

2.5 HUMAN RESOURCE POLICIES

The objective of all corporate enterprises is to put in place policies that will sufficiently serve to leverage the human and corporate capacity available to them in their staff and to utilize these resources to achieve organizational goals and objectives, both in the long and short run. In the dynamic setting which post-Apartheid South Africa represents, evidence exists that "women receive inadequate training which hinders them from performing to their full potential… that women have no mentors who encourage them and to whom they look up. Women are only able to attend developmental seminars and trainings that are convenient for them, which will not conflict with their family responsibilities and this, to a great extent, limits the rise of women to managerial positions" (Wong, 2000:46).

Oakley (2000:62) in turn posits that many times, organizational promotion policies give preference to men, especially with regard to leadership positions. Previous studies argue that this is so because men can work extra hours and are more committed to their work, while women are constantly distracted by family responsibilities, often irrespective of how committed to their work they really want to be. The challenge that we are concerned with at this juncture is to decipher how some of the government policies and policy possibilities

supposedly put in place to salvage the plight of women have actually served the purpose of accelerating the career advancement of women, hence increasing economic growth.

2.5.1 Human Resource Development (HRD) Strategy for South Africa

The Human Resource Development Strategy is a policy aimed at facilitating an effective tapping of the local human capacity in South Africa, in the hopes of not only redressing the imbalances of the Apartheid era, but also to leverage available resources in the economic, political and social development of all sectors of the South African society. This policy serves to assist all its beneficiaries to complete programs that would help them reach their full potential. The development of the citizens of any country represents the correspondent development of that country. In recent times, HRDS has dominated the agenda of most countries, as contemporary society has seen a shift from mechanization and foreign expatriates to local capacity building. South Africa's unique setting necessitates this development policy in a special way, since a large percentage of the population still live in poverty and is illiterate.

Sydhagen (2007:31) contends that development policies are especially important in the South African context, considering that policies bring about "a collective good for the whole society, which requires large-scale investments in education and training infrastructure that go far beyond the means of just one single stakeholder". By so doing, HRD broadens the citizenry's ability to do well in their areas of expertise. In South Africa, the HRDS is one of the myriad policies put in place to effect the human resource development that is imperative for the sustainable development of all sectors of the economy. It has four disparate strategic policy objectives. Each strategy uses different tools aimed at resulting in the human resource development that is the policy's general objective.

Its strategic objectives attempt to make it compulsory for public enterprises in South Africa to implement programmes in HRD by formulating an effective communication strategy. This is to entail keeping all stakeholders in the public sector informed about the aims and intentions of the policy; making sure that all managers in the public sector commit themselves actively to the dictates of this policy; put in place a system for recognizing remarkable steps made by individual managers or groups in the implementation of this policy; ensure that everyone, irrespective of race, gender or creed, gets an equal opportunity at training and development programs; and finally, making people the sole object of this policy (Human Resource Development for South Africa 2010). In general, this policy, within the framework of its

strategic objectives, actively excludes any move towards balancing the gender imbalances in the public sector. The effects of this policy are most felt in the educational sector, where equal access to an education is aligned with South Africa's drive towards development; the labour market which is increasingly granting a fair chance at employment to everyone; and the national economy.

Kraaks (2004) analysis reveals three areas in which the workings of HRD plays out, namely, "the youth labour market; the world of work with its associated enterprise training system; and the national system of science and innovation" (ibid ix). Extensive as this policy is expected to be, it still does not address the issues that really occupy the threshold of the South African, and indeed the world's, corporate atmosphere. The general assumption of this policy is that giving equal opportunity to every citizen ideally serves the purpose of HRD. This is not necessarily true. Historically, women have been discriminated against in all sectors of the economy, which means that equal opportunity for all, men and women alike, will not solve the issue. A policy, like the affirmative action policy, which attempts to first bring women up-to-bit with the necessary skills in the public sector before equality can be the aim, is what is needed; proactive steps are necessary.

2.5.2 National Skills Development Strategy (NSDS)

According to the ILO, a National Skills Development policy is an imperative for any sustainable growth. They contend that even the developed nations, which are believed to have attained an advanced level of social, infrastructural and economic development, now recognize that such growth cannot be kept up at a sustained pace without further investment in the human capital available at all levels and in all sectors of their countries (ILO, 2011:1). There is consensus that in order to achieve this, countries need to put policies in place that unequivocally reflect the government's desire to develop all of the human capacity available to it. These skills development policies are not only to concentrate on people of a particular section of the population, but on all; namely people still completing secondary education, and those who have 'dropped out' from it, employees at lower levels in the work force, as well as those in higher levels.

South Africa has created such policies in its bid to embrace sustainable people centred development. The NSDS, like the HRDS, is a policy formulated for the sole purpose of aiding all South Africans to acquire skills that facilitate the achievement of their potentials. This framework is guided by the same spirit which permeates all other government development

policies like the abovementioned HRDS, the New Growth Path, Industrial Policy Action Plan, Rural Development Strategy, Environment Strategy, reducing poverty and inequalities through targeted interventions and creating synergies with our formal education system. This policy is ratified not only as a strategy which facilitates the grooming of skills at all levels of the economic structure, but also one that attempts to supervise all other developmental policies. It aims at helping people obtain employment in an area suitable to their academic expertise, considering this as a suitable means of fulfilling the needs of an ever growing market. The core issues of race, gender, class, demography, geography, age, disability and HIV/AIDS, are also imperatives.

This is so because, according to the Department of Higher Education and Training (2010), this policy needs to respond to the failures of earlier policies which have tended to overlook the social, cultural and historical variables involved in the South African society. The Department's[4] consultation document states it thus: "the new modality must recognize that sectors are different in their skill needs but share a common commitment to the national vision of an inclusive society − meaning that those that have been excluded should be actively embraced so that our future is brighter for all".

More than the HRDR, this policy tilts more in the direction of providing a suitably contextual solution to the unique situations in the South African economy and society. It is also true that since it has only existed for one year after its last amendment in 2011, it needs sufficient time for careful implementation before a serious evaluation can be done. However, even at a conceptual level, the policy lacks fundamental concreteness as to how exactly it will tackle the problem of few women filling top level management positions, despite their great population within the lower level workforce. Equal opportunities given to everyone for trainings will improve women's skills but will also build upon the wealth of knowledge that the advantaged men folk already have, leaving them still significantly well off.

2.5.3 Affirmative Action Policies

Edigheji (2007:3) suggests that Affirmative Action is a term specifically coined to describe all pro-active steps towards the redressing of the past institutionalized ills, in this specific case, against women. Affirmative action policies include policies which government has

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[4] The South African Department of Higher Education and Training

implemented in a bid to correct the wrongs of the past. It has been seen as a means of upholding social justice and equality. In this milieu, it must be considered in full view of the historical situation of South Africa during Apartheid. Women, blacks and people with disabilities were systematically excluded from the skill intensive workforces that are paid well. The results of these ills have shown themselves, over time, to be self-effacing, as parents who earn less money means inadequate education for the children, which consequently means less pay for the children too, since they will not be able to secure well-paid jobs with their low quality education.

The private sector had, before 1998, made strides in this line towards increased equitability in the workforce, since by so doing they are better able to assess talent, irrespective of where it is from. However, the effect which is required to make an impact can only be made on a state scale. At the constitutional level, there have been affirmative action legislations in South Africa since 1998. In the Employment Equity Bill, Affirmative Action has been portrayed as "measures designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer" (RSA, 1998a:1). Policies which serve to integrate everyone into the workforce at all levels are encouraged in terms of Affirmative Action.

Despite the shining rhetoric, the question that has tended to rock this policy at all levels is concerned with its legitimacy. Would it not seem to be a clear situation of replacing one ill with another one? At face value, of course, Affirmative Action, in all its guises, in terms of employment or access to state facilities, often seems to favour formerly disadvantaged groups over the rest of the population. Clearly, public policy in this regard calls for proactive steps in favour of these people.

However, research by Global Rights[5], reveal that not only is Affirmative Action consistent with international law, it is also a useful tool in redressing historical injustices. "International law provides strong support for affirmative action measures to combat racially discriminatory laws and practices. Non-discrimination is a cornerstone concept in international human rights, as international norms are virtually unanimous in requiring that states take specific steps to

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[5] Global Rights is a human rights capacity-building organization working in partnership with local activists in Africa, Asia and Latin America to promote and protect the rights of marginalized populations (globalrights.org).

support the right to non-discrimination and equality before the law" (Global Rights, 2005:2). The question that frequently comes up at this point concerns the concrete form which Affirmative Action takes. Analyses by scholars have come up with a number of models, namely, the Assimilation Model, Job-Insertion Model, Separate Development Model and the Organic Growth Model.

The Assimilation Model postulates a model in which Affirmative Action entails that every individual has an equal right to all facilities. The elimination of discrimination is the threshold of this model. It does not undertake proactive steps at counteracting the entrenched discriminatory systems using any other practical means (Wingrove, 1993:74; Kotzee, 2006:10). For all practical purposes, the Assimilation Model believes that it is sufficient for the government and people in the public sector to ratify policies that put men and women of all races, with or without disability, on par with each other in the corporate process. On its own terms, the Job-Insertion Model posits that reversing the effects of past discriminations completely would indeed be too herculean an effort for any government to undertake.

The Assimilation Model seemingly assumes that to actually bring such a reverse-osmosis kind of scenario into play in any state would eventually reverse the gains of the previous years. Exponents of the Job-Insertion Model believe, however, that gradually reducing the gap on the employment ladder by inserting more jobs in-between the positions that are currently held by the advantaged group, as opposed to the positions filled by the disadvantaged groups, and filling these positions with people from the disadvantaged groups, would be effective in the medium and long term. In South Africa, these disadvantaged groups would, of course, include women of all races (Wingrove, 1993:74; Kotzee, 2006:10).

The Separate Development Model tends to attempt to solve the problem which a complete overhaul of the system in the name of Affirmative Action is apt to create. It propagates, rather, that the previously disadvantaged people can be trained separately in the hope of finally integrating them into the mainstream of the corporate world. "It is hoped that, through the application of this model, non-whites will be free from intimidation and animosity, while whites will feel less threatened by affirmative action" (Kotzee, 2006:11). While this idea sounds attractive for the stated reason, it also follows that such separate development, especially in the case of women, could become a 'glass ceiling', preventing previously disadvantaged people from career advancement, since their so-called separate development

lacked fundamental concretization and contextualization (Wingrove, 1993:74; Kotzee, 2006:11).

The Organic Growth Framework attempts to maintain the previous structures, while at the same time opening avenues for the development of those previously discriminated against within the very same context. "This model does not enforce affirmative action, but facilitates it by developing the human resources of an organization through their own free will, irrespective of race and gender" (Kotzee 2006:11). Kotzee (2006:11) identifies that generally; Affirmative Action Policies are actualized using certain tools. These tools play out vastly in the fast tracking of schemes which attempt to hasten the training of disadvantaged people, including those already in high offices, so that they may ascend even further.

On the whole, there have been limited policies that strategically aim directly at removing road blocks in the career path of the vast majority of women in the work force. Public policy in this regard has, at best, been analogous (by including women in the huge chunk of other disadvantaged groups, without taking into consideration that the career problems of women are not similar to those of members of these other groups) and at worst ambiguous (by not stating, in concrete terms, what measures will be taken to integrate women at the top-levels of management).

2.6 GENDER DISCRIMINATION

The Constitution of the Republic of South Africa 1996, section 9 (3), states that no one can be unfairly discriminated against on gender grounds (RSA, 1996). However, a close look at the level of women's representation at managerial levels shows that women have not been adequately represented despite efforts by the government and civil society encouraging women's representation in all sectors of the economy since the demise of Apartheid. Mathipa and Tsoka (2001:64) suggested that the obstacle to women's advancement into managerial positions does not have anything to do with work requirements but is purely a gender discriminative issue. Nevertheless, gains have been recorded in terms of curtailing discriminative acts against people with disabilities and those suffering from HIV/AIDS.

However, the same cannot be said of discrimination against women in employment and in the workplace, even though there has being great improvement in terms of the numbers of women being representation at higher management levels in the post-Apartheid era. Despite policies and legislations included in the South African Constitution and provisions in labour law, in the

form of Affirmative Action Policies, workplace gender discrimination continues to be wide spread. Such gender-discrimination negating policies in South Africa include the Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA), the Labour Relations Act and the Basic Conditions of Employment Act. The PEPUDA is a policy that was created to thoroughly contextualize the dictates of section 9 and 10 of the South African Constitution, where a case is made against any kind of gender discriminative behaviour in employment, and consequently a case is made for equality.

Affirmative Action policy also clearly makes provision for people who undergo unfairly discriminative actions in the informal sector. It also puts measures in place for the education of the public, as to what can and cannot be tolerated in terms of workplace ethics. Likewise, the Labour Relations Act (LRA) legislates against any kind of discriminatory acts. The uniqueness of this particular Act is that it is the first piece of government legislation which gives an employee some kind of legal backing, should he or she be able to provide evidence of discrimination based on gender (Rycroft and Jordan, 1992). Building on the constitution, the LRA attempts to cushion social development and integration, so that everyone has an equal standing in the job economy.

Finally, in view of the fact that certain workplace practices are unfair to some and overly fair to others, the Basic Conditions of Employment Act criminalizes unfair employment practices. It is based on section 23(1) of the South African Constitution and the recommendations of the ILO. The authorities understand that unfair employment practices have the potential to place road blocks in the career paths of those against whom they are perpetuated, as the case often is with women. Nevertheless, such unfairly discriminative acts are still widespread in today's work atmosphere, although they occur in varied forms and are not always explicit. According to research by Wrigley (2008), discrimination against women mainly assumes two forms, namely: disparate treatment and disparate impact.

Disparate treatment refers to when an employer treats a particular group differently from another group on the basis of gender. These discriminatory acts may either be implicit or explicit and may sometimes assume forms that are, as yet, not provided for in most laws. On the other hand, the disparate impact form of discrimination is concerned with situations in which certain organizational policies which may seem to, on face value, be fair to all employees, but produce consequences which are detrimental to the career advancement of women. An example of such a policy could be when an employer puts conditions in place that

potential employees have to meet; these may be more masculine in nature and women may be overlooked based on being deemed not to have the necessary traits; which may not have been necessary for job performance in any case (Wrigley, 2008:97).

The primary form in which discrimination against women in the employment and work framework exists often begins at the level of education. Due to several cultural and social biases, women have been denied, explicitly or implicitly, wilfully or otherwise, their individual rights to the same kind and quality of education as male children. An organization known as the Global Campaign for Education (GCE) describes the situation as follows:

> "The pervasive denial of the human right to education experienced by women and girls across the globe – as shown, for example, by the fact that two thirds of the world's non-literate adults are women – is a striking example of gender discrimination. Education is an enabling and transformative right. As pointed out by the Committee on Economic, Social and Cultural Rights (CESCR), the right to education 'has been variously classified as an economic right, a social right and a cultural right. It is also a civil right and a political right, since it is central to the full and effective realization of those rights as well. In this respect, the right to education epitomizes the indivisibility and interdependence of all human rights" (GCE, 2012:3).

Following from such systematic discrimination of women in the education sector, is a concurrent inability of women to take up skill-intensive jobs in the corporate world. Such inability in the middle and long term cuts short the career path of women. There is also a disparity in the wages of women, as opposed to those of their male counterparts, despite labour legislations that prohibit such behaviour. In some cases, this happens as a result of the lower educational qualifications of some women who, as such, lack the expertise that the men folk are often privileged to have at their disposal.

Using data from the October Household Surveys a few studies have documented evidence of gender discrimination in wages (Muller, 2008; Hinks, 2002; Rospabé, 2001; Grün, 2004). Ntuli (2007) even found that there has been a widening of the wage gap between men and women between 1995 and 2004, despite legislation. Another form of unfair discrimination, according to South African law, is sexual harassment. Often, in discussions of this issue, matters of rape and the forceful assertion by an employer of him/herself on an employee

spontaneously spring into play. However, above and beyond this, sexual favours have become the order of the day in order to earn favours from employers and those that refuse to compile with sexual demands are skimmed out of the system, thereby preventing them from climbing to managerial positions. Workplace conditions that create a hostile environment for persons of either gender also include same sex harassment (EEOC[6] 2009).

Research which has been conducted has found that one of the useful tools of career advancement is networking. Within the networking domain, another critical avenue of gender discrimination plays out in the careers of women. Singh, Vinnicombe and Kumra (2006:1) agree that "lack of access to organizational networks is increasingly seen as a barrier for women to reach the top." Now, the crux of the notion of the social network is human connectivity, and much like human society itself, the social network has been the object of several fields of enquiry, namely, sociology, political studies, policy and development studies.

Although the advent of the internet, and subsequently, social networking sites, attention has seemingly drifted off the important notion of personal relationships, it remains true that these sites would not qualify for such a name[7] if, in essence, they did not function to the end of bringing about increased socialization among people within a particular setting.

The foundational idea in social networking, therefore, concerns every form of social tie. Zaaiman (2006: 8) defines it as "a complex set of personal and professional connections between individuals". This connection is especially important within the corporate hemisphere, because it occasions the sharing of information and useful knowledge by like-minded corporate people, which could be helpful in work situations. "Successful networking can positively influence career outcomes such as increased job opportunities, job performance, income, promotions and career satisfaction, providing access to information, gaining visibility, career advice, social support, business leads, resources, collaboration, strategy making and professional support" (Singh et al, 2006: 2).

Most of the reasons why women are often denied access to this useful tool are connected to what has already been discussed under the problem of balancing work and family responsibilities, as women are often more culturally laden with this burden than their male

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[6] Equal Employment Opportunity Commission

[7] The name 'social networking' sites

counterparts. It is in these ways that gender discrimination continues to rear its ugly face in the corporate and civil world, hence hampering the career advancement of women, despite laws and the individual efforts and expertise of these women.

2.7 POLITICS OF POWER AND THE QUEEN BEE SYNDROME

Another factor that serves to denigrate the career progression of women within the corporate framework is the politics of power and something that has come to be known as the 'Queen Bee Syndrome'. The former concerns the power dynamics that play out in the corporate world in terms of where the balance of power should lie; whether with women or men. The latter has to do with the power relations between women in the corporate world. Both factors play relatively active parts in sabotaging the promotion of the vast majority of women in the corporate atmosphere, to high managerial offices. The politics of power, as most researchers in the subject area assert, is concerned with the constant inequality of power in the work place (Rajuili, 2007). Based on a definition of power according to Pinderhughes (1989:43) anyone who wields it must be able to "produce the desired effects on others".

In other words, in an office situation, whatever the boss places a premium on invariably becomes organizational culture within that particular setting. The politics involved here is concerned with the organizational policies and practices that are put in place in order to entrench the wielding of power by the dominating force in any organization. In male dominated organizations (as is mostly the case to the present day), the politics of power is likely to oppress women in order for them not to enter into positions from which they can access power (Rajuili, 2007).

This politics also promotes the grotesque work-place practices of favouring certain people over others, solely because they conform to the ethics of those in power. In this vein, there have been perceptions that there was a direct link between upward mobility and a willingness to conform to the views of those with power (Rajuili 2007: 28; Maclean 1992: 202). Another existential form in which the politics of power rears its head is found in the replication, of the power frameworks of the broader culture and society, within the corporate structure. Patriarchal and sexist organizational cultures are likely to emanate from the same kind of broad society. Rajuili (2007:28) argues that "Hegemony in the cultural setup therefore translates into hegemony in the corporate setup". It is in almost a similar fashion that the

'Queen Bee Syndrome' plays out, only that it has to do with top ranking women-officials suppressing lower ranking women-officials in a bid to keep their jobs.

'Queen Bee Syndrome' is a model drawn from the imagery of a major characteristic of the bee colony. Every hive has only one reproductive queen whom other females are obliged to serve. This turns out to be the case in organizations in which women occupy the top management positions (Rajuili, 2007). According to research study carried out by Ellemers *et al* (2004), researchers at Leiden University, women bosses were found to be tougher on their subordinates than male bosses. Women bosses were also found to be overly oppressive towards other women.

Further, Dobson and Iredale (2006) contend that the 'Queen Bee Syndrome' is as important a hindrance to the career advancement of women as the sexism and gender discrimination that most analysts have held responsible for the plight of women employees. Based on another research study[8] on 700 stakeholders in industry, it was found that this syndrome exists mainly for three reasons, namely: (i) biases that equate the notion of leadership with masculinity, even among women who themselves have attained leadership positions in the corporate world, (ii) the fear and distrust women in top management positions have towards other women, as a result of which they tend to surround themselves with male employees, and (iii) the mistaken predisposition among top officials that due to the task of scaling both the family and work responsibility, women are purportedly unable to produce quality work like their male counterparts.

On the other side of the coin, the 'Cinderella Complex' has been identified by experts as the situation in which women in lower positions seem to join forces against their fellow women in top managerial positions (Mitchell, 2003). The same reasons that surface in the 'Queen Bee Syndrome' also come into play here, as many of the lower level women tend to consider fellow women in high managerial positions as either not fitting the position or incompetent compared to men. The children's fairy tale imagery is evoked since the folklore has it that Cinderella's ugly sisters joined forces to try to denigrate their only beautiful sister. "The Cinderella Complex as well as the Queen Bee effect show that women can harm each other in order to become the best and to be the only one in the top of the organization" (Groot, 2010:

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[8] Study by Garcia-Retamero and López-Zafra from the Max Planck Institute for Human Development in Berlin.

65). Meanwhile, we see that although they do not always succeed to become the best; both the 'Cinderella Complex' and the 'Queen Bee Syndrome' nevertheless manage to supplant the career progression of many women in the corporate world.

However, the 'Queen Bee Syndrome' and its reverse (the 'Cinderella Complex') have not been the most denigrating factors in the career advancements of women. While, for the most part, factors have been analysed which emanate from the informal setting, government initiatives undoubtedly also have an invaluable part to play in the entire scenario.

2.8 GOVERNMENT INITIATIVES

Post-Apartheid South Africa represents a dynamic corporate environment. With the racial mix and the cultural obscurities that blur most African settings, the corporate situation of women can only become increasingly complicated. It is in response to these realities that government has put forward a number of initiatives in order to actively reverse the inadequacies of the Apartheid system. Government initiatives in this direction include the Black Economic Empowerment (BEE) policy, and the Reconstruction and Development Programme (RDP).

2.8.1 Black Economic Empowerment (BEE)

Like most government initiatives in the new South Africa, race and not gender do not figure prominently in deliberations. In this section, BEE is considered; what it means; the policies that it brings into place; and how it affects or fails to affect women. BEE policy is formulated on the back of the racial discrimination that was used in limiting access to resources and skills by the majority of the population during Apartheid. This means that during the Apartheid period, not only were non-white races denied the right to sound education, they were also refused certain skill-intensive and well-paid jobs. BEE policy is a natural offshoot of the new Constitution that was adopted in 1996.

Ana Milovanovic (2011:81) articulates that:

> "The Constitution (of South Africa) provides a constitutional mandate for BEE, as it authorises measures aimed at advancing categories of persons disadvantaged by unfair discrimination. The South African Government's strategy to promote BEE was outlined in 2003 (hereafter the BEE strategy). The underlying principle is the use of the state's purchasing and regulatory

power to increase participation by black people in the South African economy
by giving recognition and preference to enterprises which contribute to BEE".

Along such lines, BEE aims to practically eliminate the advantage which some race groups have over others, to the economic good of the country. Thus, the specific objectives of this initiative include the task of reversing the effects of the social and economic discrimination of the past, thereby fostering equality in every area; to enforce this principle of equality in all the institutions that make up South African social infrastructure; and also to grow the economy by giving as many people as possible access to funds and other business facilities. BEE is an Affirmative Action policy at least in the sense that it advocates, and at the same times goes beyond advocacy to attempt to institutionalize taking active steps in giving preference to previously disadvantaged groups, in terms of employment, property ownership etc. BEE's key instrument in the redressing of the historic discrimination that non-white South Africans have known as skills development.

In this vein, BEE is built alongside the National Skills Development Act No 97. The aims of this Act are to "develop the skills of South Africa's workforce; improve the employment prospects of people previously disadvantaged by unfair discrimination; assist employers to access skilled employees; help work seekers to find productive employment; increase levels of investment and return on investment in education and training of employees and encourage employees to participate in learner-ships and other skills and learning programmes" (Business Unity South Africa, 2008: 188). One policy[9] refers to these hitherto disadvantaged groups as "priority population groups". According to other studies, this group includes women and people with disabilities.

A critical question that almost spontaneously springs to mind has to do with how much room BEE makes for women. How many of women's specific concerns do BEE policy document; and even its real-life implementation, address? One factor that sometimes blurs the concreteness of such a discourse is with regards to the disparity that exists in relation to the immediate ways in which discrimination affected both groups. However, one cannot deny that this problem affects both black and white women alike. A research study conducted by Empowerdex[10] in the mining sector did not only find that women were under represented at all

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[9] the Ithala Development Finance Corporations Black Economic Empowerment Policy

[10] Empowerdex is an economic empowerment rating agency, in South Africa.

levels, but also found that both white and black women had almost the same level of representation; constituting merely 2% and 3% of the general mining sector workforce, respectively.

A study by van der Merwe (2011:124) shows that there was, on the whole, in proportion, a greater representation of black women in the workforce than white women. At a foundational level, one can immediately perceive that BEE, by definition, only provides for the plight of the black population, including its women. Women of white stock are rarely referred to as a group that was, at all, discriminated against during the years of Apartheid however (van der Merwe, 2011, 16-17):

> "Gender inequalities have affected women from all ethnic groups with obvious variations in experiences with respect to socio-economic status and involvement in the political struggle. Many South African women were at the forefront of the struggle against apartheid, they campaigned forcefully against pass laws, Bantu education, poor working conditions, child labour and a wide array of other inequalities of the past. However, women's leadership and involvement in struggles did not automatically challenge the gender hierarchy that remains embedded in the country today. This could be a result of the fact that when women were mentioned by anti-apartheid activists they were described as mothers and wives thus perpetuating patriarchy. This means that any policy which is put in place to counter the systems that were in place during apartheid ought to effectively move towards the general emancipation of all women. And at least on this count, the Broad-based Black Economic Empowerment initiative is grossly inadequate in restoring balance to South African society".

2.8.2 Reconstruction and Development Programme (RDP)

The first instrument which the new Government of National Unity (GNU)[11] introduced in South Africa, in its bid to introduce the majority of the country, who were typically excluded from the economic and infrastructural life of South African society, into the new developmental strides of the country, was the Reconstruction and Development Programme

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[11] The new 1994 democratic government of South Africa led by Nelson Mandela

(RDP). According to a number of important commentators, such as Blumenfeld (2010:32), in the area, the new development strategy garnered almost immediate support from all international and domestic quarters. What were its core principles, objectives and aims?

The White Paper published by the South African government in 1994 to explain the then plan to implement RDP states that "The Reconstruction and Development Programme (RDP) is a policy framework for integrated and coherent socio-economic progress. It seeks to mobilise all our people and our country's resources toward the final eradication of the results of apartheid. Its goal is to build a democratic, non-racial and non-sexist future and it represents a vision for the fundamental transformation of South Africa". The hope is that such a system would then ensure that South Africa embarks on that important and admirable socio-economic growth path which will guarantee the complete eradication of the ills of the past system of Apartheid.

Bantjes *et al* (2006:116) stated that the "Reconstruction and Development Programme (RDP) is an integrated socio-economic policy framework that was established with the aim of building a democratic, non-racial and non-sexist society". In terms of democracy and non-racialism, one may say that the definition of Bantjes et al (2006) and others have met the contents of their definition of RDP but may be said to have fallen short on the sexist angle because the IBR 2011 report unveils the fact that women have been underrepresented (Grant Thornton International, 2011). This definition of RDP is founded upon six basic principles, namely: integration and sustainability; being people-driven; peace and security; nation building; meeting basic needs and building infrastructure; and democratization, assessment and accountability.

In this way "the RDP harnesses our resources in a coherent set of strategies which will be implemented at national, provincial and municipality level by the Government. Business and organisations within civil society will all be encouraged to work within the framework of the RDP" (RSA, 1994:8).All the efforts in this area must be geared towards the grass-root advancement of the people. This implies that fulfilling the general needs, aspirations and desires of the people will constitute the principle task of any project under the RDP. Besides this, the principle of subsidiarity plays an important part in what is done in the regard of this policy, as the people are trained to help out in the projects themselves. "Irrespective of race or sex or age, or whether they are rural or urban, rich or poor, the people of South Africa must together shape their own future. Development is not about the delivery of goods to a passive citizenry. It is about involvement and growing empowerment. In taking this approach the

Government will build on the many forums, peace structures and negotiations that our people are involved in through the land" (RSA, 1994: 8).

Peace and security are some of the key aims of the RDP. This is considered to be of great importance in the face of the rising rate of crime in South Africa, which threatens any meaningful development in such places. Also, the people-centeredness of this programme gives government and all stakeholders in the programme, including the South African public, the responsibility of rooting out tribal and sectarian conflicts, with the aim of protecting our collective investments. All forms of violence against women also make up a critical concern of this programme. "The programme and the people-driven process are closely bound up with peace and security for all.

Promoting peace and security will involve all people. It will build on and expand the national drive for peace and combat the endemic violence faced by communities in South Africa, with special attention given to the various forms of violence to which women are subjected" (RSA, 1994:8). Nation building and the development of basic services and infrastructure are both natural consequences of any reasonable peace and security within the state. The RDP will endeavour to provide all the necessary social utilities such as roads, hospitals, water and sanitary facilities. This programme will meet basic needs and open up previously suppressed economic and human potential in both urban and rural areas. In turn, this will lead to an increased output in all sectors of the economy, and by upgrading our infrastructure and human resource development; export capacity will also be enhanced.

Finally, this whole process must entrench democracy which, in its own turn, enables the government and its people to continually engage and scrutinize the processes that are employed to enforce the programme. Democratization is the aim, and this does not only involve the periodic election of leaders based on the general outlook of the population. Rather, this entails leaders who are always to be held accountable for their actions, in view of the aims of the administration and the desires and aspirations of the people (RSA, 1994:8).

However, despite the seeming impeccability of this programme, most scholars and analysts in the area of public policy argue that this policy is at best ambiguous and at worst, mere policy lip service. Blumenfeld (2010:1) believes that "the ambiguity of the Reconstruction and Development Programme, and its subsequent openness to myriad interpretations, is apt to rub-off on the principle aims of the programme". The RDP merely

seems to recount the rhetoric that is foundational to democracy, without pointing out, in a particular and specific manner, the approach that will be used to achieve all of the above stated aims and developmental objectives. As far as the issue of women empowerment is concerned, the RDP does not make any specific attempt at addressing the over-arching hegemony held by men in top managerial positions in all industries of the public and private sector.

The RDP makes mention of women in terms of their need to be protected from all kinds of abuses, and does not make any concrete provision for their assessing of top level managerial positions. Truth be told, the RDP does not only create room for equal opportunity to employment and other civil rights for everyone, it also advocates that active steps be taken in the bid to redress the injustices of the Apartheid era, even if that means favouring the formerly disadvantaged groups in terms of "empowerment, training, education and people development" (Ittmann, 1995:21). Also, due to the fact that this policy emerged as a result of the new GNU's attempt to tie South Africa's growth to the labour sector through an alliance with COSATU[12], it appears to be expected to have a great effect in terms of employment. However, the document makes no direct mention of provision to of help in the career advancement of women who have been especially disadvantaged during Apartheid.

2.9 NETWORKING AND SOCIAL IMBALANCES

The aim of this research study was to evaluate women's representation at top management level in public enterprises in Pietermaritzburg; to explore the challenges which women at top level management face; and to examine the perceptions of women with regards to work-family responsibilities, also determining the possible benefits to an increased representation of women, as experienced by their individual households. We live in a dynamic environment with both micro and macro environment affecting our day-to-day activities. As these environments change, so do our challenges; in order to survive and overcome these challenges we must continuously seek solutions at every juncture. As such, more study needs to be conducted to add to the existing wealth of knowledge on women's representation at top management level in public enterprises in Pietermaritzburg. The quest by the researcher to have an in-depth understanding of the nexus between work and family responsibilities served as an extra motivation for the researcher.

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[12] Congress of South African Trade Unions

Since the inauguration of South Africa's first democratically elected government in 1994, and the subsequent ratification of what is widely regarded as one of the world's most democratic Constitutions two years later, there have been calls, from all quarters, for an improved integration of women in the running of the state. Hitherto, the basic structure of the hierarchy of South Africa's public and private sectors has been dominated by men. Nevertheless, considerable change has been recorded in this regard in the past decade.

According to a 2011 survey conducted by the Business Women's Association of South Africa (BWA SA), women make up a majority of the total workforce (56%), but constitute only 4.4% of CEOs/MDs, 5.3% of chair- persons, 15.8% of all directorships and 21.6% of executive managers in public enterprises (Bosch, 2011:5). Although the above figures do not necessarily convey a positive message, it represents a notable improvement from the situation during Apartheid South Africa. However, a core question that continues to linger is, why is the process of integrating women into top level managerial positions seemingly sluggish, as opposed to women's almost immediate integration at lower levels?

One factor which most stakeholders agree has a part to play is social networking, *vis a vis* its managerial importance and its adverse social and familial implications. This study uncovers the role which social networking has to play in impeding women's paths to growth. It critically examines social networking in view of it being an effective managerial tool; it also viewed a number of social and familial imbalances purportedly brought about by social networking. The conceptualization and operationalization of networks has been clarified by numerous scholars from a variety of disciplines. Recent scholarly writings consider them as "effective instruments to demystify complexities in nature and society" (Obaje, 2010:11). Contemporary social logic entrenches a notion of networking as a product of the internet age, fitting only for the younger generation. This development can probably be associated with the growth of short messaging services (SMS) into a multi-billion dollar industry.

As Obaje notes, "the idea of a network is more recently utilised in the Information and Communication Technology (ICT) Sciences to denote the connectedness of two or more computers to enhance efficient information sharing" (2010:12). Companies like Face book, Twitter, Yahoo and Google are the key players in this new social networking establishment. Kenis and Schneider (1991) further note that microbiologists consistently refer to cells as an information network, while ecologists conceptualize the living environment as network systems. Obaje (2010:11) rightly notes that the "concept of a network is developed and widely

used in science; within the context of this study there is an added component, which is that of the social dimension".

Social networking is viewed as a physical or virtual network of individuals within society, generally, and in the corporate environment, specifically. The crux of the notion of social network is human connectivity, and much like human society itself, the social network has been the object of several fields of enquiry, namely, sociology, political studies, policy and developmental studies etc. Although, with the advent of the internet and social networking sites, attention has seemingly drifted off the important notion of personal relationships, it remains true that these sites would not qualify for such a name[13] if, in essence, they did not function to the end of bringing about increased socialization among people within a particular setting.

The foundational idea in social networking, therefore, concerns every form of social tie. Zaaiman (2006:8) defines it as "a complex set of personal and professional connections between individuals". Several studies have classified social networking into two main groups, namely a personal social network, in which one individual is the cynosure of every other individual's attention, and in some cases, respect, and group social networking, in which every participant receives as much attention as everyone else and carries the responsibility for sustaining the network. It is the latter kind that, according to Atkinson and Moffat (2005:12), helps us to discover who we are and in the process, to define our existential selves.

Atkinson and Moffatt (2005) further contend that individuals within such networks often consciously find it mutually beneficial to remain in the network. Apparently, since, by definition, social networking is an inter-relational facility that unites people that share similar values, beliefs and information and generally trust each other; social networks are apt to affect some existential impacts on the lives and careers of those who participate in them. One of the scenes in which the use of social networking has shown itself to be a useful tool is the area of managerial capabilities. Margaret Rouse (2006:138) explains it as "the practice of expanding the number of one's business and/or social contacts by making connections through individuals". In the corporate context, networking provides a fitting avenue, albeit informal, to

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[13]The name 'social networking' sites

44

broaden one's customer base and also to allow for consultation with other top officials, seeking organizational opinions.

Social networking in terms of organizational behaviour implies that aside from the formal work relationships between or among employees and employers of the same organization, or even across organizations and industries, informal and traditionally freer spaces in which people share their thoughts and inspirations, as well as their professional problems, are helpful and engender after-hours relationships. The social capital[14] derived from such relationships play significant roles in the lives of the individuals in question. Atkinson and Moffat (2005: 90) explain that since the members of such social networks retain their essential individuality, they tend to translate and interpret the information which they receive from the network in their own, unique ways, producing a unique set of effects as a result of the process.

The particular way in which society regards the groups to which each member belong also plays a part in how social capital is translated and internalized. Thus, social networking is apt to affect men in disparate ways from women. The reality is that one needs time to begin to belong and to develop one's belonging to such social networks. However, through the different roles which society ascribed to men and women, in most cases arbitrarily, one gender is more likely to struggle in terms of balancing the importance of growing professionally through the information derived and the professional input received and given as a result of these networks, and the task of fulfilling the socially given roles.

Social networking brings about a commune in which people become aware of the strengths and abilities of each other, and are able to develop a certain amount of reliance on them (Ragins, Townsend & Mattis, 1999; Catalyst and Opportunity Now, 2000). Basically, social networks provide the groundwork for participants not only to rise to top level managerial positions, but also to succeed in these positions. To a certain extent, it is already obvious that the effects which social networking will have on men, who take an active part in them, will differ considerably from how they impact on women. This is so because, as we have already observed, society has helped these sexes to define themselves along certain lines, and clearly, the lines along which a person defines him/herself plays a part in how he/she interprets the information received in these networks and applies this in their own lives and contexts. In a

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[14] Social capital refers to the effect of social relationships (Zaaiman, 2006: 8)

45

similar fashion, based on these socially ascribed gender roles, which, in many South African cultures, place particularly restrictive rules on women, society also defines who can belong to these networks. Jones and Volpe (2010) clearly concede that social identity and symbolic interactionism[15] influence one's organizational identification with social networks.

In the next section there is an evaluation of how the important managerial tool of social networking conflicts with the social roles of women, culminating in social imbalances and thus producing impediments to women taking an active part in them; and consequently making it to top-level managerial positions.

2.10 SOCIAL IMBALANCES EMERGING OUT OF THE INVOLVEMENT OF WOMEN IN SOCIAL NETWORKING

One primary social imbalance that is derived by women as a result of social networking involves disparities in career outcomes. According to research by Forret and Dougherty (2004), despite the fact that work place social networking is an important career advancement tool, it has not worked as effectively in promoting the careers of women, in comparison to the way it has promoted that of men. "Obtaining similar levels of education and work experience, pursuing external labour market strategies, occupying similar functional areas, pursuing training opportunities and obtaining supportive relationships have all been shown to be more beneficial to the career progression of men than women" (*Ibid* 432). Note must be taken that although these writers do not directly name social networking in the above quote, they aver, nevertheless, that all these are among the benefits derived from participation in organizational social networking.

According to a number of key researchers in the subject area, this disparity of effects stems from the absence, for the most part, of women in influential positions in the corporate atmosphere. Corporate networks bear, in most cases, a resemblance to the official corporate structure and benefits are derived on the same basis (Brass, 1984, 1985; Brett & Stroh, 1997; Ibarra, 1993; Kanter, 1977; Powell & Mainiero, 1993; Ragins & Sundstrom 1989). "Thus, we expect that although men and women may engage in similar networking behaviour they will

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[15] Symbolic interactionism has to do with the particular meaning and value one derives from one's personal relationships. Jones and Volpe (2010) state that symbolic interactionism is said to reside in interpersonal relationships.

not achieve the same benefits due to differences in organizational influence structures" (Forret & Dougherty, 2004).

This sort of organizational polarization is bound to occur as it normally springs from the easy identification of a particular group in the work environment. Tokenism Theory posits that women are as yet unable to attain positions of influence in organizations, and are thus unable to benefit adequately from social networks' support structures, because there are few women at the top levels of management and are easily identified as such (Kanter, 1977). "Polarization amplifies the distinctions between the minority and majority groups; and results in an increase in stereotyping" (Forret & Dougherty 2004). Therefore, gender stereotypes are considered responsible for this social (although also corporate) social imbalance. Aside from these corporate imbalances, there are also the cultural ones.

Ethnographic studies of cultures in South Africa reveal that women are particularly subject to certain social restrictions that inherently deprive them access to these social networks. However, there have also been studies that show women as being held down by not only cultural factors hinged on gender roles, but also based on their race and class. This goes to say that, alongside the individual effects of the different cultures, women are subject to a cross-cultural gender restriction (United Nations, 1996).

The impact of culture on women's career advancement has been articulated by Mabokela and Mawila (2004:406) in the following ways:"(1) broader societal norms and values that influence male and female relationships,(2) organizational practices and policies, which are still male-dominated and marginalize "women's ways of knowing and doing," and (3) its relation to interethnic and interracial relationships and interactions….". Particularly instructive in what has, thus far, been said, is the case of the Sotho culture. Like other South African cultures, the Sotho culture encodes a special term for how a woman is supposed to behave in public, what she can say and who she can mingle with: '*Hlonipho*'. It translates as *respect*. In practice, this respect does not allow a woman to be in a male dominated setting and record has it that top level managerial positions are occupied by men.

This means that if a woman is to break into this predominantly male cycle, such a woman, while breaking the cultural code of *Hlonipho,* must assert her person vehemently among men. Social networking basically throws a woman into a men's world; sometimes this self-assertion rubs off on family life. The seemingly direct result of the above is a breakdown of the family

unit. This breakdown, as most analyses have shown, happens in two principle ways. The first concerns the pressure under which most working-class women are to successfully juggle the burdens of both their familial and corporate responsibilities.

The second way is associated with cases where a woman actually becomes sexually involved with male members of a corporate network. It brings about a fundamental imbalance between the woman's traditional duty of caring for the home and tending to the needs of children, as well as giving sufficient time to her work so as to deserve a promotion. In practical life, it appears that every woman who has chosen a career and exercises commitment to it cannot at the same time perform her duties at home and vice versa. Social networks can only benefit extroverted women; the level to which one engages with his/her environment is likely the same proportion to which he/she will be integrated with that environment. The need for integration is greater for women in the corporate environment than it is for their male counterparts, since the outlook of the corporate hierarchy is already masculine. In cases in which this tool is either not available, or available but inaccessible to the women, it can have a de-motivating and consequently counter-productive effect.

2.11 EMERGENT CONCEPTUAL FRAMEWORK

Figure 2-1
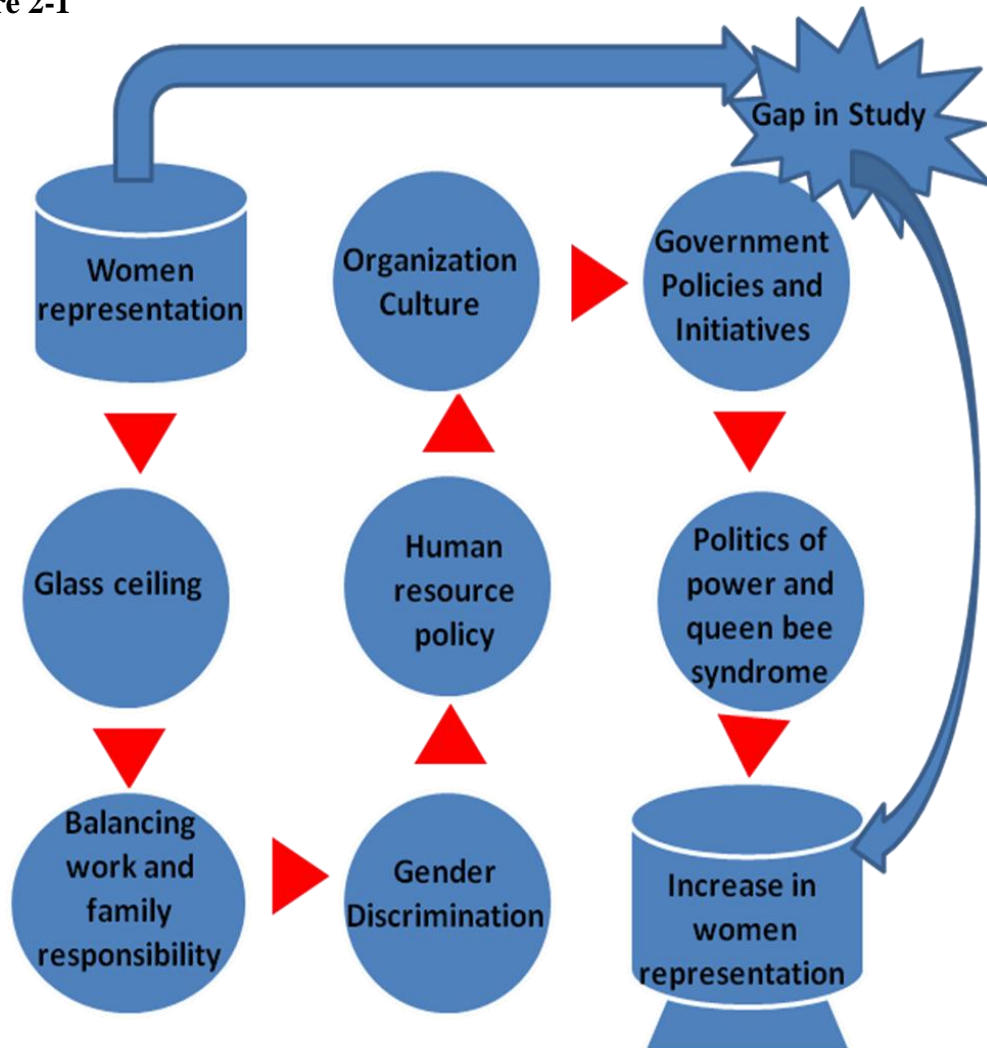
2.12 SUMMARY

The emergent conceptual frame work serves as the road map for this study; it paints a vivid picture of the paths which the researcher navigated in the course of conducting this study. The researcher identified key barriers to women's representation at top management level, namely: 'glass ceiling'; balancing work and family responsibility; organizational culture; human resource policies; gender discrimination; politics of power and the 'Queen Bee Syndrome'; and government policies and initiatives.

A critical literature review unveiled the fact that women have been under represented at top management level in public enterprises. This under representation of women and the need to increase women's representation became the gap which was identified, resulting in the study,

and the puzzle which this study attempted to resolve. The researcher took a very keen interest in determining the perceptions of women regarding the frictional interplay of work and family responsibilities and their impact on the ascension of women to managerial positions in public enterprises in Pietermaritzburg. The researcher also sought to discover the actual numeric value of women in top management positions in public enterprises in   Pietermaritzburg. The next chapter outlines the methodology used in carrying out this study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 INTRODUCTION

The credibility and quality of any research study lies in the methods of data collection which were adopted in the study. The researcher adopted a multi method approach of data collection ranging from questionnaires, interviews, secondary sources of data and the assessment of electronic data bases for data collection. Research methodology is a body of knowledge by which researchers systematise their approach to their chosen field of research. In this epistemological field, several approaches have, after experimentation in each actual field of endeavour, been found to be either effective or ineffective. The variance in the result from the application of particular research methodological theories is accounted for by the applicability (or otherwise) of the chosen theory within the field in which it is used.

After careful consideration of the diverse nuances that diverge in the present research, 'Saunders' Research Onion' (Saunders, Lewis & Thornhill, 2009) was employed as the ideal tool to use for this study because it covers a wider research scope and is easy to link the stages. Saunders' Research Onion classifies research into six stages, labelling the model which presents them as the abovementioned 'Research Onion'. These stages exist in a layer-like stratification and include research philosophy, research approaches, research strategies, and time horizons and data collection.

3.2 THE OBJECTIVES OF THE STUDY

3.2.1 To identify the challenges faced by women at top level management in public enterprises in Pietermaritzburg.

3.2.2 To explore the perception of women at top level management with regard to the relationship between family responsibilities and work in public enterprises in Pietermaritzburg.

3.2.3 To analyze the representation of women at top level management and the possible benefits of an increase in the representation of women in public enterprises in Pietermaritzburg.

3.3 RESEARCH QUESTION

The following research questions were answered by this study:-

3.3.1   What are the challenges faced by women in top management positions in Public enterprises in Pietermaritzburg?

3.3.2   What are the perceptions of women as regards family-work relationship in public enterprises in Pietermaritzburg?

3.3.3   What are the representations of women in top level management positions and the possible benefits of an increase in women's representation at public enterprises in Pietermaritzburg?

3.4 THE RESEARCH HYPOTHESES

The following six (6) research hypotheses were tested in this study.

3.4.1   **H0:** Gender discrimination represents a significant challenge that hinders women from reaching top management level in public enterprises in Pietermaritzburg.

H1: Gender discrimination does not represents a significant challenge that hinders women from reaching top management level in public enterprises in Pietermaritzburg.

3.4.2   **H0**: Lack of self-confidence represents a significant challenge that hinders women from reaching top management level in public enterprises in Pietermaritzburg.

H1: Lack of self-confidence does not represent a significant challenge that hinders women from reaching top management level in public enterprises in Pietermaritzburg.

3.4.3   **H0**: The respondent's option is independent of their Race group.

H1: The respondent's option depends on their Race group.

3.4.4   **H0:** The respondent's option is independent of their Age group.

H1: The respondent's option depends on their Age group

3.4.5   H0: The respondent's option is independent of their marital status.

H1: The respondent's option depends on their marital status.

3.4.6   H0: The respondent's option is independent of their Level of education.

H1: The respondent's option depends on their Level of education.

3.5 SAMPLING STRATEGY

There are a range of research strategies including survey, case study, experimentation, longitudinal, field work and action research. The research question and objectives no doubt inform the choice of research strategy, data collection and analysis techniques and the timescale over which the research is undertaken (Saunders et al., 2009). A single case study design was chosen for the present research as case studies generally focuses on a single or small number of organizations, events or individuals over a given period of time. While a clearer understanding of the choice of the single case study design is to be attained inevitably through a more in-depth intrusion into the nature of the other options available to every researcher, as can be seen in the paragraphs that follow, it is imperative to state at this point that this design tends to come from a Social Constructionist epistemology, which advocates for multiple cases fitting into the Realist or Positivist approach (Easterby-Smith et al., 2010).

In a piece entitled "The Fundamentals of Survey Research Methodology", Glasow (2005) clearly outlines the core method of the survey strategy of doing research. Basically, the survey method is a system of quantitative research that is used to access certain information about a given section of a population. This method could be especially useful in the case of ascertaining information of numerical value. There are two other distinguishing characteristics of the survey method, and these include that "the data required for survey research are collected from people and are, therefore, subjective. Survey research uses a selected portion of the population to carry out its research, and findings are later generalized to represent the population" (Glasow, 2005:25).

As a natural consequence, the survey methodology, firstly, cannot attain information of engrained qualitative value and, secondly, cannot grant the assurance of an independent assessment of the situation to an honest researcher. This is true since information used in this research study was derived from a selected proportion of the population who may perhaps couch certain agendas of their own. Also, the data received from the survey method may often

represent a very shallow understanding of the true nature of what is being researched, since traditionally, surveys are done within short time frames, with the researcher being quite distant from the research process (Health Communication Unit, 1999:2).

In many cases, the same weaknesses which apply to the survey method also play out squarely in the experimentation method. As the name suggests, this method involves the gathering and manipulation of the variables involved in a particular subject of research for the sole purpose of ascertaining already held beliefs or attaining new information (Arnott, 2005:43). This method often treads on the logic that if certain information about a specific subject of research were generally accepted to be true, and if a little manipulation of these generally accepted facts produced a certain set of results in the one case of an experimentation, then this will most likely apply to the entire population of the group to which the research subject belongs.

Some authors categorically disagree with such claims, since evidence exists not only that this belief takes some variables involved in research for granted, but has also been shown to be empirically incorrect in the past. Similarly, just as one of the criticisms for the survey method is that researchers engage less with the subject of research, the experimentation method allows researchers to over-engage with the subject. For this reason, the survey method was not chosen for this research.

The longitudinal method of research has to do with the concept of sustaining research on a given subject matter over long periods of time, mainly through observation. According to Baltes and Nesselroade (1979:82), longitudinal research involves the careful observation of the current situation obtainable within the realm of any given research subject, but also goes on to notice changes over time, while at the same time noting why these changes take place in the particular ways and broad spectrum that they do. This form of research is widely inappropriate for the present research as it would not only be excessively time consuming, but it would also not answer some of the vital research questions posed.

The field work research strategy is one that is widely considered to be the most effective, because it involves the researcher entering into the situation that he/she researches. The field work strategy is almost of the same nature as the last kind of research strategy, namely, action research. The action research method is conducted by people in corporate organizations in order to ascertain the areas in which people want them to concentrate their services (Lingard et al., 2008; Whitehead et al., 2003). Often information here is not derived by things said by

people experiencing these issues, but by the personal or corporate interpretation of the research resources obtained. While personal or corporate agendas are apt to eventually find their way into research results, these research methods are time consuming. For these reasons, they were not used in this study.

3.5.1 Non-probability Sampling

Non-probability sampling involves the selection of sample based on assumptions about the structure of the population and elements are chosen arbitrarily. Non-probability sampling was adopted in this study because there are target respondents which are women at top managerial level. Non- probability sampling is useful when descriptive comments about the sample itself are desired. Non-probability sampling is quick, inexpensive and convenient.

Convenience sampling select elements based on their availability for the study. Convenience sampling was adopted in this study to select respondents that can be accessed easily and conveniently. Convenience sampling saves time, money and efforts.

3.5.2 Case Study Research Approach

Flyvbing (2006) states that a case study is a research method that allows for an in-depth examination of events, phenomena within a real-life context for purposes of investigation. It can be qualitative, quantitative or a combination of both. Umgeni water a public enterprise based in Pietermaritzburg was used as the case study organization for this study. Case studies provide rich raw materials for advancing theoretical ideas. It provides insight at all stages of the theory building process of research. Flyvbing (2006) summarizes the advantages and disadvantages of case study research as follows:-

3.5.2.1 Advantages of Case Study Approach

The advantages of case study research approach are as follows:-

1. It provides practical knowledge as opposed to theoretical knowledge which social science has difficulty with.

2. It provides a "qualitative leap" in the learning process.

3. Manipulation of elements in case study research approach is extremely difficult.

4. The focus of the study is achieved to answer "HOW" and "WHY" questions.

5. A case study can be either qualitative or quantitative in nature.

3.5.2.2 Disadvantages of Case Study Research

1. The research results cannot be generalized.

2. Conclusions are highly subjective.

3. The researcher does not have control over variables involved in the study for example availability of respondents for interviews.

4. Sometimes the researcher becomes part of the research itself, this is known as the "Pygmalion effect".

5. Difficulty to establishing validity or reliability.

3.5.3 RESEARCH SITE

3.5.3.1 Historical Background of Umgeni Water

Umgeni Water was established by Proclamation No. 114 of 1974 (RSA, 1974). It supplies water for urban, industrial and agricultural purposes, as well as to local authorities within its area of supply. It operates eleven large storage dams, ten major and five small waterworks and two large waste-water works. It also operates rural reticulation schemes. The Head Office is situated in Pietermaritzburg, with regional offices at Mkondeni, New Germany, Umhlali and Park Rynie, all in KwaZulu-Natal province.

3.5.3.2 Activities of Umgeni Water

The primary activities of Umgeni Water, as pronounced in section 29 of the Water Services Act, (Department of Water Affairs and Forestry, 1997) are to provide water services (water supply and sanitation services) to other water services institutions in its service area. In addition, section 30 of the Water Services Act enables Umgeni Water to undertake other activities, provided these do not impact negatively on the organisation's ability to perform its primary activity. These include:

1. Providing management services, training and other support services to other water services institutions, in order to promote co-operation in the provision of water services;

2. Supplying untreated or non-potable water to end-users who do not use the water for household purposes;

3. Providing catchment management services to, or on behalf of, the responsible authority;

4. With the approval of the water services authority having jurisdiction in the area, supplying water directly for industrial use, accepting industrial effluent and acting as a water services provider to consumers;

5. Providing water services in joint venture with water services authorities; and

6. Performing water conservation functions.

3.6 POPULATION OF THE STUDY

The study looked at women's representation at top management level in public enterprises in Pietermaritzburg. Umgeni Water is a public enterprise based in Pietermaritzburg and was chosen as the case study for this research. Umgeni Water was selected for this study because it is the biggest public enterprise in Pietermaritzburg, and has 11 women at senior and top management positions (Umgeni 2012). Umgeni water renders essential services to the public with a staff complement of 731, out of which 204 are women (representing 28% of the workforce). The number of women in Umgeni Water made the organization a suitable choice for the research case study.

Table 3-1 Composition of Female Staff at Umgeni Water

Classifications of staff members	Numbers
Top management	2
Senior management	9
Professionally qualified	44
Skilled technicians (academically qualified)	133
Unskilled workers	6
Total population for the study	204

Source: Umgeni Water, 2012

The population of the study is 204, which consists of 2 top management staff, 9 senior management staff, 44 professionally qualified staff, 133 skilled technicians who are academically qualified; and 6 unskilled staff.

3.7 SAMPLE SIZE OF THE STUDY

The sample size of this study is 117 using Sekaran's sampling tables, with a confidence level of 99% and a margin of error of 3.5%. A total of 117 questionnaires were distributed to the target sample; however only 50 respondents returned their questionnaires. Since participation into the study was voluntary, as such, the principle of voluntary participation had to be observed.

3.8 RESEARCH PHILOSOPHY

Research philosophy is primarily concerned with the most appropriate way that a researcher should go about gathering data and resources about a particular subject of research. It is a belief about the way data about a phenomenon should be collected and analysed (Levin, 1988). Human experience makes us aware that all humans see things from within a specific worldview (Limpanitgul, 2009:5). This worldview is informed by one's philosophy of life. Concurrently, the correctness or incorrectness of the answers one gets in research is basically as a result of the kinds of questions one asks and the places one looks in for answers, both of which are essentially formed by one's particular research philosophy.

In this vein, "for a theoretical model to explain anything there must be an appropriate relationship between the statements made, the methods used to make such statements, and the philosophical perspective deployed to inform the methods" (Limpanitgul, 2009:6). Research philosophy also takes into consideration the synthesis, which is necessary, of epistemology and ontology. "Epistemological assumptions are about the best ways of enquiring into the world; Ontological assumptions are about the (real) nature of reality" (Royle, 2011: 29).

The epistemological aspect concerns the right questions to ask in order to attain the correct answers. This correct way to proceed in questioning should be informed by the ontology, that is, the nature of the thing being enquired into. In research, it is important to ascertain the disparity between these two, while at the same time performing a synthesis using an effective philosophy. Evidently, it is clear that the philosophical approach to natural science research does not differ from that of social science research, although the ontology of the objects of research is dissimilar in some ways. In most cases, the schools of thought that underpin these research studies often retain their core principles. From this, one deduces a clear pattern as to the kind of research philosophy that can (or cannot) be applied to any given field.

For example, critical idealism "views the world in terms of three components: reality, the actual and the empirical" (Limpanitgul, 2009: 6). As a result, it becomes inappropriate to use it for metaphysical research, perhaps into the spirituality of a community. For the purposes of this particular research about women in top level managerial positions, Positivism has been found to be more likely to produce the most reliable answers.

3.8.1 Positivism

Classical positivism approaches issues from a purely materialistic point of view, and this is the only way to not only ascertain the actual existence of a being, but also to approach it in enquiry. Positivists say that the social environment is the ideal source of information and data for research. While it may well be true that some other methods would also be likely to provide some very good insights into the subject matter of the research, this framework was chosen not only because it is less time consuming and more 'outreaching', but also because it was anticipated that it would allowed the researcher to reach substantial conclusions from responses offered by respondents in the sample group (Blaikie, 1993).

What was derived from this research in the field then needed to be interpreted accordingly. "The positivistic, deductive approach implies that the theory must be first generated and then tested by empirical observations. If the theory is falsified, it has to be rejected, and a new one formulated" (Limpanitgul, 2009:6). Research that is based on Positivistic methods of data interpretation is somewhat immune to the bias and passions that are more able to penetrate other research studies which use a more subjectivist framework. This is so because of the height to which facts are held in Positivism. Positivist researchers believe that they can reach a full understanding based on experiment and observation.

Logic plays a greatly valued role in Positivistic research. It is precisely for this reason that a positivistic approach to research is considered by many as being best not only for quantitative research, but for qualitative research such as the present study, as well.

3.8.1.1 Deductive Method

More suited to the Positivist outlook that this research takes, is the deductive method of data analysis. This is so because the deductive method, according to (Burney, 2008:86), is a "top-down" movement, "moving from the more general to the more specific". The stages involved in this approach, in most cases range from theory to hypothesis, onto observation and then to confirmation. Unlike the inductive method in which the theory is allowed to flow out of the research findings, here a set of general theories are applied to the findings of a particular research study. One critical difference between the two is that a researcher who makes use of the deductive method has a preordained set of theories with which to translate what he/she finds into the context of the research, while the inductive researcher does not. In the present research, the deductive method is used to analyse certain data. It is almost impossible not to do

so, since it has already been stated that this research is Positivistic and Social Constructionist in orientation. Thence, data was interpreted along such lines. As is the case in deductive research, how this was done invariably involved taking the data and fitting this into the mould of these paradigms.

3.8.2 Social Constructionism

Alongside Positivism, in social research, is also the important philosophy of Social Constructionism, which is at the other end of the continuum of ontological assumptions to Positivism. The constructionist approach assumes that reality is holistic and socially constructed, rather than objectively determined. This view developed out of the Positivist model in the social sciences in the last half of the twentieth century. According to this approach, the researcher should not simply gather facts, but rather appreciate the different meanings and understandings which people place upon their own experiences and the reasons for these differences.

The Social Constructionist philosophy aims to interpret and explain a phenomenon, rather than to search for laws and external causes (Easterby-Smith *et al.,* 2010). One important aspect of the Social Constructionist approach is the fact that in engaging in research, it finds it imperative to deconstruct and critique any common sense or social assumptions that may obscure or predestine the result of the research (Haworth *et al.,* 2004:3). Why Social Constructionism treads such a path is because it acknowledges the possibility that different groups in society impact on the creation of societal biases and political agendas. This is not to argue, however, that Social Constructionism does not believe that social constructions have any stake in research. Social constructionists interpret the derivatives of ground work within the larger context of the specific meanings which people attach to what they say and write, as well as within their linguistic framework (Haworth *et al.,* 2004:4).

Historically, there has been a constant shift in what social constructionists believe should be deconstructed. According to research conducted by Hall (2005), these range from the eclectic-hybrid constructionist application, the eclectic-collaborative social constructionist application and the process social constructionist application, to the political practice social constructionist application, the institution social constructionist application and the community polytonal partnership social constructionist application. The eclectic-hybrid constructionist application has been especially useful to scholars in philosophical education.

In the same fashion, the eclectic-collaborative social constructionist application allows the researcher to incorporate him/herself in the context of the research that is taking place, especially in the area of Clinical Psychology. Hall (2005:72) says that this application "puts more emphasis on the therapist's ability to work with the client in ways that are collaboratively decided rather than empirically driven".

In an especially unique way, the process of social constructionist application tends to couch the idea that the teaching of theory will only enforce social constructions, but rather that rational processes should be more emphasised. Researchers should be allowed the liberty of correlating the data at hand in ways that they deem most rational, not merely following certain entrenched theorised ways of correlating them. This same spirit permeates the other applications of Social Constructionism; it was selected for use in the present research based on the understanding that it tends to offer a more tenable assurance of reaching knowledge relating to the real underpinnings of the subject matter of this research.

3.8.2.1 Inductive Method

The inductive method entails the inference of conclusions made from the interpretation of data received from research on a portion of a population, or the entire group. This is done mainly by identifying the key concepts that are present in the ideas of most respondents in a research study, from within a given group. "The inductive approach is a systematic procedure for analysing qualitative data where the analysis is guided by specific objectives. The primary purpose of the inductive approach is to allow research findings to emerge from the frequent, dominant or significant themes inherent in raw data, without the restraints imposed by structured methodologies" (Thomas, 2003:2).

In the inductive method, preconceptions and structural intricacies are side stepped, allowing results to flow naturally from the raw data collected. More generally, the inductive method has a number of purposes. These include that it is more useful for the interpretation and summarisation of a large body of data into a condensed summary. This method also aids in the creation of a clear link between the research objective, the processes of data collection and analysis and the result of the research. Finally, the inductive method helps the researcher to formulate theories from the results of the collected data (Thomas, 2003:2). In the context of this research, the value of the inductive method was clear; it was subsequently used alongside the deductive method.

3.9 DATA COLLECTION METHODS

Table 3-2   **Data Collection Model**

Research Stages	Collection Methods	Sample size
One	In-depth interviews	5
Two	Telephonic interviews	3
Three	Questionnaires	50

A total of 5 respondents were chosen from 11 women at top management level for in-depth interviews and another 3 were interviewed telephonically because their schedule was too busy at the time the study was conducted and so opted for telephonic interview. The respondents selected for interviews were chosen using non probability sampling based on their managerial level; academic qualification; availability; and voluntary willingness to participate in the study.

3.10 JUSTIFICATION OF STUDY APPROACH

This study looks at women's representation at top management level in public enterprises in Pietermaritzburg. The population of the study was made up of all women working at Umgeni Water. Questionnaires were distributed to the target population of 204 women, however only 50 questionnaires were returned. Since participation in the study was voluntary, the researcher had to adhere to the principles of voluntary participation. As such, the 50 respondents who returned their questionnaires were chosen as the sample size of the study. Interviews were held to compliment questionnaires as sources of data collection for the study.

3.10.1 In-depth Interviews

Since the study is focused on women at top management level in public enterprises, it is of great importance to get first-hand information from women at managerial level. In view of the above, 5 women were selected from the 11 women at senior and top management level for

interviews, based on availability and willingness to participate in the study. Non probability sampling was used, since target respondents for interviews are women at managerial levels.

The utilization of in-depth interviews is integral for a critical assessment of the situation of women in the work force and the examination of the reasons why they do not ascend to top offices at the same rate as their male counterparts. There is a notion in some quarters that interviews are more or less like questionnaires, in the sense that they are both contain questions and answers. This may be true to an extent, but most "researchers make use of interviews when they wish to obtain more detailed and thorough information on a topic" (Adam & Cox, 2008: 58). The researcher employed in-depth interviews to allow for a one-on-one interaction with the respondents and to use persuasive skills to encourage respondents to discuss issues which they might be reluctant to answer in questionnaires. The employment of in-depth interviews enabled the researcher to have a better understanding of the challenges faced by women at top management level.

The process of preparing for an interview involves setting up questions that address the issues which are at the heart of the core research question. It is also important to note that the questions asked should not just elicit answers from the interviewee, but should inspire them to get actively involved in trying to answer as correctly as possible for the good of the research. An in-depth interview is also not able to be structured, although this often results in information that can be misconstrued and is difficult to analyse (Adam & Cox, 2008). Mostly, in-depth interviews progress in four stages, namely: the background, letting off steam, addressing issues and tying up/debriefing (Adam & Cox, 2008).

The background of the interview is when an interviewer acquaints him/herself with the interviewee. Introductions, pleasantries, and the like are appropriate for this stage. The next stage is when the interviewer asks questions that allow the interviewee to express their thoughts about some of the issues that bear on their minds, and which may have the potential to obscure their responses to the questions throughout the duration of the interview. The third stage is for addressing the issues and is when the core issues of the present research are brought to the fore and thrashed out in such a manner that provides fitting input to the research question. Finally, the interview may be concluded in such a manner as to assure the respondents that the terms and conditions agreed upon will be heeded afterwards (Adam & Cox. 2008).

3.10.2 Telephonic Interviews

It was extremely difficult to schedule appointments for interviews with some of the women at senior and top management level as a result of busy schedules. The researcher then employed telephonic interviews with 3 respondents that were willing to grant the interview, but could not fix a particular time as a result of work load. The utilization of this method of data collection added more value to the study as the views of more women at managerial level were included in the study.

3.10.3 Questionnaires

A total of 50 questionnaires were returned and insight from the questionnaires helped to compliment the above mentioned two sources of data collection. Respondents were selected based on availability, making use of convenience sampling that saves time and resources. The 50 respondents represent 43% of the entire population of women in the organization. It would have been good if all the 117 women had responded to the questionnaires distributed; however since participation to the study was voluntary, respondents cannot be forced to participate in the study if they were unwilling to do so. Questionnaires were adopted as a source of data collection since all respondents could not be interviewed.

Questionnaires were adopted to complement data collected through interviews. Questionnaires as social science tools are used increasingly to study people, aspects of outdoor recreation and other natural resource fields (Potter *et al.,* 1972). Like interviews, questionnaires are used in this research to reach a wider range of respondents that the researcher was not practically able to interview. Some respondents prefer to answer questionnaires as a result of convenience and in order to be anonymous. A mixture of these two is called quasi-structured questionnaires. The present research made use of the structured questionnaires, as they were made up of a close-knit sequence of questions and related answers (Acharya, 2010). This makes data culmination and aggregation simple and interpretation is easily performed within a broader context that is readily decipherable. Generally, questionnaires are short and since most people have short attention spans, this means that they are able complete such questions to the best of their ability (Adam & Cox, 2008).

It must be noted that the correctness and objectiveness of the respondents in any research defines the result of that research. Therefore, in this research, great care was taken not only to

limit the number of questions, but also to frame them in such a way as to elicit the most direct answers. There are generally four types of questions, namely, simple factual questions, which require a yes or no answer; complex factual questions, which despite requiring direct answers, solicit longer and more complicated answers; opinion and attitudinal questions, which may be simple or complex, but mainly ask for a respondent's personal perception of an issue; and open ended questions, where the real meaning is for the respondent to decipher and interpret (Adam & Cox, 2008).

For the last type of question, the respondent is required to provide either a simple or complex answer based on his/her understanding of the given question. The present research took these types of questions into consideration, and placed the answer to them in context, when interpreting them for the purpose of the research. The research was careful to ensure that the questions used in the questionnaires were selected based on their ability to elicit responses linked to the research objective. It was also taken into consideration that not every respondent would be familiar with the jargon used in Management Studies, as an academic discipline; thus the questionnaire especially avoided the use of technical language and complex expressions. The avoidance of ambiguous questions was also a key aim (Acharya, 2010).

The questionnaire was made up of two (2) sections (A and B). Section A contained closed ended questions which were able to be answered by "YES" or "NO", and sometimes with a tick. In contrast, Section B contained open ended questions that allowed room for respondents to freely but briefly express their opinions on the subject matter.

3.11 TRIANGULATION

The technique of triangulation in research has been borrowed from military and navigation vocabulary, where it is a term which refers to the utilization of many reference points, with the aim of identifying the position of a single object. In the present context of research, it refers to the technique used to combine different forms of research resources towards a unified research result (Jick, 1979:45). Triangulation can be used, and has been used, by researchers to perform something of a fusion of qualitative and quantitative aspects of collected data.

There are different kinds of triangulation; namely data triangulation, investigator triangulation, theoretical triangulation and methodological triangulation. Data triangulation involves testing a certain phenomenon against data gathered at different times and places. Investigator triangulation concerns the use of several researchers over time, with the hope of ascertaining

what has been found by another investigation. Theoretical triangulation involves the cross interpretation of data through several theoretical frameworks. Methodological triangulation involves using more than one method in gathering and interpreting data (Bryman, 1998). Campbell and Fiske (1959) developed the method of triangulation, calling it "Multiple operationism". In social research, the technique of triangulation can be used to overcome problems of bias and validity.

For the above scholars, it is important to explore more than one way to collect data in order to confirm the result of the research. In this context, it involves the use of multiple methods and measures of a phenomenon (Cox *et al.,* 2005). "Once a proposition has been confirmed by two or more independent measurement processes, the uncertainty of its interpretation is greatly reduced. The most persuasive evidence comes through a triangulation of measurement processes" (Webb *et al.,* 1966, quoted in Bryman, 1998).These two measures are the qualitative and quantitative methods. Through triangulation, a certain research subject is tested against a different method as the original one, and if the same result is derived, then validity can be said to have been achieved and bias overcome.

The adoption of three different data collection methods to arrive at the same goal illustrates the principles of triangulation in this study. Whilst a Social Constructionist approach is used in this research study, it would be wrong to assume that this limits the research to qualitative methods of data collection (e.g. interviews, focus group discussions etc.), firstly, because any of the research methods can produce quantitative (numbers) or qualitative (words) data, and secondly, because numbers can enrich the presentation of social constructionist research (Fisher *et al*., 2010). In practice, therefore, any of the research methods can be used in any of the approaches.

3.12 VALIDITY

Miller (2008:599) defined Validity as "the extent to which the instrument measures what it purports to measure". The researcher employed questionnaires, telephonic interviews and in-depth interviews as data collection instruments. The three instruments which were used are deemed to be valid instruments as they all focused on the theme of the study. All data which was obtained was first hand, as data collection had to do with the respondents themselves. The findings accurately represented the situation under investigation.

3.13 RELIABILITY

"Reliability is defined as the extent to which a questionnaire, test, observation or any measurement procedure produces the same results on repeated trials" (Miller, 2010:79). Reliability has to do with scores and not respondents. In this study the instruments employed in data collection, if severally repeated, will yield similar results because of the nature of the instruments adopted.

Table 3-3   **Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.791	0.795	9

The result of the Cronbach's Alpha test on the questionnaire was 0.791, which is within the acceptable reliability coefficient level (Reynaldo & Santos, 1990).

3.14 ETHICAL CONSIDERATIONS

Ethical clearance was obtained from Humanities and Social Science Research Ethics Committee at the University of KwaZulu-Natal before the commencement of the field work. A consent letter was also obtained from Umgeni Water, the public enterprise based in Pietermaritzburg which was selected for use in the case study which this research was based on. All respondents in this study gave their consent by signing the consent letter issued to them before the commencement of the study and the aim of the study was clearly explained to them before their participation in the study. Respondents were meant to understand that participation in the study was voluntary and that they could withdraw from the study at any point in time, should they no longer wish to participate in the study. Respondents were assured that their identity would be protected and all information treated with confidentiality and anonymity. Pseudonyms were used to conceal and protect respondents' identities. The respondents were assured that under no circumstances would the information they offered be used against them or reported to any authority.

The researcher ensured that the respondents were protected from harm by ensuring that the information they offered was not available to any third parties that could use such information with negative effects. The information gathered in the process of the research will not be used against the organization. This study has not, in any way, been manipulated by the researcher, nor have any unethical practices been employed in the research.

3.15 LIMITATIONS OF THE STUDY

The researcher encountered some challenges during the course of the research which constitute limitations to the study. These are listed below:

3.15.1. The researcher could not interview many people telephonically because of the significant cost involved in telephone calls; since respondents have to be given the time and opportunity to express their ideas fully, coupled with the fact that the researcher was using a cell phone for the interview.

3.15.2. There was limited information available on the web sites of the Department of Labour and Statistics South Africa.

3.15.3. Financial constraints constituted a significant limitation in carrying out this study.

3.15.4. Participation to the study was voluntary, and as such; only 50 responses were received from the questionnaire element of the study. It would have being good if all women at Umgeni Water had retuned their questionnaires but this was not the case.

3.15.5. Non probability sampling is limited in extrapolating results. Respondents are selected on the basis of their accessibility or by the purposive discretion of the researcher, as such; results of this study cannot be generalized.

3.16 SUMMARY

The researcher employed multiple data collection methods in the study, which added value to the quality of the study, as data from different sources complimented each other. Both quantitative and qualitative approaches were used in the study. Pseudonyms were created to conceal the identities of respondents in the study, ensuring anonymity. Findings collected using the above mentioned data collection methods are presented in the next chapter.

CHAPTER 4: DATA PRESENTATION

4.1 INTRODUCTION

This chapter unveils the findings of the study, which includes presentation of data, interpretation and analysis of data collected. Field work findings were analysed using SPSS; this package makes the research analysis process more scientific and reliable and graphical representation of data is relatively easy using SPSS (Johnson, 2011). Descriptive statistics have been employed as the statistical tool for data presentation. A comparative analysis of the variables in the questionnaire was carried out using analysis of variance. The Chi-square test was conducted to ascertain the independence and interdependence of the variables identified. This chapter is divided into three (3) sections, A, B and C respectively. Section A contains the presentation of data collected through questionnaires with closed ended questions; section B presents data collected using questionnaires with open ended questions, while section C contains presentation of data collected from interviews (in-depth interviews and telephone interviews).

4.2 SECTION A: A GENERAL DEMOGRAPHIC REPRESENTATION OF RESPONDENTS

4.2.1 The Age Groups of Respondents

Figure 4-1
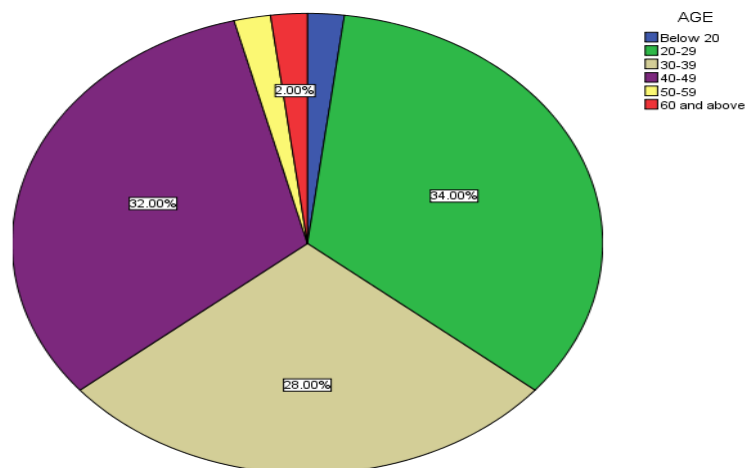
The diagram above shows that a significant percentage of the respondents are people of less than 50 years of age, with the age group "20-29"being the highest at 34.00% and "40-49" being next with 32.00% and "30-39" at 28.00%. This demonstrates that this study was drawn across different groups of economically active age, which may increase the credibility of the study.

4.2.2 The Race Groups of Respondents

Figure 4-2
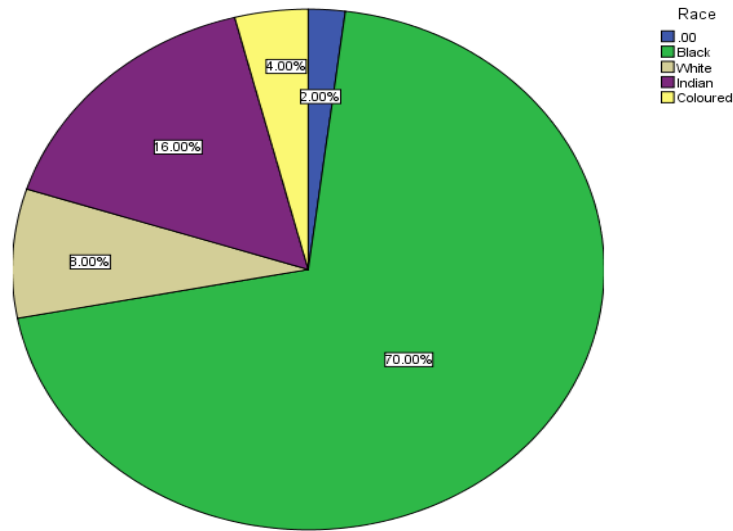
The above chart shows that a significant percentage (70%) of the respondents was people of the black race, which illustrates the fact that Pietermaritzburg is an African dominated city.

4.2.3 The Marital Status of Respondents

Figure 4-3
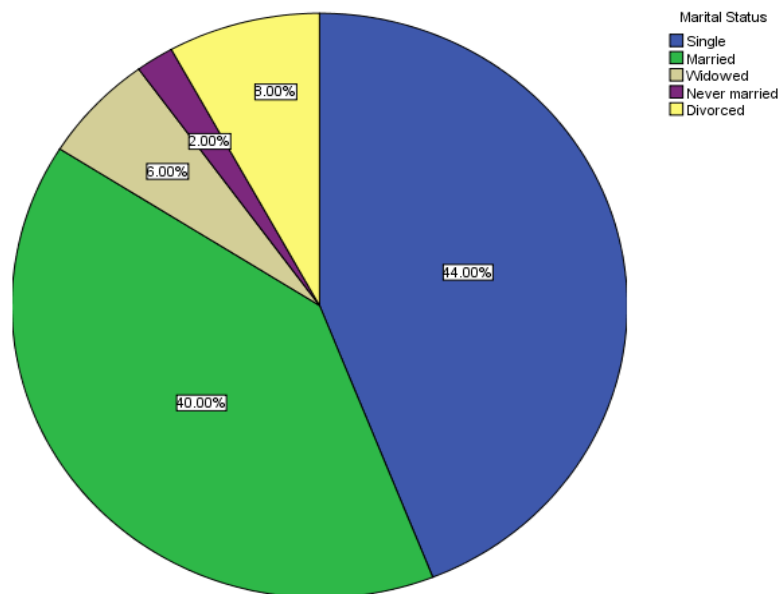
In the figure above, single females constituted the highest percentage of the respondents with 44% and married females constituted 40% of the respondents.

4.2.4 The Academic Qualifications of Respondents

Figure 4-4
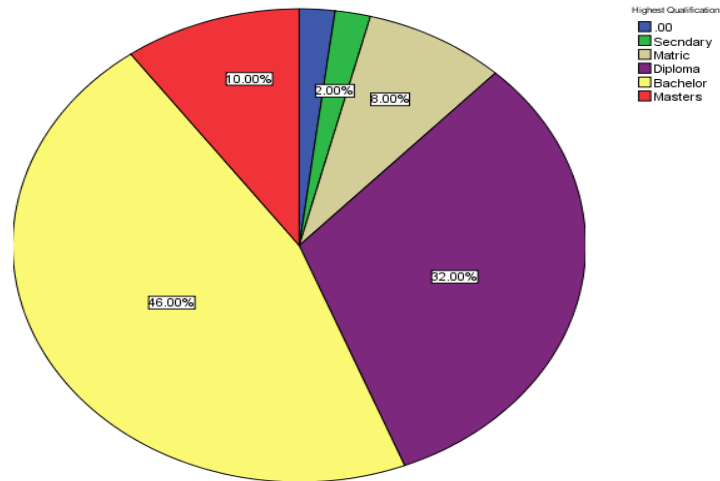
The above pie chart reveals that 46% of the respondents held Bachelor's Degrees and 32% possessed Diploma certificates; this indicates that there are more female graduates today than five years ago, which shows that government policies are effective.

4.2.5 The representation of challenges faced by women in top level management positions

Figure 4-5
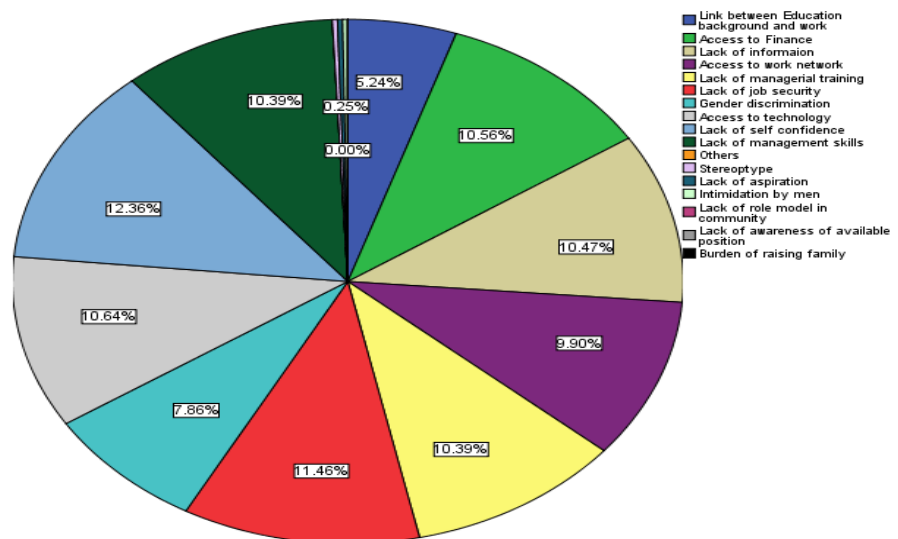
The chart above shows that the greatest challenge faced by women at top management level in public enterprises in Pietermaritzburg is the lack of self-confidence, with 12.36%.

4.3 WOMEN'S REPRESENTATION IN TOP LEVEL MANAGEMENT POSITIONS IN PIETERMARITZBURG

4.3.1 Are the representations of women in top management positions being encouraged by your current employers?

Table 4-1: Encouragement of women by employers

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	0	4	8.0	8.0	8.0
	Yes	33	66.0	66.0	74.0
	No	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

A significantly high percentage (66%) of the respondents agrees that their current employers encourage the representation of women in senior management positions. This implies that women in public enterprise in Pietermaritzburg stand a chance of being fairly represented in top level management positions.

4.3.2 Is the Government doing enough to support Women's representation in South Africa?

Table 4-2: Government support of women's representation

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	0	3	6.0	6.0	6.0
	Yes	26	52.0	52.0	58.0
	No	21	42.0	42.0	100.0
	Total	50	100.0	100.0	

4.3.3. Do you know of any government programme that promotes Women's Representation?

Table 4-3: Programmes that promote women's representation

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	0	5	10.0	10.0	10.0
	Yes	24	48.0	48.0	58.0
	No	21	42.0	42.0	100.0
	Total	50	100.0	100.0	

A total of 48% of respondents expressed that they knew of government programmes promoting women's representation in top management positions, while 42% of respondents reported that they did not know about government programmes that promote women representation's in senior management positions.

4.3.4 The Link between Academic Qualification and Work

Table 4-4: Link between academic qualification and work

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	0	3	6.0	6.0	6.0
	Yes	30	60.0	60.0	66.0
	No	17	34.0	34.0	100.0
	Total	50	100.0	100.0	

4.3.5 Lack of Information

Table 4-5: Lack of information

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	0	3	6.0	6.0	6.0
	SA	10	20.0	20.0	26.0
	A	10	20.0	20.0	46.0
	N	12	24.0	24.0	70.0
	D	13	26.0	26.0	96.0
	SD	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

A total of 20% of the respondents agreed in some cases, while 20% Strongly Agreed, that lack of information is one of the challenges that hinders women from reaching top management level in public enterprises in Pietermaritzburg.

4.3.6 Lack of managerial training as a key challenge

Table 4-6: Lack of managerial training as a key challenge

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	0	4	8.0	8.0	8.0
	SA	7	14.0	14.0	22.0
	A	10	20.0	20.0	42.0
	N	18	36.0	36.0	78.0
	D	9	18.0	18.0	96.0
	SD	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

A total of 36% of the respondents agreed in some cases, while 20% strongly agreed that lack of managerial training is one of the challenges that hinders women from getting to top management level in public enterprises in Pietermaritzburg.

4.3.7 Lack of Job Security as a Key Challenge

Table 4-7: Lack of Job Security as a Key Challenge

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	0	2	4.0	4.0	4.0
	SA	7	14.0	14.0	18.0
	A	12	24.0	24.0	42.0
	N	12	24.0	24.0	66.0
	D	12	24.0	24.0	90.0
	SD	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

A total of 24% of the respondents agreed in some cases, while 24% strongly agreed that lack of job security is one of the challenges that hinders women from getting to top management level in public enterprises in Pietermaritzburg.

4.3.8 Perceptions surrounding Gender Discrimination

Table 4-8: Perceptions surrounding gender discrimination

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	0	3	6.0	6.0	6.0
	SA	22	44.0	44.0	50.0
	A	10	20.0	20.0	70.0
	N	7	14.0	14.0	84.0
	D	7	14.0	14.0	98.0
	SD	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

A total of 44% of the respondents strongly agreed, while 24% agreed in some cases, that gender discrimination is one of the challenges that hinders women from getting to top management level in public enterprises in Pietermaritzburg.

4.3.9 Lack of Management Skills as a Key Challenge

Table 4-9: Lack of Management Skills as a Key Challenge

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	0	7	14.0	14.0	14.0
	SA	6	12.0	12.0	26.0
	A	10	20.0	20.0	46.0
	N	11	22.0	22.0	68.0
	D	12	24.0	24.0	92.0
	SD	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

A total of 24% of the respondents disagreed, and 8% strongly disagreed, that lack of management skills is one of the challenges that hinders women from getting to top management level in public enterprises in Pietermaritzburg.

4.4 TEST OF INDEPENDENCE

4.4.1 Test for Gender Discrimination as a Challenge Faced by Women in Top Level Management

Hypothesis:

H0: Gender discrimination represents a significant challenge that hinders women from reaching top management levels in public enterprises in Pietermaritzburg.

H1: Gender discrimination does not represent a significant challenge that hinders women from reaching top management level in public enterprises in Pietermaritzburg.

Test Statistic: Chi-Square Tests of independence.

Level of Significance: $\alpha = 0.05$

Decision Rule: If Sig value is less than ($\alpha = 0.05$) we reject Ho otherwise we do not reject it
Computation:

Table 4-10: Case Processing Summary on gender discrimination

	Cases		
	Valid	Missing	Total
	per cent	per cent	per cent
SN* Gender discrimination	100.0%	0%	100.0%

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	$2.500E2^a$	245	.400
Likelihood Ratio	148.068	245	1.000
Linear-by-Linear Association	1.154	1	.283
N of Valid Cases	50		

a. 300 cells (100.0%) have expected count less than 5.The minimum expected count is .02.

Conclusion: Since Sig value = 0.40 > 0.05, we do not reject H0 and conclude that Gender discrimination represents a significant challenge that hinders women from getting to top management levels in public enterprises in Pietermaritzburg.

4.4.2 Test for Lack of Self Confidence as a challenge faced by women at top level management

Hypothesis

H0: Lack of self-confidence represents a significant challenge that hinders women from reaching top management levels in public enterprises in Pietermaritzburg.

H1: Lack of self-confidence does not represent a significant challenge that hinders women from reaching top management levels in public enterprises in Pietermaritzburg.

Test Statistic: Chi-Square Tests of independence.

Level of Significance: α = 0.05

Decision Rule: If Sig value is less than ($\alpha = 0.05$) we reject H0, otherwise we do not reject it.

Computation:

Table 4-11: Case Processing Summary on lack of self-confidence

	Cases					
	Valid		Missing		Total	
	N	per cent	N	per cent	N	per cent
SN* Lack of self-confidence	50	100.0%	0	.0%	50	100.0%

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.500E2[a]	245	.400
Likelihood Ratio	165.692	245	1.000
Linear-by-Linear Association	2.820	1	.093
N of Valid Cases	50		

a. 300 cells (100.0%) have expected count less than 5. The minimum expected count is .04.

Conclusion: Since Sig value = 0.40 > 0.05, we do not reject H0 and conclude that lack of self-confidence represents a significant challenge that hinders women from reaching top management levels in public enterprises in Pietermaritzburg.

4.4.3 Test for Race of Respondents

Hypothesis

H0: The respondent's option is independent of their Race.

H1: The respondent's option depends on their Race.

Test Statistic: Chi-Square Tests of independence.

Level of Significance: $\alpha = 0.05$

Decision Rule: If Sig value is less than ($\alpha = 0.05$) we reject H0, otherwise we do not reject it.

Computation:

Table 4-12: Crosstab of lack of self-confidence and race

Count								Total
		Lack of self-confidence						
		0	SA	A	N	D	SD	
Race	0	1	0	0	0	0	0	1
	Black	0	3	8	9	10	5	35
	White	0	0	2	0	1	1	4
	Indian	1	1	0	2	3	1	8
	Coloured	0	1	1	0	0	0	2
Total		2	5	11	11	14	7	50

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37.764[a]	20	.009
Likelihood Ratio	23.379	20	.271
Linear-by-Linear Association	.383	1	.536
No. of Valid Cases	50		

a. 27 cells (90.0%) have expected count less than 5. The minimum expected count is .04.

Conclusion: Since Sig value = 0.009 < 0.05, we reject H0 and conclude that the respondent's option depends on their Race and the relationship observed in the cross tabulation is real and not due to chance.

4.4.4 Test for Age Group of Respondents

Hypothesis

H0: The respondent's option is independent of their Age group.

H1: The respondent's option depends on their Age group.

Test Statistic: Chi-Square Tests of independence.

Level of Significance: α = 0.05

Decision Rule: If Sig value is less than (α = 0.05) we reject H0 otherwise we do not reject it.

Computation:

Table 4-13: Cross tabulation on lack of self-confidence and age

Count								
		Lack of self-confidence						Total
		0	SA	A	N	D	D	
A G E	Below 20	0	0	0	0	1	0	1
	20-29	0	1	5	2	8	1	17
	30-39	1	2	2	6	2	1	14
	40-49	1	2	4	3	3	3	16
	50-59	0	0	0	0	0	1	1
	60 and above	0	0	0	0	0	1	1
Total		2	5	11	11	14	7	50

Conclusion: Since Sig value = 0.386 > 0.05, we do not reject H0 and conclude that the respondent's option is independent of their age groups, the variations observed in the cross tabulation may be due to chance.

4.4.5 Test for Marital Status of Respondents

Hypothesis

H0: The respondent's option is independent of their marital status.

H1: The respondent's option depends on their marital status.

Test Statistic: Chi-Square Tests of independence.

Level of Significance: α = 0.05

Decision Rule: If Sig value is less than (α = 0.05) we reject H0, otherwise we do not reject it.
Computation:

Table: 4-14 Chi-square tests on lack of self-confidence and marital status

Count								
		Lack of self-confidence						
		0	SA	A	N	D	SD	Total
Marital Status	Single	0	1	6	5	10	0	22
	Married	2	4	3	5	3	3	20
	Widowed	0	0	1	0	0	2	3
	Never married	0	0	0	1	0	0	1
	Divorced	0	0	1	0	1	2	4
Total			5	11	11	14	7	50

Conclusion: Since Sig value = 0.077 > 0.05, we do not reject H0 and conclude that the respondent's option is independent of their marital status, the variations observed in the cross tabulation may be due to chance.

4.4.6 Test for Level of Education of Respondents

Hypothesis

H0: The respondent's option is independent on their Level of education.

H1: The respondent's option is depends on their Level of education.

Test Statistic: Chi-Square Tests of independence.

Level of Significance: $\alpha = 0.05$

Decision Rule: If Sig value is less than ($\alpha = 0.05$) we reject H0 otherwise we do not reject it.

Computation:

Table: 4-15 Cross tabulation on lack of self-confidence and highest qualification

Count								
		Lack of self confidence						Total
		0	SA	A	N	D	SD	Total
Highest Qualification		0	0	0	0	1	0	1
	Secondary	0	0	1	0	0	0	1
	Matric	0	0	2	1	1	0	4
	Diploma	2	0	5	3	4	2	16
	Bachelors	0	5	3	4	8	3	23
	Masters	0	0	0	3	0	2	5

Count								
		Lack of self confidence						Total
		0	SA	A	N	D	SD	Total
Highest Qualification		0	0	0	0	1	0	1
	Secondary	0	0	1	0	0	0	1
	Matric	0	0	2	1	1	0	4
	Diploma	2	0	5	3	4	2	16
	Bachelors	0	5	3	4	8	3	23
	Masters	0	0	0	3	0	2	5
Total		2	5	11	11	14	7	50

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.397[a]	25	.290
Likelihood Ratio	30.649	25	.201
Linear-by-Linear Association	.321	1	.571
N of Valid Cases	50		

a. 33 cells (91.7%) have expected count less than 5. The minimum expected count is .04.

Conclusion: Since Sig value = 0.29 > 0.05, we do not reject H0 and conclude that the respondent's option is independent of their educational levels, the variations observed in the cross tabulation may be due to chance.

4.5 SECTION B: DATA PRESENTATION FROM OPEN ENDED QUESTIONS

Table: 4-16 Identified challenges by respondents

Challenges	Number of respondents	Per cent (%)
Encouragement by organizations	38	76
Government efforts	24	48
Government commitment	26	52
Implementation of policies by government	24	48
Lack of self- confidence	50	100
Lack of funding	14	38

About 76% of respondents agreed that their organisations encourage representation of women at top management level, while 24% are of the opinion that their organisation is not doing enough to encourage women to reach top managerial level. Likewise, about 48% of

respondents disagreed that government is doing enough to encourage women's representation at top management level. 52% of respondents were of the opinion that government are failing in the area of implementation of policies and in the creation of awareness surrounding the importance of equality for women. In contrast, 52% agree that government are committed to increasing women's representation, not only in public enterprises, but in all sectors of the economy.

38% of respondents cited lack of funding as a key variable denying women from acquiring the necessary academic qualification to occupy top managerial positions. They were of the opinion that family responsibility leaves them with very little financial resources, such that they cannot finance post graduate studies. Obtaining approval for study leave and bursaries is also challenging.

4.6 SECTION C: DATA PRESENTATION ON INTERVIEWS

This section contains the findings of the in-depth interviews as well as the telephonic interviews with women at top management level. The interview component of the study proved to be very interesting as the researcher had the opportunity for personal interaction with the respondents, allowing for a deeper understanding of the factors affecting the women. It also brought out the originality of the study, since data was collected from respondents directly. Most of the respondents took a special interest in the topic and were willing to freely discuss issues which they found to be challenging at top managerial level. One basic feature stood out amongst them all; their self-esteem appeared very high and the way in which they carried themselves was admirable. One of the respondents at top managerial level had this to say during her interview:

> *"I matriculated at 18 years, at 24 years I had a Master's degree. At 30 years I am a senior manager and oversee a department."*

The respondent's extract from our interview session above illustrates that more women are graduating from university at an early age which means that over time they will acquire the required experience to climb up the leadership ladder. If the respondent, at 30 years, head's a department, it would appear that she might be a potential top manager. Another respondent said:

> *"We have twenty one top management staff, out of which only three are women."*

This statement also reveals that women are not equitably represented at top management level. This goes a long way to show that a lot still needs to be achieved. A single lady at top managerial level had the following to say:

> *"At this level it is going to be very difficult for me to be confined by a man in the name of marriage. Mary said I have enjoyed freedom too much to trade it for marriage."*

Some females see marriage as an institution that carries too much weight that makes it extremely difficult for a balance to be struck between work and family responsibilities.

> *"I spend a lot of time after office hours at work to clear my table because I do not have kids to take care of at home."*

The view of Sandra, one of the respondents quoted above, indicates that single ladies in top management positions take advantage of their status to put in extra hours at work.

> *"It was not easy going to school; married at an early age, studied through University of South Africa, got my Honours degree at the age of 38 years."*

The core role of women tends to affect everything they do, marriage, bearing children and family responsibilities come up from time to time, showing that it is extremely difficult to remove these variables from what women do; one has to bear in mind the impact which these factors may have on what they intend to achieve in the future.

One of the respondents who were interviewed identified socio-cultural reasons as one of the challenges which women at top management level face, for example sexual spill over. This, she said, undermines the authority of the female manager, when there is a vertical relationship in the work place, which can also be looked at as a gender spill over. The views of all respondents as regards work and family responsibilities remains the same, in that it is a core challenge to them all.

4.7 PERCEPTIONS OF WOMEN AT TOP MANAGEMENT LEVEL REGARDING WORKING CONDITIONS

4.7.1 Work Load

All respondents emphasized that the work load is too heavy on them and that many a time this has affected their family responsibilities. One of the experts who were interviewed described it as "overload"; making it extremely difficult for women managers to function to their maximum capacity. Three of the women interviewees pointed out that their organization is profit driven and that their work load is heavy. If they must meet organizational targets, they are required to work under immense pressure. In a bid to cut costs, most organizations are under staffed and, as such, increase the work load of managers. Cindy, one of the respondents stated:

> *"I supervise other people's work while mine piles, and if I must [still] finish my work; then I must stay back after working hours or take the work home."*

The task of being a leader at top management level entails the monitoring of subordinates' work to ensure that the work is done in accordance with company policy guidelines.

4.7.2 Working Hours

A respondent reveals that:

> *"The job exigencies are too much that I sometimes take official work home in other to meet expectations at work."*

As a result of an overload of work, top level managers are forced to work extra hours to avoid work piling up and to meet targeted deadlines. Some respondents said that' they sometimes take work home in order to finish it; a process which conflicts with their family responsibilities. The respondent's quote above emphasised that sometimes she takes work home when daily work volume is too much; to perform family responsibilities at home and do office work becomes a great challenge.

4.7.3 Onus of Proof

Another of the respondents, Kelly, stated the following:

> *"My friends were even watching closely to see where I will go wrong and they will make a mockery of the saga."*

Each of the five women interviewed said the onus lies on them to prove that they are capable of doing the job they were employed to do. As such, women are working under immense pressure while their male counterparts do not work under this pressure because men are assumed to be in a better position to carry out tasks, compared to women.

4.7.4 Training/Workshops

All respondents interviewed posit that they lack adequate training and retraining to give them the required support to meet job exigencies. They tend to have to rely on their self-development, most especially in terms of technology. Even when there are workshops and training programmes organized by the organization, the timing must suit family routine and where there are conflicts, the needs of family override the work expectations. One of the respondents said:

> *"My husband does not allow me attend trainings out of the city that might warrant me travelling out of town".*

Organizations should afford their employees the relevant support in order to function well, also taking into consideration issues such as timing and travel, increasing the chances that married women would be able to attend these events without any complaint from their husbands.

4.7.5 Wage Gap

Two of the respondents interviewed revealed that there is a substantial wage gap between males and females at top level management. The wage difference has de-motivated women managers and has made them feel inferior to their male counterparts. Mossi, one of the respondents said:

> *"I have the same qualification as Musa, employed at the same time, but his wage is far higher than mine".*

Mossi explained that this demoralizes her because she has not been able to understand the rationale behind the wage gap saga.

4.7.6 Mentorship and Networking

Mentorship was seen as an abstract concept, as none of the respondents reported having anybody to look up to or to mentor them. This was attributed to the impact of Apartheid. Statistics indicate that there is an increase in the number of women holding top management positions in South Africa today, which means that increasingly more mentors are emerging. However, most respondents think women have to be educated about the importance of having access to people whom they can look up to on their corporate journey. Also, forums have to be opened in the organization's program to open space for middle and lower level female employees to have some contact with their mentors. This is also the case with networking, where there is a need for formal and informal encouragement for female employees to engage in networking that helps their corporate maturity and progression.

4.8 SUMMARY

The available findings could be used as a premise to suggest that even though government and other enterprises have taken steps to increase women's representation at top management level, further action is still required. Women remain underrepresented at top management level. The discussions in the next chapter unveil the details of the challenges which have been identified as being faced by women at top managerial level in public enterprises in Pietermaritzburg.

CHAPTER 5: DISCUSSION OF RESULTS

5.1 INTRODUCTION

The majority of women interviewed expressed the belief that public enterprises in Pietermaritzburg are not gender neutral. They argued that there is a general gender bias when it comes to positions at top management levels. However, they also acknowledge that there has been an increase in women's representation at top management level in recent times. This research contributes to the existing wealth of knowledge through its exploration of the challenges faced by women at top management level in public enterprises in Pietermaritzburg. A critical review of other writers' work focusing on the challenges faced by women at top management level reveals a deeper understanding of the theme of the study. The researcher's findings suggest that family responsibilities, self-confidence and lack of adequate social structures for women constitute core challenges to women in top management positions.

This chapter is divided into three sections A, B and C respectively. Section A, contains discussions on the findings of closed ended questions in the questionnaire. Section B contains discussions on open ended questions in the questionnaire, while Section C focuses on discussion surrounding the interviews which were carried out. The research objectives are as follows; to identify the challenges faced by women at top level management in public enterprises in Pietermaritzburg; to explore the perceptions of women at top level management as regards the relationship between family responsibilities and work; and to analyze the representation of women at top level management and the possible benefits of an increase in the representation of women in public enterprises in Pietermaritzburg.

5.2 SECTION A: DISCUSSION ON CLOSED ENDED QUESTIONS IN QUESTIONNAIRES

The demographic representation of respondents revealed that the majority of the respondents were between the ages of 20-39 years. This entails that there are quite a number of female young graduates in public enterprises in Pietermaritzburg that could rise to top managerial level over time. This also demonstrates that this study was drawn across different age cohorts of women of economically active age, which may increase the credibility of the study, through allowing the researcher a deeper understanding of the challenges faced by these women. The majority of the respondents of this study were unmarried (44%), with 40% being married. The findings of this study may be very useful in the sense that the views of two major players in

the female work force were accommodated and may represent the core challenges which women face at top managerial level in public enterprises.

The study revealed that the majority of the respondents were university degree holders, a factor which the respondents found to be empowering as they possessed the appropriate academic qualifications to hold managerial positions and to ascend to top managerial levels in their work place. This indicates that there are more graduates today than five years ago, indicating that government policies are effective. An inference could be deduced from this to mean that with more female graduates, their representation at top managerial level may increase tremendously, considering the fact that they are academically qualified to hold managerial positions. Findings revealed that the core challenge which women face at top managerial level is self-confidence. Molara Ogundipe-Leslie (1994:36) argued that "Women are shackled by their own negative self-image, by centuries of exteriorization of ideologies of patriarchy and gender hierarchy. Their own reactions to objective problems are often self-defeating and self-crippling". This negative image, as identified above, compounds the problem of women being unable to move into managerial positions even though they are being encouraged by their employers.

The study revealed that employers encourage women's representation at top managerial level in their organizations. A significant percentage (66%) of respondents agreed that their employers encourage women's representation at top managerial level. This implies that women in public enterprises in Pietermaritzburg stand a chance of being fairly represented at top management level. A total of 52% of respondents also agreed that the government is doing well to ensure an increase in women's representation at top managerial level, not only in public enterprises, but in South Africa as a whole. The majority of the respondents were aware of different government programs geared towards increasing women's representation at all levels in the work place, both in government and in the private sector.

The majority of the respondents agreed that there is a link between academic qualification and work. This, to a reasonable extent, could mean that the more academically qualified women are, the greater their chances of rising to managerial positions in their work places. Also, since the study found that there are a high number of graduates at public enterprises in Pietermaritzburg; women's representation is likely to increase at top management level. However, lack of managerial training for women was identified as one of the challenges which women face at top managerial level.

Women say that even though employers support women's representation at in this arena, they still do not provide the required managerial training for women to access managerial positions in the work place. Lack of adequate managerial training leads to lack of managerial skills, which may translate to an underrepresentation of women at top managerial level in the workplace. The issue of job security does not in any way constitute a challenge to women in the work place, as legislations like the Conditions of Employment Act protects employees to a reasonable extent. The Bill of Rights in the Constitution of South Africa (RSA, 1996), protects individuals of both sexes against undue discrimination. Nevertheless, 44% of respondents strongly agreed that gender discrimination still exists in the work place and constitutes a challenge to women's representation at top managerial level in public enterprises in Pietermaritzburg.

5.3 SECTION B: DISCUSSION ON OPEN ENDED QUESTIONS IN QUESTIONNAIRES

The majority of respondents echoed that their employers encourage women's representation at top managerial level, but maintain that there has not been adequate training to support the women's desires to move into top managerial level positions. A significant 52% of respondents agreed that government are committed to ensuring the increase in women's representation at top managerial level, but are failing in the implementation of government policies and in creating awareness surrounding government programs and policies. At the "genesis" of this study, seven variables were identified from the literature review as some of the challenges facing women at top management level in public enterprises in Pietermaritzburg. These include: the 'Glass ceiling', Human resource policies, Organizational culture, Gender discrimination, Balancing work and family responsibilities, Government initiatives and policies, Politics of Power and the 'Queen Bee Syndrome'.

In terms of decision making, women are perceived to attach emotions to this process; many a time they have been said to be meek in taking decisions. Women today are excelling in the financial sector because they take less risk and are not in a hurry to take critical decisions; a factor which was attributed to be responsible for the Wall Street financial sector crisis. Women are also perceived to have emotional spill over, where disagreement on one side could lead to discomfort on the other and vice versa; this could have an immense negative impact, depending on how it is managed. The researcher does not concur with Stryker and Burke (2000) when they posit that work and family are separate entities; it would appear that there

are areas of overlap that can have significant effects. The researcher agrees that patriarchal ideologies, cultural and religious beliefs pose significant challenges to women's advancement to managerial positions in public enterprises in Pietermaritzburg.

Gender discrimination was identified in the literature as one of the challenges faced by women in top managerial positions. From the above, an inference may be drawn to say that women are discriminated in terms of hiring and promotion, which has contributed to the underrepresentation of women in top management positions. A large number of respondents in the questionnaire agreed that gender discrimination constitutes a core challenge in women's representation at top level management. Men and women attend the same educational institutions and sometimes have the same qualification in the same field and yet women are discriminated when it comes to hiring and promotion. Organisational policies, organisational culture and the CEO's of organisations may be responsible for this gender bias related to hiring and promotion and is sometimes even seen in pay packages/remuneration, an outcome which further hinders women's representation at top level management in public enterprises.

There are structured roles which women play in their families that will be difficult to ignore or delegate easily because their care giving is without structure and must be carried out to avoid unpleasant incidents. Financial burden is attached to the care giving responsibilities of women that have children with emotional or behavioural disorders who must work in situations where their husbands do not have the financial capabilities to support the family, resulting in the woman having to work in order to bring in an income. The serious challenge emerges in how to strike an acceptable balance between work and family responsibilities, most especially in situations where the child requires serious attention at home and how the employee manages her high level of absenteeism in situations where it arises.

Emlen and Koren (1984) state that in many cases, parents of children who require care during working hours attempt to balance their work and family responsibilities by working part-time, rather than full time. Working at top management level comes with significant responsibilities and sacrifice, as such, working part time may not be ideal and viable for those in top managerial positions; thus the researcher does not agree with the authors that it is a solution to the challenge.

The researcher posits that family responsibilities remain a core challenge in women's ascension to top managerial level positions in public enterprises; respondents also

"hammered" on this topic as a core challenge during the field work of this study. Work-family conflict is defined by (Kahn, Wolfe, Wuinn, Snoek & Rosenthal, 1964) as the degree to which an employee experiences demands which cannot be met, as a result of the pressures relating to their roles in both the work and family domains. As mentioned above, top level managerial positions come with huge tasks and expectations, most especially for women who have to consistently prove that they are capable of doing the job that they have being employed to do. Work-family conflict entails the spill-over of work exigencies to affect the smooth running of the home. An example of this could be a situation where a top level manager fails to take her child, who has an emotional problem, to a doctor's appointment as a result of work-related meetings and other commitments in the office.

Some respondents stated lack of funding as a key variable denying women from acquiring additional academic qualifications to enable them to comfortably occupy top managerial positions; as such, very few apply for top managerial vacancies. Women are of the opinion that, family responsibility leaves them with very little financial resources, resulting in them being unable to afford to finance postgraduate studies. Securing study loans and obtaining bursaries is viewed as a cumbersome process.

5.4 SECTION C: DISCUSSIONS ON INTERVIEWS

The under-representation of women at top managerial level is symptomatic of most known existing organisations, and this is an issue of great concern in terms of gender equality before the law, as contained in the South African Constitution of 1996 (RSA, 1996). Women's subjugation and marginalization has been concretized through the process of gender socialization, resulting in women's domestication, which has led to the under-representation of women at top managerial level at public enterprises.

Organizational policies and culture may be said to contribute to the challenges which women face in the work place which prevent them from ascending to top level management positions. However, the findings of this study revealed that self-confidence and inadequate formal education can be said to constitute challenges to women's advancement to managerial positions. The challenges of women in managerial positions may be similar worldwide, yet slightly different in this study as a result of Apartheid ills which deprived the majority of South Africans the opportunity to a sound education as a result of prolonged political

instability. Apartheid deprived women of proper education, thereby eroding the route to acquiring skills and formal education required to ascend to top managerial positions.

One of the respondents identified corruption, gender discrimination and poor implementation of gender policies at public enterprises as core challenges facing increasing women's representation in public enterprises. The respondent stated that poor implementation is a major problem in South Africa and constitutes a serious challenge. The idolization of patriarchal ideologies also constitutes a very serious challenge which has complicated the process of striking a balance between family responsibilities and work. He argued that these modern day men and women must together run their families without the specific assigning of roles, because financial responsibilities no longer fall on the man alone. Okyere-Manu (2011:76) agrees by saying that "while the Constitution may guarantee the rights of women, the imbalance of power within gender relations that is often sanctioned by cultural and religious beliefs, continues to place women at a disadvantaged position".

Culturally and religiously, there are structured roles which women play in their families that cannot be separated from them, irrespective of the position which they occupy in organisations; these include caring for their children and ensuring that meals are prepared and everyone is satisfied, even when there is a domestic helper to assist in ensuring that things are done accordingly. Most times, these structured roles cannot be compromised. Another example is the reproductive role of women and the maternity period which a woman must observe to ensure the baby is adequately taken care of, or the consequences may be devastating. A balance must be struck between work and family responsibilities for there to be harmony both at work and at home. Where this is not possible, it may result in a series of problems like divorce and/or termination of appointment, in worst case scenarios.

All the respondents interviewed pointed out that a patriarchal ideology exists within the work environment, although it is not visible. Nonetheless, it is said to exist and it constitutes a great challenge to the personalities of the women leaders at work, for example women at top managerial level, who may remain late at work in order to attend to managerial issues can be seen as irresponsible and not suitably proactive in terms of their family responsibilities. One of the respondents posits that men often react negatively to female managers because of their traditional African positions in their families. All the respondents interviewed unanimously agreed that cultural variables have been used as a tool to oppress women in the work place, and even more so when the woman in question is in a managerial position.

Another of the respondents interviewed identified socio-cultural reason as one of the challenges which women at top management level face, for example sexual spill over. He said that vertical relationships in the workplace this undermine the authority of the female manager, and can also be regarded as gender spill over. The respondent maintained that the implementation of acts, including domestic violence acts have a back lashing effect as a result of poor implementation, which can result in women facing more challenges as a result. Social levels of interaction need to be defined and redefined to eliminate cultural variables that undermine the capabilities of women. An example of these variables is the notion that a women's position is in the kitchen and for purposes of reproduction. The issue of the entry mode for women into top management positions was raised and was identified to constitute a challenge when the right channels and procedures are not followed and adhered to, in order to optimize efficiency and capability.

The study reveals that academic qualifications and social pedigree are not regarded as vital tools when appointments to top managerial positions are made. Many times, it is perceived that political connections override academic qualification and social pedigree in the top level managerial appointment of women. It is evident that women are not comfortable with the issue of contract jobs for top managerial positions, and fear how they will cope when the contract ends. There is no social structure in Pietermaritzburg that provides a suitable environment for social networking for women in top managerial positions to enhance their performance, as well as for problem solving.

The majority of women interviewed strongly agreed that work and family responsibilities remain a core challenge to working-class women. Marriage for a woman carries basic core functions in the African culture; like seeing to the daily functioning of the home, ensuring that the children are well taken care of, etc. Striking a balance between family responsibilities and work remains a sizeable task for women in top managerial positions. Those that have succeeded in these roles have received support from their husbands, and those that are financially secure employ domestic helpers, however, all respondents emphasized that domestic help comes with additional problems ranging from sexual misconduct to theft and other domestic issues.

Inferences from other writers' work reveal that women are often their own worst enemies; their tendency to have low self-esteem encourages them to compete with each other instead of supporting each other. This short coming on the part of women eradicates the issue of

mentorship for women which would have served as a support structure and facilitated their rise to top managerial positions. This factor may also represent the high number of women stepping down from middle level management positions in situations where they feel that they cannot effectively handle the work pressure any longer and do not have any support structure for practical assistance and advice. The absence of support structures result in there being few women in top level management position, which may also be translated to mean fewer mentors to support young, aspiring women to move into top level management at public enterprises.

5.5 POSSIBLE BENEFITS OF AN INCREASE IN WOMEN'S REPRESENTATION AT TOP LEVEL MANAGEMENT

Women's representation at top management level globally stands at 19% in 2004, 24% in 2007, 24% in 2009, 20% in 2011 and 21% in 2012. In Russia, women's representation stands at 46% in 2012 and at 28% in South Africa in 2012 (Grant Thornton International, 2012). Statistics have shown that globally and in South Africa, women are under-represented at top management levels. The ills of Apartheid affected women immensely, as it prevented them from having equal educational opportunities to men because of their confinement and restrictions. The Bantu system of education did not either give women the desired educational background as it was designed to provide minimal empowerment for black people to be able to get only menial jobs. Government has enacted legislations and policies ranging from Affirmative Action, Basic Conditions of Employment, Gender Equality, and Employment Equity as instruments for the empowerment of women in South African society, yet these policies have not yielded the desired increase in women's representation, as revealed in the IBR (Grant Thornton International, 2012).

The Grant Thornton International Business Report on Women in Management (2012) stated that in Russia, 46% of managers holding top management positions are women. This figure is 24% in Europe, 31% in Turkey, 14% in India and 5% in Japan. These statistics indicate that women are under-represented in these countries at top management level. Increases in economic pressure, shrinking government pressure by civil societies and increased activities by the Women's Party for Justice have been identified as some of the reasons for the increased representation of women in top managerial positions in Russia. Several reasons have been proffered by different writers for the under-representation of women at top management positions globally; nevertheless, they have all identified family responsibilities as a variable in

the underrepresentation. The feedback on questionnaires revealed that lack of social networking and self-confidence are contributing factors for the underrepresentation of women in top managerial positions in public enterprises in Pietermaritzburg. Political interference has also become a variable feeding into the 'glass ceiling' barrier which prevents the advancement of women to top managerial positions. The effectiveness of gender policies has also been questioned by the researcher because despite the gender policies that have being promulgated by the government; these have yielded an insignificant increase in the advancement of women's representation at top managerial level.

Mamathuba in the Sunday Times of 23rd September, 2012, argues that females are ignorant of the opportunities available to them; lack of awareness also constitutes a challenge to women's representation. This entails that the government needs to create enlightenment campaigns to create awareness for women to tap into opportunities that are available to them. The creation of awareness will increase women's participation in all spheres of life. The writer also posits that R300 million has been allocated by the Industrial Development Corporation from 2008-2015 for a Women's Entrepreneurial Fund. Mamathuba said the fund supports start-ups and established businesses but that the response has not been good. "We could do better, but it is difficult to receive a business plan that is fundable and we have realized that we need to start being proactive on that side of development". Academic development should be part of women's empowerment tools for their advancement to top managerial positions.

5.6 STATE LAWS AND INHERITANCE

Patriarchal ideology can be seen clearly in South African customary laws; Carmel (2002:15) stated that previously, under "Section 11.3 of the Black Administration Act (Number 38 of 1927) which governed all black citizens in South Africa, women in customary marriages were considered to be minors in the eyes of the law. Customary law places restrictions on the ability of women to own property, access credit, enter into contracts, and bring legal actions". Black women were not favoured under customary laws, but were instead treated like children. In the researcher's opinion, this customary law brought about women's dependence on their male counterparts for vital decision making. As such, their minds have been conditioned to believe that men are superior to women. Those not fortunate enough to acquire a western education sometimes find it difficult to compete against men for top level managerial positions, which may lead to underrepresentation of women at top management level.

Babita Mathur-Helm (2005:1) says that: "South African women, irrespective of their racial identity, have always stood in the secondary echelon of society". Past policies and laws deliberately favoured men, particularly white men. The socio-cultural stipulates of all groups' defined women to be inferior to men and, as such, assigned to them the position of minors in both the public and private spheres of life (South African Human Rights Commission, 2006). This created an inequality of power between women and men and inevitably led to the unequal sharing of resources such as information, time and income. This is believed to be one of the reasons why there has being a retarded increase in the number of women at top level management in South Africa, most especially among black women. It has also been observed that this could be the reason why self-confidence was identified in the results of this research as being one of the core challenges facing women at top level management. It would seem that such lack of self-confidence may also have prevented many women in middle level management positions from applying for top level management vacancies, due to fear of not being equal to male candidates.

5.7 SUMMARY

Women in top managerial positions find their work highly demanding, most especially towards the strategic planning aspects of the job and the need for meetings. They strongly agree that they struggle to balance work and family responsibilities. As a result of the above reasons, some women in top managerial roles may choose to resign in order to be available to meet the various needs of their children. The above reasons also prevent women at senior management level from applying for top managerial vacancies. Some women believe that social networking leads to the acquisition of negative ideologies that could impact negatively on their families, despite potential positive contributions in the work place. The women prefer to protect their family's stability, rather than becoming entangled in issues of social imbalances; the researcher viewed these notions as mere stereotypes. In the following chapter, the conclusions have been drawn based on the findings of the study, with relevant recommendations being made.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

The presence of women at top managerial levels and their subsequent increase in representation is a display of the acknowledgement and the embracement of the capabilities of women and their leadership style in Umgeni Water. This study looks at women's representation in public enterprises in Pietermaritzburg using Umgeni water as a case study. The core challenges that this study identified and reviewed in the literature were as follows; 'glass ceiling', balancing work and family responsibilities, organisational culture, human resource policies, politics of power and 'Queen Bee Syndrome'. The findings of this study unveiled that lack of self-confidence on the part of women constitutes a core challenge to women's representation at top managerial levels in Umgeni Water.

6.2 CONCLUSIONS ON THE FINDINGS OF THE STUDY

Based on the age groups of the respondents, there are strong indications that there will be an accelerated increase in the representation of women at top managerial level over time at Umgeni water. Despite the ills of Apartheid and Bantu education which deprived women of quality education and may be said to be a contributing factor to why women are underrepresented today at top managerial level, majority of the respondents were between the ages of 20-39 and are university graduates. One could rightly conclude that there are more female graduated today than five years ago and also more female graduates in Umgeni waters today than five years ago. The researcher may not be far from the truth to state that these female graduates at Umgeni water possess the basic academic qualification to climb the managerial ladder in Umgeni water, and eventually moving into top managerial positions. The majority of the respondents are single ladies, which eliminates the hurdle of striking a balance between work and family responsibilities. The elimination of this core challenge gives single females the opportunity to perform to their full capacity, since there may not be distractions from children. This also will enable single women to network better after working hours and share professional ideas with one another and other professionals.

This study revealed that one of the core challenges which women face at Umgeni water is lack of self-confidence. This was attested to by respondents in this study; some respondents do not believe in their abilities to function at top managerial level and, as such, choose not to apply for top managerial positions even when vacancies arise. This challenge has further

restricted the size of women's representation at top managerial level at Umgeni Water. These women seem to focus on the negative aspects instead of the positive aspects of their capabilities that will enable them attain managerial level at Umgeni water. For example, some respondents do not want even constructive criticism to their work and detest work pressure, preferring not to lead. Most respondents do not want to be criticised, as such, they view working at top managerial positions as an opportunity for people to see their weaknesses. They argued that this reason will demoralize them instead of motivating them. Women at Umgeni water appear to be scared of failing and, as such, would prefer to remain where they are comfortable instead of moving upwards to face complex challenges.

The researcher is of the opinion that despite efforts by the government and civil societies to eliminate gender discrimination, it is still visible and active even at Umgeni water. Some respondents at Umgeni water have confessed to been undermined by male colleagues even when they know that they are doing the right work. There are still beliefs that there are careers and positions that are primarily masculine in nature and better suited to male employees. Other factors identified in this study responsible for the underrepresentation of women at top managerial level in Umgeni water are lack of mentorship and inadequate support from fellow females. Some respondents adjudicate for extended maternity leave policy for the organization as they are not comfortable with the present maternity leave policy.

6.3 CONCLUSION BASED ON LITERATURE REVIEW

A great deal has been written by different writers on women representation's at top managerial level. Similar variables have been identified as being responsible for the underrepresentation of women at top management level at Umgeni water. The following challenges were identified in the literature review: -

6.3.1 Glass Ceiling

A reasonable increase in women's representation cannot be achieved if the government and organisations do not put relevant policies in place to address the issues of the 'glass ceiling'. It is simply not enough to enact legislations and policies to address 'glass ceiling' variables; the implementation process must be carefully addressed to achieve the desired goal. When issues of stereotypes and all forms of discrimination and harassment are eliminated from the workplace, then one could say that the 'glass ceiling' has been shattered and this invisible barrier eliminated.

6.3.2 Balancing Work and Family Responsibilities

The structured role which women play in their families as care givers cannot be separated from them, no matter which managerial position they might occupy. This challenge may be managed effectively by those that can afford domestic help, even though the employment of such help comes with its own challenges. Women at top managerial level that cannot afford to or do not wish to engage the services of domestic help due to the possible negative results, are forced to strike a balance between work and their family responsibilities.

6.3.3 Organisational Culture

Organisational culture and policies are made by "men for men"; as such, if there is a sincere desire by organisations to increase women's representation at top managerial level, it can be achieved. This will entail tailoring policies that will effect positive change in organisational culture that will see an accelerated increase in women's representation at top managerial level in public enterprises in Pietermaritzburg.

6.3.4 Gender Discrimination

Gender discrimination may be said to be a 'glass ceiling' variable, where the impact of the discrimination can be felt and yet its reoccurrence cannot be prevented. Despite policies and government efforts to eliminate discrimination against women, it still continues to exist. However, in recent time there has being a better embracement and appreciation of the capabilities and potentials of working class women. This acceptance has facilitated the increase in women's representation at top managerial level in public enterprises in Pietermaritzburg. In the opinion of the researcher, patriarchal ideologies have contributed immensely to the underrepresentation of women at top managerial level in public enterprises, by promoting gender discrimination.

6.3.5 Government Initiatives

Through different initiatives like BEE and RDP, the government has, to a reasonable extent, encouraged women's representation in government, the public sector and even the private sector. These initiatives and policies have not yielded the desired result, due to poor implementation. The researcher strongly argues that with better implementation of government initiatives and policies, women's representation will be accelerated.

6.4 RECOMMENDATIONS

6.4.1 Mentorship Coaching

Umgeni water must have coaching programmes to adequately prepare women for likely challenges which they might face at top managerial level in their work place. Professionals should be contracted to carry out these coaching sessions.

6.4.2 Developing the Right Communication Channel

An efficient communication medium should be developed to educate women with the right information; in terms of scholarships, finance available for further education and the right training as forms of empowerment to inspire women into managerial ladder in Umgeni water.

6.4.3 Training and Workshops

An equitable representation of women at top level managerial positions may be possible if the relevant training and other forms of support like workshops are continuously organised for women at top and middle level managerial levels at Umgeni water. These trainings and workshops will adequately equip women to overcome the challenges they face at work. This study identified lack of self-confidence and lack of sound education as part of the core challenges which women at top managerial level face. The right training programmes and workshops would help to overcome these challenges and make Umgeni water female workforce very productive.

6.4.4 Organisational Policies

Organisational policies must be designed in such a manner that they will offer both males and females equal opportunities to operate and carry out their duties without any form of discrimination. Support structures have to be put in place to assist women overcome female-specific challenges in the work place, and also to assist women to develop their potential to function at full capacity, thereby being able to carry out top managerial duties effectively and efficiently.

6.4.5 Bursaries, Scholarships and Education Loans

Bursaries, scholarships and education loans should be made easily accessible to women at Umgeni water in managerial position who wish to further their education and obtain the right

qualifications to carry out managerial duties effectively. The acquired additional skills will enable women to compete favourably with their male counterparts in Umgeni water.

Mathur-Helm (2007:270) rightly concludes that "lack of opportunities regarding access to education is among the barriers that seem to be responsible for lack of women's advancement in the society". From the above quote and the findings of this study, lack of sound education is a core challenge in Umgeni water. Academic solutions must be put in place to remedy the impact of Bantu education and the ills of Apartheid to move Umgeni water to the next level of customer's satisfaction through efficient service to their esteem customers.

6.5 BENEFITS OF THE STUDY

The identification of the challenges faced by women in top management positions in Umgeni water is a step in the right direction to increasing the representation of women in top management positions. The increase of women in top management positions in Umgeni water could lead to an increased corporate output over time in terms of providing better service to customers and providing better quality drinking water for the people. A combined style of leadership at Umgeni water may in terms of profit margins be increased even thought it was not established for profit generation purpose. Service delivery could also be enhanced as a result of the combination of men and female leadership style. This study is thus beneficial in that it grants one a rare peek into the problems and factors that impede women in their career progression.

6.5.1 Increased Representation of Women at Top Management Level

This study has unveiled different challenges faced by women at top managerial level. These challenges include; the 'glass ceiling', balancing work and family responsibilities, organisational culture, human resource policies, gender discrimination, and politics of power and 'Queen Bee Syndrome' and government initiatives. However, this study has identified lack of self-confidence and educational background as key challenges hindering the increase of women at top managerial level at Umgeni water. The identification of these challenges is a step in the right direction towards a solution, as well as enhances service delivery by the organization to her esteemed customers. Rob Mcleod (2011) suggested that for an increase to take place in women's representation, the following should take place "de-gender parental care, create engaging and challenging career options for women, create true part time and

flexible work options, re-look at the economics of child care, re-look at how contribution is valued and rewarded".

6.5.2 Increase in the Standard of Living of their Individual Household

Umgeni water has an electrifying working environment that most people may desire to work at, with attractive salaries and benefits which transform the pattern of life of employees as well as their respective families. This is reflected in the type of medical care the family can afford; the schools which their children attend; and the areas in which they live. Even though it has been established that there is a wage gap between men and women at top management level; the salaries and benefits of women at top management level in Umgeni water remain attractive despite the fact that most people do not like disclosing their salaries. In this present dispensation where husband and wife both need to work to make ends meet, it becomes easier for the family to grow financially and accumulate wealth when there is in-depth understanding between both parties.

6.5.3 Increase in Government Revenue as a Result of Tax

Government revenue collection will be increased as a result of increase in income of women working at Umgeni water. The greater the number of people moving into top level managerial positions, the higher their salaries and the higher their income tax as well; which will increase revenue collected by government. An increase in government revenue may lead to better service delivery on the part of the government and improved social infrastructure. Better service delivery could also lead to political stability where people in rural areas could get quality pipe borne water, as well as homes and better toilet facilities for the poor.

6.5.4 Increase in the Number of Female Mentors

An increase in women's representation at top level management at Umgeni water may translate to an increase in the number of female mentors in the long run. The increased number of mentors may motivate and guide other females at lower and middle level managerial positions to aspire to top level managerial positions; this may increase women representation at top management level in Umgeni water.

6.6 CONDUCTING FURTHER RESEARCH

This study was conducted using Umgeni water a public enterprise based in Pietermaritzburg, KwaZulu-Natal as the case study. In conducting further study in this area, three or public enterprises should be used in conducting the research. This will entail a wider geographical area and a larger population as well as sample size. The increased geographical size will lead to increased population, which in turn may lead to an increase in sample size. Further research in a wider geographical area may provide a better understanding of the challenges which women at top managerial level at Umgeni water face. It may also reveal further challenges, which could assist in accelerating and increasing representation of women at top level managerial level in KwaZulu-Natal.

6.7 SUMMARY

Women constitute a very integral component of Umgeni water staff strength, as well as the workforce of South Africa. The contributions of women at Umgeni water in terms of labour force and revenue contribution to the economy, both directly and indirectly, cannot be over emphasized. Having identified the challenges militating against increased women representation at top managerial level in Umgeni water and subsequent recommendation, the researcher is of the opinion that a careful implementation of the recommendations of this study could move the organization forward to a higher level of service delivery.

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APPENDICES

APPENDIX A: CONSENT LETTER

I, Chidi Idi Eke, am a student currently registered for Masters of Commerce in Management at the Pietermaritzburg campus of the University of KwaZulu-Natal (UKZN). A requirement of the degree is a thesis; I have chosen the following topic:

"Women's Representation in Public Enterprises in Pietermaritzburg"

Please note that this investigation is being conducted in my personal capacity and does not reflect any plans to harm the reputation of any individual or organisation. My contact details are as follows:

Cell number: +27 73 373 5501

Email: cidieke@gmail.com

The purpose of this study is to analyse women's representation in public enterprises in Pietermaritzburg and to identify the barriers to an increase in women's representation. Please note that your name will not be included in the report. Information gathered from this questionnaire will be used strictly for my studies and will be kept private and confidential. In other words, the information will only be seen by my supervisor, the examiner and I; it will not be shared with anyone else.

Your anonymity and confidentiality is of the utmost importance and will be maintained throughout the study. Your participation in completing the questionnaire is completely voluntary and you are in no way forced to complete the questionnaire. You have the right to withdraw at any time during the study.

I appreciate the time and effort that it would for you to participate in this study. I would be very grateful for your participation as it would not only enable me to complete my thesis and degree, but would also help me to develop a deeper understanding of the representation of women in top level managerial positions.

I, ... (full names of the participant), hereby confirm that I understand the contents of this document and the nature of the research project. I understand that I am at liberty to withdraw from the study at any time, should I wish to.

Signature of participant   ....

Date...

Thank you!

APPENDIX B: PROOF-READER'S REPORT

LANGUAGE
INSTITUTE

23 Coronation Road, Pietermaritzburg, 3201 ▨ Tel: 033 345 6844

admin@kznlanguageinstitute.com ▨ www.kznlanguageinstitute.com

29/11/2013

To whom it may concern,

This is to confirm that the Master of Commerce dissertation written by Mr. C.I. Eke (registered at University of KwaZulu-Natal, student number: 211543894), entitled "Women's Representation in Public Enterprises in Pietermaritzburg", has been proofread by a member of the editing team at the KwaZulu-Natal Language Institute.

Yours sincerely,

Miss J. Kerchhoff
KZN Language Institute Director

APPENDIX C: INTERVIEW GUIDE

INTERVIEW GUIDE on Women's Representation in public enterprises in Pietermaritzburg.

Host: Chidi Idi Eke

1. Introduction

2. What is your name, madam?

3. How is work today?

4. Tell me about yourself?

5. Determine marital status.

6. Determine educational qualifications.

7. Identification of managerial level.

8. Determine challenges faced.

9. Have you overcome these challenges?

10. Any regrets?

11. What points of your career did you enjoy the most?

12. Determine recommendations.

APPENDIX D: SAMPLE QUESTIONNAIRE

Questionnaire: Women representation in top level management positions in public enterprise.

Section A : Respondent

1. What is your age (Tick applicable)

1. Below 20	2. 20 - 29	3. 30 - 39	4. 40 - 49	5. 50 – 59	6. Above 60

2. What is your race (Tick applicable)

1. Black	2. White	3. Indians	4. Coloured

3. What is your marital status (Tick applicable)

1. Single	2. Married	3. Widowed	4. Never Married	5. Divorced

4. What is your highest qualification?.

Level of education	Tick applicable
1. No formal education	
2. Primary School Certificate	
3. Secondary School Certificate (Standard 10)	
4. High School Certificate (Matric)	
5. Certificate	
6. Diploma	
7. Bachelor's Degree	
8. Master's Degree	
9. Ph Degree	

5. Is your educational background related to your current job requirement?

(Tick applicable)

1. Yes	2. No

6. To what extent do you agree or disagree that the following factors has deterred women from ascending to managerial positions.

<table>
<tr><td colspan="6" align="center">**5-Point scale**

1 = strongly agree; 2= agree; 3= agree in some cases; 4= do not agree; 5= strongly</td></tr>
<tr><td>**Barrier to entry**</td><td>**1**</td><td>**2**</td><td>**3**</td><td>**4**</td><td>**5**</td></tr>
<tr><td>1.   Access to finance</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>2.   Lack of information / advice on Managerial trainings available</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>3.   Access to work networks</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>4.   Lack of managerial trainings.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>5.   Lack of job security</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>6.   Gender discrimination</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>7.   Access to technology</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>8.   Lack of self confidence</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>9.   Lack of management skills</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>10. Any other factor (please specify)</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Barrier to entry</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr>
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<tr><td></td><td></td><td></td><td></td><td></td><td></td></tr>
</table>

132

7. Are the representation of women in senior management positions being encouraged by your current employers?
   (Tick applicable)

1. Yes	2. No

8. Please explain the reason (s) for your answer above (no. 7).

....

....

9. Are the representation of women in senior management positions being encouraged by the South African government?
   (Tick applicable)

3. Yes	4. No

10. Please explain the reason (s) for your answer above (no.9).

....

....

11. Is the government doing enough to support women representation in South Africa ?
    (Tick application)

1. Yes	2. No

12. Please explain the reasons (s) for your answer above (no. 11).

....

....

....

13. Do you know of any government programme that promotes women representation?
    (Tick applicable)

1. Yes	2. No

14. IF YES, how did you get to know some of the available programmes?

Source of information	Tick applicable
1. Colleagues	
2. Relatives / friends	
3. Other women in managerial positions	
4. Press (e.g. newspapers)	
5. Other (specify)	
6. Other (specify)	

....

....

Section B: Recommendations

15. What advice can you give to other aspiring women managers at middle level management?

....

....

....

16. What can the government do to make women aware of the programmes that support the Increase of women representation at top level management in public enterprises?

....

....

....

17. In your own view, what should the government do to increase women representation at top level management in public enterprises?

....

....

....

18. How can the government improve on promoting women representation at managerial level in public enterprises?

....

....

....

....

19. What are your expectations from the government in terms of empowering women In public enterprises?

....

....

....

....

20. I n your own opinion what are the core barriers in women representation at top level management in Public enterprises.

....

....

....

....

APPENDIX E: ETHICAL CLEARANCE

UNIVERSITY OF ™
KWAZULU-NATAL

INYUVESI
YAKWAZULU-NATALI

03 February 2014

Mr Chidi Idi Eke (211543894)
School of Management, IT and Governance
Pietermaritzburg Campus

Dear Mr Eke,

Protocol reference number: HSS/1302/012M
Project title: Women's representation in public enterprises in Pietermaritzburg
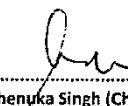
EXPEDITED APPROVAL

I wish to inform you that your application has been granted Full Approval through an expedited review process.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

Please note: Research data should be securely stored in the school/department for a period of 5 years.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

....
Dr Shenuka Singh (Chair)

/ms

cc Supervisor: Dr Pepukayi Chitakunye
cc Academic leader: Professor Brian McArthur
cc School Admin.: Ms D Cunynghame

Humanities & Social Sciences Research Ethics Committee
Dr Shenuka Singh (Chair) "
Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X54001, Durban 4000
Telephone: +27 (0) 31 260 3587/8350/4557 Facsimile: +27 (0) 31 260 4609 Email: ximbap@ukzn.ac.za / snymanm@ukzn.ac.za / mohunp@ukzn.ac.za
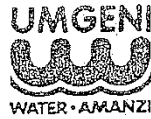Website: www.ukzn.ac.za

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136

APPENDIX F: APPROVAL LETTER FROM UMGENI WATER

UMGENI
WATER·AMANZI

'Water for Growth and Sustainable Development'

Ref: UKZN Clearance Letter

Date: 17 April 2012

Enquiries: T Radebe

Tel: 033 341 1190

University of KwaZulu Natal
Pietermaritzburg
Post Graduate School

Dear Sir/ Madam

<u>CLEARANCE /APPROVAL LETTER</u>

This letter serves to confirm that Ms P. Gwala: General Manager Corporate Services has given Mr Chidi Idi Eke student number 211543894 from University of KwaZulu Natal permission to interview her and other willing Umgeni Water Women in Senior Management, *on Challenges Faced by Women in Senior Management Position with regards to Human Resources Management (Case Study of Umgeni Water).*

Student Name and Numbers: Chidi Idi EKE - 211543894

The interview will however depend on the availability of the Senior Managers. I have sent them your request and copied their Secretaries and await their response. I will confirm the date and time once I have received response from other Senior Managers. It is also important to acknowledge that Umgeni Water has Corporate Information Security which all Staff of Umgeni Water has to adhere to.

Kind regards

Thembi Radebe

On behalf of Ms. P. Gwala, GM: Corporate Services

UMGENI WATER
HEAD OFFICE • P.O.Box 9 • Pietermaritzburg 3200
310 Burger Street • Pietermaritzburg 3201 • Republic of South Africa
Telephone (033) 341-1111 • Fax (033) 341-1084
E-mail: info@umgeni.co.za
Internet: http://www.umgeni.co.za

Non-Executive Directors: A Mahlalutye (Chairman) • M Lesoma (Deputy Chairman) • V Gounden •· N Afolayan • T Nkhahle •
T Shezi• N Chamane• G Atkinson •· Z Mathanjwa • I Nxadiana • I Vally • V Reddy • T Duba • T Zulu •