

**THE EFFECTS OF GLOBALISATION ON THE EMPOWERMENT
OF WOMEN IN MIDDLE MANAGEMENT**

A dissertation presented to:

**The Graduate School of Business
University of Natal**

**In partial fulfilment of the
requirements for the degree of
MASTER OF BUSINESS ADMINISTRATION
UNIVERSITY OF NATAL**

By

E D MPANZA

Supervisor: Prof. DAL Coldwell

October 2001

ACKNOWLEDGEMENTS

Firstly, I acknowledge the professional guidance given to me by my supervisor, Prof. DAL Coldwell without whom it would not have been possible to do this research.

Secondly, a heartfelt thanks to my mother, family and friends who stood by me during those hard times of my studies.


Thirdly, I would like to thank Mrs. M J Scott Macnab (B.A. (Natal), M.S.A.I.T.A. (Int.), M.B.Soc. (Cam.) for proofreading and editing this work.

Lastly, I thank Mr. E Nene and his staff for their professional and able manner in which they typed and compiled this work.

(ii)

DECLARATION

I HEREBY DECLARE THAT THIS WORK IS MY OWN WORK BOTH IN
CONCEPTION AND EXECUTION, AND THAT ALL THE SOURCES I HAVE
REFERRED TO OR QUOTED HAVE BEEN ACKNOWLEDGED AND INDICATED
BY MEANS OF COMPLETE REFERENCES.

SIGNED:  DATE 22/00/01

(iii)

DEDICATION

I hereby dedicate this work to my loving and caring mother, Mrs. DD Mpanza for her support. Her unqualified love and courage gave me strength.

EXECUTIVE SUMMARY

This study investigated the effects of globalisation on the empowerment of women in middle management positions.

The first aim of the study was to determine the effects of globalisation on the empowerment of women in middle management. The second aim of the study was to establish if there is a correlation between perceptions of globalisation and empowerment for women in middle management. The third aim of the study was to describe the perceptions of women in middle management of globalisation. Globalisation and empowerment scales were used to achieve the objectives of the study and to measure the impact of globalisation on women.

The measuring instruments were administered to groups of women in middle management. Fifty questionnaires were analysed. The sample consisted of twenty-five (25) respondents of women from private and twenty-five (25) from public organisations.

The results of the factors analysed according to the aims of the study were as follows:

- That there were significant differences between women in the private and the public sector with regard to perceptions of both globalisation and women's empowerment and that there were more women in the private sector than in the public sector who were positive about both the globalisation and women's empowerment.
- That there was a significant positive correlation between women's perceptions of globalisation and empowerment.
- That women from both sectors agreed that globalisation had a positive effect on their social, political and economic lives. That there was a need to provide women with self empowerment and training programmes that will equip them with the necessary skills so that they may occupy senior positions and be able to make a meaningful contribution to the decision making process.

TABLE OF CONTENTS

	PAGE
CHAPTER ONE: INTRODUCTION	
1.1 THE STATEMENT OF THE PROBLEM	1
1.2 BACKGROUND TO THE STUDY	1
1.3 THE RESEARCH OBJECTIVES	6
1.4 THE HYPOTHESES	6
1.5 THE DEFINITIONS	7
1.5.1 Globalisation	7
1.5.2 Empowerment of Women	7
1.5.3 Middle Management	7
CHAPTER TWO: AN OVERVIEW OF LITERATURE	
2.1 INTRODUCTION	8
2.2 GLOBALISATION	8
2.3 THE IMPACT OF GLOBALISATION ON WOMEN	12
2.4 EMPOWERMENT	21
2.5 CONCLUSION	26

CHAPTER THREE: RESEARCH METHOD

3.1 INTRODUCTION	27
3.2 RESEARCH DESIGN	27
3.3 ETHICAL GUIDELINES IN RESEARCH	28
3.4 SAMPLING PROCEDURE	28
3.5 RESEARCH INSTRUMENTS	29
3.5.1 Globalisation scale	29
3.5.2 Empowerment scale	30
3.5.3 Rationale for using Spreitzer's standardised empowerment scale	30
3.5.3.1 Meaning items	30
3.5.3.2 Competence or self-efficacy items	31
3.5.3.3 Self-determination items	31
3.5.3.4 Impact items	31
3.6 METHOD OF DATA COLLECTION	32
3.7 CONCLUSION	32

CHAPTER FOUR: ANALYSIS AND PRESENTATION OF DATA

4.1 INTRODUCTION	33
4.2 CHARACTERISTICS OF RESPONDENTS	33
4.3 PERCEPTIONS OF WOMEN IN MIDDLE MANAGEMENT TOWARDS GLOBALISATION	40
4.3.1 Perceptions of women in public sector towards globalisation	40
4.3.2 Perceptions of women in private sector towards globalisation	43

4.3.3 The test for significant differences between the perceptions of women in public and private sector towards globalisation	47
4.4 PERCEPTIONS OF WOMEN IN MIDDLE MANAGEMENT TOWARDS EMPOWERMENT	49
4.4.1 Perceptions of women in public sector towards empowerment	49
4.4.2 Perceptions of women in private sector towards empowerment	51
4.4.3 The test for significant differences between the perceptions of women in public and private towards empowerment	54
4.5 THE CORRELATION BETWEEN GLOBALISATION AND EMPOWERMENT SCORES IN THE PRIVATE AND THE PUBLIC SECTORS	55
4.6 RESPONSES OF WOMEN FROM THE PUBLIC SECTOR TOWARDS GLOBALISATION	58
4.7 RESPONSES OF WOMEN FROM THE PRIVAYE SECTOR TOWARDS GLOBALISATION	62
4.8 CONCLUSION	64
 CHAPTER FIVE: DISCUSSION OF FINDINGS	
5.1 INTRODUCTION	65
5.2 CHARACTERISTICS OF RESPONDENTS	65
5.3 FINDINGS ON THE EFFECTS OF GLOBALISATION ON THE EMPOWERMENT OF WOMEN IN MIDDLE MANAGEMENT	66
5.3.1 The effects of globalisation on the empowerment of women in middle management	66

5.3.2 The correlation between perceptions of globalisation and empowerment scores of women in middle management	67
5.3.3 Perceptions of women in middle management from public and private organisations towards globalisation	67
5.4 CONCLUSION	69
 CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS	
6.1 CONCLUSION	70
6.2 RECOMMENDATIONS	72
 REFERENCES	 73
APPENDICES:	81
Appendix A: Globalisation scale	81
Appendix B: Reliability Analysis - Scale (Alpha)	91
Appendix C: Empowerment scale	92
 ANNEXURES	 95
Annexure A: Letter requesting permission to conduct the study	95
Annexure B: Written information to the respondents	96

CHAPTER ONE

INTRODUCTION

1.1 THE STATEMENT OF THE PROBLEM

The move towards globalisation of the world economies has been welcomed by many as an opportunity for the empowerment of women. This phenomenon has led to women playing an increasingly indispensable role in international, national and household economies. However, they are still economically disadvantaged compared to men. The effects of globalisation will not be fostered if women, as new actors on the world scene, are not key role players in the economic (business), social, political and family life (Women's International Network News. 1997:70).

1.2 BACKGROUND TO THE STUDY

The under-representation of women at the highest level of the corporate world needs to be addressed. For example, among the Fortune 1000-sized companies, 37% of all employees were women yet only 16,9% of managers and 6,6%of executives were women (U S Department of Labor) (Valian. 1999:31). A similar problem apparently exists in South Africa. Historically the patriarchal ideology pervades all societies. "It is common belief that women are generally associated with certain so-called natural abilities and that they perform efficiently in those roles related to domesticity" (Naidoo. 1997:30).

Consequently, this has resulted in the division of labour in the South African corporate world. Challenging management positions are not easily available to women (Naidoo. 1997:30), therefore many jobs performed by women are arguably extensions of work undertaken in the household-unit. Statistics reflect this: “Women constitute approximately 54% of the population and 2/5 of the paid workforce, that is 39,4%. Although, they account for 39,4% of the workforce, they account for 68,4% of all service sector employees and more than half of clerical and sales positions” (Naidoo. 1997:30). Women also occupy a significant majority of the so-called “*pink-collar jobs*”. These include registered nurses, occupational and radiotherapists, social workers, hairdressers, teachers and domestic workers.

Furthermore, women are under-represented in the following occupations: artisans and apprentices, communication and related occupations, registered engineers, judges/magistrates and metal and engineering industry workers. In addition, fewer than 1% of board members in the corporate world, are women.

These disparities between males and females in organisations also exist in the area of responsibility and remuneration. Naidoo (1997:31) notes that male managers have twice as many subordinates as their female counterparts, and that for every male earning less than R60 000 per annum, there were eight females; and twice as many men as women earning more than R100 000 per annum.

Young , Samarasinghe & Kusterer (1993:1-8) reveal that women's limited access to various resources , pressures of societal change and the disintegration of family support systems have exacerbated women's disadvantage in earnings and working conditions.

These disparities have led to an international formulation of empowerment strategies, which will ensure that women play an important and meaningful role in their economic, personal and political lives. Firstly, these strategies aim to, increase women's access credit, which will ensure that women will be in charge of their own affairs and that their credit worthiness in relation to men is improved. Secondly, it will provide women with skills and business training. Thirdly, women will be assisted to move away from traditional activities, which have few or no barriers to entry, into non-traditional activities, which demand improved technical skills and increased amounts of capital but which will provide higher profits because of greater market demand. Lastly, it will assist women to improve their working conditions and equip them with skills to bargain for their rights (Carr, Chen and Jhabvala. 1996:198-202). Kabeer (1994:262) points out that "the longer-term sustainability of empowerment strategies will depend on the extent to which they envision women struggling within a given set of policy priorities and to which they empower them to challenge and reverse these priorities. It is only when the participation of poorer women goes beyond participation at the project level to intervening in the broader policy making agenda that their strategic interests can become an enduring influence on the course of development".

The South African government has, prioritised the plight of women in terms of disempowerment in relation to employment through Reconstruction and Development Programme (RDP). Furthermore, in tandem with the national women's empowerment policy of the RDP the Cabinet has approved the establishment of an office in the President's office to improve the status of women. The primary goal of this office is to ensure that gender concerns are integrated into all aspects of departmental work (Naidoo. 1997:33). Government has championed the cause of women, but very little has been accomplished.

The definition of empowerment and what the government hopes to achieve are still vague or non-existent. It is further argued that women should adopt male qualities, such as assertiveness, in organisations that disregard them in the formal business structures (Jamieson. 1999:4).

The office of the Public Service and Administration has committed itself to a number of programmes designed to change the status of women in South Africa (Naidoo. 1997:34). Firstly, they are committed to ensure that within four years, at least 30% of senior and middle management recruits in Government Departments will be women. Secondly, they are committed to develop a culture that respects and promotes gender equality. Thirdly, they envision establishing support programmes for women with the aim to open up training and advancement of women. Fourthly, they want to repeal all discriminatory rules and practices. Fifthly, they want to take positive action to improve employment opportunities for women over the next ten years. Lastly, they wish to establish a central database to further gender research

and to identify employment practices. The Government Departments are thus making impressive plans to work towards gender equality by developing programmes to advance the position of women (Naidoo. 1997:34). However, they seem to ignore the fact that women should be valued as women and not as women who have acquired male characteristics, qualifications, skills and qualities, in order to be empowered (Jamieson. 1999:5)

Even with all these Government programmes, the effects of centuries of oppression has taken its toll on women and the chain of mental consequences that disempowerment triggers needs to be explored (Jamieson. 1999:5). The potential of women in South Africa has only just begun to be recognised. It is important to recognise that women's oppression as a social injustice must be overcome, that it is necessary for women to organise to overcome oppression and that the struggle for gender equality is part of the struggle for overall change in South Africa (Naidoo. 1997:35). Women need to be more active in the formulation of their demands and ultimately empowerment for women should mean having a real choice in what they want to do.

1.3 THE RESEARCH OBJECTIVES

The objectives of the study are:

1.3.1 To determine the effects of globalisation on the empowerment of women in middle management.

1.3.2 To establish if there is a correlation between perceptions of globalisation and empowerment for women in middle management.

1.3.3 To describe the perceptions of women in middle management towards globalisation.

1.4 THE HYPOTHESES

1.4.1 Women in the private sector have a more positive perception of globalisation than women in the public sector.

1.4.2 Women in the private sector perceive that there is an association between globalisation and female empowerment in organisations.

1.4.3 Women in both sectors perceive globalisation as an empowering influence on their business employment.

1.5 THE DEFINITIONS

1.5.1 GLOBALISATION

Globalisation is perceived as a process that has opened opportunities for women to participate in the world economy (InterPress Service English News Wire. 2000 & Women's International Network News. 1999).

1.5.2 EMPOWERMENT OF WOMEN

In this study the empowerment of women refers to a process by which those women who have been denied the ability to make strategic life choices acquire such ability. This ability incorporates three interrelated dimensions: resources (defined broadly to include not only access, but also future claims, to both material and human and social resources); agency (including processes of decision making, as well as less measurable manifestations of agency such as negotiation, deception and manipulation); and achievements (well-being outcomes) (Kabeer.1999).

1.5.3 MIDDLE MANAGEMENT

Middle management in this study refers to Professionally Qualified and Experienced Specialists whose main task is to make interpretive decisions (Human Resource Practitioners Handbook. 1993).

CHAPTER TWO

AN OVERVIEW OF LITERATURE

2.1 INTRODUCTION

This section will begin with a brief overview of globalisation. An attempt will also be made to highlight both negative and positive socio-economic effects of globalisation on women. Finally, I shall discuss empowerment with specific reference to the empowerment of women.

2.2 GLOBALISATION

Globalisation has been touted as the panacea for the economic ills of the world. It has been the most controversial, debated, and even feared subject in the world today. The free flow of capital, labour, goods, and information without state and other forms of intervention is claimed to be the only way to achieve world prosperity. Promoted by various regional organisations such as the European Union (EU), the North American Free Trade Area (NAFTA), and Asia-Pacific Economic Co-operation (APEC), and world organisations such as the General Agreement on Tariffs and Trade (GATT) and the World Trade Organisation (WTO), and financially aided by the World Bank and the International Monetary Fund (IMF), economic liberalism is sweeping the globe leaving millions of skeletons behind.

Capital outflows often cause plants to close and massive layoffs of workers. Capital inflow tend either to lead to greater exploitation of labour and plunder of natural resources, or to destroy nascent local industries and traditional enterprises due to greater competition. Both situations, while creating opportunities for some, create greater poverty (Cheng. 1999:224).

Globalisation means different things to different people. Some have interpreted it variously as economic liberalisation, economic integration, free flow of capital, Westernisation and even Americanisation of culture and social systems (Ahmed. 2000:39).

However, some women, consider globalisation a threat to their hard won rights, particularly the rights to education, to gain full employment and to their health (Women's International Network News. 1997:70). Meanwhile many feminists have linked globalisation with gender injustices. For example, women are said to have less access than men to global communication networks, global financial markets, global corporate management and global government institutions. They argue also that it has aggravated the inequalities of women - widening the gap between women and men and between poor women and prosperous ones (Lenora. 2000:59). Others argue that, although globalisation has created new economic opportunities for educated professional women, it has not necessarily given women more power. For example, women have gained a 30 percent share of parliamentary seats in seven European countries and in South Africa. In the USA, women make up 12 percent of

the U.S. Congress, but none holds a committee chair or key leadership position. (Lenora. 2000:60).

Critics have alleged that globalisation has perpetuated if not heightened inequity in relations between countries. In poor countries, globalisation has led to perpetual financial and related economic crises, the immiserating effects of structural adjustment programmes imposed by the IMF and the World Bank, further subordination in world trade, ecological problems without economic benefits, and the cultural imperialism of global communication (Scholte. 2000:29). Further, in the eyes of the pessimists, globalisation has frustrated the hopes and expectations that would have resulted from decolonisation. Nothing has come of the hope to have equal opportunity and self- determination in world affairs (Scholte. 2000:29).

The developing countries are unable to cope with the forces of globalisation because of the inherent weaknesses of their economies and institutional structures, which in turn hampers effective implementation of the programmes and projects aimed at the advancement of women (Africa News Service. 2000:1).

Poor countries are concerned that globalisation, which calls for unrestricted movement of capital and goods across international borders, will lead to more unemployment, falling standards of living and growing income inequalities because many of these countries are unable to compete with the big capitalist powers (Goncalves. 2000:27).

The concern over neo-liberalisation of economies is not confined only to the developing countries. Many in the developed world are of the opinion that the process is driven by the transnational corporations, which they say are more powerful, and have economies larger than nation states. Not subject to national regulation, these increasingly important transnational corporations disregard human and labour rights and the environment in their quest for higher profits. More and more they are shaping global work, finance, consumption and culture. Rarely do women play any role in their decision-making, but often women are their victims (Goncalves. 2000:27; Women's International Network News. 1997:70). Furthermore, they warn that if their power is not used carefully, their actions can threaten the national sovereignty and democratic accountability (Goncalves. 2000:27).

However, both the opponents and proponents of globalisation have one thing in common: they all agree that globalisation is an "inevitable" fact, a happening over which people have no control. They argue that the solution is not to reject the phenomenon. However, women and developing countries while calling for a more equitable distribution of resources need to capitalise on those aspects of globalisation from which they stand to derive benefits. To achieve this, they rightfully point out that this will require them to speak in one voice and not as small fragmented entities (Goncalves. 2000:27).

While many critics have regarded globalisation as a catastrophe for social justice, others have made more positive diagnoses. For example, enthusiasts have argued that everyone is and will be better off in a global economy.

Furthermore, the optimists affirm that the global and modern industries have offered women more opportunity to enter paid employment, and have conferred great benefits to them in terms of income and fuller participation in the formal economy, while global government agencies and global social movements have helped to give gender equity issues a higher profile (Joeekes. 1987:30; Scholte. 2000:30-31).

Furthermore, contrary to what many critics made us to believe, globalisation has opened more opportunities for women to participate in the world economy. For example, as the workforce becomes more feminised, more women are taking jobs in export processing and telemarketing (Interpress Service English NewsWire. 2000:1).

2.3 THE IMPACT OF GLOBALISATION ON WOMEN

A number of feminist analyses have highlighted the significance of globalisation in gender inequity and injustices to women. They allege that women of the South pay the highest price for economic globalisation in terms of food and health insecurity. They also claim that woman loose the most knowledge, skills and livelihoods when new technologies are introduced, or when their knowledge is appropriated through 'bio piracy' and intellectual property rights. Most of the victims of civil wars, ethnic and religious violence are women; and they pay the biggest price when poverty

increases under globalisation and structural adjustment programmes (Women's International Network News. 1998:82).

The feminists argue also that, the massive conversion of land into commercial and tourism areas under structural adjustment programmes and the General Agreement on Tariffs and Trade (GAAT) has virtually killed all chances of peasant women to own the land they till. And that the crop conversion and tariffication of prime agricultural products such as rice, corn, vegetables and livestock, where most peasant women worked, have displaced them. These practices have increased unemployment and also threatened food scarcity (Women's International Network News. 1998:51).

They argue also that the unrestricted oversupply of imported goods into the developing countries have caused these countries to become suppliers of cheap raw materials and labour. This scenario had adversely affected assembly type industries of women in textiles, clothing, electronics and food.

Another adverse aspect is that of the technological advances in computers and robotics, which have pushed even more women out of the production processes and thereby causing more unemployment. This in turn has further depressed the already low worker's wages. Women workers, who also contribute to the family income, have had no choice but to accept low wages. (Women's International Network News. 1998:51).

These worsening conditions in the developing countries, especially in the South, have led to thousands of women going to other countries to look for better opportunities. The migration policies have also encouraged the trafficking in women, as trading in women's bodies has become a lucrative industry requiring a small investment. Host countries have taken advantage of migrant women's labour by putting them in dirty, dangerous and low paid jobs.

Some of the features of immigration policies and enforcement have contributed to make women who are victims of trafficking even more vulnerable and consequently had given them little recourse in the law. Women without the necessary documentation have been treated as violators of entry, residence and labour laws. The attempt to address undocumented immigration and trafficking through greater border controls have raised the likelihood that women use traffickers to cross the border, and some of these traffickers have turn out to belong to criminal organisations linked to the sex industry (Sassen. 2000:503).

Debt and debt servicing problems had become a regular feature of the developing world since the 1980s. Their detrimental effect on government programmes for women and children, notably education and health, which are necessary to ensure a better future, has adversely affected women and has also increased unemployment (Sassen. 2000:503).

Samson (1997:8), in her article “Globalisation: women pays the price” argues that globalisation, neo-liberalism and competitiveness are all based on the increased exploitation of women and are incompatible with the achievement of gender equity. She points out that there are two factors that affect the economic position of women. The first one is the existence of institutions that link people to the job market. She argues that these institutions are biased against women. She argues further that women are also excluded from useful networks not only at the executive level, but also on the shop floor, where male workers most often refer male and family for available positions. The reason for this is related to gender stereotyping. This then becomes the second factor that affects economic position of women. She asserts that all societies subscribe to sexist assumptions regarding the kind of skills that different groups of people have, and the type of work which is therefore appropriate for them to do.

Then she points out that the kinds of jobs which women do in the formal and informal economy are related to their unpaid labour. In the formal sector, she says, women are represented in a small number of jobs such as teaching and nursing and that a significant number of women in the manufacturing sector work in clothing and textiles (1997:9).

She also argues that many women who work in industrial sectors do “non-productive” jobs such as cleaning and tea making. And that women who work in the informal sector are almost all engaged in survivalist activities which are extensions

of their traditional unpaid work, such as providing hot meals, selling food, sewing, and child-minding.

The article goes on to state that because the skills required for the jobs women do are often developed in the home, they are considered to be 'natural' abilities. Women who perform these tasks are regarded as "unskilled" and, consequently, earn low wages. This is also justified by the assumption that their income supplements that of a male worker. This understanding of the links between the economic position of women and gender is the key to understanding the relationship between globalisation and gender (Samson. 1997:10).

She points out (1997:10) that there are instances where status of women has been affected by globalisation. She asserts that global financial markets are highly gendered:- the cosmopolitan male financial experts constitute only 15 percent of the workers in the global financial industry, but their work depends upon large number of female clerical workers who make over 50 percent of the workforce. These jobs offer lower salaries and worse conditions of employment than manufacturing.

Another area that has affected women is that of globalisation of production, which has resulted into the changes in production relations from the highly unionised work environment of the North to the export, processing zones (EPZs) in the South. Consequently, women have become the victims of cheap labour and lax environmental and health laws. Furthermore, the EPZs specialise in labour intensive production, made of up to 80 percent of female workforce (1997:10).

A study by Krishnaraj (1999:587), on “Globalisation and Women in India” points out that globalisation in India has affected women more than and differently from men. The free entry of foreign capital in lines of production where women had an important place displaced them in fishery, livestock, and food processing industries.

It (1999:590), goes further to state that in general, the macro-economic policies affect women through the household, market and gender relations and that women are still suffering from gender discrimination. In supporting the above argument, Chinkin (2000:69), points out that globalisation has impacted upon gender relations in complex and contradictory ways. The study (2000:69) reveals that through the patriarchal assumptions men have been accorded monopoly over power, authority and wealth and structures that have been erected to achieve this imbalance between women and men have excluded women from participating in the public office and has led to the subordination of women within the family.

Women are seen, and hence favoured as a passive compliant workforce that will accept low wages without demanding labour and human rights. The traditional sexual division of labour (the location of women in employment to which they are regarded as inherently suited, for example, the caring professions or textiles industries) has been furthered through the addition of new locations and forms of work (services industry, tourism, work in free trade and export process zones) (Chinkin. 2000:70).

The remains, the study points out, is the constant low economic value accorded to work performed primarily by women in conditions of exploitation, no job security and violations of human rights. The latter occurs both directly through prohibitions on labour organisation and indirectly through further abuses where women have claimed the right to organise or to be free from sexual harassment (Chinkin. 2000:70).

Another area where revolutionary technology has had particular consequences for gender relations is that of reproductive technology. Again the picture is mixed. On the one hand, this has allowed women, especially those economically affluent, greater freedom and choice with respect to reproduction. On the other, it has created innumerable health problems for those who are not given adequate attention by state agencies or the medical establishment (Chinkin. 2000:70).

Transition to democracy and market economies in Eastern Europe has resulted in lowered public office participation for women and loss of range of economic rights. More generally, economic downturn within a state has a particularly harsh impact upon high unemployment or the introduction of austerity measures and structural adjustment programmes. The stereotypes of men as the primary breadwinners with family responsibilities, lessen women's employment security, has continued even in the face of statistical evidence of women-headed households (Chinkin. 2000:70).

What has become apparent is that forms of inequality exist regardless of a state's prevailing political ideology. Their manifestations may differ, but the reality of the subordination of women remains constant. Advancement in women's interests is likely to be lost through political, economic and social changes, both those that are deemed generally progressive and those that are destructive (Chinkin. 2000:70-71).

The optimists on the other hand have argued that globalisation has had a positive impact on the empowerment of women. They allege that in many parts of the world women have gained greater access to paid employment. For example, participation in waged labour rose from 48,3 percent of women in 1973 to 60 percent in 1990 in the Organisation for Economic Cooperation and Development (OECD) countries (Simai. 1995:12). Between the 1970s and the 1990s, male jobs declined by one million while female employment grew by 13 million in Western Europe. Moreover, between 1978 and 1988 the median wage of women workers in the North rose from 43 percent to 54 percent of the level for men (Lang and Hines. 1993:74).

Women labour has figured prominently in the expanding service economy of global information, global communications, global retailing and global finance. Women have also occupied a large proportion of global manufacturing operations. For example, 4 million women held positions in 200 EPZs in the South alone in 1994, compared to 1,3 million in 1986 (Joeke and Weston. 1994:37).

To sum up, globalisation has had a mixed impact on women empowerment. In the positive direction, global markets have substantially increased women's access to paid labour. Global capitalism, has increased women's opportunities for paid employment, global governance and has introduced a number of legal and institutional initiatives to promote the status of women. Global civil society has provided increased means to mobilise for gender equity and has also opened up certain empowerment opportunities for women in the workplace.

On the negative side, gender stratification has limited women's access to many other global spaces, thus resulting in their disempowerment. Much female labour in the global economy has had poor conditions and the costs of neo-liberal global economic restructuring have tended to fall disproportionately on women and it has done little to reverse gender-based hierarchies of opportunity. For example, globalisation has exacerbated the exclusion of women from credit relative to men. Thus globalisation has shown potential to do both good and ill for women (Scholte. 2000:255; Staveren. 2000:29-31).

2.4 EMPOWERMENT

Empowerment can be classified in a number of ways. For example, Jamieson (1999:11), argues that empowerment can be viewed as a relational construct. In this case power is seen primarily as a relational concept used to describe the perceived power or control that an individual has in relation to the others. Therefore power is seen as a function of the dependence and or interdependence of individuals.

Furthermore, power is viewed as arising when an individual or group's performance outcomes are contingent on what others do and how they respond and not simply on their behaviour. The power is therefore seen as the influence one has over others. The relative power of an individual over another is a product of the dependence of the individual on another (Jamieson. 1999:11).

She further points out, that as a relational construct power can be understood at two interactive levels, namely, organisational and interpersonal levels. At the organisational level, the primary sources of power are derived from an individual's ability to provide some performance or resource that is valued by the organisation; or it may be the individual's ability to solve, or cope with some organisational problem. This power may be linked to the individual's status, position, responsibility, managerial style or expert knowledge. When empowerment is viewed as relational, organisations tend to focus on developing strategies of power-sharing and to reallocate resources in an attempt to increase the power of individuals and to decrease the power of more powerful individuals.

Consequently, organisations will invest large amounts of money on participative management techniques such as quality circles, management by objectives and goal setting objectives (Jamieson. 1999:11). Sen and Grown (1988) concur and assert that organisations, through internal democratic and participatory processes, have in particular contributed to women's empowerment.

At the interpersonal level, Jamieson (1999:11-12) asserts that an individual or group's primary source of power is arguably derived from their structural position in the organisation; the personal characteristics of the individual (for example, referent power); the level of expertise held by the individual; and the opportunity that the individual has to access specialised knowledge or information. Conger and Kanunga (1988), argue that depending on what resources the individual controls, their level of power can be construed as legal (their position in the organisation), coercive (control of punishment), normative (control of symbolic rewards), or expertise (control of information). Implicit in these assumptions, she points out that individuals or groups in the organisation who have power are more likely to achieve desired outcomes than those that do not (1999:12).

Therefore empowerment as a relational construct involves the process whereby a leader or manager shares his or her power with subordinates, with the emphasis on the notion of power sharing. Burke (1986:51) concurs and writes: "to empower, implies the granting of power - delegation of authority". She also argues that empowerment, as a relational construct, is viewed as a process that is external to the individual as it is influenced by the organisation.

Empowerment in this sense is viewed as a one-way process, which flows from organisation to employee and where managers confer empowerment upon employees. Conger and Kanunga (1988), assert that this treatment of empowerment from a relational perspective has resulted in organisations simply equating employee participation to empowerment.

Empowerment as motivational construct on the other hand asserts that power and control are motivating belief states that are internal to the individual (Jamieson. 1999:14). This then suggests that individuals' power needs are met when they perceive that they have power over a certain situation believing that they have the capabilities to cope with the situation (Jamieson. 1999:14). Alternatively, individuals' power needs are frustrated when they feel unable to cope or feel powerless. Conger and Kanunga (1988) see power as a motivational construct where an individual feels a need for self- determination, or a belief in personal self- efficacy.

From a motivational perspective, power has its roots within an individual's motivational disposition and any technique that strengthens this with the "self- determination need" or the "self-efficacy belief" will make them feel more powerful (Jamieson. 1999:14). Her argument (1999:14) is that power sharing is not sufficient for empowerment and that other theories need to be explored.

She argues further (1999:37) that because the traditional view of power is synonymous with domination and power is seen as “power-over”, and that the term “power” has been equated with hierarchical domination, therefore a theory of empowerment relevant to less-powerful groups must incorporate mechanisms for change. In her view, other theories of empowerment must incorporate concepts, which are employed to define the relative power position of women, and the characteristics used to define the value attached to women as a social category, which must also incorporate mechanisms for change.

Therefore these theories of power need to be process-oriented. Firstly the achievement of these goals lies in looking at how women themselves describe the power relationship. Various authors have formulated different theories that put emphasises on women’s abilities to make strategic life decisions. For example, Keller and Mbewe (1991), defines empowerment as “a process whereby women become able to organise themselves to increase their own self-reliance, to assert their independent right to make choices and to control resources which will assist in challenging and eliminating their own subordination”. Here, women are able to satisfy their needs by being able to control the resources to achieve their goals.

Moser (1989:1815), on the other hand, defines empowerment as “the capacity of women to increase their own self-reliance and internal strength. This is identified as the right to determine choices in life and to influence the direction of change, through the ability to gain control over material and non-material resources”.

Her definition of empowerment focuses mainly on the individual. Women as individuals are expected to control their own affairs by relying on their strength and the influence they have in organisations.

Johnson (1992:112), looking more specifically at women's empowerment in the context of the increase in women's organisations and collective activities in Latin America in recent years, writes that "women's empowerment involves gaining a voice, having mobility and establishing a public presence. Although women can empower themselves by obtaining some control over different aspects of their daily lives, empowerment also suggests the need to gain some control over power structures, or to change them". She associates empowerment with the taking of some sort of collective public action beyond the individual on the basis of collective class, gender or other identity, often based on the needs of family survival. For Johnson, empowerment is a process that may be very slow, involving self-discovery and the development of a collective identity. The public action that comes out of this process may challenge existing power structures, and may identify different development priorities. These theories of empowerment suggest that women must control their empowerment process and use the resources that will help them to achieve their goals.

Jamieson (1999:38) asserts that the women are beginning to articulate the values of the female world and to reshape social science disciplines to include the woman's voice while continuing to press for the right of women to participate as equals in a male world. What this means, she notes, is that women should be able to participate as women in a male world and not have to become like men in order to enjoy that right.

She points out that as South Africa moves towards developing spaces and institutions in which gender, race and sexuality can be explored to change and challenge discrimination and prejudice, there is a need to exploit to the full the opportunities presented (Jamieson. 1999:38).

2.5 CONCLUSION

The literature in this chapter shows how globalisation has influenced the focus of economies and how it impacts on women. Women are shown to be main targets of empowerment through globalisation which bring up issues of equality and equity. Women empowerment in particular has been reviewed in this section. It shows that women must use their internal strengths, resources and self-determination to challenge their subordination and must also realise that they should organise and take charge of their own empowerment process.

CHAPTER THREE

RESEARCH METHOD

3.1 INTRODUCTION

The effect of globalisation on women poses a number of questions about implementation strategies. Since the inception of the idea of globalisation and women empowerment, the impact of such strategies warrant a carefully planned procedure for investigation.

In an attempt to address the impact of globalisation on women, a number of research studies (Carr, Chen and Jhabvala. 1996:198-202; Jamieson. 1999:1; Joeques. 1987:30; Joeques and Weston. 1994:34; Kabeer. 1994:262, Lang and Hines. 1993:74; Naidoo. 1997:30; Samson. 1997:8; Sassen. 2000:503; Simai. 1995:12; Staveren. 2000:29-31 and Valian. 1998:31) have studied the effect of globalisation in empowering women and in promoting affirmative action in the workplace. This chapter looks at the method used in this study, the rationale for using this method, the design chosen, the sampling used, the research instruments, data gathering strategies and data analysis techniques.

3.2 RESEARCH DESIGN

This study used a cross-sectional correlational design: the data was gathered from a sample from public as well as from the private sector. A cross-sectional survey is appropriate because it will reveal how globalisation has affected women in middle management over time. The data were obtained at one time from the two

independent groups.

3.3 ETHICAL GUIDELINES IN RESEARCH

Ethical standards were maintained throughout this study. The following ethical guidelines were adhered to:

The researcher carried out investigations with respect and concern for the dignity and welfare of the women middle managers that participated in this study. Women middle managers participating in the study were briefed about all the aspects of the research that might influence their willingness to take part. The researcher ensured that no advantage was taken of the participants' trust or lack of knowledge. All participants were treated with respect and with concern for their well-being. They were assured that their responses would be treated with respect and kept confidential.

3.4 SAMPLING PROCEDURE

According to Behr (1983), a researcher should know the characteristics of the population before embarking on the process of compiling a sample. Such knowledge enables the researcher to draw up a representative sample. The target population for the present study consisted of all women in middle managerial positions in organisations in Durban. A list of some private organisations, and public (Parastatals and Academic institutions) organisations based in Durban was obtained. A stratified sample of 5 private organisations, and 5 public organisations was compiled.

A table of random number was used to select approximately 50 women in middle management (25 selected from private and 25 from public organisations). A letter was written to all selected organisations requesting permission to conduct the research among their employees. Another letter was written to all selected employees requesting them to take part in the study.

3.5 RESEARCH INSTRUMENTS

The research instruments used in this study included:

3.5.1 GLOBALISATION SCALE

The researcher developed a globalisation scale. The scale is a semi-structured Likert-type questionnaire (Appendix A). This scale had four broad categories namely: Political, Economic, Social and Cultural issues pertaining to globalisation and women in middle management. To measure political issues pertaining to globalisation and women, three questions were developed through focused group interviews. The three questions included Likert-type and open-ended responses. The Likert-type response categories quantified responses, whereas the open-ended category allowed the respondent to clarify her choices. This combination of two response categories per question ensured internal validity of the scale. To measure Economic, Social and Cultural issues pertaining to globalisation and women, three questions under each category were developed through focused group interviews. The three questions in each category included Likert-type and open-ended responses. The Likert-type response categories quantified responses, whereas the open-ended category allowed the respondent to clarify her choices. This

combination of two response categories per question ensured internal validity of the scale. The internal validity of the globalisation scale was tested using the Cronbach's Coefficient Alpha technique (Appendix B). The Cronbach's alpha of 0.7807 indicated that the scale was reliable.

3.5.2 EMPOWERMENT SCALE

This scale is based on the standardised Spreitzer's empowerment measurement scale (Appendix C). The Spreitzer's empowerment measurement scale measures four different kinds of items, which are the same as those intended by this study (Spreitzer.1995).

3.5.3 RATIONALE FOR USING SPREITZER'S STANDARDISED EMPOWERMENT SCALE

The scale has four items that measure empowerment. These items were identified by Spreitzer in 1995 and are as follows:

3.5.3.1 MEANING ITEMS

The meaning items, which are defined as values of the work, goal or purpose, judged in relation to the individual's own ideas or standards. Three statements in a scale measures meaning. In 1995, Spreitzer validated and tested these for reliability and adopted them from Tymon (1998). Three items were created to measure access to information about an organisation's mission. They investigate the extent to which respondents agreed that they had access to the strategic information necessary to do their jobs well, understand top management's vision of the organisation, and

understand the goals of the organisation.

3.5.3.2 COMPETENCE OR SELF-EFFICACY ITEMS

Competence or self-efficacy items are defined as the individual's belief in his or her capability to perform activities skillfully. Three statements in a scale, measure competence or self-efficacy. In 1995, Spreitzer validated and tested these for reliability and adapted them directly from Jones's (1986) self-efficacy scale. Three items were created to measure the respondent's access to unit performance information. These items focused on the extent of their access to information about quality and cost performance of their units.

3.5.3.3 SELF-DETERMINATION ITEMS

Self-determination items are defined as an individual's sense of having a choice in initiating and regulating actions. Three statements in a scale measure self-determination. In 1995, Spreitzer validated and tested them for reliability and adapted them directly from Hackman and Oldham's (1985) autonomy scale. Three items were created to measure individual pay performance. The items question the extent to which remuneration depends on how well an individual performs and specifically whether the pay level and increases depended on performance.

3.5.3.4 IMPACT ITEMS

Impact items are defined as the degree to which an individual can influence strategic, administrative, or operating outcomes at work. Three statements in a scale measure impact. In 1995, Spreitzer validated and tested these for reliability and

adapted them directly from Ashforth's (1989) helplessness scale (Spreitzer, 1995:1443).

3.6 METHOD OF DATA COLLECTION

The selected organisations were approached. A letter requesting permission to conduct the study was sent to the Human Resources Managers. This was followed by a meeting to clarify ethical issues. A second letter was sent to all the selected employees requesting them to participate in the study. This was followed by briefing the selected employees. Data collection lasted for two months. The researcher distributed fifty questionnaires and all of them were returned.

3.7 CONCLUSION

This chapter looked at a cross-sectional correlation design for gathering data. The sampling procedure used, was a stratified random sample. It enabled the variables of globalisation and women's empowerment to be studied with consideration of all characteristics, which are needed in such a study. The instruments used - that is, globalisation and empowerment scales were all valid and reliable. The data was collected, following strategies that control all extraneous variables.

CHAPTER FOUR

ANALYSIS AND PRESENTATION OF RESULTS

4.1 INTRODUCTION

The results in this section are presented as they are. The characteristics of respondents such as age, qualifications and employment sector, are presented first.

These characteristics form an important component of this study, because they indicate the distribution of biographical variables for both the public and private sector samples. The results of this research are produced according to the method of the study as presented in Chapter Three. The latter was carefully prepared according to a preconceived plan in order to derive valid conclusions about the findings.

4.2 CHARACTERISTICS OF RESPONDENTS

A sample of 50 women in middle management was selected. Twenty-five were selected from private sector and 25 from public sector. Their characteristics are as follows:

TABLE 1: AGE OF RESPONDENTS

Table 1 indicates the age of the respondents.

	PUBLIC SECTOR	PRIVATE SECTOR	TOTAL	CUMULATIVE PERCENTAGE
Age	Number	Number	Number	Percentage
	1 (4%)	0 (0%)	1 (2%)	2
25	1 (4%)	1 (4%)	2 (4%)	6
27	1 (4%)	2 (8%)	3 (6%)	12
28	1 (4%)	2 (8%)	3 (6%)	18
29	0 (0%)	2 (8%)	2 (4%)	22
30	2 (8%)	1 (4%)	3 (6%)	28
32	0 (0%)	1 (4%)	1 (2%)	30
33	0 (0%)	1 (4%)	1 (2%)	32
34	2 (8%)	2 (8%)	4 (8%)	40
35	1 (4%)	2 (8%)	3 (6%)	46
36	1 (4%)	1 (4%)	2 (4%)	50
38	1 (4%)	2 (8%)	3 (6%)	56
40	2 (8%)	0 (0%)	2 (4%)	60
41	1 (4%)	0 (0%)	1 (2%)	62
42	0 (0%)	1 (4%)	1 (2%)	64
44	1 (4%)	0 (0%)	1 (2%)	68
45	2 (8%)	1 (4%)	3 (6%)	72
46	2 (8%)	1 (4%)	3 (6%)	78
47	1 (4%)	0 (0%)	1 (2%)	80
48	2 (8%)	1 (4%)	3 (6%)	86
52	0 (0%)	2 (8%)	2 (4%)	90
53	2 (8%)	0 (0%)	2 (4%)	94
55	1 (4%)	0 (0%)	1 (2%)	96

56	0 (0%)	2 (8%)	2 (4%)	100
TOTAL	25 (100%)	25 (100%)	50 (100%)	100

Table 1 shows that most women in the public sector sample were younger than 44 years while the majority in the private sector sample were under 38 years old.

TABLE 2: MARITAL STATUS OF RESPONDENTS

Table 2 indicates the marital status of the respondents.

CATEGORY	PUBLIC SECTOR	PRIVATE SECTOR	TOTAL	CUMULATIVE PERCENTAGE
Marital status	Number	Number	Number	Percentage
Never married	7 (28%)	10 (40%)	17 (34%)	34
Married	16 (64%)	10 (40%)	26 (52%)	86
Divorced	2 (8%)	5 (20%)	7 (14%)	100
Widowed	0 (0%)	0 (0%)	0 (0%)	
TOTAL	25 (100%)	25 (100%)	50 (100%)	100

Table 2 shows that the majority of women (64%) in the public sector sample were married while an equal number of women (40%) in the private sector sample were married or unmarried.

TABLE 3: HIGHEST QUALIFICATION OF THE RESPONDENTS

Table 3 indicates the highest qualifications of the respondents.

CATEGORY	PUBLIC SECTOR	PRIVATE SECTOR	TOTAL	CUMULATIVE PERCENTAGE
Qualification	Number	Number	Number	Percentage
Below Std 10	0 (0%)	0 (0%)	0 (0%)	0
Std 10	0 (0%)	2 (8%)	2 (4%)	4
Certificate	1 (4%)	3 (12%)	4 (8%)	12
Diploma	2 (8%)	4 (16%)	6 (12%)	24
Degree	22 (88%)	16 (64%)	38 (76%)	100
TOTAL	25 (100%)	25 (100%)	50 (100%)	100

Table 3 shows that no respondents had an educational level below standard 10 in both private and public sectors. Four percent of respondents from the public sector had Certificates, 8% had Diplomas and the majority had Degrees. Educational level of the respondents from the private sector, 8% had standard 10, 12% had Certificates, whereas 16% had Diplomas and the majority had Degrees. It is interesting that a higher proportion of women in the public sector sample had degrees than in the private sector.

TABLE 4: EMPLOYMENT SECTOR OF THE RESPONDENTS

Table 4 indicates the different employment sectors of the respondents.

CATEGORY	PUBLIC SECTOR	PRIVATE SECTOR	TOTAL	CUMULATIVE PERCENTAGE
Occupation	Number	Number	Number	Percentage
Manager	10 (40%)	13 (52%)	23 (46%)	46
Director	5 (20%)	1 (4%)	6 (12%)	58
Academic	2 (8%)	0 (0%)	2 (4%)	62
Accountant	1 (4%)	4 (16%)	5 (10%)	72
HOD'S	4 (16%)	1 (4%)	5 (10%)	82
Dean	1 (4%)	0 (0%)	1 (2%)	84
Librarian	1 (4%)	0 (0%)	1 (2%)	86
Database Administrator	1 (4%)	0 (0%)	1 (2%)	88
Project Engineer	0 (0%)	1 (4%)	1 (2%)	90
Financial Planner	0 (0%)	2 (8%)	2 (4%)	94
Health Service Co-ordinator	0 (0%)	1 (4%)	1 (2%)	96
Sales Representative	0 (0%)	1 (4%)	1 (2%)	98
Controller	0 (0%)	1 (4%)	1 (2%)	100
TOTAL	25 (100%)	25 (100%)	50 (100%)	100

Table 4 shows that the majority of women (40%) in the public sector sample occupied managerial positions, five were Directors, four were HOD's, four were HOD's and one was an Accountant, a Dean, an Administrator, and Librarian. From the private sector sample, the majority (52%) were Managers, four were Accountants, two were Financial Planners and one was a Director, a Health Service Co-ordinator, a Sales Representative, a Project Engineer, a Head of Department and a Controller.

It is interesting that a higher proportion of women in the private sector were managers than in the public sector.

TABLE 5: EXPERIENCE OF RESPONDENTS IN THE CURRENT OCCUPATIONAL POSITION

Table 5 indicates the respondents' experience in their present occupational positions.

CATEGORY	PUBLIC SECTOR	PRIVATE SECTOR	TOTAL	CUMULATIVE PERCENTAGE
No of years	Number	Number	Number	Percentage
1	4 (16%)	5 (20%)	9 (18%)	18
2	4 (16%)	6 (24%)	10 (20%)	38
3	4 (16%)	3 (12%)	7 (14%)	52
4	5 (20%)	2 (8%)	7 (14%)	66
5	1 (4%)	3 (12%)	4 (8%)	74
6	0 (0%)	1 (4%)	1 (2%)	76
7	1 (4%)	0 (0%)	1 (2%)	78
8	1 (4%)	0 (0%)	1 (2%)	80

10	1 (4%)	2 (8%)	3 (6%)	86
11	1 (4%)	1 (4%)	2 (4%)	90
12	2 (8%)	0 (0%)	2 (4%)	94
15	0 (0%)	1 (4%)	1 (2%)	96
20	1 (4%)	0 (0%)	1 (2%)	98
25	0 (0%)	1 (4%)	1 (2%)	100
TOTAL	25 (100%)	25 (100%)	50 (100%)	100

Table 5 shows that the majority of women (20%) in the public sector had 4 years experience, four had 3, 2 and 1 year experience respectively. Two had 12 years experience and each had 5, 7, 8,10, 11 years experience. There was one with 20 years experience. Further analysis of results from the private sector shows that the majority of women (24%) had 2 years experience, five had 1 year, three had 3 and 5 years, two had 4 and 10 years experience and each had 6, 11, 15 years experience, with one person who had 25 years service.

4.3 PERCEPTIONS OF WOMEN IN MIDDLE MANAGEMENT TOWARDS GLOBALISATION

The respondents from both sectors were required to indicate differences, if any, of their perceptions of globalisation. This was achieved by using the Likert-type response categories of the globalisation scale.

4.3.1 PERCEPTIONS OF WOMEN IN THE PUBLIC SECTOR TOWARDS GLOBALISATION

TABLE 6: PERCEPTIONS OF WOMEN IN THE PUBLIC SECTOR TOWARDS GLOBALISATION

Table 6 indicates the distribution of responses of women in the public sector regarding their perceptions of globalisation.

STATEMENTS	RESPONSES				
	SA	A	U	DA	SD
1. This organisation subscribes to principles of free market system	1(4%)	8(32%)	8(32%)	5(20%)	3(12%)
2. Women in this organisation are economically literate	0(0%)	10(40%)	10(40%)	5(20%)	0(0%)

3. Women in this organisation have access to financial assistance in the form of educational and housing loans	11(44%)	11(44%)	1(4%)	1(4%)	1(4%)
4. Women in this organisation are increasingly occupying positions of authority	1(4%)	10(40%)	5(20%)	7(28%)	2(8%)
5. Women in this organisation are given the same promotion opportunities as those in similar organisations throughout the world	1(4%)	5(20%)	9(36%)	5(20%)	5(20%)
6. The status of an employee in this organisation is determined by the standing of the team to which she or he belongs rather than her or his individual status	2(8%)	6(24%)	4(16%)	8(32%)	5(20%)
7. The workforce in this	1(4%)	6(24%)	7(28%)	7(28%)	4(16%)

organisation emphasises the benefits of cultural diversity					
8. Inter-organisational communication between organisations nationally and internationally is not encouraged in this organisation	2(8%)	6(24%)	05(20%)	9(36%)	3(12%)
9. There is frequent mutual communication between women across organisations	1(4%)	5(20%)	8(32%)	8(32%)	3(12%)
10. Women in this organisation enjoy universal human rights	0(0%)	16(64%)	4(16%)	3(12%)	2(8%)
11. Women in this organisation are protected against any form of discrimination	4(16%)	12(48%)	1(4%)	7(28%)	1(4%)
12. Women in this organisation are considered part of a democratic decision making body	1(4%)	16(64%)	4(16%)	2(8%)	2(8%)

Table 6 shows that the majority of women had access to financial assistance, enjoy universal human rights, were protected against any form of discrimination and were considered part of the democratic decision making body. Further analysis indicated that the individual status of employees was a determining factor in their organisations.

4.3.2 PERCEPTIONS OF WOMEN IN THE PRIVATE SECTOR TOWARDS GLOBALISATION

TABLE 7: PERCEPTIONS OF WOMEN IN THE PRIVATE SECTOR TOWARDS GLOBALISATION

Table 7 indicates the distribution of responses of women in the private sector regarding their perceptions of globalisation.

STATEMENTS	RESPONSES				
	SA	A	U	D	SD
1. This organisation subscribes to principles of free market system	5(20%)	14(56%)	3(12%)	1(4%)	2(8%)
2. Women in this organisation are economically literate	4(16%)	12(48%)	6(24%)	3(12%)	0(0%)

3. Women in this organisation have access to financial assistance in the form of educational and housing loans	12(48%)	9(36%)	3(12%)	0(0%)	1(4%)
4. Women in this organisation are increasingly occupying positions of authority	4(16%)	10(40%)	2(8%)	8(32%)	1(4%)
5. Women in this organisation are given the same promotion opportunities as those in similar organisations throughout the world	2(8%)	8(32%)	6(24%)	6(32%)	1(4%)
6. The status of an employee in this organisation is determined by the standing of the team to which she or he belongs rather than her or his individual status	3(12%)	12(48%)	2(8%)	7(28%)	1(4%)
7. The workforce in this	5(20%)	9(36%)	5(20%)	6(24%)	0(0%)

organisation emphasises the benefits of cultural diversity					
8. Inter-organisational communication between organisations nationally and internationally is not encouraged in this organisation	5(20%)	7(28%)	3(12%)	9(36%)	1(4%)
9. There is frequent mutual communication between women across organisations	2(8%)	12(48%)	04(16%)	5(20%)	2(8%)
10. Women in this organisation enjoy universal human rights	6(24%)	14(56%)	3(12%)	1(4%)	1(4%)
11. Women in this organisation are protected against any form of discrimination	6(24%)	13(52%)	3(12%)	2(8%)	1(4%)
12. Women in this organisation are considered part of a democratic decision making body	5(20%)	9(36%)	3(12%)	6(24%)	2(8%)

Table 7 shows that the majority of women indicated that their organisations subscribed to principles of free market system, were economically literate, had access to financial assistance, enjoyed universal human rights, were protected against any form of discrimination and were considered part of a democratic decision making body. It is noticeable that a large proportion of women indicated that inter-organisational communication between organisations nationally and internationally was not encouraged in their organisations.

4.3.3 THE TEST FOR SIGNIFICANT DIFFERENCES BETWEEN THE PERCEPTIONS OF WOMEN IN THE PUBLIC SECTOR AND THE PRIVATE SECTOR TOWARDS GLOBALISATION

To determine whether a significant difference between the perceptions of women in the public sector and the private sector towards globalisation existed, a Chi-square test was used to analyse the data.

TABLE 8: THE TEST FOR SIGNIFICANT DIFFERENCES BETWEEN PERCEPTIONS OF WOMEN IN THE PUBLIC SECTOR AND THE PRIVATE SECTOR TOWARDS GLOBALISATION

Table 8 indicates the use of the Chi-square test, to determine the significant difference between the perceptions of women in both sectors towards globalisation.

	Positive	Undecided	Negative	Total
Private sector	188	43	67	298
Public sector	136	66	98	300
Total	324	109	165	598

$$X^2 = 19.01 \text{ (df = 2); } p < 0.001$$

There are significant differences between women in the private and the public sector with regard to perceptions towards globalisation. The Chi-square value $X^2 = 19.01$ (df = 2); $p < 0.001$ shows a significant difference. Further analysis shows that a significant number of women are positive about the effects of globalisation on

women $X = 12.96$ (the private sector = 188; the public sector = 136) against those who are undecided $X=4.36$ and those who are negative $X=6.60$. That there is general support for the effect that globalisation bring about among women in middle management, especially in the private sector. This means that women in middle management, especially in the private sector generally support the effect of globalisation.

4.4 PERCEPTIONS OF WOMEN IN MIDDLE MANAGEMENT TOWARDS EMPOWERMENT

The respondents from both sectors were required to indicate differences, if any, of their perceptions of empowerment. This was achieved by using the Likert-type response categories of the empowerment scale.

4.4.1 PERCEPTIONS OF WOMEN IN THE PUBLIC SECTOR TOWARDS EMPOWERMENT

TABLE 9: PERCEPTIONS OF WOMEN IN THE PUBLIC SECTOR TOWARDS EMPOWERMENT

Table 9 indicates the distribution of responses of women in the public sector regarding their perceptions of empowerment.

STATEMENTS	RESPONSES				
	SD	DA	NA nor DA	A	SA
1. I have access to resources to do my job well	2(8%)	10(40%)	1(4%)	9(36%)	3(12%)
2. I have the support of my immediate manager to do my job well	2(8%)	2(8%)	2(8%)	14(56%)	5(20%)
3. Important responsibilities	0(0%)	2(8%)	2(8%)	12(48%)	9(36%)

are part of my daily duties					
4. I understand the strategies and goals of the organisation	0(0%)	1(4%)	4(16%)	11(44%)	9(36%)
5. I have the support I need from my subordinates to do my job well	1(4%)	4(16%)	2(8%)	9(36%)	9(36%)
6. Senior management wants me to succeed in my current position	1(4%)	4(16%)	8(32%)	7(28%)	5(20%)
7. I am inspired by the goals of the company	1(4%)	5(20%)	12(48%)	2(8%)	5(20%)
8. I have the opportunity to advance in the organisation	1(4%)	6(24%)	6(24%)	10(40%)	2(8%)
9. I am proud to be part of this organisation	1(4%)	4(16%)	6(24%)	10(40%)	4(16%)
10. I am allowed to make errors in my current position without being seen as incompetent	3(12%)	3(12%)	5(20%)	12(48%)	2(8%)
11. My seniors involve me in decision –making that affects my job	1(4%)	2(8%)	7(28%)	12(48%)	3(12%)

12. I can take charge of problems that require immediate attention	1(4%)	0(0%)	5(20%)	11(44%)	8(32%)
--	-------	-------	--------	---------	--------

Table 9 shows that a large proportion of women in this sector had the support of their immediate managers to do their jobs well. Important responsibilities were part of their duties, and they understood the strategies and goals of their organisations. They had the support they needed from their subordinates to do their jobs well and they took charge of problems that required immediate attention. However, closer analysis reveals that a high proportion of the women indicated that they had no access to resources to perform their jobs better.

4.4.2 PERCEPTIONS OF WOMEN IN THE PRIVATE SECTOR TOWARDS EMPOWERMENT

TABLE 10: PERCEPTIONS OF WOMEN IN THE PRIVATE SECTOR TOWARDS EMPOWERMENT

Table 10 indicates the distribution of responses of women in the private sector regarding their perceptions of empowerment.

STATEMENTS	RESPONSES				
	SD	DA	NA nor DA	A	SA
1. I have access to resources	0(0%)	3(12%)	0(0%)	12(48%)	10(40%)

to do my job well					
2. I have the support of my immediate manager to do my job well	0(0%)	0(0%)	2(8%)	11(44%)	12(48%)
3. Important responsibilities are part of my daily duties	0(0%)	1(4%)	1(4%)	15(60%)	8(32%)
4. I understand the strategies and goals of the organisation	0(0%)	1(4%)	0(0%)	17(68%)	7(28%)
5. I have the support I need from my subordinates to do my job well	0(0%)	0(0%)	03(12%)	16(64%)	06(24%)
6. Senior management wants me to succeed in my current position	0(0%)	0(0%)	07(28%)	13(52%)	5(20%)
7. I am inspired by the goals of the company	0(0%)	2(08%)	5(20%)	12(48%)	6(24%)
8. I have the opportunity to advance in the organisation	1(4%)	3(12%)	2(8%)	14(56%)	5(20%)
9. I am proud to be part of this organisation	0(0%)	0(0%)	3(12%)	14(56%)	8(32%)
10. I am allowed to make errors in my current	1(4%)	9(36%)	4(16%)	10(40%)	1(4%)

position without being seen as incompetent					
11. My seniors involve me in decision –making that affects my job	0(0%)	2(8%)	4(16%)	14(56%)	5(20%)
12. I can take charge of problems that require immediate attention	1(4%)	0(0%)	0(0%)	12(48%)	12(48%)

Table 10 shows that the majority of women in this sector had access to resources to do their jobs well. They were supported by their immediate managers and important responsibilities formed part of their daily duties. They understood the strategies and goals of their organisations, senior management wanted them to succeed in their current positions, and they were inspired by the goals of their companies. They had the opportunity to advance in their organisations, and were proud to be part of their organisations. Their seniors involved them in decision making that affected their jobs. Finally, they took charge of problems that required their immediate attention.

4.4.3 THE TEST FOR SIGNIFICANT DIFFERENCES BETWEEN THE PERCEPTIONS OF WOMEN IN THE PUBLIC SECTOR AND THE PRIVATE SECTOR TOWARDS EMPOWERMENT

To determine whether a significant difference between the perceptions of women in the public sector and the private sector towards empowerment existed, a Chi-square test was used to analyse the data.

TABLE 11: THE TEST FOR SIGNIFICANT DIFFERENCES BETWEEN PERCEPTIONS OF WOMEN IN THE PUBLIC SECTOR AND THE PRIVATE SECTOR TOWARDS EMPOWERMENT

Table 11 indicates the use of the Chi-square test, to test the significant difference between the perceptions of women in both sectors towards empowerment.

	Negative	Undecided	Positive	Total
Private sector	24	31	245	299
Public sector	55	60	183	298
Total	80	91	428	599

$X^2 = 30.39$ (df=2); $p < 0.001$

There are significant differences between women in the private and the public sector with regard to perceptions of women’s empowerment. The Chi-square value $X^2 = 30.39$ (df = 2); $p < 0.001$ shows a significant difference. Further analysis shows that a significant number of women feel empowered $X = 17.1$ (the private sector = 245; the public sector = 183) against those who are undecided $X = 3.64$ and those who are negative $X = 3.16$. This means there is general support for the effect of

empowerment among women in middle management, especially in the private sector.

4.5 THE CORRELATION BETWEEN GLOBALISATION AND EMPOWERMENT SCORES IN THE PRIVATE AND THE PUBLIC SECTORS

To determine the correlation between globalisation and empowerment scores in the public and the private sectors, a Pearson correlation coefficient was used to analyse data.

TABLE 12: THE CORRELATION BETWEEN GLOBALISATION AND EMPOWERMENT SCORES IN THE PUBLIC AND THE PRIVATE SECTORS

Table 12 indicates a correlation between globalisation and empowerment scores in the public and the private sectors.

	Globalisation	Empowerment
Globalisation Pearson Correlation	1.000	.561**
Sig. (2-tailed)	.	.000
N	50	50
Empowerment Pearson Correlation	.561**	1.000
Sig. (2-tailed)	.000	.
N	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

Table 12 shows that there is a positive correlation between globalisation and empowerment scores. The correlation coefficient of 0,561 shows this positive correlation. Further analysis of the results shows that the significance level (p-value)

of 0,000 indicates a very high significance. This indicates that globalisation and empowerment are significantly positively correlated.

TABLE 13: THE CORRELATION BETWEEN GLOBALISATION AND EMPOWERMENT SCORES IN THE PUBLIC SECTOR

Table 13 indicates a correlation between globalisation and empowerment scores in the public sector.

	Globalisation	Empowerment
Globalisation Pearson Correlation	1.000	.363
Sig. (2-tailed)	.	.074
N	25	25
Empowerment Pearson Correlation	.363	1.000
Sig. (2-tailed)	.074	.
N	25	25

Table 13 shows that there is no significant correlation between globalisation and empowerment scores in the public sector. The correlation coefficient of 0,363 shows this insignificant correlation. Further analysis of the results shows that the significance level (p-value) of 0,074 indicates that it is not significant at the 5% level. This indicates that the correlation between globalisation and empowerment is not significant.

TABLE 14: THE CORRELATION BETWEEN GLOBALISATION AND EMPOWERMENT SCORES IN THE PRIVATE SECTOR

Table 14 indicates a correlation between globalisation and empowerment scores in the private sector.

	Globalisation	Empowerment
Globalisation Pearson Correlation	1.000	.689**
Sig. (2-tailed)	.	.000
N	25	25
Empowerment Pearson Correlation	.689**	1.000
Sig. (2-tailed)	.000	.
N	25	25

** . Correlation is significant at the 0.01 level (2-tailed).

Table 14 shows that there is a positive correlation between globalisation and empowerment scores in the private sector. The correlation coefficient of 0,689 shows this positive correlation. Further analysis of the results shows that the significance level (p-value) of 0,000 indicates a very high significance. This indicates that the two variables are significantly positively correlated.

4.6 RESPONSES OF WOMEN FROM THE PUBLIC SECTOR TOWARDS GLOBALISATION

The qualitative analysis of responses of women from the public sector was conducted by inspecting every item in the globalisation scale. The responses have been summarised and where possible, supported by a quotation.

The majority of women who responded to this item (n =6/10) in this sector indicate that their organisations subscribe to the principles of free market system. However, a minority (n =4/10) point out that some organisations still face resistance from certain sectors when they attempt to implement these principles, as some sectors within these organisations are more suited to free market principles than others. A typical comment was “*The public organisations do subscribe to principles of free market system in tandem with the government principle.*”

With regard to economic literacy, a large proportion of women who responded to this item (n =6/9) were of the opinion that the level of education and the present positions at work still determine whether or not women are economically literate or not. Accordingly, those that are educated and occupying senior positions are economically literate whereas those that are not literate and occupying very junior positions are not. For the latter employees, it becomes difficult to manage their financial affairs and to understand the economics of their various organisations.

Most women who responded to this item (n =11/14) agreed that in their organisations they have access to financial assistance and the typical comment was

“Study benefits or bursaries and housing allowances apply to all employees regardless of sex.”

A large proportion of women who responded to this item (n =9/13) are not satisfied with either the progress or implementation of the Employment Equity Act. The reason for this is that in their organisations males still dominate the senior and authoritative positions.

Furthermore, a large proportion of women (n = 6/8) when asked whether their organisations gave them the same promotion opportunities as similar international organisations do, cited their frustrations on the lack of worldwide promotional opportunities and implementation of Employment Equity Policies, and commented: *“Organisations throughout the world are slow or reluctant to give promotion opportunities to women.”*

Generally, all women who responded to this item (n = 8/8) were unanimous that *“The individual status determines the employee’s career path. However, the team in which you function judges your expertise.”*

The majority of women who responded to this item (n = 7/12) opined that there is emphasis on cultural diversity in their organisations but they are sceptical about the benefits and, saying: *“There is quite a degree of cultural diversity but the benefits are either unclear or are neither highlighted nor emphasised.”*

A large proportion of women who responded to this item (n =6/9) agreed that their organisations encourage inter-organisational communication between organisations

nationally and internationally but they point out that this depends on the level one occupies in the organisation.

When asked whether there is frequent mutual communication between women across organisations, women who responded to this item (n = 6/9) cited level of seniority within the organisation, women's groups and one's own networks as factors that determine the frequency of interaction with others in similar positions.

In general, all women who responded to this item (n = 5/5) agree that they enjoy universal human rights thus excluding overt discrimination with good policies which are in place to ensure that rights such privacy, freedom of speech and freedom of association are protected. However, they still feel that they are still suppressed to a certain extent in that *"Their rights are violated in terms of working hours and especially in relation to little children."*

When asked whether they are protected against discrimination, all women (n = 14/14) who commented, agreed that the policies existed without practical application. They said among other things, that *"There are policies in place to protect women against discrimination and these are procedures for dealing with sexual harassment, rape etc."* and *"The organisation and legislature has policies in place to protect and address deviations."* and *"In terms of policies there are, but in terms of practice, it is not always the case."*

Women who responded to this item (n = 9/12) agree that they are considered part of a democratic decision making body. But only a small percentage of women hold

senior and authoritative positions, so that many women were excluded from the decision making process, as this process was only open to senior staff.

The majority of women are of the opinion that indirect discrimination was still prevalent in many organisations in South Africa and although many organisations promoted and supported women empowerment, men still dominate in the workplace and are against the advancement of women. They also state that women still carry the economic burden of running a family, of finding or maintaining job. The increasing job losses and breaking up of families left the majority of women with more burdens to carry. Social problems of teenage pregnancies and AID's have a negative impact on women, especially that it is essential to create awareness and bring about self-empowerment programmes for women.

4.7 RESPONSES OF WOMEN FROM THE PRIVATE SECTOR TOWARDS GLOBALISATION

The qualitative analysis of responses of women from the private sector was conducted by inspecting every item in the globalisation scale. The responses have been summarised and where possible, supported by a quotation.

The majority of women who responded to this item agree that their organisations subscribe to principles of free market system. A typical statement was "*Free market system is always the policy of this organisation.*"

The majority of women who responded to this item (n = 7/8) were unanimous that they are economically literate, stating: "*Women in this organisation are economically literate.*"

When asked whether they have access to financial assistance, in the form of educational and housing loans, the majority of women who responded to this item (n = 9/12) agreed that this is so. However, the minority (n = 3/12) indicated that although they could get educational loans but not housing loans.

Generally, a large proportion of women who responded to this item (n = 5/10) agreed that more women hold senior positions in their organisations. However, (n = 5/10) pointed out that although this was the case, it was only a small percentage and that progress was slow.

Women who responded to this item (n = 5/12) cited male dominance, glass ceiling, lip service in implementing Employment Equity Policies and organisational culture as obstacles in the way to give women the same opportunities for promotion compared with international organisations. However, (n = 6/12) agreed that they are given the same opportunities for promotion.

The majority of women who responded to this item (n = 6/9) agreed that the status of an employee is determined by the standing of the team to which that particular employee belonged. A typical comment was as follows "*We are more team oriented than individual oriented.*"

The majority of women who responded to this item (n = 8/12) agreed that the workforce in their organisations emphasises the benefits of cultural diversity and said: *“Cultural diversity is strongly emphasised.”*

All women who responded to this item (n = 7/7) stated that communication and linkage programmes are encouraged between national and international organisations, but the accessibility to these programmes are still limited to upper management and their assistants and employees in the lower positions are inhibited because they have limited access to information technology.

The majority of women who responded to this item (n = 7/8) stated that there is frequent mutual communication between women across organisations. This happened especially in areas of responsibility, between friends and through formal organisations and clubs.

The majority of women who responded to this item (n = 7/8) were unanimous that they enjoy universal human rights: *“Women do enjoy universal human rights.”*

When asked whether they are protected against any form of discrimination, the majority of women (n =9/12) responded as follows: *“Women in this organisation are protected against any form of discrimination.”*

The majority of women who responded to this item (n = 9/10) agreed that they are considered part of a democratic decision making body and they commented as follows: *“Women are represented on most of the institutions committees and unions. They take part in all decision making.”*

Women stated that they had more outside pressures than men and they feel that there should be more women who are trained to take more senior positions, this will allow them to take part in more senior decision making policies. Women also feel that although many companies or organisations profess to support and treat women akin to those elsewhere, the culture of many organisations is still autocratic and chauvinistic.

4.8 CONCLUSION

This chapter was about presentation and analysis of data as it revealed itself in the study. The presentation of results was done in accordance with the aims of the study. The findings according to the first aim, that is, the effects of globalisation on the empowerment of women in middle management, reveal that there are significant differences between women in the private and the public sectors with regard to perceptions about both globalisation and about women's empowerment. The findings also show that there are more women in the private sector than in the public sector who are positive about globalisation and women's empowerment.

The findings based on aim two that is, to establish if there is a correlation between perceptions of globalisation and empowerment of women in middle management, reveal that there is a positive correlation between perceptions about globalisation and empowerment in both the public and the private sectors. Further, the findings reveal that there is a positive correlation between perceptions about globalisation and empowerment in the private sector.

The findings according to the last aim of the study, that is, the description of perceptions for women in middle management towards globalisation, reveal that generally in both sectors women perceive globalisation as a mechanism that opens opportunities to economic empowerment.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 INTRODUCTION

The findings in this chapter are discussed based on the information reviewed in literature and the results presented according to Chapter Four. The findings are presented in the same pattern as that used to present the results in Chapter Four. The characteristics of the respondents are discussed first and they have a bearing on the nature of the results obtained.

5.2 CHARACTERISTICS OF RESPONDENTS

Fifty women in middle management who were respondents in this study were from both the private and public sectors. Their characteristics are as follows: The respondents were between the ages of 25 to 56 years. The majority of women in the public sector sample were married while an equal number of women in the private sector sample were either unmarried or married.

All respondents had an educational level of standard 10 in both the private and the public sectors. A higher proportion of women in the public sector sample were degreed than in the private sector.

A higher proportion of women in the private sector occupied managerial positions than in the public sector.

The majority of women in the public sector had 4 years experience, four had 3, 2 and 1 year experience respectively. Two had 12 years experience and each had 5, 7, 8, 10, 11 years experience. There was one with 20 years experience. Further analysis of results from the private sector shows that the majority of women had 2 years experience, five had 1 year, three had 3 and 5 years, two had 4 and 10 years experience and each had 6, 11, 15 years experience, with one person who had 25 years service.

5.3 FINDINGS ON THE EFFECTS OF GLOBALISATION ON THE EMPOWERMENT OF WOMEN IN MIDDLE MANAGEMENT

The findings are presented according to the aims of the study which are: the effects of globalisation on the empowerment of women on the middle management; a correlation between perceptions of globalisation and empowerment of women in the middle management and the description of the perceptions of women in middle management towards globalisation.

5.3.1 THE EFFECTS OF GLOBALISATION ON THE EMPOWERMENT OF WOMEN IN MIDDLE MANAGEMENT

The hypothesis states that, women in the private sector have a more positive perception of globalisation than women in the public sector.

The study shows that more women in the private sector than in the public sector are positive about globalisation and women's empowerment. Meaning that these women are positive about both these aspects. Thus these findings support the hypothesis.

5.3.2 THE CORRELATION BETWEEN PERCEPTIONS OF GLOBALISATION AND EMPOWERMENT SCORES OF WOMEN IN MIDDLE MANAGEMENT

The hypothesis states that, women in the private sector perceive an association between globalisation and female empowerment in organisations. The study shows firstly, that there is a high positive correlation between perceptions of globalisation and empowerment with both the public and the private sector samples taken together. Secondly, the study shows that there is no significant correlation between the perceptions of globalisation and empowerment in the public sector. Lastly, the study shows that there is a significant positive correlation between the perceptions of globalisation and empowerment in the private sector. Thus these findings support the hypothesis.

5.3.3 PERCEPTIONS OF WOMEN IN MIDDLE MANAGEMENT FROM PUBLIC AND PRIVATE ORGANISATIONS TOWARDS GLOBALISATION

The hypothesis states that, women in the public and the private sectors perceive globalisation as an empowering influence in their business employment. The findings of the qualitative analysis indicated that both the private and the public organisations do subscribe to principles of free market system. Women who are educated and occupying senior positions in public organisations are economically literate. Women in private organisations are all economically literate. Financial assistance is given to all employees regardless of the employment sector they are in, that is, public or private. Consideration is increasingly being given to recruiting

females for senior positions of authority, the progress is slow and there is a lack of progress with the implementation of the Employment Equity Policy.

Lack of nationwide promotional opportunities, slow implementation of the Employment Equity Act and male dominance is still an obstacle in the way of the advancement of women in South Africa. In public organisations individual status is more recognised than status within the team, whereas women in private organisations are team oriented. Both public and private organisations emphasise cultural diversity, but public organisations still need to understand the benefits of cultural diversity. Inter-organisational communication is encouraged only at senior levels of the organisations. Frequent mutual communication in public organisations depends on the level of seniority, women' groups and one's own networks, whereas in private organisations communication and linkage programmes are encouraged between national and international organisations. Women in these organisations enjoy universal human rights. All organisations have policies to protect women against discrimination. Women, although in small numbers, form part of the democratic decision-making body.

Indirect discrimination against women is still common in many organisations in South Africa. South African organisations are still dominated by men, who resist the advancement of women. More women should be trained and equipped with skills to prepare them for senior positions and to enable them to play a meaningful role in the decision making processes of their organisations.

The hypothesis is supported because the findings revealed that women from both sectors agreed that globalisation has a positive effect on their social, political and economic lives. However, the qualitative data revealed that the lack of implementation of the Employment Equity policies and discrimination against women in the workplace needed to be addressed. The findings also revealed that there is a need to provide women with self empowerment and training programmes that will equip them with the necessary skills to occupy senior positions and to contribute in the decision making process.

5.4 CONCLUSION

This chapter looked at results as presented in Chapter Four. It revealed the perceptions of women in middle management towards globalisation, in the public and the private sectors.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 CONCLUSION

The present study investigated the effects of globalisation on the empowerment of women in middle management. The objectives of the study were: to determine the effects of globalisation on the empowerment of women in middle management; to establish if there is a correlation between perceptions of globalisation and empowerment for women in middle management and to describe the perceptions of women in middle management towards globalisation. There are various hypotheses namely: that women in the private sector have a more positive perception about globalisation than women in the public sector; women in the private sector perceive that there is an association between globalisation and empowerment in organisations and women in both sectors perceive globalisation as an empowering influence on their business empowerment. These hypotheses were all supported.

A cross-sectional correlation research method was used throughout this study to gather data. The sampling procedure used was a stratified random sample. Globalisation and empowerment scales were used to achieve the aims and objectives of the study. Fifty questionnaires were distributed: twenty-five to the public sector and twenty-five to the private sector.

The analysis of data, according to the aims of the study, led to the following conclusions:

- The findings according to the first aim of the study, that is, determining the effects of globalisation on the empowerment of women in middle management, revealed that there were significant differences between women in the private and the public sectors with regard to their perceptions of both globalisation and women's empowerment and that there were more women in the private sector than in the public sector who were positive about globalisation and women's empowerment.
- The findings also revealed that there is a significant positive correlation between women's perceptions of globalisation and empowerment.
- Finally, the findings of the qualitative analysis indicated that women from both sectors agreed that globalisation had a positive effect on their social, political and economic lives. The findings also revealed that there is a need to provide women with self empowerment and training programmes that will equip them with the necessary skills so that they may occupy senior positions and be able to make a meaningful contribution to the decision making process.

Although the study achieved its overriding objective, the following limitations were noted:

- Due to financial constraints the study was limited to organisations around Durban. Though the sample was randomised, the study could have included other organisations around Durban.
- The women working at senior managerial, junior managerial and non-managerial levels in both the private and the public sectors around Durban were not represented.

6.2 RECOMMENDATIONS

On the basis of the findings and the conclusions reached, the following is recommended:

- That further research, with a larger and more representative sample of women from all sectors in KwaZulu-Natal, is conducted.

REFERENCES

- Ahmed. SS. 2000. Globalisation: Towards a liberalised or re-colonised world? Southern African Political and Economic Monthly. 13 (no 6):39-46.
- Ashforth. BE. 1990. The experience of powerlessness in organizations. Organizational Behavior and Human Decisions Processes. 43:207-242.
- Batliwala. S. 1994. The Meaning of Empowerment: New Concepts from action edited by A. Germain, G. Sen and L. Chen. Population Policies Reconsidered: Health, Empowerment and Rights. Cambridge. Mass: Harvard School of Public Health.
- Burke. W. 1986. Leadership as empowering others. Edited by S. Srivastara. Executive Power. San Francisco: Jossey Bass. 51-77.
- Calman. L. 1992. Toward Empowerment: Women and Movement Politics in India. Boulder, Co.: Westview Press.
- Carr. M., Chen. M. and Jhabvala. R. (ed.) 1996. Speaking Out: Women's economic empowerment in South Asia. Canada: Intermediate Technology Publications.
- Cheng. L. 1999. Globalization and women's paid labour in Asia. International Social Science Journal. 51 (no 2):217.
- Chinkin. C. 2000. Gender and Globalization. UN Chronicle. 37 (no 2):69.

Conger, J.A. and Kanunga, R.N. 1988. The empowerment process: Integrating theory and practice. Academy Management Review. 13 (no 3):471-482.

Diverse women for diversity. 1998. Women's International Network News. 24 (no 4):82.

Esping – Andersen, G. (ed.) 1996. Welfare States in Transition: National Adaptations in Global Economics. London: Sage Publications.

Globalization: Displacement, commodification and modern-day slavery of women. 1998. Women's International Network News. 24 (no 3):51.

Goncalves, F. 2000. The world at Davos: The fear of globalisation. Southern African Political and Economic Monthly. 13 (no 6):26-27.

Hackman, J.R. and Oldman, G.R. 1980. Work redesign. Reading, MA: Addison-Wesley.

Hall, M.C. 1992. Women and Empowerment: Strategies for Increasing Autonomy. Washington: Hemisphere Publishing Corporation.

Hill, C.W. 2000. International Business: Competing in the Global Marketplace. 3rd edition. New York: McGraw-Hill.

Jamieson. SA. 1999. Women's Understandings and Experiences of Empowerment in an Organisation: A Qualitative Feminist Approach. Submitted in accordance with requirements for the degree of Master of Arts in the subject industrial psychology. Rhodes University. Grahamstown.

Jaquette. JS. 1997. Women in power: From Tokenism to critical mass. Foreign Policy. (no 108):23.

Joekes. SP. 1987. Women in the world Economy: An INSTRAW Study. New York: Oxford University Press.

Joekes.S. and Weston. A. 1994. Women and the New Trade Agenda. New York: UNIFEM.

Johnson. H. 1992. Women's Empowerment and Public Action: Experiences from Latin America edited by M. Wuyst, M. Mackintosh and T. Hewitt. Development Policy and Public Action. Oxford: Oxford University Press.

Jones. GR. 1986. Socialization tactics, self-efficacy and new comers' adjustments to organizations. Academy of Management Journal. 29:262-279.

Kabeer. N. 1994. Reversed Realities: Gender Hierarchies in Development Thought. London: Verso.

Kabber. N. 1999. Resources, Agency, Achievements: Reflections on the Measurement of Women's Empowerment. Development and Change. 30 (no 3):435.

Keller. B. and Mbewe. DC. 1991. Policy and Planning for the Empowerment of Zambia's Women Farmers. Canadian Journal of Development Studies. 12 (no 1):75-88.

Krishnaraj. M. 1999. Globalisation and women in India. Development in Practice. 9 (no 5):587.

Labor: Globalization opens up equal opportunities for women. 2000. InterPress Service English News Wire 4 August:1.

Lang.T. and Hines.C. 1993. The New Protectionism: Protecting the Future against Free Trade. London: Earthscan.

Mapping progress--assessing implementation of the Beijing Platform. 1998. Women's International Network News. 24 (no 2):37.

McWhirter. EH. 1991. Empowerment in Counselling. Journal of Counselling and Development. 69:222-227.

Meyer.J. 1991. Power and love: conflicting conceptual schemata edited by K. Davis.

M. Leijenaar and J. Oldersma. The gender of power. London: Sage Publications. 21-41.

Mkhuma. Z. 1999. Empower women and you empower the nation. Enterprise. 135:9-10.

Moser. C. 1989. Gender Planning in the Third World: Meeting Practical and Strategic Gender Needs. World Development. 17 (no 11):1799-1825.

Mufune. P. 1994. Perceptions of organizational opportunity and power by women and men in Zambian management. South African Journal of Sociology. 26 (no 2):46-54.

Naidoo. G. 1997. Empowerment of women in corporate world. People Dynamics. 15 (no 3):30-35.

Nigeria Says World Far From Achieving Equality For Women. 2000. Africa News Service. 6 August :1.

O'Farrell. B. 1999. Women in blue collar and related occupations at the end of the millennium. Quartely Review of Economics and Finance. 39:699

Philippines: Women bearing the cross of globalization. 1998. Women's International Network News. 24 (no 4):62.

Pirow. PC. 1990. How to do Business Research: A textbook of business research methodology. Wits: Juta's Publishers.

Samson. M. 1997. Globalisation: women pay the price. South African Labour Bulletin. 21 (no 1):8-13.

Sanday. PR. 1988. The reproduction of patriarchy in feminist anthropology. Edited by MM. Gergen. Feminist thought and the structure of knowledge. New York: New York University Press. 49-68.

Sassen. S. 2000. Women's Burden: Counter-geographies of Globalization and the Feminization of Survival. Journal of International Affairs. 52 (no 2):503.

Scholte. JA. 2000. Globalization: a critical introduction. London: MacMillan Press Ltd.

Sen. C. and Grown. C. 1988. Development, Crises and Alternative Visions: Third World Women's Perspective. London: Earthscan.

Simai. MC. 1995. The Politics and Economics of Global Employment, edited by Simai. Global Employment: An International Investigation into the Future of Work. London: Zed. 1:3-29.

Spreitzer, GM. 1995. Psychological Empowerment In The Workplace: Dimensions, Measurement and Validation. Academy of Management Journal. 38 (no 5):1442-1465.

Staveren, I. van 2000. Global Finance and Gender. Paper for workshop on Civil Society and Global Finance. University of Warwick . 29-31.

Tayeb, MH. 1998. The Management of a Multicultural Workforce. New York: John Wiley and Sons.

The South African Salary Survey. Human Resource Practitioners Handbook. 1993. P-E Corporate Services.

Torado, L. 2000. Going after Globalization. Village Voice. 45 (no 24):59.

Tymon, WG, Jr. 1988. An empirical investigation of a cognitive model of empowerment. Unpublished doctoral dissertation. Temple University. Philadelphia.

Valiant, V. 1999. Women's Slow Progress Up the Professional Ladder: Just One Big Schema? Contemporary Psychology. APA REVIEW OF BOOKS. 44 (no 1):31.

Women and the globalisation of the world economy. 1997. Women's International Network News. 23 (no 4):70.

Women and the globalisation of the world economy. 1997. Women's International Network News. 23 (no 4):70.

Women's Labor: A Key Factor in Globalization. 1999. Women's International Network News. 25 (no 3):81.

Young, G. Kusterer, K. and Samarasinghe, V. 1993. Introduction edited by G. Young, V. Samarasinghr and K. Kusterer. Women at the center: development issues and practices for the 1990s. Connecticut: Kumarian Press. 1-8.

APPENDICES

APPENDIX A: GLOBALISATION SCALE

UNIVERSITY OF NATAL

MBA RESEARCH PROGRAMME

QUESTIONNAIRE

The University of Natal is conducting a study on globalisation. You are asked to honestly fill this questionnaire. All information obtained in this questionnaire will be kept confidential and only be used for research purposes. There are no right and wrong answers, so please indicate what you really think. Please do not write your name.

DEMOGRAPHIC DATA

1. Age in years:

Kindly make a cross (x) in the appropriate space below,

2. Marital status: Never Married Married Divorced Widowed

3. Highest Qualifications: Below Std 10 Std 10 Certificate Diploma

Degree

4. Employment Sector: Private Sector Public Sector

5. Current occupation (eg: Sales Manager)

6. Number of years in present position

GLOBALISATION

Give your opinion in relation to each of the following statements. Make a cross (x) in the appropriate spaces below each statement and where necessary elaborate.

SA = Strongly Agree, A = Agree, U = Uncertain, D = Disagree,
SD = Strongly Disagree

1. This organisation subscribes to principles of free market system.

SA	A	U	D	SD
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Elaborate.....
.....
.....
.....
.....

2. Women in this organisation are economically literate.

SA	A	U	D	SD
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Substantiate.....
.....
.....
.....
.....
.....

3. Women in this organisation have access to financial assistance in the form of educational and housing loans.

SA	A	U	D	SD
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Elaborate.....
.....
.....

.....
.....

4. Women in this organisation are increasingly occupying positions of authority.

SA	A	U	D	SD
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Expand.....
.....
.....
.....
.....
.....

5. Women on this organisation are given the same promotion opportunities as those in similar organisations throughout the world.

SA	A	U	D	SD
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Elaborate.....
.....
.....
.....
.....
.....

6. The status of an employee in this organisation is determined by the standing of the team to which she or he belongs rather than her or his individual status.

SA	A	U	D	SD
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Explain.....
.....
.....
.....
.....

7. The workforce in this organisation emphasises the benefits of cultural diversity.

SA	A	U	D	SD
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Elaborate.....
.....
.....
.....
.....
.....

8. Inter-organisational communication between organisations nationally and internationally is not encouraged in this organisation.

SA	A	U	D	SD
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Substantiate.....
.....
.....
.....
.....

9. There is a frequent mutual communication between women across organisations.

SA

A

U

D

SD

Explain.....
.....
.....
.....
.....
.....
.....

10. Wwomen in this organisation enjoy universal human rights.

SA

A

U

D

SD

Elaborate.....
.....
.....
.....
.....
.....

11. Women in this organisation are protected against any form of discrimination.

SA

A

U

D

SD

Substantiate.....
.....
.....
.....
.....
.....

12. Women in this organisation are considered part of a democratic decision making body.

SA

A

U

D

SD

Expand.....
.....
.....
.....
.....

13. Is there anything you wish to add about women and globalisation?

.....
.....
.....
.....
.....

!

!

!

APPENDIX B: RELIABILITY ANALYSIS - SCALE (ALPHA A)

Item-total Statistics

Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted	Alpha Deleted
GL1	36.5800	46.4935	.2965	.7784
GL2	36.5000	46.4184	.4558	.7638
GL3	35.7200	47.8384	.2756	.7786
GL4	36.7600	41.0433	.6844	.7356
GL5	37.0600	42.9555	.5662	.7497
GL6	36.9200	47.7078	.1864	.7920
GL7	36.8200	42.8853	.5374	.7523
GL8	36.9200	50.5649	.0234	.8085
GL9	36.9400	44.9555	.4167	.7657
GL10	36.3000	43.3980	.6114	.7472
GL11	36.3000	42.7449	.5806	.7481
GL12	36.5200	42.9894	.5469	.7515

Reliability Coefficients

N of Cases = 50.0

N of Items = 12

Alpha = .7807

APPENDIX C: EMPOWERMENT SCALE

EMPOWERMENT

Please indicate your response to each statement by making a cross (x) over that response which most accurately reflects your views. Your response to each statement should be an honest reflection of your personal feelings or opinions,

Example:

The is a lot of co-operation and trust throughout the organisation

Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
----------------------	----------	-------------------------------	-------	-------------------

In this case, the respondent felt inclined to strongly disagree with the statement. If she had strongly agreed, she would have placed the cross in the last box, and so forth.

1. I have access to resources to do my job well.

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
----------------------	----------	-------------------------------	-------	-------------------

2. I have the support of my immediate manager to do my job well.

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
-------------------	----------	-------------------------------	-------	-------------------

3. Important responsibilities are part of my daily duties.

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
-------------------	----------	-------------------------------	-------	-------------------

4. I understand the strategies and goals of the organisation.

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
-------------------	----------	-------------------------------	-------	-------------------

5. I have the support I need from my subordinates to do my job well.

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
-------------------	----------	-------------------------------	-------	-------------------

6. Senior management wants me to succeed in my current position.

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
-------------------	----------	-------------------------------	-------	-------------------

7. I am inspired by the goals of the company.

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
-------------------	----------	-------------------------------	-------	-------------------

8. I have the opportunity to advance in the organisation.

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
-------------------	----------	-------------------------------	-------	-------------------

9. I am proud to be part of this organisation.

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
-------------------	----------	-------------------------------	-------	-------------------

10. I am allowed to make errors in my current position without being seen as incompetent.

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
-------------------	----------	-------------------------------	-------	-------------------

11. My seniors involve me in decision-making that affects my job.

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
-------------------	----------	-------------------------------	-------	-------------------

12. I can take charge of problems that require immediate attention.

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
-------------------	----------	-------------------------------	-------	-------------------

Thank you for your time.

ANNEXURES

**ANNEXURE A: LETTER REQUESTING PERMISSION TO CONDUCT
THE STUDY**

MPANZA E D

P O BOX 460

MAIDSTONE

4380

23 FEBRUARY 2001

COMPANY'S ADDRESS

Dear Sir/Madam

**Re: PERMISSION TO CONDUCT A STUDY ON GLOBALISATION
AMONG WOMEN IN MIDDLE MANAGEMENT**

The students at the University of Natal, MBA Research Programme hereby request a permission to conduct a study on **Globalisation** among your women in middle management. The study is a part fulfillment for academic studies towards an MBA degree. The results of the study will only be used for research purposes.

Please find attached a specimen of a questionnaire to be used if permission is granted. The details about distribution of the questionnaires will be discussed after permission has been granted.

Thank you

Yours faithfully,

E D MPANZA (STUDENT): 991239200

ANNEXURE B: WRITTEN INFORMATION TO THE RESPONDENTS

MPANZA E. D.

P O BOX 460

MAIDSTONE

4380

23 FEBRUARY 2001

Dear Respondent

**Re: A STUDY ON THE EFFECTS OF GLOBALISATION ON
EMPOWERMENT**

The students at the University of Natal, MBA Research Programme are conducting a study on the effects of **Globalisation** on Empowerment.

You were randomly selected to participate in this study. You are asked to honestly fill in the attached questionnaire.

The results of the study will only be used for research purposes.

Thank you

MPANZA E. D. – STUDENT