#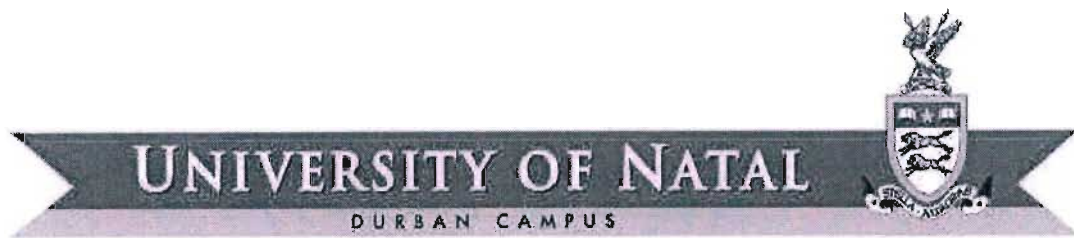 WOMEN IN THE MARITIME SECTOR IN SOUTH AFRICA: A CASE STUDY OF THE DURBAN UNICITY (THE NATIONAL PORTS AUTHORITY AND THE SOUTH AFRICAN PORT OPERATIONS).

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MBA

DISSERTATION TITTLE

WOMEN IN THE MARITIME SECTOR IN SOUTH AFRICA: A CASE STUDY OF THE DURBAN UNICITY (specifically, THE NATIONAL PORTS AUTHORITY AND THE SOUTH AFRICAN PORT OPERATIONS).

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2003

DECLARATION

I hereby declare that the dissertation I have submitted for the Master of Business Administration (MBA) Degree in Maritime Economics and Transport Management at Natal University, Graduate School of Business in Durban has not been submitted for the same degree at this University and that it is the product of my own work and that all reference material contained therein has been duly acknowledged.

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Priscilla Thandeka Cele

ACKNOWLEDGEMENTS

ABSTRACT

This study is aimed at examining issues and concerns that relate to women in the maritime sector in South Africa and to determine the perceptions of employees, both males and females towards women in the maritime sector and women in management in general policies and programmes aimed at eliminating gender discriminatory practices are critically appraised. It examines international contributions, which are used to make comparative analysis with South African Port Operations and National Port Authority. Durban has been chosen because it is one of the biggest Maritime cities in the Southern Hemisphere and in the African continent.

Women have been disproportionately represented in the higher management structures previously. This study therefore assesses how these past imbalances can be addressed; so that women can best enter and succeed in this sector, especially those who currently hold senior positions. The impact that gender equity practices have on human resources planning is examined.

The study uses two broad research methods: the primary data analysis and the critical review of literature. A mail survey technique was undertaken with 60 subjects randomly selected. A stratified random sample was used to determine both male and female perceptions. Data was analysed using SPSS programme.

Theoretical perspectives relevant to women and management concerns are summarised, that is, the psychological tradition, culturally biased perspective, the entitlement/empowerment framework, the bargaining approach and the feminist political economy perspective. An overview of the national dynamics in South Africa, especially in relation to affirmative action imperatives, and implications pertaining to women in management is also undertaken.

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CHAPTER 1 – INTRODUCTORY OVERVIEW

1.1 INTRODUCTION

A great deal of research has recently focused on examining women's conditions and experiences. This has particularly been prevalent in the South African context where transformational and redress agendas are central. The examination of a society steeped in patriarchy and the resultant implications that this has on women's lives, both in the home and the workplace, are the basis of many of these studies (see Berch, 1982; Gutex, 1985; Gutex et al, 1991; Jacobs, 1992; 1995; Senter, 1982; Tomaskovic-Devey, 1995; Walby, 1986). Although questions in the past have arisen about women's positions in male dominated sectors like the maritime sector. The gender gap in authority has been studied but to a lesser extent than gender gap earnings. The reason behind this is that data on authority relations at work are rarely available (Jacobs, 1995: 283). There has been a dearth in studies that focuses specifically on women in the maritime sector in the South African context.

The South African maritime sector remains a very male-dominated sector, and compared with other sectors, the integration and participation of women has been slow. Because of the male–dominated nature of the this sector, in trying to better understand the gender issues at play, the study has focused on the perceptions of both males and female employees in the maritime sector, women's experiences, gender equity practices, as well as training and support programs aimed at eliminating gender discriminatory practices. Women have never been forbidden to work within the maritime sector, but their number has been traditionally low. Over the past few years with changes in government policy and legislation, discriminatory laws have been repealed and women are now free to work anywhere in South Africa, but indeed very few women have been absorbed within the maritime sector.

The study therefore considers how the maritime sector could contribute to sustainable development by promoting women's economic advancement and reducing women's poverty, by ensuring greater women's involvement in the maritime sector. Reducing women's poverty and promoting women's economic advancement are the critical areas of concern.

Women in non-traditional sectors, both the increased presence of women in these sectors as well as the limited but critical research, has contributed to a re-thinking of conventional theories and concepts that have informed the transformation and human resource development in the maritime industry. This study examines these largely international contributions. By using South African case studies, in the context of Durban specifically, this research will be used to make comparative analyses as well as understand better the issues pertaining to women in the maritime sector in South Africa. The focus on Durban is especially important, given that it is regarded as one of the key and biggest maritime city in the Southern Hemisphere and on the African continent. To the best of the researcher's knowledge, this is the first study that looks specifically at women in the maritime sector in Durban by utilising a gender perspective.

If women are also suited to occupying various positions in the maritime sector (and there are no indications that there are natural reasons for thinking otherwise), then it becomes important to raise the following critical questions:

- Why are women disproportionately represented in management, decision-making as well as operational positions in the maritime sector? Why are women concentrated in, administrative and clerical positions in the sector?

- How can women obtain positions in traditionally male-dominated sectors in the industry? How can women best enter and succeed in these positions?

- How can society and the maritime sector benefit and harness woman-power by ensuring that women enter management and leadership levels more generally?

- What perceptions and attitudes exist in the work place regarding women employees (especially towards those who are in previously male-dominated positions) and policies aimed at addressing gender discriminatory practices?

- What problems do women employees experience?

- How are organisations responding to women's aspirations and concerns?

Lastly, this study looks at whether gender sensitive working environments and policies are being created within the maritime sector. The reasons for and types of policies and programs aimed at eliminating gender discrimination will be discussed. The nature and extent of support for women are also examined. In this regard, implementation capacities and constraints are also addressed.

1.2 BACKGROUND OF THE STUDY

Management is the combined activities of planning, decision-making and directing others (Larwood and Wood, 1987: 4). Acker (1990: 139) asserts that management is by tradition and definition delegated preferentially to males. Furthermore, statistics indicate that few women consider or expect management positions (Fagenson, 1993: 5; Institute for Women's Policy Research, 1993: 32; Jacobs, 1992: 301). Theoretical models relating to business and management practices have largely been andocentric due in part to males dominating key decision-making positions as well as research processes and the academia. These models have informed the way management is perceived, the roles it is accorded and the policies that have been put into place to entrench management practices. However, as stated earlier, recent studies have started to examine the gender dynamics associated with the ways in which management as a functional process and managers are viewed (see Fagenson, 1993; Gutex, 1985; Helgesen, 1995, Lather, 1991; Powell, 1988; Reskin and Ross, 1995).

There is sufficient evidence that demonstrates that women in similar job positions who display equal education and experience do not earn as much as men in comparable tasks (see Bird, 1990; Jacobs, 1995; Northcraft and Gutex, 1993; Tomaskovic-Devey, 1995). Additionally, as the U. S. Department of Labour (1990: 15) glass ceiling report illustrates, in similar scenarios women are disproportionately promoted into higher positions. Generally two perspectives are often cited as explaining the above situation (Gutex, 1985: 85-88). The first, argues that women are not adapted to outside employment, are incapable of performing well and are therefore paid less. This position also justifies occupational segregation by asserting that women are naturally well suited to certain jobs. On the other hand, opponents offer the interpretation that women are widely discriminated against in a patriarchal and sexist society.

It is estimated that more than half of all working women can be found in just twenty-one occupations including secretarial jobs, retail sales, domestic work and school teaching (Jacobs, 1995: 11). In the case of women and management, women are generally concentrated in lower or middle management positions. Larwood and Wood (1987: 12) and Greenberger (1996: 56) assert that women's liberation linked to increasing participation in the workforce has yet to produce meaningful occupational diversity and positions in key decision making structures for women.

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In South Africa, as in many other parts of the world, women are increasingly entering managerial positions. As Fagenson (1993: 4) argues, women are becoming an increasing segment of the labour force as a whole and the management profession in particular. Yet, as the statistics reveal, while women's numbers in the management profession are on the rise, women are still largely clustered in lower and, to a lesser extent, middle management positions (Dipboye, 1987: 119; U.S. Department of Labour, 1991: 21). Thus, the glass ceiling is an indication of gender discriminatory practices discernable in the management profession. Additionally, women who are able to crack through the glass ceiling often contend with various gender stereotypes. Furthermore, as shown by Freeman (1990: 63-65), Gutex et al (1991: 560-568) and Offerman and Armitage (1993: 242) women managers, as do many working women generally deal with dual career dilemmas, double workloads (of having jobs but still being responsible for domestic responsibilities in the home), child-care concerns and maternity leave. Also, as Greenberger (1996: 54) and Lee (1993: 272-273) illustrate, documented cases of discrimination and sexual harassment of women managers have spearheaded organisational policies and legal reforms to help ensure that women are duly processed for promotions, pay and partnerships.

This study is informed by the following conceptual frameworks arising out of the literature that focuses on gender discrimination generally and women in management more specifically:

- The psychological approach (see Gutex et al, 1991; Senter, 1982; Walby, 1986): This approach argues that the different patterns of socialisation and training often result in the formation of different concepts of appropriate behaviour, reward and experience for women in contrast to men. Linked to the psychological tradition is the culturally biased perspective. The role of theoretic approach within this perspective suggests that men and women behave according to certain well-defined cultural and psychological processes. The key concepts are masculinity and femininity.

- The entitlement/ empowerment framework (see Greenberger, 1996; Lee, 1993): The issue of women's equality in all spheres of life is presented as a moral and ethical one. Equal opportunities, equal pay for equal work and ensuring that women are not disadvantaged to men are regarded as women's rights. The empowerment approach thus advocates social transformation.

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- The bargaining perspective (see Helgesen, 1995): Studies show that men and women sometimes use different strategies in bargaining interactions. The differential leverage that men and women have often results in different strategy patterns adopted. A range of strategies including visibility, enhancing ability, fellowship and apprenticeship may be utilised by women for entering and advancing in management. These often result in altering the conditions surrounding the current management, a masculine bias and creating opportunities for women.

- The feminist political economy approach (see Berch, 1982; Elson, 1997; Folbre, 1995): Political economy focuses on the patterns of uneven development within a capitalist system and the differential economic and social effects that this has. Recently, feminist political economists have begun to specifically look at the gender implications of these processes. They show that women have been more devastated than men by these processes which have contributed to occupational sex segregation in the work force at all levels.

1.3 MOTIVATION FOR THE STUDY

According to Allen (1999), 'Gender', refers to the socially constructed roles and responsibilities connected to being male or female in a particular society. The way a particular society is organised impacts on how women and men relate to each other, and what roles and responsibilities are assigned to them. The experience of being gendered thus differs from one society and context to another. Gender is inextricable related to self-concept. Stereotypes and the expectations of women associated with those stereotypes permeate each woman's reality, especially during the earliest developmental stages of socialization. Only by recognising and understanding the strength of these pervasive influences can women develop self-sufficiency to be relatively independent of those influences.

In the maritime sector the historical roles played by men and women have been quite traditional. Men have entered the public sphere (the shipping industry) while women have remained in the domestic sphere (the home). Men have been breadwinners, while women have been responsible

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for maintaining the family. Moving from such traditional and relatively static gender roles, into a space where women can be seen as people of equal worth and dignity, equal workers and earners, is a big step away from the conception of the male breadwinner and the female household maintainer. This requires a significant shift in gender roles, relations and responsibilities from both men and women.

The South African government is in the process of taking action in the critical areas of concern previously identified as barriers to women's empowerment, that is, poverty, education, the economy, power, and decision-making, health, violence, armed conflict, institutional mechanisms for the advancement of women, human rights, media, and environment. While the public sector has been at the forefront of developments in the field of equal opportunities, progress in terms of women's presence in management particularly at senior levels is slow. Yet, the continuing need to improve both efficiency and effectiveness in a situation of scarce resources and rising public expectations highlights the importance of utilizing and realizing the potential of all employees in the sector. A key question is how best to facilitate this so that the contribution from both genders is optimised. The following table illustrates the summary of gender profile in South Africa from 1980-1999.

TABLE:1 1 Summary gender profile in South Africa

South Africa	1980	1985	1990	1999	Sub-Saharan Africa 1980	Sub-Saharan Africa 1999	Lower middle income 1980	Lower middle income 1999
GNP per capita (US$)	2,540	2,120	2,890	3,160	670	490	680	1,090
Population								
Total (millions)	27.6	31.3	35.2	42.1	380.5	642.8	1,564.0	2,029.9
Female population (% of total)	50.2	50.2	50.3	51.9	50.2	50.5	49.4	49.3
Life expectancy at birth (years)								
Male	54	57	59	47	46	46	64	67
Female	60	63	65	50	49	48	68	72
Adult illiteracy rate (% of people aged 15+)								
Male	22	20	18	14	51	31	20	10
Female	25	22	20	16	72	47	39	22
LABOR FORCE PARTICIPATION								
Total labour force (millions)	10	12	14	17	170	282	786	1,089
Female labour force (% of total)	35	36	37	38	42	42	42	43
Net primary enrolment rate (% of age group)								
Male	..	..	*102*	..	..	..	..	..
Female	..	..	*104*	..	..	..	..	..
Progression to grade 5 (% of cohort)								
Male	..	..	72	..	..	..	..	..
Female	..	..	79	..	..	..	..	..
Youth illiteracy rate (% of people aged 15-24)								
Male	15	13	11	9	34	18	7	3
Female	15	13	12	9	56	27	17	7
HEALTH AND NUTRITION								
Total fertility rate (births per woman)	4.6	3.8	3.3	2.9	6.6	5.3	3.0	2.1
Contraceptive prevalence (% of women aged 15-49)	48	..	57	62	..	..	..	..
Birth attended by skilled health staff (% of total)	..	..	..	*84*	..	..	..	..

* Data in italics refer to the most recent data available within the two years of the year indicated.

SOURCE: http://genderstats.worldbank.org/SummaryGender.asp?

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The table above shows that the total percentage of women in South Africa from 1980 to 1999 has not differed largely from that of men in terms of their numbers, but a big difference exists in the employment numbers, despite the fact that women have a higher life expectancy than men. The illiteracy rate of females is quite high and a lot of work needs to be done to correct this problem.

Many of the above-mentioned areas of concern have direct relevance to the maritime sector. If the maritime sector wishes to contribute to sustainable development in the region, then increasing women participation in the economy, reducing women's poverty, increasing access to power and decision-making have direct bearing on the way the sector currently operates, and points to areas where there is scope to support women's advancement through proactive recruitment, promotion and skills building policy. Larwood and Wood (1987:12) and Greenberger (1996: 56) assert that women's liberation linked to increasing participation in the workforce has yet to produce meaningful occupational diversity and positions in key decision-making structures.

In South Africa as in many other parts of the world, women are increasingly entering the maritime sector. As Fagenson (1993: 3) argues, women are becoming an increasing segment of the labour force as a whole and the management profession in particular. Yet, as statistics reveal, while women's numbers in the maritime sector and management positions in particular are on the rise, women are still largely clustered in lower and to a lesser extent, middle-management positions (Dipoye, 1987: 119; US Department of Labour, 1991: 21). Thus, the "the glass ceiling" is an indication of gender discriminatory practices discernible in management positions. Additionally, women who are able to crack through the "glass ceiling" often contend with various gender stereotypes. Furthermore, as shown by Freeman (1990: 63–65), Gutex et al (1991: 560–568) and Offerman and Armitage (1993: 242), women managers, as do many workingwomen generally, deal with dual career dilemmas, double workloads (of having jobs but still being responsible for domestic responsibilities in the home), child care concerns and maternity leave. Also, as Greenberger (1996: 54) and Lee (1993: 272–273) illustrate, documented cases of discrimination and sexual harassment of women, have spearheaded organisational and legal reforms to help ensure that women are duly processed for promotions, pay and partnerships.

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A number of arguments can be made for why women should be equitably integrated into the development process. A persuasive argument is found which posits women and men's equal human rights, and by extension, women's right to be treated equally in access to education, employment, remuneration and promotion. Another popular argument in efficiency based approach, which posits that integrating women into development will lead to greater market efficiency. This argument suggests that keeping women out of the economy means not making use of all of society's productive assets, and so by integrating women into the productive workforce, economic activity and growth prospects will be enhanced. In the maritime sector in particular there is a commitment to rectify previous imbalances, in line with national priorities, and that employing women would contribute to more equitable society by extension. This suggests a rights'-based response to women's participation and looks beyond the narrow efficiency argument which considers women's productive potential.

Women in the maritime sector, both the increase presence of women as well as the limited but critical research, has contributed to a re-thinking of conventional theories and concepts that have informed management studies and practice. This study examines these largely international contributions. By using two case studies in the maritime sector, the Port of Durban in Kwa-Zulu Natal, South Africa, this research is used to make a comparative analysis as well as understand better the issues pertaining to women in the maritime sector in South Africa. This is the first study that looks at women, management issues and gender concerns specifically at National Port Authority and South African Port Operations at the Port of Durban.

1.4 PROBLEM STATEMENT

What are central issues and concerns relating to women and the maritime sector in South Africa? How can these issues be addressed using two case studies in the Durban Unicity: that is, the National Ports Authority and South African Port Operations?

If women are also suited to occupy any position within the maritime sector and there are no indications that there are 'natural reasons for thinking otherwise) then it becomes important to raise the following critical questions.

- Why are women disproportionately represented in management, decision-making as well as operational positions in the maritime sector? Why are women concentrated in

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administrative and clerical positions in this sector? This question focuses on underlying reasons and factors that contribute to women disproportionately accessing certain positions. Further, the gender occupational segregation (that women often clustered in certain positions and levels) also highlights the way in which positions and practices are reflective of gender discrimination. Also, the reasons why more women are not presently acquiring management positions (given their comparable qualifications, experience and seniority) are addressed.

- How can women obtain positions in traditionally male-dominated sectors in the industry? How can women best enter and succeed in these positions? This question assesses the differing strategies employed by women to enter these positions despite the hurdles they face.

- How can society and the maritime industry benefit and harness woman-power by ensuring that women enter management and leadership levels more generally? This research question examines whether women's ways of managing and leadership as illustrated by Helgesen (1995: 21-26) can be advantageous for companies. This entails identifying the specifics of how women manage (and if they are totally different from the way men manage) and how women in management are changing the work place and the nature of management. In part, this aspect also addresses the ways in which women balance and deal with conflicts in the private and public spheres of their lives and what are the lessons for management practice. In essence, do women's experiences as wives, mothers, sisters, daughters and friends help or hinder them from becoming managers. This question negates the taken for granted position that the best way for women to become managers is for them to start thinking and behaving as men.

- What perceptions and attitudes exist in the work place regarding women employees (especially towards those who are in previously male-dominated positions) and policies aimed at addressing gender discriminatory practices? In this question, the focus is on the way in which different groups (females and males) view women employees. Gender stereotypes, perceptions and attitudes about and towards female are examined.

- What problems do women employees experience? Here, the problems experienced by women in the maritime workforce are identified and critically examined. The underlying

causes of the problems (insufficient training, gender discrimination, lack of cooperation from colleagues and inexperience) are also addressed.

- How are organisations responding to women's aspirations and concerns? Lastly, this study looks at whether gender sensitive working environments and policies are being created within the maritime sector. The reasons for and types of policies and programs aimed at eliminating gender discrimination will be discussed. The nature and extent of support for women are also examined. In this regard, implementation capacities and constraints are also addressed.

1.5 RESEARCH OBJECTIVES

- To determine the perceptions of employees (both male and female at different levels) in the maritime industry towards women employees.

- To identify the specific job functions that women perform and assess whether occupational segregation exists in the maritime sector.

- To critically appraise existing policies and programs aimed at eliminating gender discriminatory practices within the maritime sector.

- To examine the impact that gender equity practices has on human resource planning and development in the maritime industry.

- To assess whether there are adequate training and support programs in place to assist women employees.

- To forward recommendations based on the literature and research findings.

1.6 RESEACRH METHODOLOGY

The National Ports Authority and Port Operations in the Durban Unicity form the case study for the following reasons:

- The National Ports Authority and Ports Operations are both situated in the Durban Unicity, therefore, access to respondents is greatly enhanced.

- The majority of functions take place at the Port such as Landlord Services, Marine Services, Bunkering services, etc, (these are regarded as key positions in the maritime sector).

The Port of Durban has more than 5000 (public and private) staff and therefore provides an ideal opportunity to intensively investigate the issues raised in this study. Questionnaire survey was undertaken with 30 females (15 from each case study location) and 30 males (15 from each case study location). Therefore, in total 60 interviews were conducted. To ensure true representation, probability stratified random sampling (two strata of male and female in each case study) was employed to select respondents. Care was taken to ensure that employees from a broad spectrum of positions (managers, administrators, engineers, operators, etc.) were chosen.

The types of approaches to research that focus on understanding underlying processes and reasons rather than broad general trends (the focus of quantitative surveys) are strongly advocated by feminist researchers (see Hedman et al, 1996; Herod, 1993; Maynard, 1994). Feminist researchers therefore encourage smaller-scale research projects.

Two broad research methods were used in conducting this research study, namely; primary data analysis and critical literature review. The review exercise involved critical examination of academic papers, books, articles, policies, internet, and other publications on women in general, women in management, women and empowerment. Additionally, the appraisal of pertinent studies informed the methodology and approach adopted in this research endeavor.

Sampling refers to the process of selecting some elements from a population to represent the population as a whole (Cooper and Schindler, 2001). The basic idea of sampling is that by selecting some of the elements in a population, the researcher may draw conclusions about the entire population. There are several compelling reasons for sampling, including financial costs, greater accuracy, greater speed of data collection, and availability of population elements, inadequate person power and the potential of respondents who may choose not to participate in the research process.

For the purposes of this study the researcher chose 60 respondents to participate in the study. A sample of 30 respondents was chosen from each section, National Ports Authority and South

African Port Operations. It was envisaged that the questionnaire surveys (see appendices A and B) would be undertaken with 15 females and 15 males from each section from all levels within National Port Authority and South African Port Operations structures. Thus, in total 30 respondents (15 male and 15 female) were interviewed per section. A purposive sampling framework was employed to select respondents. Permission was granted from the National Ports Authority Chief Executive Officer to conduct the study. The first twenty questionnaires were given to respondents chosen in each sector and they were completed and returned to the researcher within a day after dispatching them. The second set of ten questionnaires per sector was conducted online via e-mail. The respondents took at least three weeks to complete and return the questionnaires. There was an overall good response even though the response was slow with the online survey.

Thus, the questionnaires were conducted in two forms, the first set was given to respondents and they were given ample time to fill in the questionnaire and then were then collected and given back to the researcher. The second set was conducted using the online method. The reason for doing so was the availability of the chosen respondents. The online method had a slow response rate compared to the personal surveys.

Although the sample size is relatively small (60 in total), it is believed for the purposes of this study that the data gathered provides an in-depth, qualitative and quantitative understanding of issues pertaining to women in the maritime sector as stated in the objectives and research questions. The type of approach chosen by the researcher focuses on understanding the underlying processes and reasons rather than the general trends advocated by feminist researchers (Hedman et al, 1996; Herod, 1993). Feminist researchers encourage smaller scale research projects.

- Nachmias and Nachmias (1976) state that personal interviews are face-to-face interpersonal role situations where an interviewer asks questions designed to obtain answers pertinent to the research project. The questionnaires were quite comprehensive and incorporated both closed and open-ended questions. The closed questions in the questionnaire were related to gathering economic and social data that could be used to gain quantitative data. The open-ended questions were structured to determine

respondents' experiences and perceptions. The socio-economic aspects of the questionnaire were addressed in the first part of the interview in order to enable the researcher to establish a sense of rapport with the respondent and allow ease of entry to the more sensitive areas of the questionnaire. The questionnaires were also structured in such a way that they facilitate comparative analyses.

To ensure that there was consistency in which the questionnaires were interpreted, attempts were made to give respondents maximum time to complete and return their questionnaires. Male and females respondents were given separate questionnaires (see appendices A and B). Due to time constraints the researcher was unable to conduct face-to-face interviews. Personal interviews would have enabled the researcher to obtain maximum information. The interviewer is able to validate answers by observation and continual probing (Perumal, 1994).

All the questions were structured and presented the respondents with a fixed set of choices. The questionnaire was not too short nor too long, information could be obtained from the limited space on the form. The disadvantage of this technique was that answers could not be probed further as the case may be in personal and telephone interviews. In the case of the latter two techniques, a respondent can be encouraged to share information about the topics in an unconstrained environment.

The questionnaire asked direct questions, which required specific information and it was undisguised. On answering the questionnaire, the respondents knew that there was a great need for the researcher to gather information regarding women in the maritime sector, specifically their attitudes and perceptions. They were also given a covering letter stating the reasons for conducting the survey.

Each question in the survey fulfilled the criteria of quality communication instrument and it accomplished the following:

- Encouraged the respondents to provide the accurate responses;

- Provide adequate amount of information;

- Discouraged each respondent from refusing to answer specific question;

- Discouraged them from early discontinuation of participation; and

- Left the respondent with a positive attitude about survey participation.

Structured questions have been used in the whole questionnaire. This technique has offered some advantages to the researcher, for example:

- It has reduced the variability of responses

- It has made fewer demands to the researcher skills

- It has made the received data easy to code and analyse

However, problems and limitations associated with questionnaire interviews need to be highlighted. Of particular importance is the general inability of the questionnaires to gather information that contributes to a greater understanding of perceptual issues. To some extent, including open-ended questions was an attempt to address this concern. However as Herod (1993) asserts, the general structured nature of questionnaires tends to provide limited flexibility. Thus, questions rely heavily on verbal and written forms that often fail to capture important processes, experiences and concerns.

The questionnaires were completed by April 2003. Questionnaires were fully completed by the respondents. Data was analysed using the SPSS program. The main intention was to utilise descriptive statistics.

1.7 NATURE AND FORM OF RESULTS

The questionnaires (Appendices A and B) are comprehensive and incorporate both closed and open-ended questions. They have also been structured in such a way as to facilitate comparative analyses. Broadly, the following sections comprise the questionnaires:

- Background of respondents

- Knowledge of gender discrimination

- Perceptions of gender affirmative action

- Implementation of programs addressing gender discrimination

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- Women in the maritime sector: perceptions/ attitudes

- Management and leadership concerns

- General

Respondents were interviewed using a mail survey technique. The relevant questionnaire was left with the respondent and collected after completion. Wherever relevant, data was analysed using an SPSS program. The main intention was to utilise descriptive statistics.

In addition to the data gathered via implementation of the questionnaire, secondary data sources were also used. These will include official reports, studies conducted by consultants on behalf of the maritime sector and memos/circulars. The main intention is to access background data (such as workforce characteristics) and information regarding policies.

1.8 LIMITATIONS/ EXPERIENCES OF THE STUDY

The study was directed at men and women employees in all sections within National Ports Authority and South African Port Operations. Limitations such unavailability of respondents due to tight working schedules, especially at higher management levels, were encountered. Difficulty in accessing required secondary data from South African Port Operations and National Port Authority posed a problem.

It is important to note that Senior Managers granted full permission for the research to be conducted at their sections. The researcher met with the National Port Authority CEO and the Port Manager and the subsequent e-mails sent to them proved to be valuable in facilitating the whole process and ensuring that the fieldwork was completed as per schedule. Also, accessing additional information was greatly enhanced.

The questionnaires were completed by respondents at their own pace and they were able to examine the entire survey before attempting to answer the survey. The researcher's contact details were also provided to all the respondents so that if they encountered any problems or needed clarity on any aspect of the questionnaire they could contact the researcher. This proved to be extremely valuable since some of the respondents did contact the researcher to clarify certain issues.

Accessing of secondary data was problematic at first, but eventually proved to be fruitful when the researcher visited the library at Ocean Terminal. In general, though questionnaires came back filled in completely, comments were made with regards to the length of the questionnaire. Respondent's comments were that it was too long and female respondents felt insecure in the presence of male respondents. They therefore preferred to fill in the questionnaire at home rather than in the workplace.

1.9   STRUCTURE OF THE STUDY

Chapter one covers introduction to the study whereby a gap was identified within the maritime sector with regards to integration of women into this very male-dominated sector. The study therefore looked critically at how women could contribute effectively to sustainable development through promoting women's economic advancement as well as ensuring that their involvement in the sector is greatly enhanced. This chapter examines management concerns and looks at the conceptual frameworks arising out of literature that focuses on gender issues. The motivation of the study is highlighted and the problem statement addresses the central issues and concerns relating to women in the maritime sector in South Africa. Research objectives are stated and the research methodology and framework used in the study are highlighted. Nature and form of the results gathered, and analysed. Limitations and experiences are also discussed

Chapter two critically examines the secondary data reviewed on women in the workforce and conditions faced by women in general as well as women in the maritime sector. Women, management and managers in general are discussed in details under the gender and management, occupational segregation, the cultural perspective, reconciling work and family, and lastly the economic context. Strategies for entering and advancing women in management are critically looked at. The current position of women in management and their leadership styles are examined. Black women in management and gendered language in management world and harassment in the workplace is critically reviewed. Lastly training, capacity building, national dynamics in South Africa and affirmative action are examined.

Chapter three discusses the maritime sector by critically looking at the maritime sector in South Africa and its contribution to the economy and the role that it plays in the globalisation process.

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It also looks critically at women in the maritime sector and how women can make inroads into those occupations that were basically reserved for men provided opportunities and proper training is given to them.

Chapter four is the quantitative analysis of data of the questionnaire findings relating to the background of the respondents, their knowledge of gender discrimination, perception of gender affirmative action, implementation of programs addressing gender discrimination, women in management: perception and attitudes, management concerns and lastly general

Chapter five is the summary of the key findings and recommendations are forwarded to address problems experienced by women in the maritime sector as well as women entering management positions.

1.10 SUMMARY

Clearly, women are not reaching the same level of achievement in their careers as their male counterparts. While it seems relatively easy for women to gain employment at lower levels of the organization, it is proving very difficult for them to reach middle and upper senior management positions. As Rendell (1980) points out, "where women are power is not". Sources of power in organizations are frequently biased towards men; this is the result of generations of socialization and internalization effects that produce organizational structures, norms, and cultures with in-built power biases towards men. As Arroba and James (1987: 127) say "organizations are designed to be run by men and therefore the prevailing culture tends to be alien to women".

Indeed, in a recent article, Still (1994: 3-10) maintains that "enough evidence now exist to prove that organizational culture is a major impediment to women's progress into senior management" because of the gender bias of culture. Still (1994:3-4) goes on to say that all organizations embody a male managerial culture because, when both organizations and management systems were first formed only males were in the workforce, leading to what Karter (1977) described as an organizational structure that has been constructed to exacerbate and exploit gender differences".

Despite the advent of women into both workforce and management, and the introduction of anti-discrimination, equal opportunity and affirmative action laws, there has been little fundamental change to the underlying culture (Still, 1994: 4). This culture can work against women in many ways, for instance, by organizing opportunity structures and career progression in ways that enable men to achieve positions of prestige and power more easily than women. Because it is a culture rather than formal visible structure that is biasing power it becomes more difficult to change through legislation. The implications of this change lie not only in relying on men to recognize the economic reasons for eliminating sources of prejudice against women, but in women themselves who by recognizing the important role of economy in the maritime sector, can help redress the imbalance. Women play an important role in challenging gender stereotypes. However, many women will not have the advantage described above.

CHAPTER 2 – LITERATURE REVIEW/ THEORETICAL FRAMEWORK

2.1   INTRODUCTION

This chapter is divided into four major sections. The first section examines the conditions faced by women in general. The second section focuses on women in management. The key areas under discussion are occupational segregation, pay differentials, differences among women as well as job and life satisfaction levels. Additionally, the concepts of management and managers are briefly clarified. Furthermore, the main issues considered in this regard are women's strategies for entering and advancing in their chosen careers and management position, leadership styles, black women in particular, issue of sexuality, gendered language in the work environment, women harassment and organisational structures and lastly training and development. Finally, in this section, the national dynamics in South Africa and the implications that these have on women in the workforce generally and women in the maritime sector more specifically are elaborated on. A critical appraisal of affirmative action forms part of this discussion. The fourth section discusses issues pertaining to management, women in the maritime sector and gender concerns. The last section forwards concluding comments.

2.1.1   Conditions faced by working women in general and women in the maritime sector

There have been considerable improvements in the condition of women in the past years. Significant strides have been made in education, where literacy rates for women are rising with the important observation that there is still a gender gap, but this has been narrowing over the years.

Women are seen participating more and more in the work market as well as are beginning to be seen in executive and legislative positions in our country. Furthermore, their presence is now beginning to be felt in corporate boardrooms. But the fact still remains that all this is still on highly unequal terms. At the lower echelons of socio-economic and political life, great strides have to be made in liberating women from traditional stereotypes of work. Even among the

women themselves, their identity is locked in domestic responsibility, and this represents a critical obstacle to the advancement of women in general.

Many strides have shown that, historically women performed three major types of economically productive activities (Berch, 1982; Folbre, 1995; Jacobs, 1992; 1995; Kanhere, 1995; Sinclair, 1991; Stromberg and Harkess, 1988). Women have:

- produced goods and services for the family's own consumption, for example, women working and living in the rural areas where subsistence farming is still a major source of income.

- performed unpaid labour outside the home that is not related to family maintenance, that is, volunteer work (for example, in what used to be called missionary institutions).

- produced goods and services in the home for exchange and/ or sale for wages outside the home in the formal economy.

Studies often emphasize that although the types of work are productive, and contribute to the economy, work performed by women in society still remains unrecognised and unrewarded. This briefly summarises the key issues and debates relating to women and employment in general and to lay the groundwork for more in-depth discussions relating to women in the maritime sector and those who are currently holding management positions.

It is important to note that the profile of the status of women's advancement in the South African context is highly uneven, from one region to the next, within countries and across countries and sub-regions. Within countries, the important factors are socio-economic conditions, education and age. The country variations are highlighted by empirical evidence on low autonomy and power among women vis-à-vis men, especially in countries or societies where the patriarchal system remains a strong framework for relationships. Thus, experiences of inequality and lack of autonomy are more societal-level than individual-based.

Many recent socio-economic and demographic changes have given rise to women-headed households. This phenomenon exacerbates gender inequality and can engender conditions that extend poverty into next generations. Other conditions have emerged owing to the recent

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changes in the socio-economic and political life in our country. In tandem with ingrained norms and taboos that place women below men, are the feminisation of poverty, violence against women, and exploitation of women. Despite all these constraints, women have increasingly attempted to search for their identity, independence and have tried multi-phased, strategies to achieve this. However, they are hindered continuously along the way by pervasive obstacles that are gender-related.

The responses and affirmative action to the challenges of gender inequality have been very encouraging, with a number of them already showing empirical evidence of positive results and consequences. The range of actions taken by the government is wide, and as broad as integrating women's concerns into natural programs and plans, including the creation of national structures to enhance women's roles in sustainable development.

This effort has been seen in the maritime sector through the port reform initiatives and processes all over the countries. In South Africa, these reforms have been in the form of enforcement of new legislation, for example, Employment Equity Act, Affirmative Action, and Empowerment of women and other revision of existing legislation to revoke sex-discriminatory provisions. Special programmes have been instituted and implemented with the intention of equalizing the conditions of men and women. These are mostly in the areas of education and training as well as job creation.

It is important to note that the existence of gender stereotypes in the minds of people tend to compromise the development of society in general and of women in particular. The South African government in particular has led the way in undertaking efforts to mainstream gender in government bureaucracy. This is a strategic move, for indeed programs and policies are drafted and Bills have been passed in parliament to this effect.

However, there is still a long way to go towards achieving equality and empowerment of women. The unevenness of actions and advances in our country needs to be addressed. The equality issue will have to be addressed in a more holistic and realistic manner as opposed to an ad-hoc issue-based way. This is important because the causes of gender inequality are deeply rooted in the history of relationships of people and groups of people. It is also imperative that the

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implementation of legislative gender imperatives be underscored. Laudable policies and legislations are meaningless if they are unable to transform current practices and processes that will result in real changes on the ground.

Steinberg (1995: 57) states that gender influences job content, the structure of authority and control, access to jobs, training opportunities, and mobility channels. It informs ideologies that legitimate work-place arrangements and employer choices, and it even shapes what is noticed about jobs and the people who fill them.

The overall characteristics of the female workforce include the factors that contribute towards women's decisions to join the working world. Marital and family characteristics (especially a women's status as a parent), educational level and job preference profoundly influence the likelihood of a woman's participation in the workforce. In general, women are most likely to enter the workforce before they are parents and again after her children reach adolescent (Snioes et al, 1998).

In terms of education, it is generally accepted that those having better education are more likely to obtain and keep higher level, more interesting and higher paying jobs. However, the evidence of sex discrimination is discernible in that men earn higher salaries at every educational level (Barnum et al, 1995; England, 1992; Institute for Women's policy Research, 1995; Tomaskovic-Devey; Williams, 1989). Women must be demonstrably better than competing males despite similar qualifications. Women in the maritime sector in particular have to face up to this challenge more often than ever because they are in a largely male-dominated environment which requires them to really out-perform in their chosen fields.

In terms of education, many women feel uncomfortable with non-traditional education and vocations. The following are some data pertinent to understanding women in the South African workforce (Corton, 2000: 3):

- Women make up just over half of the population in South Africa;

- 26% of all households are headed by women;

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- In most families, women who have full-time jobs also take responsibility for housework and child care;

- 60% of men and only 40% of women have post-matric qualifications;

- Women have higher unemployment rates than men, four out of every ten women are unemployed;

- 35% of all African women are employed in the lowest paid category as domestic workers;

- Less than 5% of women occupy management positions;

- 85% of the managers are White men, 9% are White women, 3% African men and 2% African women; and

- More than half of the working-women have been sexually harassed.

The solution to the problems and issues highlighted above are challenges that face each and every South African. Empowering and improving the status of women are important ends in themselves and are essential for the achievement of sustainable development. The objectives are:

- To achieve equality and equity between men and women and enable women to realise their full potential;

- To involve women fully in policy and decision-making processes in all aspects of economic, political and cultural life as active decision-makers, participants, and beneficiaries; and

- To ensure that all women and as well as men, receive the education required to meet their basic human needs and to exercise their human rights.

Other recommended actions include, among others, establishing mechanisms for women's equal participation and equitable representation at all levels of the political process and public life; promoting women's education, skill development and employment; and eliminating all practices that discriminate against women, including those in the workplace and those affecting access to credit, control over property and social security. South Africa should take full measures to

eliminate all forms of exploitation, abuse, harassment and violence against women, adolescents and girls. In addition, development interventions should take better account of the multiple demands on women's time, with greater investments made in measures to lessen the burden of domestic responsibilities, and with intention to laws, programs and policies which will enable employees of both sexes to harmonize their family and work responsibilities.

Women's status in society and their participation in economic activities are strongly influenced by religious and traditional social issues and customary patterns of division of labour. Lower enrolment of girls in technical schools and universities may stem from these socio-cultural issues with a direct effect on their subsequent role in a country's commercial and economic structure. By bolstering women's education and participation in the economy, society as a whole will benefit. This is the essence of the United Nations Women in Development initiative, which has been taken up across the United Nations system (Tinskey, 2000).

Men also need to play a key role in bringing about gender equality since, in most societies; they exercise preponderant power in nearly every sphere of life. The objective is to promote gender equality and to encourage and enable men to take responsibility for their sexual and reproductive behaviour and their social and family roles. Government should promote equal participation of women and men in all areas of family and household responsibilities, including, among others, responsible parenthood, sexual and reproductive behaviour, prevention of sexually transmitted diseases, and share control in and contribution to family income and welfare. Governments should also take steps to ensure that children receive appropriate financial support from their parents and should consider changes in law and policy to ensure that men's support for their children and families. Parents and schools should ensure that attitudes that are respectful of women and girls as equals are instilled in boys from the earliest possible age. It is the capacity of women as well to engage in adult or lifelong education programs that, if respected by the State, can result in many benefits for women, and the nation.

2.2 WOMEN, MANAGEMENT AND MANAGERS IN GENERAL

Significant progress has been achieved in furthering the cause of gender equality in labour market over the past decades. Women have been moving steadily into occupations, professions and managerial jobs previously reserved for men. Their access to education and training

continues to improve, providing many with the necessary qualifications to aspire to jobs in senior management. Trade Unions and women's organisations have devoted much thought and energy to overcoming the attitudinal and institutional discrimination that bars women from certain jobs and hinders their career development.

Fageson (1993) supports this contention and further argues that women within the managerial sector are disproportionately concentrated at levels that are less prestigious and have lower remuneration than those positions typically occupied by men. Women rarely hold managerial positions with the greatest power and are seldom on career ladders that lead to top management. Instead, Grant (1988) argues, they are tracked into departments or jobs that offer little opportunity for decision-making. Women managers tend to be concentrated in the most precarious forms of work throughout the world and breaking through the" glass ceiling" still appears elusive for all but a select few.

The hurdles facing women aspiring to management jobs can be so formidable that they sometimes abandon efforts to make it to the top. They often take their energy and know how to smaller and more flexible work environments. Whilst women have captured an ever-increasing share of the labour market, improvements in the quality of women's jobs have not kept pace. This is reflected in the smaller percentage of women in management in general. Particularly in the private sector, and their virtual absence from senior jobs.

Wage differences in male and female managerial positions stem from the reality that even when women hold management jobs, they are often in less strategic lower-paying areas of the organisation. They are also linked to the fact that women managers tend to be younger on average, as most senior jobs tend to be dominated by older men. Despite the persistent inequalities at managerial level, the continuous entry of women into higher-level jobs has been noted, although they remain under-represented in senior management. The situation is even more pronounced in the maritime sector and the mining sector. With few exceptions the main challenge appears to be sheer slowness of women into senior leadership positions in the organisations, which suggests that discrimination is greatest where the most power is exercised.

The importance of gender equality for economic growth and the welfare of families however, is being increasingly recognised. The effective management of organisations and firms today depends on ensuring a balanced mix of so-called masculine and feminine attributes, and an increasing number of organisations are adopting measures to attract and retain women so as to benefit from their qualifications and talent in a competitive environment. And the growth in entrepreneurship and increasing numbers of women running their own businesses, both large and small, herald a different future for societies. The economic power gained by women will play a key role in the struggle to sweep aside gender inequalities in all walks of life.

2.2.1 Gender and management

Gender is defined by the patterns of learned behaviour that are considered appropriate either for women alone or for men alone. Historically, most values and expectations for women's behaviour have been articulated in relation to men, rather than independently in terms related to women as group. (Lengermann and Wallace, 1985; Richardson, 1988). In fact, it is frequently difficult for both women and men to think of women as culturally distinct from men (Martyna, 1980) or as having destinies and goals that go beyond those defined by men (Beard, 1971; Morgan, 1982).

Much gender behaviour is compartmentalised into stereotyped roles, which are artificially polarised or contrived to be complementary to that of the other gender. In many vital respects women are segregated from the world of men (Bernard, 1981). Also, Oakley (1975; 1976) asserts that women's delegated work and traditional responsibilities frequently confine them to domestic sphere. When women work outside of the home, the division of labour in factories, corporations, and other organisational settings shows persistent patterns of segregation (Reskin and Hartman, 1986).

In examining the interplay between women's awareness and the new social order, new trends and precedents must be identified. When new principles will emerge, more people shall accept equality, when the concept of the comparable worth of women and men is understood more fully. Women and men perform different economic and social roles in society, but in many respects parity between these contributions can be demonstrated (Steinberg and Haignere, 1984).

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Education has undoubtedly played an important role in improving women's qualifications and opportunities, and has been and still is a key element in breaking through the glass ceiling.

Women's education and training and life experience are increasingly equipping them with the necessary qualifications and skills to aspire to and be selected for top positions. Despite persistent differences in educational levels, the gender gap is closing in many areas. This should theoretically allow women more access to management jobs in years to come. The pursuit of universal education over the last decades has contributed to the rising educational levels of women worldwide. At the same time, increases in women's labour force participation have led to a higher value being placed on women's contribution to family income. Together with changing social attitudes, this has created a more enabling family and social environment for young women to achieve better education. Furthermore, the expansion of the service sector, in which there has traditionally been a high concentration of women, has opened new horizons; motivating women to seek qualifications for the kind of jobs they have easier access. Job growth, generated by new information technologies such as the Internet, is creating new opportunities and women are increasingly taking advantage of such developments to create and run businesses.

It has to be recognised, however, that significant gender differences continue to exist in the nature and quality of education and training. These can represent real obstacles for many women, both at the recruitment stage and later in their careers. Improving the quality of women's education largely depends on support from the family and community in encouraging young women and providing them with the same educational and training opportunities as young men.

Indeed, young women have increasingly been encouraged to undertake further education to increase their chances of finding employment later, though the focus of this education tends to be at lower educational levels. In contrast, young men are often prompted to take on higher-level studies of longer duration. This situation is gradually changing in many countries and South Africa is no exception, but the problem of gender choice remains, young women still tend to select particular fields of study and young men others. Thus, many women can end up lacking the right educational profile to enable them to enter and advance in certain professional and managerial careers.

On the positive side, there are continuing improvements in the academic achievement levels of young women, which reach or even surpass those of young men in certain areas. A slow but steady shift towards young women entering more scientific and technological subject areas is also notable. These changes are already affecting the type of professions chosen by women and will influence the gender composition of professional and managerial occupations in the future.

Equal access for young women and men to education, vocational training and on-the-job training is a prerequisite for women to obtain more highly skilled and better paying jobs. Until a sufficient number of women have the qualifications and skills required for moving into men's jobs, they cannot constitute the critical mass in organisations needed to ensure that all women, not just the exceptional few, have the chance to advance. Yet gender-based study choices made by students, their families and employers will continue to be the norm unless special measures are taken to encourage different choices. Young women need to be encouraged to take up studies in non-traditional subjects and in areas of future job growth. Young men also need to be increasingly prepared for understanding changing gender roles and the implications for their own professional, social and family lives. This requires a multi-faceted, well-integrated approach that involves education curricula, teacher training, vocational training advisory services, the media, and the setting of targets and legal obligations for employers. Once in a job, women should have equal access to continuous technical and professional upgrading so that they can compete for higher-level jobs later on.

"Glass ceiling" is a term coined in the 1970s in the United States to describe the invisible artificial barriers, created by attitudinal and organisational prejudices, which block women from senior executive positions. Whether this glass ceiling occurs in the workplace or in politics it is essentially a reflection of social and economic gender inequality. With the achievement of educational parity and changes in social attitudes towards men and women's roles, it had been somehow assumed that women would quickly move up the career ladder. This has proved hard to achieve and no more so than at the top, where the prevalence of male executives tends to perpetuate the glass ceiling and where women often find themselves without the right mix of corporate experience required for senior executive positions.

A major source of discrimination stems from strongly held attitudes towards women's and men's social roles and behaviour. If one compares the effective roles played by women and men rather than looking at women as an isolated group, it becomes apparent that each has different access to resources, work opportunities and status. The consequences of gender inequalities include women being "crowded" into a narrow range of occupations where there is less responsibility and/ or lower pay, or having to work part time, where there are fewer opportunities for advancement. While this situation can be explained to some extent by men and women's perceptions of their respective social roles, they have in fact, been undergoing substantial changes in recent decades. Labour force participation patterns of men and women social attitudes have been gradually evolving to reflect these.

As illustrated earlier, there is sufficient evidence that demonstrate that women in similar job positions who display equal education and experience do not earn as much as men in comparable tasks. Singh (1995) and Snipes et al (1988) assert that generally two perspectives are often cited as explaining the above situation. The first, argues that women who are not adapted to outside employment, are incapable of performing well and are therefore paid less. This position also justifies occupational segregation by asserting that women are naturally well suited to certain jobs. On the other hand, opponents offer interpretation that women are widely discriminated against in a patriarchal and sexist society. Given the patriarchal nature of most societies and households, and the concomitant double workloads that most women experience (being responsible for domestic responsibilities despite entering the workforce); management is bound to have an impact on women's social and personal lives that are different from that of men. Larwood and Wood (1987) suggest that a woman entering management must decide the extent and types of demands she is willing to accept.

With the advent of women's movements, changes in social acceptance of gender equality have been primarily due to changing perceptions among women and men themselves. The promulgation and enforcement of equal opportunity laws have not only lessened institutional discrimination; they have also had a considerable impact on the awareness of populations. In recent years, women's working lives have become characterised by more continuous labour force participation. Women have entered many of the professions previously reserved for men;

for example, the maritime sector, and their earnings have become an essential part of the household income.

These changes have led to shifts in societal views about the role of women in the economy. Higher educational levels attained by women coupled with falling fertility rates, particularly in industrialised countries, are contributing to such increases in women's economic activity rates. Another marked trend is that women are spending more of their productive years in the workforce. Periods away from the labour force to give birth and care for children are becoming shorter.

The trend is seen worldwide, where women's share of the labour force is increasing, but indeed at a slower pace than their participation rates. While the quantitative nature of women's participation in paid employment is ever-increasing, manifest-gender inequalities exist in employment status and quality of jobs held by men and women. Women have always had part time and temporary jobs, while men hold more of the well paid and secure ones. Women make up the majority of part time workers, and a large portion of women who work on a part-time basis (Facts About Women, 2000). In developing countries, significant proportions of these women work in the informal sector or at home.

2.2.2 Occupational segregation

The factor that contributes to gender inequality is that men and women perform different jobs and so-called "women's jobs" are often assigned a lower value in terms of skill requirements and remuneration, and this is more pronounced in the maritime sector. Developments in job evaluation methodologies have often demonstrated that the many jobs occupied by women in fact require levels of skills, responsibilities, task variation, and complexity similar to the higher-paid jobs held by men. As examined earlier, a combination of social attitudes and gender inequality in education and training has largely contributed to occupational segregation, resulting in men and women being streamlined into different trades, professions and jobs resulting in what is called horizontal segregation". (www.osw.dpmc.gov.au).

Not only do men and women have different jobs, but there are also differences in the extent to which they are represented in the hierarchy of positions within jobs. Even in occupations

dominated by women, men usually occupy the "more skilled", "responsible" and better-paid positions. For example, in the teaching profession, the majority of teachers are often women but the top administrators are men. Similarly in the health field, doctors, and hospital heads are very often men, while most of the nurses and support staff are women, resulting in what is termed "vertical gender segregation" (www.osw.dpmc.gov.au).

The movement therefore of women in upward direction through occupational categories tends to take up more responsibility; this is not to say men do not take up equal responsibility when they hold more senior or even equal responsibility. In the case of women their managerial positions tend to be hampered by institutional barriers and social attitudes. Glass ceiling usually results from this type of vertical segregation, where recognition of factors such as skill levels, responsibility, pay, status, and power is crucial to accessing management positions.

The outcome of occupational segregation is significant in pay differences between men and women workers. The principle of equal remuneration for equal value of work has recently been incorporated into the labour legislation of our country. Pay differentials continue to be one of the most persistent forms of gender inequality. The gap is slowly closing but is likely to remain while occupations are still highly segregated.

2.2.3 Cultural perspective

The cultural perspective suggests that men and women behave according to certain well-defined cultural and psychological processes. Epstein's (1985) argument that almost everyone, including women, is to blame for the pervasiveness of patriarchal values in most societies is still relevant today. In many cases both men and women have internalised gender roles and propagate what is expected behaviour, attitudes and aspirations of men and women. Socialisation processes tend to emphasize independence, work and career orientation for men while women, dependency and sex orientation are emphasised. In most societies, tradition suggests that man should be the breadwinner and success in the workforce is closely linked with success "as a man"(Women and Youth Affairs Division, 1995: 7). The key role concepts are masculinity, femininity and management. Masculinity and femininity are seen to imply different values and behaviours

relative to one another. The process of questioning long-standing attitudes and expectations is a difficult one.

These stereotypes often define roles and studies show that a great deal of social pressure is often applied to those who do not ascribe to the gender roles (Northcroft and Gutek, 1993). Those who make it to management or leadership positions may be perceived as unique and exceptional, unrepresentative of women in general. In these cases, as long as the women remain exceptions rather than the norm, they are not regarded as threats and are tolerated and often accepted into the patriarchal establishment.

Bhatnagar's (1995) study found that the majority of male executives felt that women are temperamentally unfit for management. Although managers have become progressively more cautious about expressing such opinions, Collinson (1987) shows that the related attitudes persist and have been demonstrated consistently in experiments dealing with personnel policies. Also, some researchers have shown that favouritism may result in a systematic bias by male managers, who are in control of most organisations, towards the unconscious or conscious selective grooming for rank advancement of male subordinates with whom managers are more likely to share close friendship.

It is a fact that over the years, women have attained educational levels comparable to those of men and have been increasingly hired in jobs previously reserved for men. They have responded to expanding opportunities and invested themselves particularly in business, administration and finance.

2.2.4 Reconciling work and family

Recent research findings substantiate the observation that women not only suffer discrimination on the job (Portocarero, 1989); frequently, they are also limited in their decision-making powers in the home. It is only when women have considerable autonomy and decision-making authority at their workplace outside the home that this tends to be correlated with increased autonomy and decision-making power at home. The complexities and nuances in these trends by stating that most women are limited by a traditional division of labour both at home and in the workplace.

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Although women's criteria for social class distinction differ from men's social class definitions have more influence in society at large, and women's opportunities are largely restricted by the economic standing of their husbands and fathers (Davis, 1983). Women's work, which could be a basis of their own social class placement, is frequently confined to non-paying or underpaying jobs inside and outside the home.

When women manage to rise out of their subordinated social and economic positions by doing work that has more status and pay, they find that they are discriminated against in token positions of advancement and among women and men's elites. As a result of the pervasiveness of these pressures at work, most women are unable to move from their economic subordination and subjugation. Those women who manage to develop their work and skills and pursue career directions frequently do not have the resources to assist other women to break out their occupational limitations (Aga, 1984).

Women's traditional functions in society and their value orientations limit their views of themselves and the world. Crises such as divorce bring severe economic hardships and the burdensome necessity to work outside the home regardless of preference, especially when women have children. The monotonous work that these women are often obliged to undertake relentlessly narrows their lives and impoverishes them.

In some respects, only broad economic changes will enable women to be paid according to the value of the goods and services they produce. To accomplish this, capitalism would have to be more radically modified than vested interests would permit, although women's individual and collective well-being depends on changes in established economic structures.

Women who work outside the home increasingly establish their identities based on their occupations. In this respect, work choices outside the home are becoming increasingly central concerns in women's expressions of their values and their personal and professional fulfillment The gender division of time between work and family is probably the most significant gender issue of all and explains many of the differences between the work patterns and job types of men and women. Studies have shown that women work longer hours than men in nearly every country. Labour inequalities between men and women explain many of the difficulties women

face in pushing against the glass ceiling. However, gradual movements towards diversification in occupations for women and the closing of the wage gap have been noted. To quicken the pace on the road to gender equality, diversification in occupations for men will be required.

There is also a great need for sharing of family responsibilities between men and women. To support such developments, the world community will need to find a greater balance between achieving economic and social objectives so that men and women everywhere can enjoy "human development" on an equal footing.

2.2.5 The economic context

The fragility of women's advancement to management positions, however, is reflected in the fact that gains can be somewhat dampened by economic recession and restructuring, or by reductions in societal support for women. For example, the recent bursting of the economic bubble in Japan resulted in companies hiring far more men than women. A survey of companies revealed that the proportion of hiring male graduates increased from 50% in 1992 to 62% in 1996, while at the same time companies hiring both men and women graduates fell from 45% to 37% (Imada, 1996). In addition, policies such as affirmative or positive action are being strongly challenged through the courts in Europe and the United States.

Despite the indications that women's labour is increasingly in demand, only a relatively small number of companies are investing in women's career development. Such companies believe that promoting women produces more talent and therefore more long-term profitability. As competent and qualified women become harder to attract and retain, companies promoting women today expect to gain advantages over the longer term. Moreover, making women visible at the top can provide a competitive edge in selling services and products to the growing number of female customers.

Indications that more such developments can be expected are to be found in a study from the United States, which examined the positive performance impact on women's presence on the boards of companies making public offerings. The study notes that when such companies go public, the initial stock price is based on factors not related to their current financial performance. Instead, one of the criteria used to determine the initial value is the composition of

the senior management team, and its gender balance in particular is becoming an increasingly significant element (www.ilr.cornell.edu/dept/cahrs/PDFs)

In 1988, there were no women on boards of 134 companies going public. In 1993, 27% of 535 top companies in United States surveyed had women in their senior management teams. Of companies that went public in 1996, 41% had women on their boards. The study found that, having women on the top management teams results in higher earnings and greater shareholder wealth, and that it is the mix of women and men on board that results in higher long-term performance. The maritime sector would definitely benefit from increasing the number of females in their executive structures as well as in their overall structures within the sector.

The principal constraint on the level and type of women's labour force participation is the responsibility they carry for raising children and performing household tasks. An important feature of professional and especially managerial work is the extended hours that seem to be required to gain recognition and eventual promotion. It can be practically impossible to reconcile the long hours often required of management staff with the amount of time needed to care for a home and children, not to mention care of the elderly. Yet, the availability of part-time managerial work is rare. In this context, time is very much a gender issue. Women who desire both family and a career often juggle heavy responsibilities in both domains. Those who opt for part-time work early in their careers may find advancement hampered, even after a return to full-time employment, since their male counterparts will have invested heavily in career building during the same period.

The reality therefore is that women are undoubtedly making significant inroads into senior hierarchies of management. Changing social attitudes towards women's roles in the labour market and at home have been central to this process and anti-discrimination legislation has encouraged women to obtain better qualifications and seek better jobs in new fields, like the mining and maritime sectors.

Despite these positive improvements, there is often frustration with slow pace of change, especially considering how much women have caught up with men in terms of education. There

are strategies in place to speed up advancement of women in general and they focus on the following area:

- Enacting equality laws and rendering complaint procedures more effective

- Providing family care assistance

- Revaluing feminine occupations

- Moving women into more scientific areas

- Insisting on objective criteria in recruitment and promotion

- Questioning organizational structures in terms of both men and women

- Building networks and

- Raising awareness and changing social attitudes

Progress in these areas is, however, dependent on labour market trends and available economic opportunities. A negative employment outlook tends to dampen efforts to improve women's situation. Predicted labour shortages may benefit women if companies use the right strategies. Nonetheless, even when economic opportunities are poor because of recessions, economic downturns, and the like, it is certain that women's presence in the labour force will continue to grow, both numerically and qualitatively. As the proportion of professional women reaches a critical mass, the contribution of qualified women will increasingly be perceived as a bottom-line requirement, and thus the position of women will be less subject to the vagaries of the market place.

Increased competition and economic globalisation, which are promoting new forms of flexible organisation and new management styles, can further boost women's labour market position, as these new forms put more emphasis on organisations and attitudes that are flexible, non-hierarchal, cooperative and holistic. Such environments de-emphasize the old rigidities that have restricted women and allow a more positive appreciation of the so-called feminine management qualities and styles, being more consensus and solution oriented, being more practical and supportive.

As women catch up with men in many areas, one key issue that emerges is the gap between the small proportion of women with secure, well-paid jobs and the bulk of the women remaining in low-skilled positions, often on a part-time, temporary or other precarious basis, not to mention the vast majority of the world's women who work in the informal economy. Thus, it should be kept in perspective that, for the majority of women to improve their occupational and employment status, broad-based measures have to be pursued in tandem with specific strategies to promote women in management in general and in the maritime sector specifically.

2.2.6 Strategies for entering and advancing women in management

Women are better educated and hold more jobs worldwide than ever before, representing more than forty percent of the worlds' labour force. Yet, most women continue to suffer from occupational segregation in the workplace and rarely break through the "glass ceiling", thus preventing women's access to the top level management and professional positions in maritime sector, enterprises and organisations. This results in women usually earning less than men, under-utilised, lack of access to decision-making and of role models. The consequences of these effects are the reduced contribution to household earnings, lower competitiveness, economic loss for the organisation, human rights and social injustice infractions and perpetuation of gender discrimination.

Extensive changes in the labour market composition, with women's increased economic activity in a widening range of occupations along with their rising skill levels, has led to mounting pressure for attention to be paid to the issue of women in management. In spite of the inequalities, women around the world have made considerable progress in capturing an ever-increasing share of professional and management positions. However, the fact remains that the higher the position, the more glaring the gender gap. Studies demonstrate that even though women are often better educated and qualified than men in the same job, they still have to work harder and perform better than their male counterparts in order to move ahead.

A very real and practical constraint for women to achieving high-level positions is the responsibility they bear for raising children and performing household tasks. Career progression policies and structures are often designed to emphasize the period between thirty and forty years

of age as the most important career development. But these are precisely the most intensive years for child rearing. Thus, women who want both a family and a career have to juggle heavy responsibilities in both domains. A more subtle constraint is that even women without family responsibilities are still seen as potential mothers, with the result that investment in their training and career opportunities is often given less attention than those of their male counterparts, thus reducing their chances of obtaining top jobs further down the road.

Another obstacle to women's advancement in the workplace is that of sex stereotyping regarding women's ability and willingness to accept positions of responsibility, especially if long hours, travel and relocation are involved. The consequences for many women include being placed in less strategic areas of activity, not being given varied and challenging assignments, and not being exposed to the range of operations and activities which are crucial factors for climbing the ladder to management jobs. Since, as a result, chief executive officers see that few women have appropriate business and have not been long in a variety of management positions to be selected for top executive jobs, this situation is a vicious circle.

Fortunately, many organisations are realising that women's talents and skills are good for business. They are making moves to attract and retain women as professionals and managers. In the maritime sector where few women worked before, there has been a great improvement in their numbers. Women are making progress and getting into top management structures. An important step in this direction is the adoption of an equal opportunity policy. Positive or affirmative action approaches often form part of an overall equality policy in order to level the playing field and give everyone an equal chance to climb the corporate ladder.

Measures such as flexible working arrangements, training and coaching, challenging and varied assignments, career and succession planning, and policies to promote family-friendly organisations and to prevent sexual harassment at work, are all positive steps in this direction. Training in management skills, assertiveness training and on the job training in different areas to enable women to gain broader experience and knowledge of the structure and functions of an organisation, are key instruments, which provide them with self-confidence, techniques, knowledge, and contacts they need to forge ahead.

Specific strategies have been found to help women advance include networking, career tracking and mentoring. Women's involvement in informal networks is essential for collecting invaluable information, gaining visibility, and establishing contacts and support for obtaining higher-level jobs. As part of their human resources and equal opportunity policies, companies should consciously encourage and invite women to be part of such networks, for their personal and professional lives. Career tracking identifies women with high potential, and help them gain visibility and experience through challenging and high profile assignments. Special training may be provided, as well as coaching by high-level managers. Such career tracking is available to men more readily, because of traditional perception of management as male occupation.

Mentoring is a process in which older, experienced managers engage in dialogue and exchange of information and ideas with younger potential managers. It is an important conduit for the transmission of the culture and institutional memory of an organisation. It has typically been practiced by pairing of older and younger men in an enterprise on an informal basis. As a strategy to promote women, organisations in other countries are introducing formal mentoring programs for women with high potential. Since most high-level managers tend to be men, it is important that the program be formal, limited in time and monitored to avoid social problems associated with a man sharing power and information with a woman. Mentoring helps male managers understand the difficulties experienced by women, differences in male and female approaches, and the importance of including both approaches in the functioning of the organisation.

While some of the strategies of advancing women into senior management have worked it is also true that difficulties have been experienced along the way (Dipboye, 1978; Epstein, 1985; Fagenson, 1993; Gordon, and Strober, 1985; Henning and Jardim, 1977; Jacobs, 1995; Larwood and Wood, 1987; Miller, 1985; Powell, 1988; Powell and Butterfield, 1994). Despite these challenges women are increasingly entering management in their numbers. Three explanations summarised below, have been forwarded, that attempt to interpret this process. These are the glorified-secretary hypothesis, re-segregation hypothesis and title-inflation hypothesis (Jacobs, 1995: 154-156):

- Glorified-secretary hypothesis: Jacobs (1995) suggests that the Equal Employment Opportunity regulations have mandated a certain number of workers at certain levels in terms of gender, race and ethnic composition. Additionally, firms are expected to file reports in this regard. However, because the reporting categories are broad, employers are able to classify employees with little authority as managers. Miller (1980: 9) noticed in the United States that the representation of women in management rose rapidly largely because "there has been considerable re-titling of positions in some large organisations: under the impetus of affirmative action the administrative secretary has become the administrative assistant or the business administrator and is therefore now classified as a managerial worker."

- Re-segregation hypothesis: This explanation is suggested by Reskin and Roos (1990) who found that the entry of women into previously male-dominated fields neither represents true desegregation nor results in the gains in earnings and other rewards usually accorded to entry into management. It was found that generally the status of these occupations was declining before women started to enter management positions (men were already leaving or joining in diminishing numbers).

- Title-inflation hypothesis: This view simply holds that the entry of women into management coincides with the dissemination of managerial titles, alluded to in the discussion on the glorified-secretary hypothesis, to positions without significant status or authority.

A range of strategies outlined below may be utilised by women for entering and advancing in management. Helgesen (1996) argues that these often result in altering the conditions surrounding the current management masculine bias and creating opportunities for women:

- Visibility: A woman is better off in a highly visible position except when her achievements are threatening to others or of a relatively poor quality.

- Ability: Women are in a better position to advance if they demonstrate their ability to do their job efficiently and effectively. The proof of ability is not easy for women who often have to demonstrate that they are better than their male counterparts and not only that

they are able to do the job just as well as men. Some methods do exist for enhancing the demonstration of ability. Women are better able to advance if they invest in acquiring the necessary qualifications to support their aspirations.

- Fellowship: Women can seek assistance from other women or supportive men. This development of a support network can be crucial for recognition, information and references if needed.

- Acceptance of opportunities: Women must find and take opportunities granted to them. This is particularly important as new equity and affirmative action laws often legislate that companies develop and create special opportunities for women and other previously disadvantaged groups.

The apprentice: Service, as an apprentice is virtually required at some point to successfully move up in an organisation. The evolution of the gate-keeping role in most organisations is viewed as being natural. Also, the apprentice often is expected to be loyal to the gatekeeper. Within the apprentice strategy, however, the woman finds someone to learn from and to help. Often, the woman's position is solidified and she is assured of continuing to advance as rapidly as her patron advances ahead of her.

- Communication strategy: Women need to develop and make better use of the grapevine in getting and giving jobs. The informal communications network provides a valuable mechanism for the exchange of ideas and information.

Surti (1995: 61) contends that new opportunities for education and employment, new socio-economic patterns and new equal political and legal rights given to women are slowly changing the traditional conceptions of the roles and the status of women in society. This is particularly playing a crucial role in the way women think of themselves and their abilities to exert more control over their choices and destinies.

2.2.7 Current position of women in management

Few women gain access to the highest positions as executive heads of organisations and, despite some improvements, many would claim that the pace of change is far too slow given the large number of qualified women in the labour market today. Where figures are available, they show

women holding from one percent to five percent of executive positions. In the United States, where women are as equally qualified as men and constitute around forty six percent of the workforce, they were shown by a 1996 survey (Fortune 500) to hold only 2.4% of executive positions and form a mere 1.9% of top earners among the largest companies. By 1999, these figures had improved, with 5.1 % of executive management positions being held by women, while only 3.3% of the highest paid officers and directors were women (www.catalystwomen.org).

There are critically few women executives and managers in proportion to the total number of women workers. Women represent only a small proportion of managers, managerial personnel or well-educated technical and professional personnel from where managers are often drawn (Arvery, 1997; Collinson, 1987; 1990). Across all vocation types, male managers on average earn more than female mangers. Additionally, female managers are less likely to advance to better positions. This general situation, however, is changing. Fagenson (1993) states that in recent years more women are seeking the qualifications and training opportunities necessarily for management positions. Also, larger numbers of women are entering management. Women are entering the workplace in substantial numbers and assuming roles of substantial authority. These changes are bound to have significant effects in society and in the workplace.

However, many women will not have the advantage described above. For some of those who do, management will represent a conflict with family interests. Executive positions often make unusual time and social demands. Freeman (1990) states that in view of the time demands, many female managers hire domestic help. However, despite the domestic help, the fact that women are still responsible for reproductive responsibilities (even if it to plan and manage how they get done rather than do it themselves) women are less likely to have time for relaxation and leisure, especially at the end of a working day. Fagenson (1993) shows that female managers are only a third as likely as men to be married. Furthermore, married women executives are less likely than male executives to have children. If they do have children, however, they spend more time with their children than men.

The table below summarises the pressures for and against changes affecting women's managerial aspirations (adapted from Loring and Wells, 1982: 37).

TABLE 2.1: Pressures for and against changes affecting women's managerial aspirations

TOWARD CHANGE	AGAINST CHANGE
- Demographic changes in age, family size and life styles - More democratic, humanistic values among large groups of the population - Equity legislation which impact on the legal system - Vigorous ad hoc groups to focus on special groups and problems - Aspirations for moving upward and taking more responsibility - Power of knowledge, expertise and experience in specialised fields	- Traditional views of women - Rigid, authoritarian, hierarchical forms of organisations - Institutionalised power that is carefully guarded - Patterns of business and professional relationships that have not included women - Habits of discrimination and patronisation by men - Inertia of the status quo/ resistance to any change - Potential threat to self image and gender expectations - Concern for profitability as power and cost patterns shift

Women managers also play an important role in challenging gender stereotypes. The increasing numbers of women in management positions help erase the stereotypes of management as a masculine domain and of managers as males. Daughters and other younger females related to women managers are likely to approve and accept their roles. They will also be more likely to seek employment and strive towards higher paying, leadership positions. The effects of women's employment in managerial positions also impact on gender relations more generally. Husbands and male colleagues of professional women come to respect and support their achievements and ambitions. Thus, women who become managers serve as examples that help to break restrictive

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social and economic stereotypes, diminishes the likelihood of further female discrimination and allows other females to develop and apply their abilities and aspirations.

2.2.8 Women and management/ leadership styles

Longenecker and Pringle (1981: 136) argue that there is a great deal of variation in decision-making styles that "reflect differences among managers in the way they perceive, organize, and understand their environment. These differences stem from dissimilar work backgrounds, educational experiences, social influences, value systems, and, particularly, psychological attributes." Eagly and Johnson (1990) indicate that research either verifies or challenges that leadership styles may be attributed to gender differences. Chapman and Luthans' (1978: 229) study illustrated that women leaders exhibit a style that is more human-relationship-orientated than their male counterparts. On the other hand, the same study indicates that women may also exhibit a leadership style that is more task-orientated than their male counterparts because their very survival in a leadership position may be one of "getting-the-job-done".

In one comprehensive study of the relationship between sex role stereotypes and management characteristics, Anderson (1989) found that successful middle managers are perceived to possess characteristics, attitudes and temperaments more commonly ascribed to men than to women. For example, successful managers were more similar to men in terms of emotional stability, aggressiveness, leadership ability, self-reliance, certainty, vigour, desiring responsibility, extent of knowledge and straight-forwardness. On the other hand, characteristics such as understanding, helpfulness and intuitiveness were more commonly ascribed to women. Another study by James (1991) revealed that out of a sample of 200 women, only 15% indicated a preference of authoritarian or task-orientated leadership styles. James (1991) concludes that women tend to be relationship or participative-orientated as opposed to task-orientated. However, because this study did not ascertain male perceptions the assumption is that men are task-orientated. Thus, at best the conclusions are tentative.

In terms of the literature reviewed pertaining to women's ways of leadership there remains central questions that are unresolved. Is it helpful to think in terms of specific qualities that

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women leaders bring to organisations? Does this process not reinforce gender role and behaviour stereotypes?

2.2.9 Black women in management

Bell et al (1993) illustrate that a review of much of the existing literature on women and management indicates that the scholarship primarily addresses the concerns and experiences of White women managers in the Western world. Black women in management concerns and interests tend to be neglected. This is partly as a result of the approaches and research being undertaken as well as the lack of accurate data pertaining to workingwomen in developing countries. The outcome of this lack of information about Black women managers at the organisational level lead to women of colour not being fully integrated into significant management positions. Furthermore, the double advantage hypothesis as purported by Epstein (1973) remains unchallenged. There is the assumption that Black women benefit from affirmative action and equity programs from two aspects: because of their race and their gender. This problematic position fails to adequately understand the double jeopardy that most Black women experience in contending with both racist and sexist norms and practices prevalent in society and the workplace. In terms of women and management, Bell et al's (1993) study illuminates that Black women are less likely to advance to managerial positions when compared to their White female counterparts. Furthermore, Black women managers are more likely to be concentrated in lower managerial positions.

2.2.10 Gendered language in the management world

Many studies have indicated that exclusionary language that reinforces gender roles and stereotypes are prevalent in the workforce (Collinson et al, 1990; Johnson and Kelly, 1978; Steinberg, 1995). Furthermore, Helgesen's (1996) study exposes that in the workplace, the term girls are often used to refer to adult females. Words such as "chairman" and "manager" tend to be gender specific. At the most basic level, literal language interpretation together with observation, reinforces perceptions that certain occupations and positions are best suited for males. The use of exclusionary language is also discernable in job advertising practices. It is

unlikely that a woman will feel comfortable and confident applying for a job advertised for a "foreman" or a "salesman".

2.2.11 Women managers and organisational structures

Culture refers to the behavioural patterns and values of a social group (Wheelen and Hunger, 1993). These values are socially transmitted and reflected in both formal and informal ways. Many studies (David, 1995; Norris, 1980) indicate that organisations are characterised by a distinctive ambiance or environmental ethos. The organisational culture has both formal and informal components. Egan (1994: cited in Mullins, 1996: 715) defines organisational culture as "the assumptions, beliefs, values and norms that drive 'the way we do things here'." Organisational culture impacts staff morale, the extent to which conflicts are minimised or worsened, productivity as well as efficiency.

It is important to examine organisational climates since, as David (1995) asserts, organisational climates bring to light silent management philosophy and behaviour as well as implicit assumptions about what people are like and the inevitable results that will follow. In different climates, individuals may find their scope of activities limited or their growth potential depending on their ability to influence the working environment. Furthermore, Steinberg (1995) asserts that job evaluation systems as well as recruitment and promotion practices are ways in which organisational practices introduce cultural assumptions about men and women into the labour force. Generally, two different types of organisational climates impact on women's roles within the organisation. The more rigid and traditional the sex-role expectations are the more authoritarian the climate. The more accepting of women as individuals and as people, the more egalitarian the climate. The more authoritarian the climate, the more likely will women be found in low-paying, low-skilled jobs. Fewer women would occupy management level positions and these will be heavily concentrated in lower management. The more egalitarian the climate, the more likely will women be found participating in a wide range of positions at management decision-making levels.

In addition to the formal environment, informal organisational structures affect prospects for female managers. When employees enter a new organisation they learn how to relate to the work

norms, social attitudes and informal leadership. Anderson (1989) indicates that women generally do not benefit from informal interaction (over lunches, coffee, sports, drinks, conversations, etc.) to the same degree as men. Women are often left out of such activities and because they are fewer female managers, bonding with other female managers at the level of the male managers become difficult. It is these informal activities, however, which create and sustain the old boys network/ club. Thus, informal networks are critical in terms of communication with significant others within the organisation. This is often important for a person's upward mobility. Informal networks are also central to accessing information pertinent to the functioning of the organisation as well as to opportunities within and even outside the organisation. An interesting finding of Helgesen (1996) is that this exclusion of women is not only attributable to males excluding females but also a product of self-exclusion.

2.2.12 Women and harassment in the workplace

Harassment of women in the workforce is a well-documented and often cited problem limiting women's interest and tenure in male-dominated professions (Dunkel, 1994; Paul and Townsend, 1998; Stromberg and Harkess, 1988). However, it is difficult to ascertain the extent of harassment in the workplace since many cases of harassment goes undetected or unreported. The harassment takes many forms including physical, sexual and psychological abuse. In particular,

> Sexual discrimination refers to the process of responding differently to the members of each sex. Rather than necessarily signaling deliberate manipulation, discrimination may be unconscious and a genuine response to real or imagined differences between the sexes. (Larwood and Wood, 1987: xiv).

Pandey et al's (1995) study concludes that women managers experience stress in the workplace in India as a result of insecurity problems related particularly to new places of work, sexual harassment at work, losing out on promotion opportunities and discrimination on the basis of gender from subordinates, peers and superiors. Women managers, like women in the working world generally, disproportionately face sexual exploitation and harassment in the workplace. Sexual harassment in the form of advances, threats and/ or appearance-based remarks is encountered by many working-women. Although many laws are in place to protect women from

sexual harassment, Benjamin (2000) asserts that women feel they might be jeopardising their positions by openly complaining about abusive co-workers and/ or superiors. Clarke (1986) illustrates that women managers often endure harassment from superiors. Furthermore, although peers and superiors have subjugated women managers to harassment, it is more likely that they will be exposed to the "hostile or offensive environment" (Clarke, 1986: 36) that is inflicted upon them by co-workers, clients or subordinates.

2.2.13 Training and capacity building

Training can be defined as the acquisition of specific skills/ knowledge that can be utilised in the work environment. Capacity building is a process related to training whereby you have the right people doing specific jobs/ tasks, with the right skills and at the right time and place. This in turn leads to the ability of an organization to carry out all its tasks/ functions. Furthermore, as illustrated by Mullins (1996) and Longenecker and Pringle (1981), training and capacity building plays an important role in increasing job satisfaction and enrichment. In essence, "training should be viewed as an investment in people" (Mullins, 1996: 636). Arya (1990: 59) defines training as a short-term process utilising a systematic and organised procedure by which non-managerial personnel learn technical knowledge and skills for a definite purpose. Training is the process of assisting personnel in increasing their efficiency and effectiveness at work. Development, on the other hand, is a long-term educational process utilising a systematic and organised procedure by which managerial personnel learn conceptual and theoretical knowledge for general purposes.

Development opportunities are central to enter, advance and survive in managerial positions. Many studies show that training and development opportunities in organisations are highly gendered (Arya, 1990; Collinson et al, 1990; Greenberger, 1996; Helgesen, 1996; Strober, 1985). These studies illustrate that training and development opportunities are not equally accessible to all employees. Generally, men benefit from these opportunities.

2.2.14 The national arena/ dynamics in South Africa

Racial and sexual inequities characterise South African society and the economy. Relative to White men, men and women of colour as well as White women are more often unemployed or under-employed. Furthermore, when employed their positions, status and earnings are

disproportionate to that of White males. In South Africa, the transformational goals inherent in affirmative action and equity legislation more generally have centralised issues pertaining to the employment of women and Blacks (Perumal, 1994). The practices of the past are no longer acceptable and various legal and governmental actions have declared that new approaches must be implemented. In terms of women in management, pragmatic pressures are being exerted on employers to implement goals and timetables to work more women into management structures and positions. However, despite this empowering legislative environment it is becoming obvious that there is a vast, easily observable difference between what some managers and political leaders are articulating about equal opportunity for women and what is really happening.

Blanchard and Crosby (1989), and Miller (1985) assert that the Affirmative Action and Equal Employment Opportunity legislation have assisted in accelerating the transition and increased the urgency to redress gender inequalities in the workplace in the United States of America. Another factor identified by Miller (1985) for the increasing demand for women managers is the growing belief in the importance of interpersonal skills. Women are thought more likely to be interpersonally aware than men because they have generally been socialised to do so. It is also hoped that these women will discover new styles of management, enlarging the inventory of managerial skills for men as well as women. The legislative framework under the affirmative action program in South Africa together with the changing perceptions of the multiple and varied skills that managers should possess will positively impact on the demand for female managers. However, two concerns relevant in the South African context need to be highlighted. The first is whether there are sufficient training and leadership building opportunities for women to respond to the demand, that is, will demand be balanced with the supply of adequately trained female managers? Second, a concern raised by Zimmer (1988), will the need to have women managers visible and reflecting the required numbers in terms of quotas lead to tokenistic appointments?

Any program to advance women into decision-making levels will have varied levels of frustration for those involved. Perumal's (1994) study shows that male managers generally perceive these attempts as increasing the organisation's risk. On the other hand, women generally perceive the changes as being slow.

2.2.15 Women in management and affirmative action

Robinson et al (1998: 100) assert that affirmative action is a term, which has been increasingly associated with the requirements for special or preferential treatment to individuals because of the membership with a particular group. Additionally, affirmative action implies the active recruitment of members who are part of under-represented or previously disadvantaged groups. These under-represented groups are identified by legislation and in most cases include the disabled, non-Whites, women and homosexuals. Tougas and Veilleux (1989: 111) state: "Affirmative action programmes offer one well-recognised means of diminishing sex inequalities in the labour force." This remains true in South Africa today. Developing a climate for change of policies and practices in order to advance and accept women as managers usually means revising organisation-wide procedures and many attitudes.

Bringing in large numbers of women into management is not costless (Blanchard and Crosby, 1989). Many of the processes (developing projects, training, information dissemination and education) required to effectively bring women into management are costly, both in terms of time and finances. As Stead (1978: 57) asserts in addressing the implementation of equal opportunity programs for women in the United States:

> Implementing affirmative action takes budget commitment, trained staff, data collection, statistical analysis, careful record keeping, periodic evaluation and constant follow-up. In other words, it is just plain hard work.

It is important to heed a warning by Strober (1985: 78) who states:

> A company that brings women into management only in order to comply with governmental requirements may be inclined to operate only a token affirmative action program. A program merely designed to avoid trouble, however, misses the opportunity to utilise a critical source of untapped ideas and talents.

In this regard, Strober (1985) highlights a range of strategies that need to be developed to bring women into management positions under affirmative action programs. They are divided into two broad categories: strategies for direct benefits and strategies for derivative benefits.

Strategies for direct benefits: breaking down institutional barriers requires increased attention in four areas: the encouragement of women employees, the improvement of interpersonal communication between male and female employees, the modification of employee search procedures and the modification of job design:

- Encouragement of women: Because most women today have been socialised to believe that management is for men, women who aspire to managerial careers need frequent reinforcement of their aspirations. Encouragement of women also includes creating real opportunities for training and the acquisition of necessary managerial skills.

- Improvement of interpersonal communication skills between men and women: Many of the barriers in the workplace between men and women arise because men and women generally do not know how to interact as competitors and colleagues. To address these problems it is important that corporations engage in gender sensitive education workshops and help in creating forums for open, healthy discussions around these types of tensions.

- Modification of employee search procedures: The basic reason for suggesting modifications in search procedures tend to overlook potential talent, including women. Thus, Arvery (1997) asserts, the employee search and promotion environment needs to be transformed to attract women.

- Modification of job design: It is recommended that more flexibility be incorporated in job design. One aspect is to increase the numbers of women in middle and lower management pool for upper management positions.

Strategies for derivative benefits: The strategies discussed above are for the most part internal to a company. Long-term, derivative strategies refer to more general interventions that are likely to yield benefits primarily in the future. A main focus area is to change people's attitudes towards women and their role(s) in management.

- Product advertising: Companies need to examine their general advertising strategy to see whether it encourages female aspirations. In this regard, advertising stereotypes that reinforce gender roles need especially to be appraised.

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- Activities in primary, secondary and tertiary education: Images of females in school curricula need to be challenged. Additionally, educational systems need to encourage females to pursue careers that have traditionally been male-dominated, including careers in management.

- Child-care: As more women enter the workforce, the provision of safe and affordable child-care facilities becomes important. In this regard, companies are urged to provide child-care facilities for their employees.

- Valuing the uniqueness of women: Studies show that women who are able to emulate masculine traits are often supported in organisations for further advancement. As Grant (1988: 58) argues, organisations tend to reproduce themselves by selecting, grooming, promoting and advancing employees, both male and female, which resemble the influential decision-makers (generally men). Thus, women tend to suppress their uniqueness and try and acquire and internalise attributes that have made their male colleagues successful. Hegelson (1995) asserts that female qualities, though learnt through social processes, need to be nurtured if organisations have to be humanised. Feminine traits of caring for other, encouraging cooperation rather than competition, expressing feelings, being empathetic and nurturing can help to build a climate of mutual respect and understanding at work.

2.3 SUMMARY

This chapter highlights the political, economic and social debates around women in management as well as efforts to address gender discrimination in the workplace both internationally and in the South African context. Conditions faced by working women generally and women in management more specifically are examined. Debates and issues related to women in management are critically presented. Five theoretical perspectives relevant to women and management concerns are summarised: psychological tradition, culturally biased perspective, the entitlement/ empowerment framework, the bargaining approach and the feminist political economy perspective. An overview of the national dynamics in South Africa, especially in relation to affirmative action imperatives, and implications pertaining to women in management was undertaken.

CHAPTER 3 - THE MARITIME SECTOR IN SOUTH AFRICA

3.1 INTRODUCTION

This chapter is divided into five sections, the first section looks at the background to the case study by examining the National Ports Authority and the South African Port Operations mission, vision statements and principles The integrated development plan is also discussed and the role played by the maritime sector in South Africa and in the global economy. Long and short term partnerships between maritime and non-maritime stakeholders are examined. Finally women in management in the maritime sector in South Africa and shipping international will be discussed.

3.1.1 Background to case studies: National Ports Authority and National Port Operations

The Port of Durban is situated on the East coast of Africa, and 680 nautical miles North East of Cape Agulhas. It handles over 55 million tons of cargo per year. The entrance channel has a depth of 12.8 meters below the chart datum and a width of 122m between caissons. The water surface covers 892 hectares at high tide and 670 hectares at low tide. The distance around the port is 21km and the total land and water area covers 1854 hectares (Port Statistics, 2001).

The port's infrastructure includes no less than 57 berths with maximum depth draughts ranging between 2.4m and 12.5m. It also includes docks and basins and in addition to this storage areas are also provided with good road and rail connections. The berthing services associated with port infrastructure include pilotage, towing and tying while the ancillary services covers suppliers, repairs, safety, etc.

The port superstructure includes a variety of cranes (gantry, reach stacks, overhead spreaders etc) pipelines, terminals and sheds. The cargo handling services associated with the port's superstructure includes stevedoring, terminals, storage and freezing. The land access infrastructure even though owned and maintained by local government includes excellent road and rail connections to and from the port. Strategically placed on the world shipping routes. The port plays a pivotal role in the life and economy of the Durban Unicity and of South Africa. The

port employs 6 000 people, but approximately 30 000 people are directly dependent upon the port and its activities. Today, the Port of Durban is the clear African leader in total container throughput.

Durban's traffic is quite diverse; its major sea trades are oil, petroleum products, break-bulk cargo, and general containerised cargo. This diversity is quite unique to the Durban port. The other South African Ports are essentially bulk handling ports. The Port of Durban vessel callers are multipurpose vessels equipped to handle a variety of cargo with equal facility. The export volumes are mainly dominated by coal, maize, sugar, fruit, tobacco, and grains; by semi-beneficiated mineral products (Ferro-alloys), by processed petroleum products and chemicals; and by intermediate goods, paper, wood pulp and steel. The imports are finished goods such as machinery, vehicles, and car kits, textiles and general cargo. This is a reflection of how the South African economy relies on imports. The bulk commodities are generally high value chemicals, liquid animal and vegetable oils and rice.

3.1.2 Mission and vision statements

Transnet is a transport and related services company that focuses on the movement of goods, people and information for customers in the freight, passenger and related services industries. Transnet is a world-class company that enables its businesses to lead their competitors and positively touches the lives of all South Africans. The mission and vision statement of the South African Port Operations is to maximise market value by providing efficient logistics solutions through the cutting edge technology, driven by highly skilled employees.

In terms of strategic intent, the following have been identified by the South African Port Authorities as the main aspects:

- To be a transformed, self-sufficient Port Authority that facilitates and enables competitiveness in a world-class port system.

- To facilitate economic growth in South Africa by providing and sustaining port systems that are amongst the best in the world.

- To become a national and autonomous Port Authority that is dedicated to satisfying clients' needs.

The above mission and vision statements are a true reflection of the continual liberalisation and globalisation of the world economy coupled with technical change have undoubtedly had a major evolution in the maritime transport sector. The need for greater efficiency in ports have led governments to take various steps to reform ports in most regions of the world, including Africa and South Africa in particular. The type of port reform pursued, however, will be dependent on the conditions that exist in our country.

3.1.3 PRINCIPLES

In achieving the vision and the mission of National Ports Authority, Recruitment and Selection will adhere to the following principles:

- Recruitment and Selection will support and enable business needs.
- Alignment to applicable legislation and best practice principles.
- Recruitment and Selection processes will be fair (within the definition of fairness contained in the Employment Equity Act), transparent and consistent, both as regards impact and outcomes.
- Focused on the affirmation of designated groups.
- Ethical and professional practice will be maintained at all times, irrespective of circumstances. The image of National Ports Authority is to be maintained at all times.
- Co-ownership with Line Management with clear accountabilities and responsibilities.
- Appropriate consultation with relevant stakeholders at the appropriate time in the process.
- Focused on the retention of skills, fair consideration of internal Human Resources and preference for South African citizens.
- Support for Black Economic Empowerment and adherence to National Ports Authority Black Economic Empowerment policies.
- Sensitive to developments in the business and Recruitment and Selection environment.
- Acknowledgement that business realities are dynamic and that this policy will be reviewed as per needs, in consultation with all relevant parties.

3.1.4 Integrated development planning

In terms of the Municipal Systems Act (Moving South Africa, No 32 of 2000) all municipalities, that is the Metros, District Municipalities and Local Municipalities have to undertake an Integrated Development Planning Process to produce an Integrated Development Plan (IDP). The IDP is a single, inclusive and strategic plan for the development of the municipalities which links, integrates and co-ordinates plans and takes into account proposals for the development of the Municipalities. It aligns the resources and capacity of the municipality with the implementation of the plan and is compatible with national and provincial development plans and planning requirements biding on the municipality in terms of legislation (Moving South Africa, 2000).

It is clearly evident that the ports will be controlled from a national level but with regional integration for effective port planning and development. This evidence strongly suggests that the National Ports Authority is to adopt a Landlord Port Management model, which is characterised by a mixed public/ private orientation. The private sector executes cargo-handling operations, owns and operates the cargo-handling equipment. The terminal operators are loyal to the port and more likely to make needed investments as a consequence of their long-term contracts.

Jobs will therefore be created and with the municipalities also playing a role in integrated development plans, the local community will definitely benefit through this partnership. Any developments in and around the Port Area should support local and national interests. These initiatives display the co-operation and working together of the Port Authority and the municipality in building the profile of the Port of Durban into a truly beneficial tourist attraction and also its trade links with the rest of the world.

Shipping has shown a remarkable ability to respond to or anticipate a growth in demand. It has also reinvented itself in one generation. We now live in a truly global world. We have been channeled by trends in many different facets of our lives, trends that have combined to form an irresistible tide. Globalisation has been made possible by the progressive dismantling of barriers

to trade and capital mobility, fundamental technological advances, steadily declining costs of transport, communication and computing

The new global economy that truly distinguishes itself from the previous world order is the interdependency and inter-connectivity it has fostered between people. The potential benefits of this global linkage are that, economic growth can be accelerated; skills and technology can be more evenly dispersed. South Africa and its people can take advantage of previously unimagined economic opportunities.

The existence of strong transport and communication infrastructures is essential to sustainable development. Moreover, maritime activity provides an important source of income. South Africa plays little or no role in some of shipping's most important ancillary businesses, including the registration of ships, the supply of sea-going person-power and ship recycling, ship owning and operating, shipbuilding and repair amongst others. If South Africa can play an important role in most of the above-mentioned activities, it would definitely generate more income.

Shipping has an even more important role to play in the new global economy. Sea transport remains by far the most cost-effective way to move goods and raw materials in large quantities around our planet and the vast majority of world trade is carried in ships. It is hard to envisage dramatic changes in the foreseeable future.

The pressures of the global market today, make the delivery of goods and material time-dependant. The maritime transportation industry has thus become a key component of the manufacturing sector, which now sets its store by providing a complete door-to-door service. If the benefits of globalisation are to be evenly spread, South Africa must be knowledgeable of and be able to play a full and active part in the distribution system.

Globalisation has forever changed the way we grow, communicate, and learn. It has also unleashed new challenges and opportunities that fundamentally affect our economic prosperity and the way the government, together with its stakeholders, makes judgments and decisions about the future. This new world of change, demands new ways of thinking about maritime transport, and includes thinking about new tools and new alliances.

3.2 Maritime sector: The key to globalisation

The last decades of the 20th century witnessed the extraordinary growth in the international economic relationships, the almost instantaneous flow of capital across national boundaries and the new production and distribution networks. South Africa, while still benefiting from lower labour costs, must rely more on access to international maritime transport sector and telecommunications, the quality of local maritime infrastructure and a supportive policy climate to compete in the global market place.

Economically advanced nations have adjusted to these changes and continue the process of strengthening the integration of their economies, institutions and improving their maritime transport sector and communication networks. Globalisation has dramatically altered the volume and pattern of freight movement and has increased the demands on both international and local transportation system

3.3 The maritime sector in South Africa currently

Virtually all our international shipments require the use of more than one mode of transportation from origin to final destination. Each of the world's freight has played an essential role in facilitating geographical diversification while transportation cannot claim exclusive responsibility for the success of economic globalisation. It remains an essential factor that cannot be compensated for, or substituted.

Aviation and maritime systems handle a major part of international freight transportation. Trucking and rail transport sectors on the other hand, are the predominant transport modes for shorter shipments linking the long-haul movements with local points of origin or final destination.

South Africa is in the process of establishing port development policies and regulations that will guide the national and efficient development of port infrastructure, to employ the available resources most economically. It must remain competitive in the global economy but at the same time comply with environmental, safety and security standards.

Investments in the new technologies will be needed in order to control costs and improve service levels. Technological solutions may not be adequate, however, without parallel increase of incentives for rail shipments and investment in rail infrastructure. Operating regulations and financing mechanisms will also have to be adjusted to respond to the changing market conditions.

Policy initiatives towards meeting these challenges must focus on the linkages to global trade, travel networks and on the systems that make South Africa a convenient and attractive place to live, work and invest in. Quality of life will be an essential ingredient of economic prosperity in the future because the increase mobility of labour and its growing importance as a factor of production make many more locations around South Africa suitable for investment.

The demand for a skilled and technically competent workforce for the maritime sector is greater now than ever. In areas where the economy is primarily rural there is critical shortage of specialised workers such as pilots, marine engineers. In our densely populated urban areas with booming high tech economies, employees who can build, operate and maintain the infrastructure are in short supply. Maritime employees whether they are planners, implementers, or system monitors need a wide variety of skills. First, technological capabilities such as computer skills for traffic management at sea and knowledge of alternative technologies for environmental protection are increasingly important. Secondly, there are requirements to understand topics like the linkages between transport systems and other aspects of society, such as urban structures and sustainable economic development. Thirdly, there are related, non-traditional policy skills, such as an understanding of strategic management, program operations, human resources and fiscal responsibility. Finally, some employees need to enhance their skills through updates in safety and security technologies and in maintaining the existing maritime transport systems.

Several good options are available to ensure that academic, public and private interest, work together to meet maritime sector workforce needs. The South African government should realise the need to meet the increased workforce demand. They must start earlier by stimulating the learning process among school-age children. Expanded Mathematics, Science and Technological programs, for example, could include a unit focused on maritime industry–related mathematics problems, science or technology projects. These would open doors for those who have not

considered a maritime related career, or who do not understand the relationship between the maritime sector and the policy areas involving marine safety, security, innovation, technology and the like.

Another option is to broaden the traditional scope of jobs and careers to include women, who could fill not only key management positions and leadership positions in the sector, but also technical positions that are sea-based and shore-based. Also, there is a great need to promote the concept that education does not stop when one leaves the classroom, but also continues on throughout one's career and life. It involves the professionals at all levels who want to enhance his/ her skills through formal and informal learning.

3.4 Develop long and short term partnerships between maritime and non-maritime stakeholders

With the rapid pace of change, it is unrealistic to expect that one part of society, whether it is the academic, public, private or non-profit sector will have the total responsibility for transforming maritime transport learning in the 21st century. What is needed are long term partnerships and short term collaborations, inter and intra- governmental collaborations among the maritime sector officials as well as government-industry co-operation. These efforts can be on a national, regional or international scale and include local community involvement.

In a highly competitive economic environment the challenge for the maritime community is to attract the brightest students and to retain the best employees. These are the individuals who not only bring creative thinking to the industry problems, but also question the status quo to move the maritime sector forward. This also involves mentorship programs, especially to women who are already within the sector and ensuring that their potential is fully harnessed. Also programs, of scouting for best students at tertiary institutions should be encouraged.

Investing in the infrastructure makes sense to people because it directly improves their daily lives. However, the maritime sector directly helps people by boosting the country's trade. Efficient maritime transport systems will ultimately reduce the cost of goods, improve the balance of payments which relies on growing economies, stimulates economic growth, which creates new products, new jobs and more contribution to the country's revenue.

Maritime transportation like all transportation, is a derived demand, about 96% of the world trade is carried by maritime transport. It is similar to land and air modes, it also operates on its own space, which is at the same time geographical by its physical attributes, strategic by its control and commercial by its usage. Geographical considerations tend to be constant in time and are strategic, especially since commercial considerations are much more dynamic. South Africa has a direct access to the Indian Ocean and Atlantic Ocean and therefore forms part of an oceanic domain of maritime circulation.

The dominant segment of oceanic maritime traffic concerns freight. The systematic growth of maritime traffic has been fuelled by:

- Increase in energy and mineral cargoes derived from a growing demand from North America, Europe and Japan

- Globalisation that went on par with an international division of the production and trade

- Technical improvements in ship and maritime terminals have facilitated the flows of freight.

- Economies of scale permitted maritime transportation to remain low cost mode.

The main advantage of maritime transportation is its economies of scale, making it the cheapest per unit of all transport modes. Which fits well with heavy industrial activities. Government intervention is necessary in the maritime sector to fulfill different goals such as economic development, national defense, prestige, balance of payments and the protection of the national industry.

3.5 Women in management in the maritime sector

South Africa's transition to democracy has highlighted the role of the State and bureaucracy in tackling gender inequalities in the public sector and private sector. New initiatives at national and provincial levels have focused on the establishment of an extensive machinery to institutionalise gender concerns. Gender equity has found pride of place in the new constitution and legislative frameworks based on it. And yet, there is also evidence of continuing gender conflict and resistance at the level of both the State and civil society.

Commitment to the redress of racial and gender inequality and gender in the maritime public sector has found expression in a number of parastatals like Transnet which is the corporate body which South African Port Operations and National Port Authority are part of and a number of other structures specifically designed to address historically–produced inequalities in public life, including different levels of public service. From time immemorial, the oceans have been associated with hazards and seafaring has always been one of the most dangerous occupations. It is therefore not surprising that men have dominated the activities in the maritime sector.

Programs have been put in place to ensure that women have an equal representation within management structures within the sector and development programs are being put in place to achieve the following objectives:

- To increase the percentage of women at management level within the maritime sector;

- To improve women access to maritime training and technology;

- To integrate women into mainstream maritime activities; and

- And to promote women's economic self-reliance, including access to employment.

3.5.1 Women and shipping international

In some countries, the shipping industry offers a way out of poverty for many workers. Employment in the shipping industry provides access to foreign currency and a regular salary with a direct impact on the economic viability of seafarers and their extended families. There is no intrinsic reason why women should not participate in and benefit from employment within the shipping industry. However, the shipping industry is traditionally regarded as an exclusively male preserve and only one or two percent of the global workforces of seafarers are women. (Tinskey 2000).

The relevance of sea experience to many shore-based jobs means the resource of women with appropriate skills is limited and will continue to act as a long-term constraint on the representation of women in the maritime sector as a whole. There may also be cultural resistance to women working outside the home, but the principal objections to employing women at sea

appear to center around the lack of adequate separate facilities for women on board and stringent physical requirements.

The perception that seafaring is a man's job, can lead to the lack of training and work-experience opportunities for women, compounded by employers' reluctance to appoint those women that are trained. To break the cycle, adequate training has a critical role in the integration of women into all spheres of professional life in the maritime sector, with special emphasis on improving accessibility at all levels to potential women applicants.

The number of women going to sea is insignificant, with women representing just one to two percent of the world's 1.25 million seafarers. Most women at sea are from developed countries. Women on board ships tend to be found in catering and administrative services: the proportion of women crew on passenger ships and ferries is relatively high. Radio-communications is another area employing women. In European Union fleets, women represent four to five percent of the total workforce of seafarers while in Southeast Asia; the proportion of women is less than 0.5 percent (Tinskey, 2000). In the Philippines, a major supplier of seafarers to the world's merchant fleets only 225 women out of 230 000 seafarers appear on the national seaman's register for 1983-1990. All these women are hired as waitresses or utility personnel for luxury line operators (Tinskey, 2000).

Socio-cultural factors are thought to be behind the extremely low proportion of women seafarers in some countries. Industry studies suggest that the technological revolution within the maritime sector is calling for a highly trained workforce, leaving the sector with an estimated shortfall of some 50,000 officers in the year 2000. Female seafarers are an under-utilized and underdeveloped resource that could provide part of the solution to the problem of crewing the world merchant fleet. However, it is clear that to achieve this there is a need for changes in attitude towards employing women as seafarers, recruitment of women in the shipping sector generally and increased training opportunities for women.

3.5.2 Shore-based occupations

Women are involved across the spectrum of shore-based employment and account for 40 to 60% of staff in administration of national maritime affairs, including secretarial support staff, but the

number of women in the higher managerial levels is still low. There is also scope for increased representation of women in port services, maritime radio and electronics, marine pollution prevention control, naval architecture and marine biology.

3.5.3 Maritime legislation

While the basis of maritime laws is generally international, national legislation must be formulated to implement these laws. The legal professional attracts a great number of women who could be encouraged to specialize in maritime law in order to alleviate the demand for specialists at the national level. The International Maritime Organisation's (IMO's) International Maritime Law Institute (IMLI) in Malta reserves 50 percent of its places on its post-graduate courses for women (Tinskey, 2000).

3.5.4 Maritime administration

Women have an important role to play in maritime administrations and already work at all levels of national ministries responsible for shipping and ports as well as other maritime authorities. However, some developing countries rely on expatriates to fill professional and senior positions in their maritime infrastructure and extending training to qualified women can help to reduce this dependency. To promote women at the professional level of maritime administration, their access to appropriate education at postgraduate level has to be improved. Special measures such as gender specific fellowships can be a useful tool for encouraging women candidates.

In the sectors of ports and harbour administration, short training courses would be adequate for all levels of administration personnel. Practical steps need to be taken in a systematic manner to secure the participation of women in all branches of maritime administration and port activity.

3.5.5 Marine pollution prevention and control

Implementation of conventions relating to pollution prevention and control is vital in the many developing countries with important tourism and fishing industries. Women who are qualified in maritime science or fisheries research as marine biologists and scientists, or with specialized knowledge of the chemical industry, should be encouraged to attend courses and seminars relating to marine environment protection, in order to provide developing countries with the

required expertise in implementing conventions relating to the prevention and control of marine pollution.

3.5.6 Technical management of shipping companies

Women make up a significant proportion of shipping companies' staff but generally remain under-represented at managerial/ decision-making levels. Managerial posts that are occupied by women tend to be in financial, marketing and training rather than technical or operational divisions. There are opportunities for women to serve in managerial capacity, for example, as fleet managers as well as marine or engineering superintendents. Women should be encouraged to participate in technical training on every level including specialized short courses, correspondence courses and seminars.

3.5.7 Maritime training and education

There are over 90 maritime training institutions in more than 60 countries. Many admit only men or just a small number of women. Female lecturers are in a minority and tend to provide expertise in courses aimed at shore personnel, in maritime law and in general subjects such as English language, computer science, maritime and business studies and shipping management.

Studies suggest an implied need for an additional 170 maritime lecturers worldwide over the period 1990-2005 to service the needs of the merchant fleets registered under flags of developing countries. Most gaps will be in nautical studies and engineering, but lecturers are also needed in maritime law, economics and shipping insurance. The availability of more opportunities for women could increase the self-sufficiency of developing countries in their supply of qualified maritime teachers while providing increased visibility of women as role models in a variety of key maritime professions (Tinskey, 2000)

Women should be encouraged to apply to the national institutions and to apply for training in technical subjects. At the same time, national and regional maritime training centers should be encouraged to admit women students with the requisite educational background.

3.5.8 The women in development program

From the beginning, the aim of the Women in Development program was to make the empowerment of women an integral part of International Maritime Organisation's technical co-operation program, initiated in 1966, which assists in the strengthening of national and regional maritime capacities through a variety of maritime-related projects (Tinskey, 2000). By improving the access of women to all levels of training and employment in the maritime sector, the technical co-operation program as a whole is strengthened, not least because women often represent an underused resource in many countries. With regard to the increase of women at management levels, the personnel policies have recognised the need to change the imbalance in areas where this was possible. In the legal and administrative divisions women have been given preference to employment and promotion. To improve women's access to the maritime training and technology, the operational framework is intended to encourage the full systematic integration of women in the origination of technical co-operation activities. As equal beneficiaries of the transfer of technology and with equal access to maritime training resources.

With the view to integrate women in the mainstream maritime activities and to promote women's economic self-reliance, including access to employment, a strategy has been established in which goals are clearly set out for access to training and employment for women. The South African Port Authority and South African Port Operations are currently at the implementation level, whereby activities are structured through a plan for the integration of women in the maritime sector.

A systematic approach has been initiated whereby an advancement of women in the maritime sector has become the focal point for the development of women. The aim for this particular approach was to make aspects of development an integral part of the sector's technical co-operation program, the point being that by improving women's access to all levels of training and employment in the maritime sector, the technical co-operation is strengthened as a whole. The process is trying to achieve an environment for change and growth within the maritime sector, where women can fulfill their full potential.

3.6 SUMMARY

Women form an integral part of human resources in maritime sector. For several decades women have entered jobs in the maritime sector and few women have moved up to managerial levels. However, as the literature reviewed indicates most of these positions remain at lower and middle-management levels. Additionally, there are several problems which women in management experience. These relate to:

- Women progress more slowly up the managerial hierarchy than men (lack of opportunities to advance and be promoted);

- Women are more likely than men to have their jobs interrupted, usually to take care of family responsibilities relating to motherhood;

- Women managers on average earn less than their male counterparts;

- Women experience the double burden of both participating in the workforce but remaining responsible to undertake or manage domestic chores;

- Women managers report similar or higher levels or job satisfaction as male managers in the same position;

- Women managers tend to aspire to lower managerial positions;

- Women managers suffer from many forms of sexual harassment and discrimination;

- There are major differences among women managers related to factors such as age, race, ethnicity and educational levels; and

- Women use a range of strategies for entering and advancing in management.

International labour standards on gender issues are key to attaining equality of opportunity and treatment for all women and enabling and decision-making. Moreover, programs and projects developed and implemented since the Fourth World Conference on Women, held in 1995 in Beijing, approach gender equality in the world of work as a matter of human rights, but also as critical for sustainable development, the effective use of human resources, and family and child welfare. Both the quantitative and qualitative dimensions of employment are addressed, as both

are part of women's empowerment. Current targeted assistance should focus on employment creation and poverty alleviation, and cover the promotion of job equality and the provision of social protection to specific groups of women workers. Focus should also be placed on:

- The ratification and implementation if international labour standards of special relevance to women;

- Gender-based policies and programs for employer's organisations;

- Gender equality in trade unions, including the increased incorporation of women workers' concerns in collective bargaining;

- Women's presence in private-sector activities, including small businesses;

- Women in the maritime sector;

- Women in management;

- Increased equal opportunity for women in vocational training and technical education;

- Greater harmony between work and family responsibilities;

- Social protection;

- Developing business knowledge and skills in setting up information exchanges, and promoting networking and a voice for women entrepreneurs; and

- Encouraging the participation of employers' organisations in raising awareness of gender issues and promoting equality, including activities to integrate women into the mainstream of business.

The primary goal is to promote opportunities for women in the maritime sector and in other sectors where women have little or no access at all, and to ensure that women obtain decent and productive work which meet or even exceed core labour standards, setting a threshold for work and employment that embodies universal rights and are consistent with society's values and goals. Achieving decent work involves ensuring respect for fundamental principles and rights at work, promoting employment creation, providing social protection, and engaging in social

dialogue. Lastly, enhancing women's role in decision-making and management is key to successfully addressing inequalities in the labour market.

- Women form an integral part of human resources in organisations. For several decades women have entered jobs in the maritime sector and some women have moved up to managerial levels. However, as the literature reviewed indicates most of these positions remain at lower and middle-management levels.

CHAPTER 4 - DATA RESULTS AND ANALYSIS

4.1 INTRODUCTION

This chapter provides a critical analysis of the primary data collected from the National Ports Authority and South African Ports Operations. This was done with the intention to formulate the link between the secondary data from the literature review and the data collected. The survey was divided into seven sections. The following sections comprise the questionnaires:

- Background of respondents

- Knowledge of gender discrimination

- Perceptions of gender affirmative action

- Implementation of programs addressing gender discrimination

- Women in the Maritime industry: perceptions/ attitudes

- Management and leadership concerns

- General

The analysis of data will also follow the same format.

4.2 ANALYSIS OF QUANTITATIVE DATA: QUESTIONNAIRE FINDINGS

This section of the chapter presents the data derived from the questionnaire survey undertaken. Both males and female responses are presented. Additionally, a critical analysis of the data is undertaken. In this regard, wherever necessary a comparative analysis of the findings among respondents is provided.

4.2.1   Background of respondents

This section provides the position, age, racial background, educational level, marital status and the number of years worked in the position held. The positions held by the female respondents varied from lower positions to senior positions.

TABLE 4.1: Age profile of the respondents (in %)

Age	31-40 years	41-50 years	Over 50 years
Percentage females (n=30)	90	10	0
Percentage males (n=30)	40	50	10

The above table illustrates that 90% of the female respondents were between the ages of 31-40 years. Ten percent (10%) of the female respondents were between the ages of 41-50 years. None of the respondents surveyed were less than 30 and over 50 years of age. This denotes that the respondents were generally mature individuals in the middle of their careers. Among the male respondents 40% were between the ages of 31-40 years, 50% between 41-50 years and 10% over 50 years old.

TABLE 4.2: Race of the respondents (in %)

Race	African	Indian	Coloured	White
Percentage females (n=30)	66.7	6.7	23.3	3.3
Percentage males (n=30)	46.7	3.3	23.3	23.3

The above table illustrates that 66.7% of the female respondents interviewed were Africans and 23.3% were Coloured. Additionally, 6.7% of the female respondents were Indians and one respondent (3.3%) was White. This shows that most of the female respondents that took part in the survey were African females. A similar trend was discernible among the male respondents with 46.7% of the respondents being African, 23.3% being Coloured and White respectively and 3.3% being Indian.

Slightly half of the female respondents (46.7%) occupied positions at different levels of the management hierarchy. The positions were from port manager position to line manager positions. The rest of the female respondents (53.3%) held non-managerial positions. Among the male managers 70% of the respondents held managerial positions at executive and middle management positions. The rest (30%) held non-managerial posts. However, unlike the non-managerial women who were concentrated in the secretarial and clerical sector, the men among the non-managerial groups occupied positions in the Information and Technology department,

dredging services, procurement department, trade and logistics, port planning and development as well as the labour relations department. This is indicative of the gendered occupational segregation of women in a particular sector where women tend to be concentrated in positions regarded as "women's work". The higher number of male managerial respondents as compared to female respondents is also reflective of the dominance of men in these positions as it was easier to identify male managers than it was to identify female managers for the study.

TABLE 4.3: Educational level of the female respondents (in %)

Educational Level	Secondary	Certificate	Diploma	Degree	Post grad
Percentage females (n=30)	26.7	23.2	26.7	6.7	16.7
Percentage males (n=30)	0	0	6.7	40	53.3

As illustrated in the table above, among the female respondents, 6.7% had attained degree level qualifications and 16.7% had attained a post graduate level. Additionally, 26.7% each had completed secondary schooling with no further qualifications and diplomas respectively. Also, 23.2% hold certificated qualification It is important to highlight a relatively small proportion of the females employed have completed degrees or postgraduate studies (6.7% and 16.7% respectively). These individuals who hold the above qualifications are at managerial levels. Thus, it was apparent that the more highly qualified females held higher positions in the maritime sector. This denotes that appropriate academic qualifications are critical to ensure upward mobility of females in the maritime industry. Among the male respondents, 6.7% possessed diplomas, 40% had attained degrees and 53.3% had postgraduate qualifications. Thus, it is clear that in general men are more academically qualified than females amongst the respondent groups. This places them at a distinct advantage when compared to their female counterparts. The correlation between qualifications and status in the workforce is discernible in other sectors as well.

TABLE 4.4: Marital status (in %)

Marital status	Female (n=30)	Male (n=30)
Married with no children	3.3	20
Married with children	43.3	76.7
Divorced with no children	13.3	0
Divorced with children	16.7	0
Single with no children	6.7	3.3
Single with children	16.7	0

The table above shows that 43.3% of the female respondents were married with children, 16.7% were divorced with children and 16.7% were single with children. This shows that the majority of women interviewed (76.7%) had family responsibilities irrespective of whether they were married or single. This definitely puts a lot of pressure on women, especially single parents who had the dual responsibility of looking after their families whilst at the same time ensuring that they also perform well in their respective fields. One female respondent was married with no children, 13.3% of the respondents were divorced with no children and 6.7% were single with no children. The 30% of female divorcees show the instability and dislocation that females encounter during their life experiences. Among the male respondents the vast majority (76.7%) were married with children and 20% were married with no children. One male respondent indicated that he was single with no children. The results show that the male respondents were from relatively stable family backgrounds.

TABLE: 4.5: Period worked in the maritime sector (in %)

	<5 years	6-10 years	>21 years
Females (n=30)	76.7	23.3	0
Males (n=30)	80	13.3	6.7

The table above shows that 76.7% of female respondents have less than 5 years of experience and 23.3% have about 6-10 years of experience in the maritime sector. Of the 30 female

respondents who participated in the survey, none of them had more than ten years of experience within the maritime sector. This shows that the maritime sector has been a male-dominated sector and only now is women's presence being felt in this sector. Another aspect is that women have not been engaged long enough in the maritime sector to establish themselves as leaders in the field. A significant proportion of the women also indicated that there worked previously in other sectors such as education and health. Among the men the majority stated that they worked in the maritime sector for less than five years (80%) and 6-10 years (13.3%). Only two respondents (6.7%) stated that they worked in the maritime sector for more than 21 years.

4.2.2   Knowledge of gender discrimination

TABLE: 4.6: Awareness of formal opposition to discriminatory practices in the maritime sector (in %)

Discrimination	Female (n=30)		Male (n=30)	
	YES	NO	YES	NO
Race	70	30	56.7	43.3
Gender	93.3	6.7	60	40
Sexuality	76.7	23.3	63.3	36.7
Disability	73.3	16.7	73.3	26.7
HIV/AIDS	60	40	50	50

All respondents indicated that to overcome past discriminatory practices against women their respective maritime sector had introduced policies and programs aimed at eliminating gender discrimination. Seventy percent (70%) of the female respondents were aware of their sectors' formal opposition to race and 93.3% to gender discrimination (Table 4.6.). Additionally, the majority of respondents were aware of discrimination on the basis of sexuality (76.7%), disability (16.7%) and discrimination against people infected with HIV/ AIDS. Among the males, slightly fewer respondents were aware of the maritime sector's formal opposition to different forms of discriminatory practices. In particular, 56.7% were aware of formal opposition to race discrimination, 60% to gender discrimination, 63.3% to discrimination based on

sexuality, 73.3% to discrimination against the disabled and 50% to HIV/ AIDS. Generally, both females and males at managerial levels were aware of the different forms of discrimination in the workplace. They were aware of specific policies and programs unlike most of the non-managerial staff. This maybe an indication of access to information being concentrated at managerial levels and not adequately disseminated to non-managerial staff.

The respondents' definition of gender discrimination included:

- Giving male preference over females.

- Discrimination on the basis of sex/ sexual preference.

- When candidates apply for a position preference may be given to particular sex despite qualifications/ Women are not considered for promotion (glass-ceiling effect).

- Where promotion or advancement is not on merit or ability due to the sex of a candidate.

The respondents' definition of sexual harassment included:

- Unwanted physical or emotional/ verbal advances persistently.

- Any form of attention that causes a person to feel uncomfortable/when an action or touch makes you feel uneasy.

- Making sexual overtures to women and using their position to gain sexual favours.

- Promising promotion in return for sexual favours.

- Any remark, gesture or comment that belittles or embarrasses a person of the opposite sex.

- Any sexual approach whether verbal, physical or merely insinuated made to a person of either sex.

The responses above indicate that both male and female respondents were generally aware of what gender discrimination and sexual harassment entail. Most respondents intimated that women were generally discriminated against or harassed by men.

In terms of recruitment and promotion, the majority of the female respondents (66.7%) and male respondents (76.7%) stated that their sector did not recruit and promote personnel on merit alone. These respondents stated that consideration of previously disadvantaged groups (affirmative action and Employment Equity Act) and favoritism were often the basis of recruitment and promotion.

4.2.3 Perception of gender affirmative action

TABLE: 4.7: Perceptions of whether gender affirmative action has a positive or negative impact of various indicators (in %)

	Females (n=30)		Males (n=30)	
Perceptions	Positive	Negative	Positive	Negative
Personnel productivity	100	0	96.7	3.3
Personnel morale	76.7	23.3	70	30
Gender relations	83.3	16.7	73.3	26.7
Race relations	56.7	43.3	50	50
Understanding between workers	86.7	13.3	66.7	33.3
Tensions/conflicts among workers	80	20	70	30
Profit margins	100	0	46.7	53.3
Client base and retention	100	0	80	20

The female respondents indicated positive responses of about 56.7-100% to aspects of personnel productivity, personnel morale, gender relations, race relations, understanding between workers, tensions and conflict among workers, profit margins and client base and retention. The results show that all female respondents perceived gender affirmative action to have a positive impact on personnel productivity, profit margins, and client base retention. Among male respondents there was a lower percentage that felt that attempts to address gender inequalities and discrimination in the maritime sector will have a positive impact on personnel productivity (96.7%), personnel morale (70%), gender relations (73.3%), race relations (50%), profit margins (46.7%) and client base and retention (80%). There was a high percentage of respondents (86.7% among females and 66.7% among males) who perceived gender affirmative action to contribute

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positively towards understanding between workers. However, an important aspect that needs to be noted is that 80% of the female respondents and 70% of the male respondents felt that gender affirmative action could contribute to tensions and conflicts among workers.

Two thirds of the female respondents indicated that they have personally benefited from policies and programs aimed at ending gender discrimination. This is a good indication that policies that have currently been put in place at National Ports Authority and South African Port Operations are not only rhetorical in nature, but they are being implemented and workers are reaping the benefits.

In general, most of the respondents (66.7% of the female respondents and 63.3% of the male respondents) felt that African females were most likely to benefit from programs aimed at eliminating gender discrimination. The general reason forwarded was that this designated group suffered the most under apartheid and continue to suffer the most from past discriminatory practices. However, one third of the female respondents and 36.7% of the male respondents stated that White women are still most likely to benefit from programs aimed at eliminating gender discrimination since they still have more solid backgrounds. Also, a feeling expressed by some of the respondents is that White women have better access to education and tend to be more qualified. Most of the respondents (73.3% among the female respondents and 63.3% among the male respondents) felt that White women are least likely to benefit from programs aimed at eliminating gender discrimination because of past advantages. The rest (26.7%) felt that Black women (Africans, Indians and Coloureds) would not benefit since they do not yet qualify and well trained to occupy certain positions within the maritime sector and discrimination against them was still prevalent. In particular, the Indian females interviewed felt that in Durban Indians were unlikely to benefit from affirmative action programs since there was a general perception that they have many jobs in the city.

TABLE: 4.8 Attempts to address gender discrimination (in %).

Attempts to address gender discrimination are:	Females (n=30)		Males (n=30)	
	Yes	No	Yes	No
Justified given past discrimination	100	0	100	0
Exaggerated since women who work and study are equally compensated and promoted	0	100	0	100
Discrimination against men	6.7	97.3	20	80
Detrimental to the economy	-	100	16.7	83.3
Detrimental to the home as children are left without guidance	10	90	23.3	76.3
Likely to result in poorly qualified women being placed in senior positions	50	50	80	20
Result in poorly qualified women being employed	23.3	76.7	16.7	83.3
Being forced by government	30	70	40	60
Bound to raise false expectations among women	50	50	83.3	16.7

All of the men and women interviewed indicated that imbalances of the past had to be addressed and they also felt that there was no exaggeration about redressing them because they were not detrimental to the economy. None of the women interviewed felt that addressing gender discrimination was exaggerated since women who work and study are equally compensated/ promoted. However, 20% of the male respondents felt otherwise. The vast majority of female respondents (96.7%) also indicated that addressing gender discrimination was not discrimination against men while 20% of the male respondents felt that this was discrimination against men. Half of the female respondents and 80% of the male respondents felt that the process was likely to result in poorly qualified women being placed in senior/management positions However, only 23.3% of the female respondents and 16.7% of the male respondents indicated attempts to address gender discrimination is likely to result in poorly qualified women being employed. This indicates that there is more of a concern of women getting into power via addressing gender discrimination rather than accessing jobs. Half of the female respondents and 83.3% of the male respondents felt that attempts to address gender discrimination are also bound to raise false expectations among women. Only 10% of the female respondents and 23.3% of the male respondents felt that it was detrimental to the home as children were left without guidance. Additionally, about a third of the female respondents (30%) and 40% of the

male respondents felt that gender affirmative action policies were being forced by government.

4.2.1   Implementation of programs addressing gender discrimination

All female respondents felt that there was some difficulty in the implementation of policies and programs challenging gender discrimination and they also felt that managing these programs was also difficult. There were quite a few reasons attributed to problems and constraints. These are outlined in the table below.

TABLE 4.9: Problems/ constraints to implement policies and programs aimed at challenging gender discrimination: Multiple responses (in %).

	Female (n=30)		Male (n=30)	
Problems/constraints	Yes	No response	Yes	No response
Resistance from all workers	23.3	76.7	10	90
Resistance from male workers	90	10	0	100
Lack of management skills	50	50	13.3	86.7
Lack of support from management structures	53.3	46.7	10	90
Insufficient opportunities for training and skills development	43.3	56.7	26.7	73.3
Lack of funds for effective training and skills development	40	60	23.3	76.7
Conflicts among workers	50	50	53.3	46.7
Top management are male	33.3	66.7	0	100
Lack of commitment from the maritime sector to implement programmes	53.3	46.7	33.3	66.7
Policies are vague and difficult to understand	23.3	76.7	3.3	96.7

The main constraints/ problems identified by the female respondents are resistance from male workers (90%), lack of management skills (50%), lack of support from management structures (53.3%), insufficient opportunities for training and skills development (43.3%), conflicts among workers (50%), lack of commitment from the sector to implement programs (53.3%). Other problems/ constraints identified are resistance from all workers (23.3%), lack of funds for effective training and skills development opportunities (40%), top management were male (33.3%) and policies are vague and difficult to understand (23.3%). Very few male respondents identified

constraints/ problems to implement programs aimed at addressing gender discrimination. The problems/ constraints identified were resistance from all workers (10%), lack of management skills (13.35), lack of support from management structures (10%), insufficient opportunities for training and skills development (26.7%), lack of funds for effective training and skills development opportunities (23.3%), conflicts among workers (53.3%), lack of commitment from your sector to implement programs (33.3%) and policies are vague and difficult to understand (3.3%).

The majority of respondents (83.3% among the female respondents and 96.7% among the male respondents) felt that recruitment and promotion policies in the maritime sector are fair. Those who indicated that recruitment and promotion policies in the maritime sector are not fair stated that this was because consistent policies are rarely applied. Half of the female respondents and all the male respondents stated that all personnel, regardless of gender differences, are granted equal opportunities in the maritime sector, and that personnel have equal opportunity to access bursaries and other funding opportunities provided by the maritime sector.

All respondents felt that policies and programs aimed at ending gender discrimination have been communicated to all employees in their sector, which seems to validate the fact that management has fully implanted the policies, and the issue now is with individuals accepting change and focusing their goals to be in line with the overall corporate changes that have been put in place and ultimately ending gender discriminatory practices.

TABLE 4.10: Mechanisms via which details aimed at ending gender discrimination were disseminated (in %).

Mechanism	Percentage	
	Females (n=30)	Males (n=30)
Departmental meetings	56.7	20
Women meetings at branch level	13.3	53.3
Newsletter/ circulars/ memos	46.7	40
Notice boards	43.3	40
Workshops/seminars: jointly with men	30	0
Workshops/seminars: women only	6.7	36.7
E-mails	63.3	73.3
Management conferences	6.7	16.7
Policy documents distributed to all	6.7	6.7

The policies have been communicated through a number of structures, from departmental meetings, women only meetings, newsletters, circulars, memos, notice boards, workshops, seminars (sometimes when women only were present and in others when men were also present), e-mails, management conferences and lastly, policy documents were distributed to all. The main ways in which information was disseminated in relation to female respondents were e-mails (63.3%), department meetings (56.7%) and newsletters/ circulars/ memos (46.7%). All members within the management hierarchy had been involved one way or the other in disseminating the information to her subordinates. Among male respondents, similar patterns were discernible. Slightly more than half of the males (53.3%) stated that information as disseminated in women only meetings. Other important means of communication identified by the male respondents were newsletters/ circulars/ memos (40%), notice boards (40%), workshops/ seminars (women only) (36.7%) and e-mails (73.3%).

Table 4.11: Person/s who disseminated information: Multiple responses (in %)

Mechanism	Females (n=18)	Males (n=12)
Middle managers	33.3	25
Upper management	33.3	12.5
Personnel from human resources	55.6	37.5
Staff associations/ unions	50	25
Government officials	5.6	0

If not in a written form, the information was generally disseminated by branch managers, upper management, and personnel from human resources and staff associations/ unions as illustrated in the table above. The respondents who indicated that information was not communicated indicated that the lack of information could be attributed to disinterest among employees, policies were not developed completely and the maritime sector did not want to raise expectations among employees.

Most of the respondents (76.7% among the female respondents and 90% among the male respondents) stated that the maritime sector specified when advertising jobs that affirmative action will be considered when filling the post. Furthermore, there was general consensus that this was done for some of the positions only. In terms of the terminology used in the adverts (Table 4.13), only 33.3% of the female respondents and 40% of the male respondents felt that the language used was always gender neutral. A significant proportion of the male respondents (46.7%) indicated that gender neutral terminology in adverts was mostly used while only a small proportion of the female respondents (13.4%) concurred. The use of gender-biased terms (usually male-biased) creates the impression, as demonstrated by Collinson et al (1990) and Helgesen (1996), that jobs/ positions are for males.

TABLE 4.12: Use of gender-neutral terminology in adverts (in %).

Mechanism	Females (n=30)	Males (n=30)
Always	33.3	40
Mostly	13.4	46.7
Sometimes	30	3.3
Never	23.3	10

4.2.2   Women in Management: Perceptions and attitudes

In general, female respondents (both managers and non-managerial positions) indicated that having more female managers in the banks would contribute to their personal and professional as well as the maritime sectors' growth. The male interviewees generally responded in the negative. The majority of the female respondents (66.7%) and male respondents (90%) indicated that there had no preference in terms of whether males or females make better managers. However, it is clear that more males than females felt this way. Among the females, the rest (33.3%), stated that women will make better managers than men. Females felt that women managers are better at understanding their aspirations and concerns. They were more flexible. Also, their role as mentors was highlighted as many women stated that women managers made them feel that they have something to strive towards at work. Additionally, the female non-managerial staff hoped that female managers would deal with the empowerment of other females through constant interaction and encouragement. Women managers were viewed as being more approachable and committed to their jobs. One respondent stated that if women managers were properly remunerated then there would be less staff turnover with more productivity. The rest of the male respondents (10%) indicated that males made better managers. Thus, there is a. gendered perceptions of who makes better managers. The reasons forwarded for males being better managers were that they were more assertive, they tended to be fair, they took decisions, they could deal with conflict and [problems without getting emotional, and that they were dependable. The characteristics of good male and female managers tend to be highly gendered and correspond to gender perceptions of leadership and authority examined in the literature chapter. Thus, there are sentiments expressed that reinforce typical expectations of women in the workforce (especially in

leadership positions) which reinforce Chapman and Luthans (1978), Dipboye (1987), Fagenson (1993) and Reskin and Ross' (1995) findings.

A look at some of the responses reveals the traditional expectations held for women in regard to their place or position in the maritime sector, especially at managerial/ leadership levels.

It is important that managers be assertive and aggressive. They have to act decisively and not get emotional about matters. Men tend to have better leadership traits than women.

Male manager

Generally, if given an opportunity, women prefer to stay at home and nurture their families. This results in many women not having ambitions and aspirations like their male counterparts who want to advance in the workplace.

Female non-managerial employee

It is not in the best interests of a company to invest too much resources for women who then decides to raise a family. This creates problems for the company as well as other staff members.

Male non-managerial employee

It is very stressful to hold managerial and leadership positions in the maritime sector today. There are very few women that I know that can handle this stress and strain. It is for this reason that many women I work with often claim that they are depressed and unhappy with their jobs.

Male non-managerial employee

Women enjoy working as well as taking care of their home and family. They should not be asked to make a choice. However, when women rise too high, this affects their personal and family relationships and they are not then able to do their jobs well.

Female non-managerial employee

The above statements, and the inherent assumptions and implications, amplify gender role expectations:

- A woman's place is primarily in the home.

- Women are emotional and men are not.

- Kindness and compassion (women's characteristics) have no place in the business world.

- Women personify valuable qualities that are needed to take care of the family while men do the important work.

- If some women try to work as hard or are better than men then this hurts all women.

- Competition is for men while co-operation is for women.

- Aggressiveness, a critical aspect of leadership, is a male quality.

TABLE 4.13: Difficulties experienced by female managers: Multiple responses (in %)

Difficulties	Females (n=30)	Males (n=30)
Time constraints	93.3	16.7
Insufficient personal time	43.3	0
Not respected by male employees	56.7	40
Not respected by female employees	53.3	0
Few opportunities for upward mobility	56.7	0
Always have to work twice as hard as males	6.7	0

Time constraints (93.3%), insufficient personal time (43.3%), not being respected by male employees (56.7%), not being respected by female employers (53.3%) and few opportunities for upward mobility (56.7%) were viewed as the key problems experienced by female managers by most female respondents. Also, two female respondents cited always having to work twice as hard as males as a key problem. In general, very few men felt that female managers encountered difficulties. Only two were identified: time constrains (16.7%) and not being respected by male employees (40%). This shows that women and men perceive problems experienced by female managers differently. Additionally, females are more acutely aware of difficulties

encountered than males who rarely share the same experiences as their female counterparts.

The results indicate that many women aspire for both a meaningful career as well as a family. A significant proportion of the respondents (93.3%) stated that they wanted to have children as well as be promoted to management positions. The majority of female managers interviewed (76.7%) had children. In terms of the responses, it is important to state that most of the women interviewed indicated their preference for smaller family size. These results imply that what is needed is for a more conducive environment for women who wish to raise families as well as advance in their careers. In terms of more concrete examples, there is a need for the provision of child-care as well as maternity benefits that do not jeopardise women's chances of opportunities and promotions.

TABLE 4.14: Reasons why women get managerial positions: Multiple responses (in %).

Reasons	Females (n=30)	Males (n=30)
Work hard and deserve the job	93.3	86.7
Are affirmative action candidates	6.7	13.3
Are more sensitive and understanding	66.7	23.3
Are better at teamwork	53.3	0
Flirt with men who make decisions	0	3.3
Are qualified and experienced	3.3	0
Are creative and resilient	10	0

The table above illustrates that there exists a range of perceptions relating to why women get managerial positions. There was general agreement that women who get managerial positions work hard and deserve the job (93.3% among female respondents and 86.7% among male respondents). Among the female respondents other reasons cited were are more sensitive and understanding (66.7%) and are better at teamwork (53.3%). Additionally, some of the respondents identified that women are creative and resilient (10%), the women were affirmative action candidates (6.7%) and women are qualified and experienced (3.3%). A few of the male respondents also indicated the following reasons: women are more sensitive and understanding

(23.3%) and that women are affirmative action candidates (13.3%). One respondent stated that women get managerial positions because they flirty with men who make decisions.

In general, respondents stated that women are disproportionately represented in managerial positions because of past discriminatory practices based on perceptions about females. The perceptions relate to women be viewed as emotional, that women are not assertive and that they cannot make decisions. Additionally, some respondents felt that women break their service to have children and this jeopardises their upward mobility. Finally, women felt that it was more difficult for them (as compared to men) to access training and skills development opportunities. This was regarded as being prevalent in terms of women accessing scholarships/ bursaries provided by the maritime sector to further their educational qualifications. Furthermore, some of the respondents stated that they earned less than their male counterparts and thus they was very little incentives for them to advance, especially given the lack of recognition and rewards.

Some of the male managers stated that they experience some difficulty in evaluating the technical and professional competence of women, especially if they knew the women personally. Many also stated that they feared that if women do not get their own way they will accuse the male manager of sexual harassment. This environment is undoubtedly not conducive to ensure that women are empowered and advance in the maritime sector.

The women managers interviewed identified many sacrifices and strategies that they engaged in to become a manager. These included reducing personal time at home. Social and personal life had to take second place. The women felt that they had to work harder than their male counterparts. Some female managers indicated that they deliberately made themselves known to management and attended training courses whenever possible. Additionally, they invested time and money in furthering their studies. Also, some women managers interviewed stated that they endured (and continue to endure) personal humiliation as a manager labeled as being aggressive.

Male managers stated that women can best enter and succeed in managerial positions by being properly trained, get the appropriate academic qualifications and getting exposure to the right people and positions. Clearly, while males feel that advancing and succeeding in managerial positions are linked to technical criteria; women on the other hand felt that many of their experiences were associated with subtleties linked to social and political dimensions in the workforce. Also, the male managers interviewed stated that the sacrifices they made to be where they are in their current position were sacrificing family and personal time.

TABLE 4.15: Age when respondent become a manager

Age	Females (n=14)	Males (n=21)
20-30	21.4	76.2
31-40	78.6	23.6

As can be seen from the table above, women tended to on average take longer than men to become managers. The majority of female managers (78.6%) became managers after they were 31 years old unlike the males who became managers before they turned 30 (76.2%). The longer, the time taken for females to become managers, are indicative of the gender discriminatory practices in management.

Female managers interviewed indicated that they saw their roles as being mentors and role models to female staff generally. This role was also extended to their family and society. They felt that them having made it would give hope to other females, especially the youth.

4.2.3 Management concerns

The majority of the managers (85.7% among the female managers and 90.5% among the male managers) stated that policies and programs aimed at ending gender discrimination had not affected them as managers. The table below illustrates the types of training programs; workshops and seminars attended by the managers interviewed which were aimed at empowering and supporting women managers or developing future female managers in the maritime sector.

TABLE 4.16: Training programs attended aimed at empowering and supporting women managers or developing future female managers in the maritime sector: Multiple responses (in %).

	Females (n=14)		Males (n=21)	
	Yes	No	Yes	No
Management training	85.7	14.3	28.5	71.5
Women in management	71.4	28.6	14.3	85.7
Gender policies and programmes	35.7	64.3	14.3	85.7
Conflict resolution and mediation	78.6	21.4	0	100
Supervision/ leadership	71.4	28.6	19	81
Recruitment and promotion aspects	57.1	42.9	33.3	66.7

The vast majority of male and female respondents (83.3% and 76.7% respectively) stated that there are sufficient opportunities to empower and develop women managers in the maritime sector. However, a significant promotion of the male respondents did not generally attend training programs aimed at empowering and supporting women managers or developing future female managers in the maritime sector. Those who did attended workshops/ seminars on management training (28.5%), women in management (14.3%), gender policies and programs (14.3%), supervision/ leadership (19%) and recruitment and promotion aspects (33.3%). On the other hand, the female respondents interviewed attended a range of training programs. Specific aspects were management training (85.7%), women in management (71.4%), gender policies and programs (35.7%), conflict resolution and mediation (78.6%), supervision/ leadership (71.4%) and recruitment and promotion aspects (57.1%). These results indicate that the development of female managers in the maritime sector seems to generally be viewed as the responsibility of existing female managers. Additionally, a major concern is despite this lack of training, 80.9% of the male

managers interviewed felt comfortable implementing policies and programs aimed at eliminating gender discrimination. Furthermore, 71.4% stated that they were adequately trained and knowledgeable about gender discrimination at the workplace and 80.9% stated that they were adequately equipped to handle any sexual harassment or gender discrimination cases as a manager. In the latter case, not a single manager had actually handled a sexual harassment or gender discrimination case in the past. Additionally, none of the respondents were clear about what they themselves should do if they were sexually harassed or discriminated against. A few respondents stated that they would approach their unions. It must be noted that only a few of the non-managerial female staff (12.5%) felt that there were adequate opportunities to empower and develop female managers in the maritime sector.

While only 14.3% of the male managers felt that they managed differently than women managers, 57.1% of the women managers indicated that they managed differently from their male counterparts. The main differences highlighted were that women managers are more sensitive to staff concerns and they are better able to motivate staff. The few managers felt that they were fair and firm.

4.2.4   General

The majority of respondents indicated that the following groups/ individuals are best suited to develop and implement policies and programs aimed at eliminating gender discrimination in the maritime sector:

Upper management; (76.7% among the female respondents and 83.3% among the male respondents).

A gender equity task team/ commission; (86.7% among the female respondents and 3.3% among the male respondents).

The human resources department; (80% among the female respondents and 93.3% among the male respondents).

The majority of the managers (85.7% among the male and female respondents) felt that the maritime sector pays sufficient attention to long-term personnel planning, training and development, job definitions and specifications, personnel recruitment and selection as well as performance appraisal and promotion systems. On the other hand, only 31.2% of the non-managerial female staff and 33.3% of the non-managerial male staff expressed satisfaction with the above processes and procedures.

The respondents indicated that the aspects that they enjoyed most about their jobs were:

- Interacting with people

- Being challenged by continuous change

- Being able to progress in the maritime sector

- Being properly rewarded

In terms of aspects they disliked most about their jobs, the following were highlighted:

- Favouritism

- Lack of communication among staff

- Working hours

- Not being adequately compensated (low wages)

- Being stuck in the same position

The sources of satisfaction identified by women managers specifically were many and varied. The highest responses were that they felt independent, enjoyed the financial benefits and perks, liked the pleasant work environment in the maritime sector and felt a greater sense of job security. Additionally, a sense of personal growth and achievement was highlighted. Some of the managers also stated that they enjoyed that status and recognition their jobs accorded. Some women stated that being a manager helped build confidence in other aspects of their lives outside the work sphere.

TABLE 4.17: Security in job positions (in %)

	Females (n=30)	Males (n=30)
Yes	76.7	90
No	23.3	10

As can be detected from the table above, slightly more male respondents than female respondents felt secure about their positions in the maritime sector. The few male respondents (10%) who stated that they felt insecure were Africans occupying non-managerial positions. The respondents attributed this feeling of insecurity to the continual changes within the maritime sector. Additionally, some of the women respondents stated that they felt that they were not viewed as breadwinners. Similar sentiments were expressed with regard to whether respondents felt that they will be promoted in the future. The responses are provided in the table below.

TABLE 4.18: Possibility of promotion in the future (in %)

	Females (n=30)	Males (n=30)
Yes	53.3	76.7
No	46.7	23.3

With regard to level of satisfaction in current positions, 56.7% of the female respondents and 83.3% of the male respondents stated that they were satisfied.

4.1 SUMMARY

The pertinent findings and concerns related to women in management concerns in the maritime sector derived from the primary data collected have been highlighted. Broad management and social implications of the results were presented. The next chapter summarises the main findings, and forwards recommendations based on the research and provides concluding comments.

The main purpose of this concluding chapter is to summarise the key research findings as well as forward recommendations. The results of this study raise a number

of interesting issues. However, given the focus on two sections of the maritime sectors surveyed in the Durban Unicity as case studies and the number of people interviewed (60), considerable future research needs to be conducted to provide more comprehensive conclusions. However, for the purposes of this study the data highlights some key issues that need to be addressed in relation to women in the maritime sector.

Since perceptions and projections tend to frame the central issues as well as influence decisions and policies, the relevance of women in the maritime sector as well as their advancement to higher management levels to the future of organisations are presented below. These are derived from the findings of the literature review and primary research undertaken for this study. The intention is to draw out pertinent issues that address the objectives of the study.

- The impact of women's changing roles and participation in the maritime sector as well as their advancement to the senior arena is an important aspect of organisational development. Evidence suggests that more and more women are entering managerial positions. This is also taking place at upper management levels.

- Women are bound to introduce new ways of managing and leading.

- Women are more willing to be more visible in the workplace and more specifically in leadership positions.

- Women are integrating work and family roles rather than view them as alternatives.

- Legal changes are beginning to support women's rights.

- There is the possibility that women as a group will experience differential levels of change that will be related to the individual's race, class, education and generation status. This implies that not all women will experience the same level of progress or mobility in the workplace.

CHAPTER 5 - CONCLUSION

5.1 INTRODUCTION AND SUMMARY OF KEY FINDINGS

The responses of this study from both female staff and managers indicate that although women in the workforce generally and women in management specifically continue to face numerous problems at different levels, there is a clear trend among the majority of the respondents to enjoy the benefits and satisfaction of working in the maritime sector. They enjoy the recognition, independence and financial rewards linked to having a job.

Despite these positive aspects, the results identify considerable areas relating to the discrimination of women in the maritime sector that need attention. The conflict between home and work remains for women, especially for married women and mothers. From the responses, it can be deduced that it is often the respondents' own high standards that contribute to stress and disproportionately spending time on job related matters. Many expressed sentiments that they had "to work harder than men" and "be better than men".

Major problems that women in the maritime sector and those in management structures experiences include:

- Misconceptions: Bio-psychological and socio-economic misconceptions hamper women's movement into management positions. The stereotype of the emotional female is particularly harmful and prevalent.

- Inhospitable formal and informal structures in the workplace.

- Present recruitment, hiring and promotion policies: Breaking the glass ceiling is a formidable task faced by many women who wish to enter managerial positions.

- Perceived incompatibility between career and family goals.

- Sexual harassment is also a major concern that needs attention.

This study supports Dipboye's (1978) findings more than two decades ago that despite contradictory evidence, stereotypes concerning female inadequacy as managers persist and act to distort perceptions of male and female performance and potential. Despite affirmative action

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policies that promote women entering management positions and the workforce more generally, the organisational climates tend not to support females in leadership positions. This study therefore reiterates Reskin and Ross's (1995: 145) findings that:

> Women's increased access to managerial jobs is beyond dispute, but the sexes' more equitable representation in managerial jobs has not eliminated the significance of gender in the distribution of organisational authority and the monetary rewards that authority traditionally brings. Women managers are concentrated near the bottom of the chains of command; they tend to supervise workers of their own sex, consistent with conventions that women should not supervise men; they were substantially less likely than men to exercise decision-making authority; and their involvement in decision making was largely confined to offering input into decisions that men make.

The findings of this research effort also supports Tougas and Veilleux's (1989) conclusion in the context of the Unites States that both men and women disapprove of preferential treatment based on tokenistic employment or promotion as a means to improve women's circumstances. Nearly all respondents prefer programs that focus on achieving equality of access through the elimination of systematic and institutional barriers and through the provision of support to target groups.

5.2 RECOMMENDATIONS

Given the above findings, the following recommendations are forwarded to address problems experienced by women in the maritime sector as well as women entering management positions:

- Recruitment, selection and placement: Organisations should avoid the tokenistic appointment of female managers.

- Training and development: It is imperative that the maritime sector develop strategies and training to establish capacity in the management and implementation of policies and programs aimed at addressing gender discriminatory practices. Specifically, gender sensitive awareness training needs to be implemented in the sector. There at least three kinds worth considering:

- Management awareness of cultural bias and sex-role expectations that prevail in the organisation and society as well as in attitudes of managers at all levels.

- Women's awareness of their perceptions of themselves in their career development objectives and considering alternatives. For those women who are already aware, the next phase is coping with change in reaching their new objectives, including their part in changing gender expectations they may face and their responses to them.

- Men's awareness of what it means to them to be involved in many new working relationships with women as colleagues and sometimes as superiors. Changes in women's roles as they move up in managerial expertise will certainly impact on men's roles and responses as managers.

Educational institutions must also be encouraged to respond to the need of training women to enter into the maritime sector. On the other hand, it is also in their best interest to develop skills training capacity in-house, specifically geared towards the industry's needs and strategic vision. Educational programs will also help to diffuse tensions and concerns among members of staff, especially that attempts to address gender discrimination does not imply a lowering of standards or the threat of losing jobs.

- Organisational development: Overall organisation policies which discriminate against female employees in areas such as job design, appraisal, promotion, travel, transfer, leave, disciplinary action and benefits must be analysed and redefined to support affirmative action and equal opportunity imperatives. Organisations must exhibit a willingness to change beliefs, attitudes, values and structures within the organisation as well as support broader societal changes that aim to redress gender imbalances and inequities. Team building, job enrichment, sensitivity training and organisational behaviour modification techniques of organisational development can be used to create a more supportive and reinforcing organisational environment for female leadership. In terms of supporting broader social changes, the maritime sector can provide bursaries, training and career development opportunities for females at different levels of schooling.

- Restructure organisational realities in such a way that conflicts between women's work and family roles can be minimised. Provision of child-care facilities is particularly important in this regard.

- Affirmative action teams that reflect the concerns of gender, race and religious differences need to be set up. This should include a steering committee to monitor, assess and ensure that affirmative action programs are fair and are progressing at a reasonable pace. Also, the committee should be mandated to engage in an assessment of the mechanisms and support structures (training opportunities, access to information and transforming advertising processes) intended to address discriminatory practices.

Despite some of the persistent negative perceptions pertaining to women in the maritime sector, the results from this study indicate greater acceptance by both men and women to women in the maritime sector. Furthermore, the general attitudes expressed were that women who have managed to reach management levels within the sector are making a significant contribution. One male employee stated that females have brought new blood, experiences, points of view and insights to the organisations. Additionally, there was a general sentiment that women understand the needs and expectations of other women who are not within the sector whom they associate with on daily basis as service providers much better. They also handle situations in the offices that involve other female staff more effectively.

Finally, Arvey (1997) and Cascio (1995) outline that achieving gender (and race) equality is a time consuming, controversial and complicated process. Addressing discriminatory practices such as patriarchy and racism have emerged as one of the most contested debates in post-apartheid South Africa. Despite the multitude of perceptions and positions, it is imperative that programs aimed at developing those that have been previously disadvantaged be put into place. The focus needs to shift from policies and ensure that actual implementation and changes are taking place. These changes won't take place without the participation of both males and females.

The impact of women's changing roles and participation as managers is an important part of organisational development. The shipping industry should avoid the tokenistic appointment of

females into the maritime sector. Strategies and training to establish female capacity in the sector and implementation of policies and programs aimed at addressing gender discriminatory practices need to be developed. Overall organisational policies which discriminate against female employees in areas such as job design, appraisal, promotion, leave and benefits must be analysed and redefined to support affirmative action and equal opportunity imperatives. Restructure organisational realities in such a way that conflicts between women's work and family roles can be minimised. Affirmative action teams that reflect the concerns of gender, race and other differences need to be set up.

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APPENDIX A

Dear respondent

I am an MBA student at the Natal University (Student Number: 201 508 271) currently doing my final year programme which includes as a requirement the completion of a dissertation research project. I have chosen as my research topic Women and the Maritime Sector: The Cases of National Ports Authority and South African Port Operations in the Durban Unicity.

It is for this purpose that this questionnaire has been constructed. I thank you for your time in completing the questionnaire.

If there are any questions you may contact me or my supervisor (Prof Elza Thomson (031) 204 5045 W).

My contact details are: Work (031) 451 7334: Home (031) 262 0380: Mobile 082 254 0320

Yours sincerely

_____

Ms Priscilla Thandeka Cele

QUESTIONNAIRES: FEMALE EMPLOYEES

STRICTLY CONFIDENTIAL

(TICK WHERE APPLICABLE)

Maritime Sector: _____

(A) BACKGROUND OF RESPONDENTS

1. Position:

| |
| |

2. Age:

less than 30 years	
31-40	
41-50	
over 51	

3. Race:

African	
Indian	
Coloured	
White	

4. Educational level:

Secondary school	
Certificates (specify)	
Diplomas (specify)	
Degree (specify)	
Post-graduate degree (specify)	
Other (specify)	

5. Marital status:

Married with no children	
Married with children (specify number and age/s)	
Divorced with no children	
Divorced with children (specify number and age/s)	
Single with no children	
Single with children (specify number and age/s)	

4. How long have you worked in this department /sector?

less than 5 years	
6-10	
11-15	
16-20	
more than 21 years	

(B) KNOWLEDGE OF GENDER DISCRIMINATION

1. Is your maritime sector formally opposed to discriminatory practices on the basis of:

TYPE OF DISCRIMINATION	YES	NO
Race		
Gender		
Sexuality		
Disability		
Other (specify)		

2. To overcome past discriminatory practices against women have you been introduced to policies and programmes aimed at eliminating gender discrimination (such as affirmative action or equal opportunities act)?

YES	NO

3.1. In your opinion, what is gender discrimination?

_____

_____

_____

3.2. In your opinion, what is sexual harassment?

_____
_____
_____

4. Does your maritime sector recruit and promote personnel on merit alone?

YES	NO

4.1. If NO, What other criteria do they use?

_____
_____
_____

(C) PERCEPTIONS OF GENDER AFFIRMATIVE ACTION

1. Do attempts to address gender inequalities and discrimination in your maritime sector have a positive or negative impact on you (if you have indicated that there are no formal programmes currently in place in your sector to address gender discrimination then what do you think the impacts of the implementation of this would be):

	POSITIVE	NEGATIVE
personnel productivity		
personnel morale		
gender relations		
race relations		
understanding between workers		
tensions and conflicts among workers		
profit margins		
client base and retention		

1.2. If NEGATIVE to any of the above, give reasons for your position.

_____
_____
_____

1.3. If POSITIVE to any of the above, give reasons for your position.

_____
_____
_____

2. Which group of women do you think most benefits from programmes aimed at eliminating gender discrimination?

_____

2.1. Give a reason for your answer.

_____
_____
_____

3. Which group of women do you think least benefits from programmes aimed at eliminating gender discrimination?
_____
_____
_____

3.1. Give a reason for your answer.
_____
_____
_____

4. Have you personally benefited from policies/ programmes aimed at ending gender discrimination?

YES	NO

4.1. If YES, how did you benefit?
_____
_____
_____

5. In your opinion, attempts to address gender discrimination are:

	YES	NO
Justified given past discrimination against women		
Exaggerated since women who work and study hard are equally compensated and promoted		
Discrimination against men		
Detrimental to the economy		
Detrimental to the home because more and more children are left without parental guidance		
Bound to raises false expectations among women		
Likely to result in poorly qualified women being placed in managerial positions		
Likely to result in poorly qualified women being employed		
Being forced by government		

(D) IMPLEMENTATION OF PROGRAMMES ADDRESSING GENDER DISCRIMINATION

1.1. Is it difficult to implement policies and programmes challenging gender discrimination in your sector?

YES	NO

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1.2. Is it difficult to manage policies and programmes challenging gender discrimination in your sector?

YES	NO

1.3. If YES to any of the above, what are the problems/constraints?

Resistance from all workers	
Resistance from male workers	
Lack of management skills	
Lack of support from management structures	
Insufficient opportunities for training and skills development	
Lack of funds for effective training and skills development opportunities	
Conflicts among workers	
Top management are male	
Lack of commitment from the sector to implement programmes	
Policies are vague and difficult to understand	
Other (specify)	

2. Do you think that recruitment and promotion policies are fair in your sector?

YES	NO

2.1. If NO, explain why?

_____

_____

_____

3. Are all personnel, regardless of gender differences, granted equal opportunities in your sector?

YES	NO

4. Do you think that there is equal opportunity to access bursaries and other funding opportunities provided by your maritime sector?

YES	NO

5. Has the details of policies and programmes aimed at ending gender discrimination been communicated to all employees in your sector?

YES	NO

5.1. If YES,
5.1.1. How has this been done?

Departmental meetings	
Women only meetings at branch level	
Newsletters/ Circulars/ Memos	
Notice boards	
Workshops/ seminars: jointly with men	
Workshops/ seminars: women only	
E-mails	
Other (specify)	

5.1.2. If not in written form, who disseminated the information?

Middle managers	
Upper management	
Personnel from human resources	
Staff associations/ unions	
Government officials	
Other (specify)	

5.2. If NO, why do you think this has been done?

Employees are not interested	
Policies have not been developed completely	
Prefer to quietly implement action against gender discrimination	
Do not want to raise expectations	
Fear of male discontent	
Avoid pressure from other groups	
Other (specify)	

6. Does your sector specify when advertising jobs that affirmative action will be considered when filling a post?

YES	NO

6.1. If YES to the above, is this done for all positions or some?

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ALL	SOME

6.2. Does your sector use gender neutral terminology in advertisements to fill vacancies?

ALWAYS	MOSTLY	SOMETIMES	NEVER

(E) WOMEN IN MANAGEMENT: PERCEPTIONS/ ATTITUDES

1. Do you think that having more female managers in your maritime sector can contribute to:

	YES	NO	IF YES, SPECIFY HOW?
Your personal growth			
Your professional growth			
The region's growth			

2. Who do you think make better managers?

MALES	FEMALES	NO PREFERENCE

2. If you have chosen MALES OR FEMALES, give a reason/s.

_____

_____

_____

_____

3. What difficulties, in your opinion, do female managers experience? (Can have multiple responses)

Time constraints (usually juggling work and household responsibilities)	
Insufficient personal time	
Are not respected by male employees	
Are not respected by female employees	
Have very few opportunities for upward mobility (promotion to higher managerial positions	
Other (specify)	
None	

4. In your opinion, women generally get managerial positions because they (can select more than one response):

Work hard and deserve the job	
Are affirmative action candidates	
Are more sensitive and understanding	
Are better at team work	
Flirt (or have sexual relationships) with men who are decision makers	
Other (specify)	

5. Why are women disproportionately represented in management positions, especially upper management levels?

_____

_____

6. How can women best enter and succeed at upper management positions?

_____

_____

7. What sacrifices have you made to be in your current position?

_____

_____

_____

8. At what age did you become a manager (if you hold a management position)?

20-30	
31-40	
41-50	
>51	

9. Did you use any strategies to pursue your ambitions to become a manager?

YES	NO

9.1. If YES, state what steps you took.

_____

_____

_____

10.1. Does your role as a female manager have any impact to other employees in your sector (especially in lower positions)?

_____

_____

_____

_____

10.2. Does your role as a female manager have any impact to family members and friends (especially the youth)?

_____
_____
_____

(F) MANAGEMENT CONCERNS

1. How has gender discrimination affected you in your current position?

_____
_____
_____

2. How have policies and programmes aimed at ending gender discrimination affected you in your current position?

_____
_____
_____

3. Have you attended any training programmes, workshops, seminars, etc. aimed at women managers or developing future women managers?

YES	NO

3.1. If YES, which of the following did the training focus on:

Management training	
Women in management issues	
Gender policies and programmes	
Conflict resolution and mediation	
Supervision/leadership	
Recruitment and promotion aspects	
Other (specify)	

4. Do you think that there are sufficient opportunities to empower and develop women to management positions in your sector?

YES	NO

5. As a woman, do you feel comfortable implementing policies and programmes aimed at eliminating gender discrimination?

YES	NO

6. As a woman, are you sufficiently trained and knowledgeable about gender discrimination at the work place?

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YES	NO

7. As a woman, are you adequately equipped to handle sexual harassment or gender discrimination accusations among your employees?

YES	NO

8. Have you handled any sexual harassment or gender discrimination cases before?

YES	NO

8.1. If YES, were you satisfied with the way in which the matter was resolved?

YES	NO

9. Are you familiar with what you need to do if you are sexually harassed or discriminated against because you are a woman?

YES	NO

9.1. If YES, what steps would you take?

_____

_____

_____

10. What type of problems do you experience in your current position? Indicate which problems do you think are compounded because you are a woman?

_____

_____

_____

11. Do you think you manage your work area differently than your male colleagues?

YES	NO

11.1. If YES, what is the difference?

_____

_____

_____

(G) GENERAL

1. What characteristics, in your opinion, contribute to someone being a good manager?

_____

_____

_____

2. What characteristics, in your opinion, contribute to someone being a bad manager?

3. Who do you think are best suited to develop and implement policies and programmes aimed at eliminating gender discrimination in your sector? (You may select more than one response).

Upper management	
Middle management	
A gender equity officer	
A gender equity task team/ commission	
The human resources department	
Other (specify)	

4. In your opinion, does your maritime sector pay sufficient attention to:

	YES	NO
Long-term personnel planning		
Training and development		
Job definitions		
Job specifications		
Performance appraisal systems		
Selection methods		
Promotion systems		
Fringe benefits		
Monetary compensation/incentives		

5. Which of the following fringe benefits are provided for you?

TYPE OF BENEFIT	TICK	SPECIFY NATURE OF BENEFIT
Pension		
Medical aid		
Housing subsidy		
Transport subsidy		
Leave with full pay		

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Sick leave with full pay		
Life insurance/ funeral coverage		
Relocation assistance		
Child care facilities		
Clothing subsidies (especially for uniforms)		
Annual bonus		
Long service and retirement awards		
Full maternity/ paternity benefits		
Savings schemes		
Other (specify)		

6. Identify in order of importance three aspects that you enjoy most about your job?

_____

_____

_____

_____

7. Identify in order of importance three aspects that you like least about your job?

_____

_____

_____

_____

8. Are you secure about your position in your sector?

YES	NO

8.1. If NO, explain why you fell insecure?

_____

_____

_____

9. Do you feel that you will be promoted in the future?

YES	NO

9.1. If NO, why do you feel you will not be promoted?

_____

_____

9.2. Are you satisfied with your current position?

YES	NO

10. In your opinion, the majority of new appointments in that last five years in your sector in the different skills categories have been (select one group per category):

SKILL CATEGORY	AFRICANS		WHITES		INDIANS		COLOUREDS	
	F	M	F	.M	F	M	F	M
Managerial								
Supervisory								
Administrative								
Secretarial/ clerical								
Financial								
Other (specify)								
Other (specify)								

11. How many years do you think will take your sector to be fully integrated in terms of gender in the following categories?

	ALREADY INTEGRATED	1-5	5-10	11-15	>15
Managerial					
Supervisory					
Administrative					
Secretarial/ clerical					
Financial					
Unskilled/ menial					
Other (specify)					

12. Additional comments

_____

_____

_____

_____

_____

_____

_____

Thank you

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APPENDIX B

Dear respondent

I am an MBA student at the Natal University (Student Number: 201 508 271) currently doing my final year programme which includes as a requirement the completion of a dissertation research project. I have chosen as my research topic Women and the Maritime Sector: The Cases of National Ports Authority and South African Port Operations in the Durban Unicity.

It is for this purpose that this questionnaire has been constructed. I thank you for your time in completing the questionnaire.

If there are any questions you may contact me or my supervisor (Prof Elza Thomson (031) 204 5045 W).

My contact details are: Work (031) 451 7334: Home (031) 262 0380: Mobile 082 254 0320

Yours sincerely

_____

Ms Priscilla Thandeka Cele

QUESTIONNAIRES: MALE EMPLOYEEES

STRICTLY CONFIDENTIAL

(TICK WHERE APPLICABLE)

Name Of Maritime Sector: _____ _____ _____ _____

(A) BACKGROUND OF RESPONDENTS

1. What position do you hold ?

2. Age:

less than 30 years	
31-40	
41-50	
over 51	

3. Race:

African	
Indian	
Coloured	
White	

4. Educational level

Secondary school	
Certificates (specify)	
Diplomas (specify)	
Degree (specify)	
Post-graduate degree (specify)	
Other (specify)	

5. Marital status

Married with no children	
Married with children (specify number and age/s)	
Divorced with no children	
Divorced with children (specify number and age/s)	
Single with no children	
Single with children (specify number and age/s)	

4. How long have you worked in your current position?

less than 5 years	
6-10	
11-15	
16-20	
more than 21 years	

(B) KNOWLEDGE OF GENDER DISCRIMINATION

1. Is your sector formally opposed to discriminatory practices on the basis of:

TYPE OF DISCRIMINATION	YES	NO
Race		
Gender		
Sexuality		
Disability		
Other (specify)		

2. To overcome past discriminatory practices against women has your sector introduced policies and programmes aimed at eliminating gender discrimination (such as affirmative action or equal opportunities act)?

YES	NO

3.1. In your opinion, what is gender discrimination?

3.2. In your opinion, what is sexual harassment?

_____

_____

_____

4. Does your maritime sector recruit and promote personnel on merit alone?

YES	NO

4.1. If NO, what other criteria do they use?

_____

_____

_____

(C) PERCEPTIONS OF GENDER AFFIRMATIVE ACTION

1. Do attempts to address gender inequalities and discrimination in your sector have a positive or negative impact on you (if you have indicated that there are no formal programmes currently in place in your sector to address gender discrimination then what do you think the impact of the implementation of this would be):

	POSITIVE	NEGATIVE
personnel productivity		
personnel morale		
gender relations		
race relations		
understanding between workers		
tensions and conflicts among workers		
profit margins in your bank		
client base and retention		

1.2. If NEGATIVE to any of the above, give reasons for your position.

_____

_____

_____

1.3. If POSITIVE to any of the above, give reasons for your position.

_____

_____

_____

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2. Which group of women do you think most benefits from programmes aimed at eliminating gender discrimination?

_____

_____

2.1. Give reasons for your answer.

_____

_____

_____

3. Which group of women do you think least benefits from programmes aimed at eliminating gender discrimination?

_____

_____

3.1. Give reasons for your answer.

_____

_____

_____

4. Do you personally know of someone who benefited from policies/programmes aimed at ending gender discrimination?

YES	NO

4.1. If YES, how did they benefit?

_____

_____

5. In your opinion, attempts to address gender discrimination are:

	YES	NO
Justified given past discrimination against women		
Exaggerated since women who work and study hard are equally compensated and promoted		
Discrimination against men		
Detrimental to the economy		
Detrimental to the home because more and more children are left without parental guidance		
Bound to raise false expectations among women		
Likely to result in poorly qualified women being placed in managerial positions		
Likely to result in poorly qualified women being employed		
Being forced by government		

(C) IMPLEMENTATION OF PROGRAMMES ADDRESSING GENDER DISCRIMINATION

1.1. Is it difficult to implement policies and programmes challenging gender discrimination in your sector?

YES	NO

1.2. Is it difficult to manage policies and programmes challenging gender discrimination in your sector?

YES	NO

1.3. If YES to any of the above, what are the problems/ constraints?

Resistance from all workers	
Resistance from male workers	
Lack of management skills	
Lack of support from management structures	
Insufficient opportunities for training and skills development	
Lack of funds for effective training and skills development opportunities	
Conflicts among workers	
Top management are male	
Lack of commitment from your sector to implement programmes	
Policies are vague and difficult to understand	
Other (specify)	

2. Do you think that recruitment and promotion policies are fair in your sector?

YES	NO

2.1. If NO, explain why?

_____

_____

_____

3. Are all personnel, regardless of gender differences, granted equal opportunities in your sector?

YES	NO

4. Do you think that there is equal opportunity to access bursaries and other funding opportunities provided by your sector?

YES	NO

5. Has the details of policies and programmes aimed at ending gender discrimination been communicated to all staff in your sector?

YES	NO

5.1. If YES,

5.1.1. How has this been done?

Branch meetings	
Women only meetings at branch level	
Newsletters/ Circulars/ Memos	
Notice boards	
Workshops/ seminars: jointly with men	
Workshops/ seminars: women only	
E-mails	
Other (specify)	

5.1.2. If not in written form, who disseminated the information?

Branch managers	
Upper management	
Personnel from human resources	
Staff associations/ unions	
Government officials	
Other (specify)	

5.2. If NO, why do you think this has been done?

Employees are not interested	
Policies have not been developed completely	
Prefer to quietly implement action against gender discrimination	
Do not want to raise expectations	
Fear of male discontent	
Avoid pressure from other groups	
Other (specify)	

6. Does your sector specify when advertising jobs that affirmative action will be considered when filling a post?

YES	NO

6.1. If YES to the above, is this done for all positions or some?

ALL	SOME

6.2. Does your sector use gender neutral terminology in advertisements to fill vacancies?

ALWAYS	MOSTLY	SOMETIMES	NEVER

(E) WOMEN IN MANAGEMENT: PERCEPTIONS/ ATTITUDES

1. Do you think that having more female in senior positions in your sector can contribute to:

	YES	NO	IF YES, SPECIFY HOW?
Your personal growth			
Your professional growth			
The region's growth			

2. Who do you think make better managers?

MALES	FEMALES	NO PREFERENCE

2. If you have chosen MALES OR FEMALES, give a reason/s.

_____

_____

_____

_____

3. What difficulties, in your opinion, do female managers experience? (Can have multiple responses)

Time constraints (usually juggling work and household responsibilities)	
Insufficient personal time	
Are not respected by male employees	
Are not respected by female employees	
Have very few opportunities for upward mobility (promotion to higher managerial positions	

Other (specify)	
None	

4. In your opinion, women generally get managerial positions because they (can select more than one response):

Work hard and deserve the job	
Are affirmative action candidates	
Are more sensitive and understanding	
Are better at team work	
Flirt (or have sexual relationships) with men who are decision makers	
Other (specify)	

5. Why are women disproportionately represented in management positions, especially upper management levels?

_____

_____

_____

6. How can women best enter and succeed at senior positions?

_____

_____

_____

7. What sacrifices have you made to be where you are in your current position?

_____

_____

_____

8. If you already hold a management position at what age did you become a manager?

20-30	
31-40	
41-50	
>51	

9. Did you use any strategies to pursue your ambitions to become a manager?

YES	NO

9.1. If YES, state what steps you took.

_____

_____

_____

(F) MANAGEMENT CONCERNS

1. How has policies and programmes aimed at ending gender discrimination affected you in your current position?

_____

_____

2. Have you attended any training programmes, workshops, seminars, etc. aimed at empowering and supporting women managers or developing future women managers in your sector?

YES	NO

2.1. If YES, which of the following did the training focus on:

Management training	
Women in management issues	
Gender policies and programmes	
Conflict resolution and mediation	
Supervision/ leadership	
Recruitment and promotion aspects	
Other (specify)	

3. Do you think that there are sufficient opportunities to empower and develop women managers in your sector?

YES	NO

4. As a manager, do you feel comfortable implementing policies and programmes aimed at eliminating gender discrimination?

YES	NO

5. As a manager, are you sufficiently trained and knowledgeable about gender discrimination at the work place?

YES	NO

6. As a manager, are you adequately equipped to handle sexual harassment or gender discrimination accusations among your employees?

YES	NO

7. Have you handled any sexual harassment or gender discrimination cases as a manager?

YES	NO

7.1. If YES, were you satisfied with the way in which the matter was resolved?

YES	NO

8. What type of problems do you experience as a manager? Indicate which problems do you think are compounded because you are a male manager?

_____

_____

_____

_____

9. Do you manage differently than the female managers?

YES	NO

9.1. If YES, how do you manage differently?

_____

_____

_____

_____

(G) GENERAL

1. What characteristics, in your opinion, contribute to someone being a good manager?

_____

_____

2. What characteristics, in your opinion, contribute to someone being a bad manager?

_____

_____

_____

3. Who do you think are best suited to develop and implement policies and programmes aimed at eliminating gender discrimination in your sector? (You may select more than one response)

Upper management	
Middle management	
A gender equity officer	
A gender equity task team/ commission	
The human resources department	
Other (specify)	

4. In your opinion, does your sector pay sufficient attention to:

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	YES	NO
Long-term personnel planning		
Training and development		
Job definitions		
Job specifications		
Performance appraisal systems		
Selection methods		
Promotion systems		
Fringe benefits		
Monetary compensation/ incentives		

5. Which of the following fringe benefits do/ does your organisation provide for you?

TYPE OF BENEFIT	TICK	SPECIFY NATURE OF BENEFIT
Pension		
Medical aid		
Housing subsidy		
Transport subsidy		
Leave with full pay		
Sick leave with full pay		
Life insurance/ funeral coverage		
Relocation assistance		
Child care facilities		
Clothing subsidies (especially for uniforms)		
Annual bonus		
Long service and retirement awards		
Savings schemes		
Full maternity/ paternity leave		
Other (specify)		

6. Identify in order of importance three aspects that you enjoy most about your job?

_____

_____

_____

_____

_____

7. Identify in order of importance three aspects that you like least about your job?

_____

_____

_____

_____

_____

8. Are you secure in your job/position ?

YES	NO

8.1. If NO, explain why you fell insecure?

_____

_____

9. Do you feel that you will be promoted in the future?

YES	NO

9.1. If NO, why do you feel you will not be promoted?

_____

_____

9.2. Are you satisfied with your current position?

YES	NO

10. In your opinion, the majority of new appointments in the last five years in the different skills categories have been (select one group per category):

SKILL CATEGORY	AFRICANS		WHITES		INDIANS		COLOUREDS	
	F	M	F	.M	F	M	F	M
Managerial								
Supervisory								
Administrative								
Secretarial/ clerical								

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Sales/ retail								
Unskilled / menial								
Other (specify)								

11. How many years do you think will take your sector to be fully integrated in terms of gender in the following categories?

	ALREADY INTEGRATED	1-5	5-10	11-15	>15
Managerial					
Supervisory					
Administrative					
Secretarial/ clerical					
Sales/ retail					
Unskilled/ menial					

12. Additional comments

_____

_____

_____

_____

_____

_____

_____

_____

Thank you

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