

UNIVERSITY OF KWAZULU-NATAL

**WOMEN IN LEADERSHIP: AN ANALYSIS OF A STATE-OWNED ENTITY
WITHIN THE TRANSPORT SECTOR – THE CURRENT STATUS, THE
CHALLENGES AND THE FUTURE**

**By
SINAMILE ZUMA**

203510107

**A dissertation submitted in partial fulfillment of the requirements for the degree of
Master of Business Administration**

**Graduate School of Business & Leadership
College of Law and Management Studies**


Supervisor: Prathana Amrithlal

2017

DECLARATION

I, Sinamile Zuma, declare that:

- The research reported in this thesis, except where otherwise indicated, is my original work.
- This thesis has not been submitted for any degree or examination at any other university.
- This thesis does not contain other persons' data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.
- This thesis does not contain other persons' writing, unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted, then:
 - a) their words have been re-written but the general information attributed to them has been referenced;
 - b) Where their exact words have been used, their writing has been placed inside quotation marks, and referenced.
 - c) Where I have reproduced a publication of which I am the author, co-author or editor, I have indicated in detail which part of the publication was actually written by myself alone and have fully referenced such publications.
 - d) This thesis does not contain text, graphics or tables copied and pasted from the Internet, unless specifically acknowledged, and the source being detailed in the thesis and in the References sections.

Signature:  _____ **Date:** 21/07/2017 _____

Sinamile Zuma

DEDICATION

This research work is dedicated to ‘my reflection of love’ – my beautiful family. Firstly, to my husband, the one that God saw fit for me to spend my entire lifetime with. I thank you for being my all-rounder, you made sure that our kids did not feel the void when mommy had to be away from home in pursuit of her studies. You allowed me to accomplish my dreams, supported selflessly, motivated proudly, and continue to love unconditionally. Thank you my Nathi - nina baka sihlungu kamafuze, kadlithi, kadlaba, mafahleni, kalugaju, shisa, kamatomela, zuma ka nxamalala! To my loving son, Umusa ‘Prince’, my beautiful daughter, Sinathi, and my special daughters, Akhona and Akum. Thank you for allowing me to be the best mother I can be. I trust and hope education will remain a priority and an instilled foundation you will carry through always. I hope this work motivates you to follow your dreams, be the best you can be, aim bigger than the word ordinary. Love God, respect elders, humble yourselves to the world and make meaningful contributions, always.

To my parents - Gatsha David Sithole and Zandile Hazel Sithole – these are the fruits of your teachings and instilled values. Thank you so much for being my number one supporters, for the unconditional love, ample prayers and always seeking the best for your children.

To my siblings – my brothers Khulani and Kwanele, my sister Vamo. Our positive and motivational conversations have finally paid off. Let’s continue to motivate and build each other. May the unity amongst us remain unbroken. I hope I have contributed my bit of inspiration. A sound and unshaken mindset yields worthy results. Persevere on, bo Mondise!

My extended family, close friends and colleagues. Through the highs and lows, thank you for being there, thank you for listening, thank you for the motivation, thank you for understanding, thank you for the contributions and most importantly, thank you for fully supporting, respecting and appreciating my work and studies. I am humbled.

Finally, a heartfelt dedication to all women, who strive to overcome whichever challenge, situation, obstacle and regardless, still choose to seize opportunities and conquer beyond boundaries, proving the impossible possible. A humbling gratitude to all the men who believe, support, empower, admire, appreciate and recognize the power in the capabilities of women. Salute!

ACKNOWLEDGEMENTS

I wish to express my sincere appreciation and gratitude to the following individuals, without whose assistance, this study would not have been possible:

First and foremost, praises to God Almighty for giving me the capability to achieve beyond imagination, providing me with amicable strength and embedding the mentality of faith in me. Through him, all things are indeed possible.

My utmost gratitude to my Supervisor, Ms. Prathana Amrithlal for the continued support, understanding, valuable input, open communication and guidance while I navigated through this dissertation. May you continue to supervise many more after me.

My boss, Mr. Preston Khomo, for granting me the necessary time off work to fulfil my studies. Thank you for ensuring that I complete my studies, the impeccable support, valuable advice and tips imparted on me. You have been a teacher, contributor and a motivator throughout this journey.

Mr. Ernest Ndwandwe – thank you for that phone call. I had to be reminded to finish what I started.

My classmates – Layton Ruredzo and Rev. Nhlanhla Ntshangase, you have been an illustration of selfless human beings. Through your constant motivation, generous assistance and noble efforts, this accomplishment could have taken much longer to achieve. God Bless.

I would like to acknowledge the state-owned entity for allowing me to conduct my study at their organisation. I will be forever grateful for also sponsoring my studies and trust you will reap the return on your investment in me.

A special acknowledgment to all the participants who set time aside from their demanding jobs and partook in the research. Without your participation and valuable feedback, this work could not have been concluded. Thank you amicably. In your leadership, I trust.

ABSTRACT

Women have gradually penetrated the work force globally over the years. They continue to enter industries and jobs predominantly male occupied. Although women have been visible in boardrooms and in positions of leadership, year on year, statistical numbers however still reflect low numbers of women representation, as compared to men in the various leadership ranks and positions of power. This research study sought to examine whether women in leadership roles in a state owned entity within the transport sector encounter common challenges, similar issues found in literature, or there are other unknown challenges currently experienced by women in leadership within the transport sector. Furthermore, the study aimed to seek possible implementable and practical solutions that could be considered by the participating entity, as well as certain behaviours and attitudes that could be adopted by emerging female leaders. The research adopted a mixed research approach, largely the quantitative approach, including elements of the qualitative approach. A sample of eighty-one (81) participants, who were 100% females, were conveniently selected from a population of two hundred (200) women who worked in the state-owned entity within the transport sector and occupied various management / leadership positions. The entity was represented in a wide spread of geographical areas, covering areas such as Johannesburg, Richards Bay, Durban, East London, Port Elizabeth, Ngqura, Mossel Bay, Saldhana and Cape Town. Data were collected using an online questionnaire. The response rate was 40.5% (forty and a half percent), with a completion rate of 95%, which was an indication of completed questionnaires in relation to the respondents that participated. The respondents worked in various departments (e.g. operations, finance, engineering, human resources) within the state owned entity. Descriptive statistics revealed varied magnitudes of the challenges encountered by the women in leadership. However, inferential statistics also revealed insignificant relationships between the dependant and independent variables, for example, it emerged that there was an insignificant relationship between the challenges encountered and the geographical area that the women worked in. The study made recommendations to women leaders, the entity and the state. To women leaders – to equip themselves, leadership development programs, training opportunities, mentoring, grooming and coaching. To the entity – lead by example, by considering women in the different higher leadership levels, design and implement mentoring programmes, re-inforce culture change, and ongoing communications program and make Gender Intelligence a strategic imperative. To the state - to put in place strategies and or solutions to combat women based challenges.

TABLE OF CONTENTS

DECLARATION	2
DEDICATION	3
ACKNOWLEDGEMENTS	4
ABSTRACT	5
LIST OF ABBREVIATIONS	10
LIST OF FIGURES	12
LIST OF TABLES	13
CHAPTER 1	15
INTRODUCTION TO THE STUDY	15
1.1 Introduction	15
1.2 Background.....	17
1.3 Problem Statement.....	19
1.4 Rationale of the Study	20
1.5 Aim of the Study	21
1.5.1 Objectives of the Study.....	21
1.5.2 Research Questions.....	22
1.6 Significance of the study	22
1.7 Delimitations of the Study	23
1.8 Organisation of Chapters	24
1.9 Summary.....	25
CHAPTER 2	26
LITERATURE REVIEW	26
2.1 Introduction	26
2.2 Theoretical Framework.....	26
2.2.1 Empowerment.....	26
2.2.2 Social Role Theory	27
2.2.3 Feminist Theory.....	28
2.3 Leadership theories.....	29
2.3.1 Great Man Theory.....	30
2.3.3 Trait Theory.....	30
2.3.4 Behavioural Theories.....	31
2.3.5 Contingency Theories.....	32

2.3.6 Transactional and Transformational theories	32
2.4 A global perspective on the women leadership status	34
2.5 An African reflection on female leadership.....	38
2.6 Directorship in State Owned Entities – the evolution of gender based leadership	47
2.7 Challenges faced by female leaders.....	51
2.8 Gender differences in leadership	56
2.9 Summary.....	61
CHAPTER 3	62
RESEARCH METHODOLOGY.....	62
3.1 Introduction	62
3.2 Research methodology and design	62
3.2.1 Research Methodology	62
3.2.2 Research Design	63
3.3 Location of study	64
3.4 Target population.....	65
3.5 Sampling procedure and sample size.....	65
3.6 Data collection.....	66
3.6.1 The Questionnaire.....	66
3.6.2 Secondary data.....	68
3.7 Data analysis.....	68
3.8 Reliability and Validity.....	69
3.9 Ethical Considerations.....	70
3.10 Expected outcomes	71
3.11 Limitations of the Research.....	71
3.12 Summary.....	72
CHAPTER 4	73
RESULTS PRESENTATION AND ANALYSIS	73
4.1 Introduction	73
4.1.1 Response Rate	73
4.2. Demographics of participants.....	73
4.3.1 Presentation and discussion of results - Descriptive statistics.....	80
4.3.1.1 Objective One: To ascertain the challenges encountered by women in leadership in state owned entities.....	80

4.3.1.2 Objective Two: To determine the leadership traits and qualities that exist in women in leadership positions in the transport sector.....	83
4.3.1.3. Objective Three: To understand how women conduct themselves during their occupation of leadership positions in state owned entities.....	88
4.3.1.4. Objective Four: To determine what solutions and or strategies that can be put into place so as to work towards alleviating the obstacles faced by women in leadership in the transport sector, in state owned entities.....	91
4.3.2 Presentation and discussion of results - Inferential statistics.....	95
4.3.2.1 Objective One: To ascertain the challenges encountered by women in leadership in state owned entities.....	95
4.3.2.2 Objective Two: To determine the leadership traits and qualities that exist in women in leadership positions in the transport sector.....	99
4.3.2.3 Objective Three: To understand how women conduct themselves during their occupation of leadership positions in state owned entities.....	102
4.3.3 General feedback.....	105
4.4 Summary.....	109
CHAPTER 5	110
CONCLUSION AND RECOMMENDATIONS	110
5.1. Introduction.....	110
5.2. Objective One: To ascertain the challenges encountered by women in leadership, in state owned entities.....	110
5.3 Objective Two: To determine the leadership traits and qualities that exist in women in leadership positions in the transport sector.....	111
5.4 Objective Three: To understand how women conduct themselves during their occupation of leadership positions in state owned entities.....	112
5.5 Objective Four: To determine what solutions and or strategies can be put into place, so as to work towards alleviating the obstacles faced by women in leadership in the transport sector, in state owned entities.....	112
5.6 Recommendations.....	113
5.6.1 For the women in leadership positions.....	113
5.6.2 For the leaders in the entity.....	114
5.6.3 To the state.....	114
5.7 Suggestions for further research.....	115
5.8 Concluding remarks.....	115
REFERENCES	117
APPENDIX 1: QUESTIONNAIRE	126
APPENDIX 2: INFORMED CONSENT FORM	131

APPENDIX 3: GATEKEEPER’S PERMISSION 132
APPENDIX 4: ETHICAL CLEARANCE LETTER..... 133
APPENDIX 5: TURNITIN REPORT 134

LIST OF ABBREVIATIONS

FEDSAW	Federation of South African Women
BWASA	Businesswomen's Association of South Africa
CEO	Chief Executive Officer
UK	United Kingdom
COO	Chief Operating Officer
UNIFEM	United Nations Development Fund for Women
IMF	International Monetary Fund
OECD	Organization for Economic Cooperation and Development
GDP	Gross Domestic Product
MD	Managing Director
U.S	United States
AU	African Union
UN	United Nations
ICT	Information and communication technology
SOEs	State-Owned Enterprises
GCIS	Government Communication and Information System
SAA	South African Airways
SAX	SA Express
GOV.ZA	Government South Africa
PFMA	Public Finance Management Act
JSE	Johannesburg Stock Exchange
EWAP	Eskom Women Advancement Programme
G20	A group of twenty nations that represent 85% of the global economy
ILO	International Labour Organisation

USA	United States of America
MBA	Master of Business Administration
MBL	Master of Business Leadership
PhD	Doctor of Philosophy
DBA	Doctor of Business Administration
GMAC	Graduate Management Admission Council
CIOs	Chief Information Officers
IT	Information Technology
SPSS	Statistical Package for the Social Science
UKZN	University of KwaZulu-Natal
EPMO	Enterprise Project Management Office

LIST OF FIGURES

Number	Description	Page
Figure 2.1	Leadership theories over time	30
Figure 2.2	Overview of personality traits	31
Figure 2.3	Categories of SOEs which influence urban growth and development	48
Figure 2.4	Comparison between private sector and state-owned enterprises for common indicators	49
Figure 2.5	Statistical profile – Women workforce representation across Organisation	50
Figure 4.1	Categories of highest educational qualifications	75
Figure 4.2	Representation of management / leadership level in the entity	78
Figure 4.3	Representation of the number of years in a management/leadership position	79

LIST OF TABLES

Number	Description	Page
Table 2.1	Summary of Leadership Theories: From ‘Great Man’ to ‘Transformational’ Leadership	33
Table 2.2	Global rankings, 2015 - Top ranked countries to the lowest ranked countries	37
Table 2.3	Average percentages of women parliamentarians in each region (single, lower and upper houses)	37
Table 2.4	Developed Market, Developing Market and Emerging Market Differences	39
Table 2.5	Percentage of Board Seats Held by Women on Boards of Africa’s Leading Companies	41
Table 2.6	Percentage of Companies with 0 Women Board Directors	42
Table 2.7	Percentage of Women Directors, By Country	44
Table 2.8	Twelve (12) of the Most Influential Female Politicians in Africa	46
Table 2.9	Competencies between women and men leaders	60
Table 4.1	Total number of female respondents	73
Table 4.2	Breakdown of geographical dispersion of respondents	74
Table 4.3	Breakdown of departmental dispersion	76
Table 4.4	Breakdown of the respondents based on marital status profile	77
Table 4.5	Breakdown of age group per respondents	78
Table 4.6	Classification of the respondents per ethnic group	80
Table 4.7	Summary of challenges encountered by women in state owned Entities	83
Table 4.8	Summary of leadership traits and qualities	87

Table 4.9	Summary of how women conduct themselves during their occupation of leadership positions in state owned entities	91
Table 4.10	Summary of solutions and or strategies that can be put into place towards addressing the leadership challenges	94
Table 4.11	Model Summary of dependent variable (a) - to ascertain the challenges encountered by women in leadership in state owned entities	95
Table 4.12	Statistical significance level outcome of dependent variable (a)	98
Table 4.13	Model Summary of dependent variable (b) - to determine the leadership traits and qualities that exist in women in leadership positions	99
Table 4.14	Statistical significance level outcome of dependent variable (b)	101
Table 4.15	Model Summary of dependent variable (c) – to understand how women conduct themselves during their occupation of leadership positions in state owned entities	102
Table 4.16	Statistical significance level outcome of dependent variable (c)	104

CHAPTER 1

INTRODUCTION TO THE STUDY

1.1 Introduction

In recent times, progressively more women are present in the economic activities of the world and South Africa in particular. Women were previously prohibited from being engrossed in professions, marginalised in businesses and not afforded opportunities to be vociferous in boardrooms. Women in general, which the South African nation being mutually inclusive, have been subjected to all kinds of struggles, as it was only in 1905, that Charlotte Maxeke, formerly a Kimberley school teacher, became the first South African Black woman to receive a Bachelor's degree (South African History Online, 2015). An online article, titled 'The Women's struggle Timeline 1905-2006' postulated history making events that depicted the evolution of women in South Africa: on 7 January 1908, after passing her exams, Cecilia Makiwane was registered as a nurse and became the first Black professional nurse in South Africa. In November 1921, Mary Fitzgerald was the first female City Councillor in Johannesburg, while in 1935, the first group of Indian girls matriculated in South Africa. It was only in 1947 that Mary Malahlela- Xakana became the first female black doctor in South Africa. On 9 August 1956, 20000 women under the banner of the Federation of South African Women (FEDSAW) marched to the Union Buildings in Pretoria to protest against passes for women, the day which later became National Women's Day in South Africa. In 1959, Helen Suzman was the only white woman representative, representing The Progressive Party in Parliament; by 1960, the number of economically active women in South Africa was at 15.5%; and by 1980, this number had grown to 31.5%. It was only in 2005, on 22 June, that Phumzile Mlambo-Ngcuka was appointed Deputy President of South Africa by the then President Thabo Mbeki, thus becoming the first woman Deputy President in the history of South Africa (South African History Online, 2015). In 2009 (forty-nine years later, post 1960), economically active women in South Africa accounted for 47%, as compared to 63% of males (Population Reference Bureau, 2016).

Through the progression of how women are perceived and furnished opportunities in predominately male sectors, both in business and in the corporate world, they have gradually

revealed their presence and made momentous contributions that have reformed businesses and even impacted on the world. As more women enter jobs that were historically dominated by men, numerous jobs that were non-traditional for women in 1988 were no longer non-traditional for women in 2008 (United States Department of Labor, 2008). In the United States, these occupations were lawyers, chief executives, physicians, architects, computer programmers and others, of which women comprised 25 percent or less of total employment in those non-traditional occupations for women (United States Department of Labor, 2008).

The hindrance however arises when, even though their presence is being gradually revealed, statistics signal that the level of their presence, relative to their male counterparts, is still at low levels, especially at leadership levels. There are about 3% - 4% (three to four percent) of women Chief Executive Officers worldwide (Sherwin, 2014). Globally, approximately 60 % (sixty percent) of students that graduate from higher education institutions, especially universities, are discovered to be females (Wittenberg-Cox, 2014). Although women are leading at senior levels in businesses and in the workplace, they continue to be under-represented at these senior levels (Wittenberg-Cox, 2014). Furthermore, major challenges are faced by women in leadership on an on-going basis, which may impede their ability of fully realising their capability and copiously making their mark, whether in business or in the workplace.

Women have been the pillar of strength in many homes, surely, they can have a similar impact in the workplace and in business. Women have the ability to influence and make meaningful changes globally. Howard, a renowned author for Forbes, published online the recent top 100 (one hundred) influential women leaders in the world (Howard, 2015). Similarly, South Africa has the most influential women in various industries, sectors and professions. Successful and inspirational women leaders in South Africa included Wendy Appelbaum (One of Africa's wealthiest women, Owner and Chair of De Morgenzen Wine Estate, and more), Nkosazana Dlamini-Zuma (South African politician, anti-apartheid activist, former Chairperson of the African Union), Wendy Ackerman (Non-Executive Director of Pick n Pay Holdings Limited) and Basetsana Kumalo (South African television personality, beauty pageant title holder, businesswoman, and philanthropist.), were amongst South Africa's top thirty (30) wonder women (Wits Business School, 2012).

The challenges faced by women are of significance, as women constitute a higher percentage of the population, especially in the South African context. In South Africa, on average, data suggests that the South African population is predominantly of a female population. This is according to the 2011 census results which indicated that out of 51.8 million people, the country consisted of 48.2% male population and 51.7% female population (Statistics South Africa, 2011). Recent analysis may be dissected further amongst the four racial groups i.e. White, Indian / Asian, Coloured, Black African in South Africa, as recent statistics, as per the Quarterly Labour Force Survey of Q3 (2015), indicated that the proportions of employed Black Africans and Coloured populations were the largest among the semi-skilled occupations (which included clerk, sales and services, skilled agriculture, craft and related trade and plant and machine operator occupations) for men. However, Black African women still remained vulnerable – about 43,4% were employed in low-skilled occupations (which included elementary and domestic worker occupations), as compared to only 0.8% of White women and 4,1% of Indian/Asian women. Conversely, about 57.8% of White women were employed in skilled occupations (which included manager, professional and technician occupations), as compared to only 17.6% of Black African women and 20.7% of Coloured women (Statistics South Africa, 2015).

In view of the information presented above, this study aims to interrogate the issue of women in leadership. On that note, this chapter is a snapshot of the study: it highlights the pertinent issues regarding the study and these include the background information, the problem statement, the rationale for the study, as well as the aims and the objectives of the study. In addition, the significance of the study, as well as the dissertation outline, are also presented in this chapter.

1.2 Background

The chosen topic of the research is “Women in leadership: an analysis of a state-owned entity within the transport sector – the current status, the challenges and the future.” Leadership, as broadly defined, involves the following: establishing a clear vision, sharing that vision with others so that they will follow willingly, providing the information, knowledge and methods to realise that vision, coordinating and balancing the conflicting interests of all members and stakeholders; of which leader steps up in times of crisis, and is able to think and act creatively in difficult situations (Business Dictionary, 2016).

There are however numerous ways to define leadership. In 2016, Brittney Helmrich, a Business News Daily Staff Writer took it upon himself to ask some business owners, managers and experts to explain what leadership meant to them. Mark Little, the founder and president of Diversified Funding, believes that a leader is someone [who] leads by example and has the integrity to do the right thing, even when it is not popular and has positive influence over others, inspiring them to become a better people and example for others to model their life against, as well (Mark Little, in Business News Daily, 2016). Randy Stocklin, co-founder and CEO, Readers.com, defined it as the ability to help people achieve things they do not think are possible; coaches with a passion for developing people, not players; and get satisfaction from achieving objectives through others (Randy Stocklin, in Business News Daily, 2016). On the other hand, Marie Hansen, the Dean of the College of Business, Husson University expressed that “Leadership means using one's influence to help guide others in successfully achieving a goal without desire for recognition, without worry of what others think and with awareness of issues, internal or external, that might change the results sought” (Marie Hansen, in Business News Daily, 2016).

Various studies have been conducted and research papers compiled globally about women, specifically in the spheres of leadership. It is however worth noting that there is limited literature which relates to women in leadership across all provinces in South Africa (i.e. Eastern Cape; Free State, Gauteng; KwaZulu-Natal; Limpopo; Mpumalanga; Northern Cape; North West and Western Cape), especially in a state-owned entity. Literature, globally and within South Africa, touched on how far women have come in terms of being afforded the opportunities to lead in various positions. Furthermore, it has expanded on some distinct and common challenges that women encounter while they lead.

A Vice President of Human Resources from America, indicated that women in executive level, experience a variety of issues, some to more extent than others, ranging from the lack of self-confidence; having to challenge their male counterparts; obtaining financial support from investors in the businesses they run; lack of sufficient women role models who can guide other women; struggling with balancing between the home life and the work life, also pose as a challenge to most women trying to advance in their careers (Klimek, 2015). Other studies extended further and analysed the challenges faced by women in leadership across different ethnic groups; different industries; different countries; different age groups and across different sectors. An opportunity to share the outcomes of these studies shall be elaborated further in the literature review section of this research. A selection of studies also provided some of proposed

solutions to overcome the challenges and daily struggles of women in leadership in society and the work place. Gender intelligence was associated with nine critical levers that were recommended for leaders to start practicing immediately (Annis, Lawrence & Patsy, 2012).

Available literature also distinguished between the different leadership traits evident in women and the different qualities that women possess in comparison to men. These traits varied from being driven by opportunity; strategic focus; passion to succeed; having an entrepreneurial desire, longing for success in every job done; having a purpose and finding meaning in all they do; being strong believers of team building and collaborative effort (Llopis, 2014). Different competencies were also displayed by women, where in some of the competencies evaluated, they outperformed men. In a study conducted by Zenger Folkman, it was confirmed that females, out of 16 chosen leadership competencies, scored higher than the sampled males in 12 of those leadership competencies (Zenger Folkman in Sherwin, 2014).

Influential and powerful women have shared their views, written articles and books where they have imparted their experiences and furnished women with valuable advice and proposed to business leaders, the various strategies and solutions to combat the challenges faced by women in leadership. The Founding Editor of the high-end magazine in South Africa, *Destiny*, writer of published articles and author of two books related to the subject of this research, Khanyi Dhlomo, advised in a workshop for women, that women needed to better equip themselves for dynamic jobs, be less passive and less pessimistic in business dealings (Swart, 2008).

This problem of women in leadership, or rather the lack of sufficient women at leadership levels and the challenges faced by the minority that occupy positions at these levels, was important as statistics indicated worrying figures, whereby in published results from a consensus study conducted in 329 corporates in South Africa, it was found that women occupied only 3.6% of Chief Executive Officer (CEO) positions, a mere 5.5% of chairperson posts, approximately 17.1% of directorships and just 21.4% of executive management positions (BWASA, 2012).

1.3 Problem Statement

There is an insufficient number of women in leadership positions; women globally and in South Africa experience vast challenges in these positions. This is supported by literature in various forms which include online published articles and journals. However, there is limited literature and broader research which extends to the analysis of the current status, in terms of the number

of women in leadership positions at state owned enterprises and specifically in the transport sector, the leadership traits that they possess; the challenges encountered by these women, as well as the solutions that could be proposed to assist in combating the challenges.

Maseko's (2013) study titled 'A comparative study of challenges faced by women in leadership: a case of Foskor and the Department of Labour in Umhlathuze Municipality' focused on women in leadership at two companies in Richards Bay, Foskor and The Department of Labour. The ownership structure indicated that Foskor was owned by The Department of Trade and Industry, holding a 59% stake in this company (Foskor, 2016). The Department of Labour is a government department in South Africa, whose main strategic activity is to play a significant role in reducing unemployment, poverty and inequality through a set of policies and programmes developed in consultation with social partners, aimed at improving the economic efficiency and productivity; the creation of employment; sound labour practices; eliminating inequality and discrimination in the workplace; as well as alleviating poverty in employment (The South African Department of Labour, 2016). These companies (on which Maseko based her study) were within the jurisdiction of the KwaZulu – Natal Province. The researcher was however of the opinion that although a good foundation to build the researcher's work, it further contributed to the problem that there is insufficient research which is a broader representation of more women in leadership positions in the significant parts of KwaZulu-Natal. Similarly, insufficient studies may exist for the other provinces. It is therefore unclear whether more women in leadership positions and working for state owned enterprises shared similar challenges, possessed similar or different leadership styles, and whether they may propose similar or alternative solutions to combat the challenges associated with female leadership.

1.4 Rationale of the Study

Being acquainted with different literature, it subsequently transpired that the existing literature was silent on any research and related findings on women in leadership, who worked for any division in a state-owned enterprise. Moreover, the brief research conducted by the researcher, in preparation for this research, did not provide evidence that such research had already been conducted in a state-owned entity within the transport sector. However, that did not in any way suggest that the related research did not exist.

Further questions needed to be posed to the prospective participants, to ascertain whether the findings were in correlation to the study already conducted by Maseko. The researcher of this

study is a young woman who is currently entrusted with a leadership role in one of the state-owned entities within the transport sector in Richards Bay hence, it became an intriguing area of topical research. Personal experiences have been encountered during the time that the researcher has been afforded the opportunity, not just to lead, but to lead a diverse team in a predominantly male industry, in an era enriched with ample opportunities for personal and professional growth and, in an emancipated country where opportunities for innovation and collaborative efforts are encouraged.

In view of the above, the study has the following aims and objectives.

1.5 Aim of the Study

The intent of this research is to ascertain the challenges encountered by women in leadership roles in state-owned entities, with specific reference to the transport sector. Furthermore, the study aims to suggest possible implementable and practical solutions that could be considered by the participating entity, as well as certain behaviours and attitudes that could be adopted by emerging female leaders. Thus, the study has the following objectives.

1.5.1 Objectives of the Study

The objectives of the study were as follows:

- To ascertain the challenges encountered by women in leadership, in state-owned entities;
- To determine the leadership traits and qualities that exist in women in leadership positions in the transport sector;
- To understand how women conduct themselves during their occupation of leadership positions in state owned entities;
- To determine what solutions and or strategies that could be put into place in order to alleviate the obstacles faced by women in leadership in state owned entities like the transport sector.

1.5.2 Research Questions

- What are the challenges encountered by women in leadership, in state owned entities?
- What are the leadership qualities and traits that define the leadership style of women in their areas of their employment?
- How do women conduct themselves in their leadership positions in the study areas?
- How could state owned entities gear themselves in ensuring that they fully support the advancement of women in their organisations?

1.6 Significance of the study

The completion of this research envisaged the enablement of comprehensive understanding of the challenges still persistent, that women in leadership positions still encounter. The study aims to allow for in-depth knowledge into the leadership traits that each woman should strive to possess, whether still aspiring to be a successful leader in the future, or currently in a leadership position and aspiring to mould themselves into better and refined leaders as women. Furthermore, the research strives to enable the interested readers to acquire different perspectives on the possible strategies and or solutions that could be implemented in order to overcome this problem.

Certainly, this research could generate new knowledge from the perspective of the greater representation from the transport sector in South Africa. This research may greatly benefit aspiring and emerging leaders, young and more experienced; it would enable enhanced research on women leadership in other various companies not covered in the research to acquire in-depth knowledge and even possibly relate to the challenges and success factors experienced by other women in similar positions. The research might also provide business leaders with a view to suggest possible strategies and or solutions that could be developed and or incorporated into company policies, as well as implemented for better results, pertaining to matters affecting women and their productivity as leaders in the workplace and in business. This research might not be of benefit to one gender, but it also has the ability to offer men with enhanced insights into what leadership issues women encounter in the workplace and in the general business sphere. Furthermore, the research might provide enhanced insights into the qualities that women survive and succeed by, and how they may possibly extract from the findings, as well as

contribute to supporting women whilst in their plight to lead successfully and at their greatest capability.

1.7 Delimitations of the Study

It is a common expectation that research projects embarked upon by scholars would have certain intentional exclusions, certain characteristics about the scope of their research that one would expect to have control over, but choose to exclude or rather limit the study pertaining to those identified excluded characteristics (Simon, 2014). In this study, the researcher firstly excluded men from the population and sample. The chosen and main focus was on women, so as to better maximise the level of accuracy on the expected findings in relation to the proposed research topic. However, the exclusion did not in any manner imply that men had no significant contribution towards the success of women in leadership roles. Secondly, in almost every research topic, there are positive and negative perspectives. For the purposes of this research, the researcher immensely concentrated on the challenges (negative), as opposed to the successes encountered by women in leadership. Yes, there are success stories, but the researcher's general interest heavily focused on unpacking and sharing what women found as obstacles in their leadership roles. The researcher believed that overcoming obstacles in itself creates opportunities for success stories.

Thirdly, the researcher chose not to cover the whole of South Africa, therefore not focusing on the entire women population of South Africa. This limitation may restrict the application of the findings to the population of the country. The researcher however came to the realisation that there was very limited available research that had been conducted in remote areas, for example, the area of Richards Bay (which was also covered by this research), being an industrial area (and the closest neighbouring industrial area being Durban), which is expected to be geared for ample future economic growth in the KwaZulu-Natal Region.

It was therefore of the researcher's view that the depth of understanding of what women in leadership dealt with, was vital and sharpened. In proceeding with the research, it could have assisted in warranting how do women, organisations and even the state, gear themselves in ensuring that society and work environments are conducive enough to enable successful women leadership to prevail, especially as women empowerment is being propelled in a liberated country such as South Africa. Lastly, the study targeted two hundred (200) women, in the state

owned entity, so as to conduct the research effectively, as well as to produce results from a substantial population and sample size, given the restricted time to conduct the research.

1.8 Organisation of Chapters

This section outlines the structure of the study. The dissertation therefore consists of five (5) chapters which are as follows:

Chapter 1: Introduction – This first chapter furnishes the introduction and background to the research problem. It stipulates the problem statement of the research, indicates the main intent, outlines the objectives, and outlines the research questions as well as the significance of the study. It concludes by discussing the delimitations of the research.

Chapter 2: Literature Review - This chapter reviews the related literature on the leadership phenomenon. It provides the foundation by examining the theoretical framework underpinned by the most relevant theories that linked their significance to the phenomenon being researched. The chapter progresses by reviewing a global perspective on the women leadership status, followed by an African reflection, thereafter ascertains the level of directorship in State Owned Entities. Furthermore, it reviews the challenges faced by female leaders, while at the same time comparing perspectives on gender differences in leadership.

Chapter 3: Research Methodology - Chapter three provides the methodology applied in this research. It includes the explanation of the chosen research method and design; data collection; the study population and sample, the sampling procedure; reliability and validity, ethical considerations, as well as the limitations encountered.

Chapter 4: Results Presentation and discussion - This chapter provides an analysis of the data that were collected through the questionnaire. The data are presented in tables, figures, graphs and narratives to clearly illustrate the findings of the study.

Chapter 5: Conclusions and Recommendations – The final chapter concludes the dissertation by providing the summary of findings, conclusions, recommendations and proposing suggestions for future research, as well as providing an indication of whether the study fulfilled its objectives.

1.9 Summary

Chapter one has furnished the introduction and background to the research problem, stipulated the problem statement of the research, indicated the main intent and outlined the objectives as well as the research questions. Furthermore, the limitations of the research were also discussed. Chapter two reviews the literature related to women in leadership and empowerment.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Discussions and research around women leadership have been an area of interest, following the gradual emancipation of women's rights and participation in the economic activities in various countries. This liberation had somehow been experienced in slower paces than expected. Whilst women's rights and participation in the economy have evolved, numerous obstacles have hindered the endeavoured progression levels. This chapter discusses literature around this issue, firstly by laying the foundation with a theoretical framework that is guided by the most relevant theories that link their significance to the phenomena being researched. The three relevant theories are Empowerment, Social Role Theory and Feminist Theory. The chapter subsequently provides diverse but related perspectives and the status of women leadership, as well as the related literature that was reviewed in fulfilling the objectives of the research.

2.2 Theoretical Framework

The fundamental theory that was used in this research was empowerment, specifically gender empowerment, focusing on women. Further relevant theories were also consulted to expand on further linkages with other theories to provide a broader theoretical context. These significant theories included the Social Role Theory, as well as the Feminist Theory.

2.2.1 Empowerment

This theory emanated from developmental theories. Empowerment has been discussed in various academic research works, at individual, organisational and community levels. Empowerment, in its most general sense, refers to the ability of people to gain understanding and control over the personal, social, economic and political forces in order to take action to improve their life situations (Kasmel, 2015). Kanter's theory of structural empowerment includes a discussion of organisational behaviour and empowerment. According to this theory, empowerment is promoted in work environments that provide employees with access to information, resources, support and the opportunity to learn and develop (Larkin, 2008). As envisaged to be applied in the proposed study, this theory holds that the researcher would expect

the understanding of whether in organisations, the lack of access to information; utilisation of resources; support from peers, seniors and general people; as well as the opportunity to learn and develop, has influenced or rather disabled the full potential of women being able to successfully lead in their leadership positions. Perkins & Zimmerman (1995) further stated that the empowerment theory, research and intervention link individual well-being with the larger social and political environment. Theoretically, empowerment, being a construct that links individual strengths and competencies; natural helping systems and proactive behaviours to social policy and social change, connects mental health to mutual help and the struggle to create a responsive community (Perkins & Zimmerman, 1995). Furthermore, a critical distinction of empowering processes and outcomes is vital, as theories of empowerment include both processes and outcomes, suggesting that actions, activities, or structures may be empowering and that the outcome of such processes result in a level of empowerment. This critical distinction was put into perspectives at individual, organisational and community levels. Empowering processes at individual, organisational and community levels may include participation in community organisations; collective decision making and shared leadership; collective action to access government and other community resources, respectively. Empowering outcomes at individual, organisational and community levels may include situation-specific perceived control and resource mobilisation skills; development of organisational networks, organisational growth, and policy leverage; evidence of pluralism and the existence of organisational coalitions, as well as accessible community resources, respectively (Perkins & Zimmerman, 1995).

2.2.2 Social Role Theory

Social theory is the study of scientific ways of thinking about social life (Harrington, 2005). The term ‘social theory’ encompasses ideas about ‘how societies change and develop, about methods of explaining social behaviour, about power and social structure, gender and ethnicity, modernity and ‘civilisation’, revolutions and utopias’ (Social Theory Applied, 2016). Furthermore, it is indicated that such theories are analytical frameworks or paradigms used to examine social phenomena. Social theories are said to have emanated from recognised theorists. Amongst such renowned people are Jacques Derrida, Pierre Bourdieu, Michel Foucault and Jürgen Habermas, as well as Julia Kristeva, Zygmunt Bauman, Judith Butler, Jean Baudrillard and Ulrich Beck (Social Applied Theory, 2016). The mammoth work these renowned social theorists are believed to have further influenced other related theories, as well as also deeply

influenced the public sphere, by bringing together public theory and the role of social theorist with that of public intellectual, enabling opportunities for further educational research, zooming into day to day life issues and intellectualising the problems. Harrington, in his teachings about the introduction of the Modern Social Theory, concluded that to theorise about social life is not only to develop scientific models of observable social processes and further alluded that in the most basic and ancient senses, it can be said that theory is a reflection of the place and function of science in the human existence (Harrington, 2005).

2.2.3 Feminist Theory

For the purpose of cementing a foundation for this research, it is indispensable to also converge on a theory that perhaps assumes there are differences in society's perception relating to gender. Are there theories that expand on the inequalities in opportunities between females and males? Shortly answered, of course. The researcher established that the Feminist Theory may provide such a foundation relevant to the topic of this research. Feminism is theory that men and women should be equal politically, economically and socially (Amazoncastel, 2004). This is considered to be the crux of what all feminism theories are all about. Additionally, Amazoncastle (2004), continued to argue that a feminist is one who believes in that men and women should be equal politically, economically and socially, as outlined above. Crossman (2017), in her overview of key ideas and issues, on feminist theory in Sociology, explained that by shifting the focus of social theory away from the perspectives and experiences of men, feminist theorists have created social theories that are more inclusive and creative than those which assume the social actor to always be a man. Feminist theory shines light on social problems, trends and issues that are otherwise overlooked or misidentified by the historically dominant male perspective within social theory. She further noted the key areas that should be focused on, in expanding on the feminist theory, which included the critical areas such as objectification, power and oppression, discrimination and exclusion on the basis of sex and gender, structural and economic inequality, as well as gender roles and stereotypes, to mention a few (Crossman, 2016). According to Lobber (1997, cited in Ngcobo, 2016), theoretically liberal feminism claims that gender differences are not based on biology and that women and men are not all that different, their common humanity supersedes their procreative differentiation.

2.3 Leadership theories

The renowned authors of *Organisational behaviour – Global and South African perspectives* define leadership as the ability to influence a group of people towards the achievement of a vision or set of goals (Robbins et al. 2009). They further explained that the source of this influence may be formal, such as that provided by the possession of managerial rank in an organisation, but not all leaders are managers, nor for that matter, are all managers leaders. It is also important to note that there is no singular definition of leadership, as various sources define leadership in their own understanding and interpretation. It is critical to mention that it is not the researcher's intention to debate on the complexity of this definition and conclusion thereof, but to indicate what leadership is, in the most simplest sense to enable progression to subsequent spheres of the research.

Leadership has been broadly discussed in ample studies and extensively researched over the years. An abundance of explanations, classifications, theories and definitions about leadership exist in modern literature. It is evident that significant efforts have been channelled towards the classification and clarification of different magnitudes of leadership. Theories are commonly categorised by which aspect is believed to define the leader the most. The most widespread ones are: Great Man Theory, Trait Theory, Behavioural Theories, Contingency Theories, Transactional Theories and Transformational Theories (Leadership Central, 2016). Free Leadership eBooks (2015) supports Leadership Central's categories stated above and further included Process leadership theory and Laissez Faire leadership theory, as the main theories that emerged during the 20th century. So, how have leadership theories evolved over time? Figure 2.1 indicates that time is a crucial element in the evolution of leadership theories, whereby earlier theories tended to focus on personalities and characters of successful leaders, whereas the more recent leadership theories largely focused on what leaders actually do.

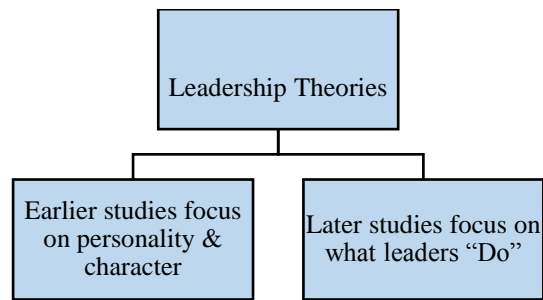


Figure 2.1: Leadership theories over time
 Source: Adapted from *Free-management-ebooks 2015*

2.3.1 Great Man Theory

Just by analysing its name, it is suggestive that only a ‘man’ can be a great leader. The Great Man Theory evolved around the mid 19th century, during the 1840s. The theory assumes that the traits of leadership are intrinsic, simply meaning that great leaders are born, they are not made (Leadership Central, 2016). These theories often portray great leaders as heroic, mythic and destined to rise to leadership when needed (Van Wagner, 2008). Leadership Central further pointed out that in 1860, this theory was however disputed by Herbert Spencer, an English philosopher, who affirmed that the heroes associated with it were simply the product of their times and their actions were the results of social conditions.

2.3.3 Trait Theory

The trait leadership theory believes that people are either born, or are made with certain qualities that would make them excel in leadership roles (Leadership Central, 2016). Unlike the Great Man Theory which lie heavily on the personality characteristics of a person, as well as certain physical traits of individuals, the Trait Theory ignored the assumptions about whether leadership traits were genetic or acquired. Geddes and Grosset (1998) differentiated a trait from a competency, the former being an inherent characteristic of a person, while the latter being the ability of a person to do something (Van Wyk, 2007). It is therefore implied that this theory often identifies particular personality or behavioural characteristics shared by leaders. Figure 2.2 provides an overview of the typical personality traits. This theory ultimately focuses on basic traits, such as physical and personal characteristics, along with the competencies a leader should possess. According to Zhang, Wang and Fleenor (2011, cited in Ngcobo, 2016), this theory is based on the assumption that basic traits are the reason for the behaviour of leaders, which are

consistent in different situations. Leadership Central (2016) concluded that there were many shortfalls with the trait leadership theory. However, from a psychology of personalities approach, Gordon Allport's studies were among the first ones and have brought, for the study of leadership, the behavioural approach (Matthews, Deary & Whiteman, 2003, p. 3, cited in Leadership Central, 2016).

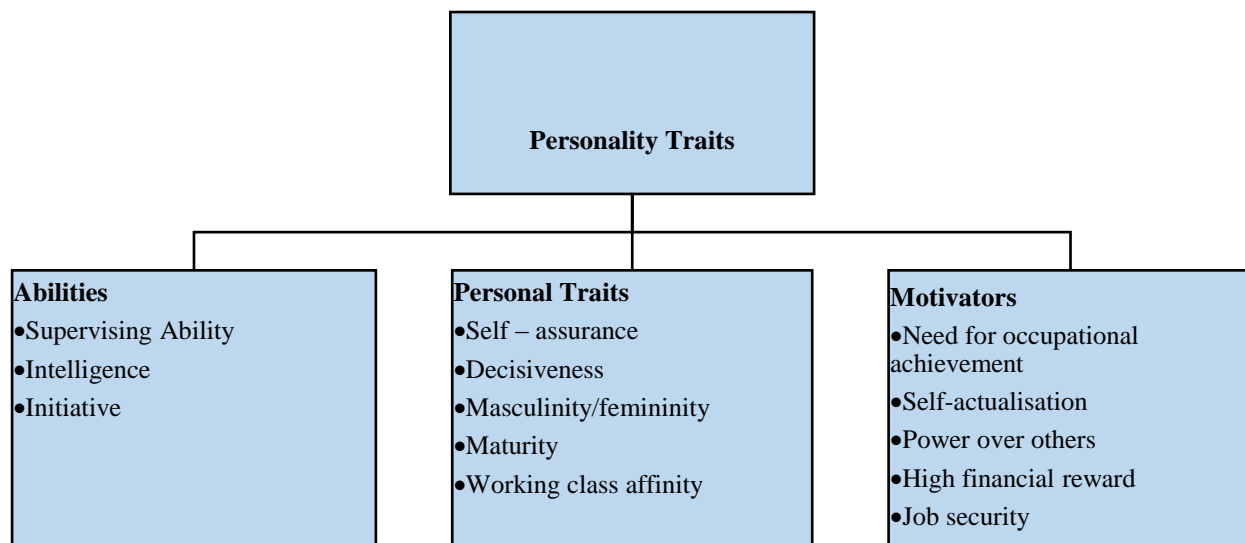


Figure 2.2: Overview of personality traits

Source: Adapted from Khagendra, 2012

2.3.4 Behavioural Theories

Behavioral theories of leadership are based upon the belief that great leaders are made, not born, thereby implying that people can learn to become leaders through teaching and observation (Van Wagner, 2008). Being strongly rooted in behaviourism, this leadership theory therefore focuses on the actions of leaders, not on the mental qualities or internal states.

Between the 1940's to 1950's, this theory provided a new perspective, one that focuses on the behaviours of the leaders, as opposed to their mental, physical or social characteristics (Leadership Central, 2016). Thus, with the evolutions in psychometrics, notably the factor analysis, researchers were able to measure the cause an effect relationship of specific human behaviours from leaders. It was through different researchers, who proposed the three types of leaders which include the autocratic, democratic and laissez-faire. Without involving subordinates, the autocratic leader makes decisions, laissez-faire leader lets subordinates make the decision and hence takes no real leadership role other than assuming the position and the

democratic leader accesses his subordinates then takes his decision (Khan, Nawaz & Khan 2016). Furthermore, it was assumed that all leaders could fit into one of these three categories.

2.3.5 Contingency Theories

The contingency theory emerged around the 1960's, where it was argued that there is no single way of leading and that every leadership style should be based on certain situations, which signifies that there are certain people who perform at the maximum level in certain places; but at minimal performance when taken out of their element (Leadership Central, 2016). In Khan, Nawaz & Khan (2016), it is stipulated that the situational leadership model was first introduced in 1969. It was clear that contingency theories of leadership focused on particular variables related to the environment that might determine which particular style of leadership is best suited for the situation, therefore, success depends upon a number of variables, including the leadership style, the qualities of the followers and aspects of the situation (Van Wagner, 2008).

2.3.6 Transactional and Transformational theories

The leadership theories, by the late 1970s and early 1980s, activated to diverge from the specific perspectives of the leader, leadership context and the follower, towards practices that concentrated on the exchanges between the followers and leaders (Khan, Nawaz & Khan 2016). Transactional theories are characterised by a transaction made between the leader and the followers, which values a positive and mutually beneficial relationship, whereas in transformational leadership theory it is stated that this process is whereby a person interacts with others and is able to create a solid relationship that results in a high percentage of trust, that would later result in an increase of motivation, both intrinsic and extrinsic, in both leaders and followers (Leadership Central, 2016). To recap on how the leadership theories have evolved and emerged over time, Table 2.1 provides a summary of these leadership theories.

Table 2.1: Leadership Theories

<p>Great Man Theories</p>	<p>Based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. The use of the term 'man' was intentional since until the latter part of the twentieth century, leadership was thought of as a concept which is primarily male, military and Western. This led to the next school of Trait Theories</p>
<p>Trait Theories</p>	<p>The lists of traits or qualities associated with leadership exist in abundance and continue to be produced. They draw on virtually all the adjectives in the dictionary which describe some positive or virtuous human attribute, from ambition to zest for life.</p>
<p>Behaviourist Theories</p>	<p>These concentrate on what leaders actually do, rather than on their qualities. Different patterns of behaviour are observed and categorised as 'styles of leadership'. This area has probably attracted most attention from practicing managers.</p>
<p>Contingency Theory</p>	<p>This is a refinement of the situational viewpoint and focuses on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances.</p>
<p>Transactional Theory</p>	<p>This approach emphasises the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract', through which the leader delivers such things as rewards or recognition, in return for the commitment or loyalty of the followers.</p>
<p>Transformational Theory</p>	<p>The central concept here is change and the role of leadership in envisioning and implementing the transformation of organisational performance.</p>

Source: Adapted from Centre for Leadership Studies, June 2003

2.4 A global perspective on the women leadership status

The phenomenon of the evolution of females in relation to the magnitude of their activity and participation in the economy has been continuously discussed, analysed and efforts have been made to enhance the level of women participation and representation in business and corporate spheres globally. In the areas where there has been significant growth in employment, it became vital to ascertain whether women have been employable and account for a substantial categorised number and percentage contribution towards total employment. Employability is broadly defined as being able to seek employment, retain that employment and should there be an opportunity or option to transfer employment between different industries and different countries, be in a position to do so in the most seamless manner (Clarke & Patrickson, 2008).

Aggressive economic growth, globalisation and technological advancement have required advancement in skills, as well as the capability for being effective and productive in any organisation in existence in the modern era (Olsen & Shultz, 2013). The rapid growth in economic strength over the years in the different types of economies, ranging from developed economies such as United States, Norway, Sweden, Switzerland, Japan, Germany, to emerging economies in countries such as Brazil, China, Turkey, Mexico, Indonesia, South Africa, the demand for leadership, coupled with specific focus on women leaders, has been necessary. The question though was whether that demand had been responded to by a satisfactory level in supply of such leaders? In an attempt to obtain a holistic overview of the state in the leadership level of women in leadership positions, it became paramount that a global perspective on the women leadership status is observed.

Women continue to be under-represented at senior-management levels in Asia, Europe and North America. According to McKinsey's (2012) report, "The global gender agenda," board representation is highest in Norway (40%), where the law requires publicly-held companies to have at least 40% female board participation and lowest in Japan (2%). Female participation on executive committees is highest in Sweden (21%) and lowest in Japan (1%). In the U.S, women hold 15% of board seats and 14% of executive committee seats (Executive Coaching Connections, 2016).

For at least almost three decades, females have been diversifying from historically typical jobs fit for ladies and gradually penetrating the professional and managerial ranks of many corporations. They have been doing so, together with males, and at a more or less correlated rate as males. However, females remained dramatically under-represented at senior levels, yet

there are opportunities to change this under-representation, provided that the correct mind shift is adopted globally, the required high impact strategies are introduced and executed by those with the powers to do so, as well as having the ability to bring about change and embrace equality, which also goes hand in hand with diversity. As of 1 June 2012, only 3.6% of Fortune's 500 CEOs were women, and women held about 15% of Fortune 500 board seats and corporate executive positions (World Economic Forum, 2013). This report by the World Economic Forum, in which the Global Agenda Council on Women's Empowerment aimed to highlight how women's empowerment is a part of the solutions to interconnected challenges, and ultimately intended to provide non-experts with a stronger elementary understanding of the impact that empowering women and girls can have on their areas of interest, outlined that indeed women have fared no better in most countries, as in the United Kingdom, they accounted for 4% of CEOs and 15% of board seats in the top 100 UK-headquartered companies and, in India, 11% of large-company chief executives were women. There were however exceptions worth mentioning, these were the countries with a legal mandate for diversity, most notably, Norway, where 40% of board seats in public companies need to be held by women.

Recent years have seen an unprecedented rise of women in various sectors, whether in business, corporate environments, politics, educational institutions and other areas. Statistics continue to reflect on indicative numbers and provide extensive relevant analysis in better understanding how women have progressed (in some areas, not) over time as globalisation has intensified. In their book entitled *Women as global leaders*, co- editors Ngunjiri and Madsen (2015) expressed that although few women are serving in global leadership roles in corporate and non-profit arenas, and as heads of nations, that number is growing (e.g., Indira Nooyi at PepsiCo, Sheryl Sandberg at Facebook, Marissa Mayer at Yahoo, Ellen Johnson Sirleaf as president of Liberia, Angela Merkel as chancellor of Germany). These women serve as business executive and Chairperson, as well as the Chief Executive Officer; Chief Operating Officer (COO); Information Technology Executive, currently serving as the president and CEO; Female President; and Chancellor, respectively in the companies of their employ and countries they lead as stated above. However, in the 2008 report, *Progress of the world's women*, the UN Development Fund for Women (UNIFEM) indicated that progress for women, particularly the poorest and most marginal, has been far too slow. While the political participation of women increased in a few countries, notably Rwanda and South Africa, women will not reach parity with men in legislatures in developing countries until at least 2047 (Ernest & Young, 2011).

The World Economic Forum has closely monitored the performance of economies over the years. They have collected and analysed more than a decade of data since 2006 when the Global Gender Gap Report was first published. The Global Gender Gap Report (2015) revealed the Global Gender Gap Index (0.00 = inequality, 1 = equality - being first introduced by the World Economic Forum in 2006 as a framework for capturing the magnitude of gender-based disparities and tracking their progress) of 2015, of 2015 ranked 145 economies according to how well they are leveraging their female talent pool, based on economic, educational, health-based and political indicators (World Economic Forum, 2015). Table 2.2 displays the 2015 index and sub index rankings, organised in descending order by rank, on the overall index, displaying the top ranked countries to the lowest ranked countries in the 145 economies. Although the report shows that while the world has made progress overall, stubborn inequalities remain.

No country in the world has fully closed the gender gap, but four out of the five Nordic countries and Ireland have closed more than 80% of it. Yemen, the lowest ranking country has closed over 48% of the gender gap. An extract of the summary in the 2015 report indicates that in 2006, the number of women who entered the global labour force was 1.5 billion and in 2015, that number was at 1.75 billion, which is a representation of only an extra quarter of a billion women that entered the global labour force over a period of a decade; in terms of annual earning, the global average for women was \$6000 in comparison to \$11000 for males, these figures had progressed to \$11000 and \$21000 by the year 2015, which provided an indication that the annual pay for women in 2015 equalled the amount that men were earning ten years ago; the global political representation in 2015 revealed that 19% of parliamentarians were females, 18% were Ministers and 50% of countries have had a head of state who was a woman (World Economic Forum, 2015). Facts and figures of leadership and political participation of women continued to reflect wide variations and low numbers in various global regions. Table 2.3 provides a view as recent as of June 2017 of the level of of women parliamentarians. It was evident that the Nordic countries had the highest level of women parliamentarians at 41.7 %, whilst the Pacific region produced the lowest percentage of women parliamentarians at 15.0 %.

Table 2.2: Global rankings, 2015 - Top ranked countries to the lowest ranked countries

Country	Global Index		Economic Participation and Opportunity		Educational Attainment		Health and Survival		Political Empowerment	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Iceland	1	0.881	5	0.836	1	1.000	105	0.970	1	0.719
Norway	2	0.850	1	0.868	32	1.000	70	0.974	3	0.559
Finland	3	0.850	8	0.815	1	1.000	1	0.980	2	0.607
Sweden	4	0.823	4	0.836	54	0.996	71	0.974	5	0.486
Ireland	5	0.807	26	0.777	44	0.998	56	0.979	6	0.474
Iran, Islamic Rep.	141	0.580	141	0.357	106	0.954	99	0.971	137	0.037
Chad	142	0.580	77	0.666	145	0.591	112	0.968	112	0.093
Syria	143	0.568	144	0.279	103	0.965	102	0.970	130	0.059
Pakistan	144	0.559	143	0.330	135	0.813	125	0.967	87	0.127
Yemen	145	0.484	145	0.225	142	0.720	123	0.967	140	0.026

Source: Adapted from Global Gender Gap Index 2015 (Extract)

Table 2.3 Average percentages of women parliamentarians in each region (single, lower and upper houses)

Region	Average percentages of women parliamentarians
Nordic countries	41.1 %
Americas	27.7 %
Europe excluding Nordic countries	24.3 %
sub-Saharan Africa	23.1 %
Asia	19.2 %
Arab States	18.4 %
Pacific	13.5 %

Source: Adapted from Inter-Parliamentary Union 2017

2.5 An African reflection on female leadership

Africa, the continent that is mostly associated with rich natural resources, with most predominance found in agricultural and subsistence farming, has the potential to grow from developing to an emerging economic state (understandably that some parts of the continent remain underdeveloped, whilst others are associated with enhanced development in continuous motion) and move towards an advanced economic stage. With the exception of South Africa and the countries of North Africa, all of which have diversified production systems, the economy of most of Africa can be characterised as under-developed (McMaster, 2017). Africa has been associated with one of the fastest economic growth rates and highest returns on investment in the world. It has been established that there are three global organisations that “decide” what category a country falls under. News writer, Prosser (2012) in his write up on the differences on developed market, developing market and emerging market, expressed that these organisations are the International Monetary Funds (IMF), the Organization for Economic Cooperation and Development (OECD) and the World Bank, of which they have their own individual formula which provides slight differences as to where countries fall under which categories. Developed countries are self-contained flourished, while the developing countries are emerging as a developed country and experience the phase of development for the first time (Surbhi, 2015). In a recent article, in his explanation of “*What is an emerging market economy?*” reputable author Heakal (2017), shared that countries with low to middle per capita income, into the category of emerging economy, of which they vary from very big to very small countries, but are usually considered emerging because of their developments and reforms, which results in them being considered to be fast-growing economies.

There is good news for the African continent. To support this positive outlook, the Centre for Global Development (2010) indicated that 17 (seventeen) countries were leading the way towards an emerging Africa. These countries included South Africa, Lesotho, Swaziland, Botswana, Namibia, Zambia, Mozambique, Tanzania, Uganda and Ethiopia. What led to this positive outlook, one may ask? Five fundamental changes which were underway were identified and explored. These countries were analysed over time, between 1975 and 1995, their economic growth per capita was essentially zero; between 1996 and 2008, they achieved growth averaging 3.2 percent a year per capita, equivalent to overall GDP growth exceeding 5 percent a year. This was an emerging positive direction towards the needed transformation. This transformation was a result of the changes which were underway in the form of (1) more democratic and accountable governments; (2) more sensible economic policies (3) the end of the debt crisis and

changing relationships with donors (4) the spread of new technologies and (5) the emergence of a new generation of policymakers, activists and business leaders (Radelet, 2010). Table 2.4 provides the differences in these markets, and gives country examples.

Table 2.4: Developed Market, Developing Market and Emerging Market Differences

Type of Market	Explanation	GDP and Revenue generation	Example of countries
Developed, alternatively “advanced” or “first world”	Country with a highly industrialised economy, typically with a large service sector	High GDP per capita income, and built out infrastructure (transportation, communications) compared to a developing country, generates more revenue from the industrial sector	United States, Norway, Sweden, Switzerland, Japan, Germany, Australia, Canada, France, Italy,
Developing Alternatively “lower developed” or “third world”	A country going through the initial levels of industrial development along with low per capita income	Low per capita income, generates more revenue from the services sector	Argentina, Colombia, Jordan, Vietnam, Hungary, North Korea, India, *China, Nigeria, Kenya, Pakistan, Sri Lanka, Thailand, Turkey, U.A.E.
Emerging	A developing market that is quickly moving towards becoming a developed market An economy with low to middle per capita income.	Annual GDP growth in the high single digit or even double digits. Low to middle per capita income.	Brazil, #China, Turkey, Mexico, Indonesia, #Tunisia, South Africa, Lesotho, Swaziland, Botswana, Namibia, Zambia, Mozambique, Tanzania, Uganda and Ethiopia.

* Surprisingly, China is a developing market because, while it has the second highest GDP in the world, it also has the largest population. The average citizen in China does not have close to the same level of economic prosperity as one would find in the United States (Prosser, 2012).

Both China and Tunisia belong to this category because both have embarked on economic development and reform programs, and have begun to open up their markets and "emerge" onto the global scene (Heakal, 2017).

Source: Adapted from Learn Bonds, 2012

Source: Adapted from Key Differences, 2015

Source: Adapted from Investopedia, 2017

Africa has been seen to have evolved over time and destined for future growth. Such progression and outlook, surely requires strong leadership to steer Africa into the direction of developed economies. Women focused literature and research would seem to reflect that while Africa is at the early economic growth stage, and while transitioning from an emerging economy, it is in the interest of the countries in the region to work towards greater inclusion of women as competitively paid workers and refined leaders. Africa has been led by great leaders over the years, for it to show such a poise for growth. It has however often reflected that in most African countries, only a small fraction of women participates in the economic activities of the various countries, let alone their existence in leadership positions or predominately male sectors and spheres. Africans may have prosperity that lies ahead, that may be attained by unlocking the potential of Africa's successful transformation, which would require concurrently removing barriers to women's leadership and participation.

According to *Ernst & Young's 2011 Africa attractiveness survey*, 75% of the business leaders that were interviewed indicated positivity about the continent's prospects over the next three years, appearing to be more positive about Africa's future than about its past, across the board. Although South Africa has been seen as a more developed country, as compared to other African countries, especially on gender equality, the women leadership levels still remain low, although there has been progress from the historical years, statistics reveal shockingly low numbers in comparison to males. However, in the Business Women's Association's South African Women in Leadership Census (2011), it was found that in 2004, there were only 10 companies with more than 25% women in senior management. This increased significantly to 58 companies in 2008 and then fell back to only 37 companies in 2011. In three years, the number of women in leadership roles has significantly reduced.

In the Business Women's Association's study on Women Workforce Representation, the findings were as follows: CEOs/MDs – 4.4%; Chairpersons – 5.3%; Directorships – 15.8%; Executive Managers – 21.6% (Ernst & Young, 2011). Many African countries though, have shown low levels of women in leadership, for instance the majority of Ethiopian women hold low status in the society. In a survey conducted in 2014, in the Badele town situated in Ethiopia, the majority of civil servants were accounted to be male, implying that the involvement of women in public institution was to be rather low in comparison to men. The survey revealed that a total of 76.32% women were posted in the lower non decision making position, and the rest, 23.68% of them are relatively in higher decision making positions (of which 7.89% are office managers and deputy managers, and 15.79% are department heads) (Hora, 2014).

Additionally, it emerged that none of the males were assigned in positions such as secretary, and cashier, which have typically been occupied by females.

Efforts in addressing the lack of satisfactory inclusion levels of women in the board of directors of various companies have been topical discussion in modern global and African states. Some countries have been indicated to have attempted to enforce certain strategies with the aim of drastic implementation in strides to welcome increased numbers of women participation in managerial and leadership roles. These countries included developed countries, as it had in various case studies, panel discussions, reports, that even countries amongst the most developed economies have been faced with daunting times encountered with the challenge to move towards greater inclusion of women in the highest occupational levels but have been trying the right economic move by taking steps to include women’s voices in the companies that form the engine of economic growth. The European economies have adopted such initiatives which have emerged to address women’s non-inclusion at the highest levels of corporate leadership – the boards of directors, which included legislative mandates for women directors, gender diversity language in corporate governance codes, and listing requirements for disclosures on gender diversity issued by a few stock exchanges to member companies (African Development Bank, 2015). There are African economies which have adopted some of these measures, specifically Kenya and South Africa.

Tables 2.5 and 2.6 are indicative of the existent gender inequality in the boardrooms, and shows data for women board directors as of 30 December 2013, which was presented in a report entitled *The 2014 report on women board directors of Africa’s top listed companies*, which extensively covered 307 African stock exchange companies in 12 countries.

Table 2.5: Percentage of Board Seats Held by Women on Boards of Africa’s Leading Companies

Category	Africa	Fortune global 200
Total Number of Companies	307	200
Total Number of Board Seats	2,865	2,540
Number of Board Seats held by Women	364	439
Average Number of Boards Seats per Company	9.3	12.7
Percentage of Board Seats held by Women	12.7%	17.3%

Source: Adapted from Women Board Directors of Africa’s Top Listed Companies, 2014

From the above table, out of 2,865 seats on Boards of Directors, the number of seats held by women were only 364, which resulted in an overall percentage of women board directors on the boards of Africa’s top listed companies to be 12.7%. In ratio terms, this meant that for every eight board seats, seven of those were occupied by men, and merely one seat occupied by a woman. In comparison to the global status, Women Board Directors of the Fortune Global 200, the percentage of women board directors on the boards of the 200 largest companies globally was 17.3%, which was 4.6% higher than Africa’s top listed companies.

Table 2.6: Percentage of Companies with 0 Women Board Directors

Category	Africa	Fortune global 200
Total Number of Companies	307	200
Total Number of Board Seats	2,865	2,540
Number of Board Seats held by Women	364	439
Average Number of Boards Seats per Company	9.3	12.7
Percentage of Board Seats held by Women	12.7%	17.3%

Source: Adapted from Women Board Directors of Africa’s Top Listed Companies, 2014

Extreme gender inequality is a dilemma that has manifested over decades and decades, as far back as history can allow and recently has been verified. In extreme magnitudes, to the extent that some companies were still found to have a zero percentage in the accommodation of women in the boardrooms. This non-inclusion of women in the board of directors, at both a global and African level, has been an indication that there is no better time to eradicate this dilemma, than the present time, in order to enable a pipeline of women leadership in correlation to the future prospects of African economic progression. Of the 307 African companies in the report entitled *The 2014 report on women board directors of Africa’s top listed companies*, 101, equivalent to 32.9%, were exclusively male board members. The absence of females in the boardrooms of many leading companies reflected cultural and historical factors, as well as the continuing insularity in board appointments. Similarly, the Fortune Global 200 companies have not reached equal representation between men and women. However, they have performed somewhat better, whereby 81% of the listed companies had at least one woman director and with 19% failing to have had a single female director.

Africa has struggled to reach equilibrium, as some African economies have emerged from underdeveloped countries. It may be however acknowledged that research thus far does portray a level of improvement in the strides of moving towards a more balanced gender equity in leading African countries. Table 2.7 exhibits an overview of the top African companies that have allowed women to be a part of their board of directors and acknowledge these women, so that they may be known. On the same token, some companies have dismally failed to even attempt a slight improvement in the inclusion of women as part of their board members.

Table 2.7: Percentage of Women Directors (by country)

Ranking	Company	Country	Industry	Number of Women Directors	Total Number of Board Directors	Percentage of Women Board Directors
1	East African Breweries	Kenya	Food and Beverage	5	11	45.5%
2	Impala Platinum Holdings Ltd	South Africa	Basic Metals	5	13	38.5%
3	Kumba Iron Ore Ltd	South Africa	Basic Metals	4	11	36.4%
4	Woolworths Holdings Ltd	South Africa	Consumer Services	4	13	30.8%
5*	Juhayna Food Industries	Egypt	Food and Beverage	3	10	30%
5*	Oando	Nigeria	Oil and Gas	3	10	30%
5*	Safaricom	Kenya	Mobile Telecommunications	3	10	30%
6	Anglo American Platinum Ltd	South Africa	Basic Materials	4	14	28.6%
7	British American Tobacco	South Africa	Consumer Goods	3	11	27.3%
8#	Barclays Africa Group Ltd	South Africa	Financial Services	3	12	25.0%
8#	First National Bank Botswana Limited	Botswana	Financial Services	2	8	25.0%
8#	Guinness Nigeria PLC	Nigeria	Financial Services	3	12	25.0%
8#	Stanbic IBTC Holdings PLC	Nigeria	Financial Services	3	12	25.0%
8#	Tiger Brands Ltd	South Africa	Consumer Goods	3	12	25.0%
8#	Vodacom Group Ltd	South Africa	Telecommunications	3	12	25.0%

*a tie, ranked fifth

#a tie, ranked eighth

Source: Adapted from *Women Board Directors of Africa's Top Listed Companies, 2014*

Kenya as outperformed the other African countries, with East African Breweries being ranked the highest, which had five women directors on its 11-member board, equivalent to a percentage of 45.5%, at the end of 2013. There were three companies that reached the 30% mark, comprising three women each, who were at directorship level, out of a total of 10 directors in their respective companies. Six companies round out those with 25% women's board representation - three from South Africa, two from Nigeria and one from Botswana. It is also worth mentioning that out of the 15 (fifteen companies), 8 (eight) of them were South African based, with the highest frequency rate in the analysis and exceeded 50% contribution. Africa and other continents with developed economies still struggle to balance equity, too many of reputable companies across the globe, from the U.S. to Nigeria to China to Switzerland, still struggle to appoint a single woman to their boards (African Development Bank, 2015).

The political history of most African countries has allowed for democracy to prevail. With the evolution and maturing of politics, governments and democracy, historic events have revealed women to be of significance in fighting and inducing change in women's rights and more inclusion of women in politics and government institutions. In South Africa, on 9 August 1956, 20 000 women under the banner of the Federation of South African Women (FEDSAW) marched to the Union Buildings in Pretoria, to protest against passes for women, the day which was later declared the National Women's Day in South Africa; in 1959, Helen Suzman was the only white woman representative, representing The Progressive Party in Parliament. By 1960, the number of economically active women in South Africa was at 15.5%; and by 1980, this number had grown to 31.5%. It was only in 2005, on 22 June, that Phumzile Mlambo-Ngcuka was appointed Deputy President of South Africa by the then President Thabo Mbeki, thus becoming the first woman Deputy President in the history of South Africa (South African History Online, 2015).

Successful and inspirational women leaders in South Africa, included Nkosazana Dlamini-Zuma, who was amongst South Africa's top thirty (30) wonder women (Wits Business School, 2012). Nkosazana Dlamini-Zuma is a medical doctor, a political leader, a liberation negotiator, a health minister, a foreign affairs minister, a home affairs minister and recently, the head of the African Union (AU) (Haffajee, 2017). Recent facts and figures reflected low numbers in leadership and political participation of women in Africa and globally. As of June 2016, only 22.8 per cent of all national parliamentarians were women, which was a reflection of a slow increase from 11.3 per cent in 1995; Only 10 (ten) women were serving as Head of State and 9

are serving as Heads of Government as recent as January 2017; Surprisingly, Rwanda had the highest number of women parliamentarians worldwide, with women in that country having won 63.8 per cent of seats in the lower house, and then globally, there are 38 States in which women accounted for less than 10 per cent of parliamentarians in single or lower houses, by June 2016, including 4 chambers with no women at all (UN Women, 2016). Although most African nations have not yet fully adopted significant and satisfactory levels of democracy into politics, reflecting low numbers of women participation in positions of influence, some women have risen above such challenges and have proved that women indeed may be influential and entrusted with the critical positions in their respective countries. Table 2.8 presents a collection of amazing women who have held important positions of political power in Africa, proving that Africa has not been totally silent in efforts to bring about improvements in women participation in areas of political influence. Mikva & Mutiso (2016) believed that some female politicians have managed to establish themselves as great influencers over the masses in different African countries, to the extent that the continent has already had female presidents and more women are following in their steps.

Table 2.8: Twelve (12) of the Most Influential Female Politicians in Africa

Name	Position	Year
Joyce Banda	Former President of Malawi	2012
Ellen Johnson Sirleaf	President of Liberia	2005
Ngozi Iweala Okonji	Minister of Finance, Nigeria	2003
Nkosazana Dlamini-Zuma	Chairperson African Union Commission	2012
Lindiwe Mazibuko	former Parliamentary Leader for the Democratic Alliance, South Africa	2011
Speciosa Wandira-Kazibwe	United Nations Special Envoy for HIV/AIDS in Africa	2013
Fatou Bensouda	International Criminal Court (ICC) Chief Prosecutor (from Gambia)	2012
Thuli Madonsela	Public Protector, South Africa	2009
Joice Mujuru	First female Vice President of Zimbabwe	2004
Samia Suluhu Hassan	First Vice-President of Tanzania	2015
Martha Karua	The 'Iron Lady' Of Kenya	Elected as Member of Parliament for Gichugu in 1992.
Hanna Tetteh	Minister of Foreign Affairs, Ghana	2013

Source: Adapted from AFK Insider, 2016

2.6 Directorship in State Owned Entities – the evolution of gender based leadership

The government plays a vital existence and is the back bone of every country. State-owned enterprises (or public entities) are independent bodies, partially or wholly owned by the government, performing specific functions and operate in accordance with a particular Act, may be classified into Power generation transmission and distribution; ICT; Transport; Major land holders; Providers of development support clusters (Wendy Owens & Associates, 2013). In her report *The role and significance of state owned enterprises, public entities and other public bodies in the promotion of urban growth and development in South Africa*, Wendy Owens & Associates further noted that the clusters as mentioned above, that SOEs had been clustered according to development sectors, namely Land and Housing; Transport; Energy; Water and Communication, which may be clustered as such that they may have a direct impact on urban growth and development. Figure 2.3 provides categorical clusters of State-Owned Enterprises (SOEs).

According to the Department of Government Communication and Information Systems of South Africa, there are currently approximately 130 (one hundred and thirty) State-owned enterprises (SOEs) (GCIS, 2017). For the purposes of this research, it was paramount that the transport sector in the State-Owned entities is highlighted and further unpacked. There are 12 (twelve) public entities that report to the Minister of Transport in South Africa, of which commercial role players include Transnet; South African Airways (SAA) and SA Express (SAX) (Government of South Africa, 2017). Government South Africa (Gov.za) further outlined the role of these critical commercial role players and indicated that Transnet's mandate is to contribute to lowering the cost of doing business in South Africa, enable economic growth and ensure the security of supply by providing appropriate port, rail and pipeline infrastructure in a cost-effective and efficient manner; SAA is the leading carrier in Africa, whose core business is the provision of passenger airline and cargo transport services together with related services, serving 26 destinations across the continent, as well as major destinations within South Africa and internationally from its Johannesburg hub at OR Tambo International Airport. It is also a member of the largest international airline network, Star Alliance (Government of South Africa, 2017). SA Express is a domestic and regional, passenger and cargo carrier established on 24 April 1994 and has since become one of the fastest growing regional airlines in Africa. Being a regional airline with route networks covering major local and regional cities, it plays a significant role in the country's hospitality, travel and tourism industry and is a vital contributor to the country's socio-economic development (SA Express, 2016).

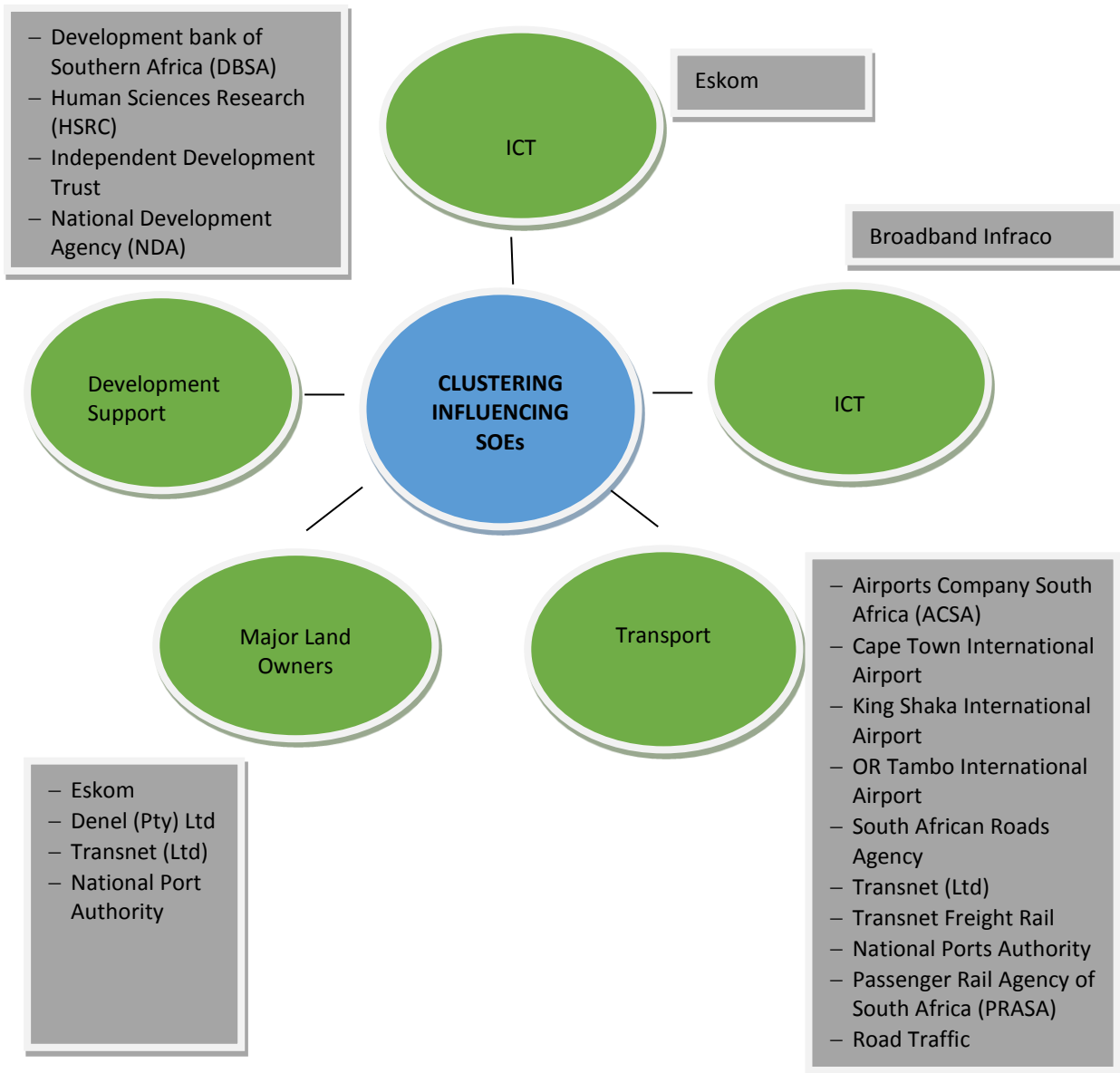


Figure 2.3: Categories of SOEs which influence urban growth and Development
 Source: Adapted from Wendy Owens & Associates, 2013

State owned entities are official companies with appointed board of directors. Each company requires to be managed and led in the most efficient and profitable manner. In efforts to provide an overview of government’s governance oversight over SOE’s, Higgs Du Toit, outlined that the Board of Directors of SOEs is the governing body of the SOE. The Board is responsible for

the performance of the SOE and is fully accountable for the performance of the SOE. Governance principles regarding the role and responsibility of SOEs Boards are contained in the PFMA and the Protocol on Corporate Governance (DuToit, 2005).

The number of women in board roles in South Africa is significantly under-represented. Of the 25 (twenty-five) largest Johannesburg Stock Exchange (JSE) -listed companies by market capitalisation, only two have 25% or more director positions held by women (Ernest & Young, 2011). This reflected the JSE’s lack of adequate representation of women. A comparison between state owned entities and privately owned companies would also have contributed quite significantly towards this research, just as to further firm up the conclusion of the level of efforts by the state-owned entities and private companies collectively, which would have provided a more substantial representation of the country as a whole. Figure 2.4 provides an analysis of the common indicators.

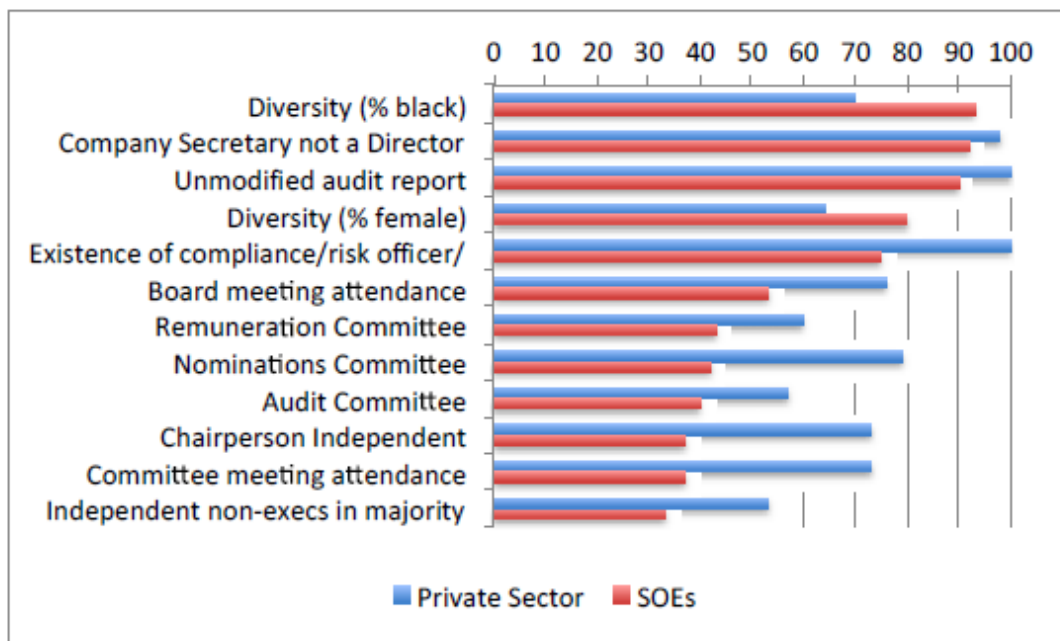


Figure 2.4: Comparison between private sector and state-owned enterprises for common indicators

Source: Adapted from, The Centre for Corporate Governance in Africa, at the University of Stellenbosch and the Hanns Seidel Foundation, 2012.

From the above figure, the areas paramount to draw attention to were the Diversity (% black), and Diversity (% female). From Figure 2.4, extracted from research conducted by The Centre for Corporate Governance in Africa, at the University of Stellenbosch and the Hanns Seidel Foundation, in 2012, it emerged that from the 20 Schedule 2 major public entities and JSE Top

40 as at 31 December 2010 and 30 November 2010 respectively, when diversity was assessed, the public sector performed better than the private sector in terms of black board representation and female board representation.

The state, which plays a vital role and is the back-bone of every country, seemed to have struggled in successfully ensuring that the board of directors in state owned entities is at exemplary levels, with regards to women representation in such critical roles. However, efforts have reflected over time, as slight historical improvement, of which the room for future improvement has been cited in various literature consulted. According to a report, entitled *Women in Leadership Census 2015*, endorsed by Farzanah Mall, the President of Businesswoman’s Association of South Africa, out of a total of 293 organisations, only 34 top performing companies were identified, of which 24 were JSE-listed and 10 state-owned enterprises (SOEs) (Mall, 2015). Furthermore, the report explained that a company was considered a ‘Top Performing Company’ if 25% or more of director positions and 25% or more of Executive Manager Positions were held by women, of which Absa Bank Limited had topped the list of Top Performing Companies. Figure 2.5 provides an extract from the report, which indicated the most comprehensive and insightful analysis of women in leadership, statistically, spanning across various organisational entities and economic sectors in South Africa to date. The report did highlight improved representation of women (which was duly noted) in SOEs and the public sector, with SOEs demonstrating the highest gender parity at directorship level. The trend could be attributed to the government’s commitment to the development and empowerment of women, with gender transformation strategies being more effectively applied than in the private sector. But, despite the progress in this sector, the overall picture is bleak.

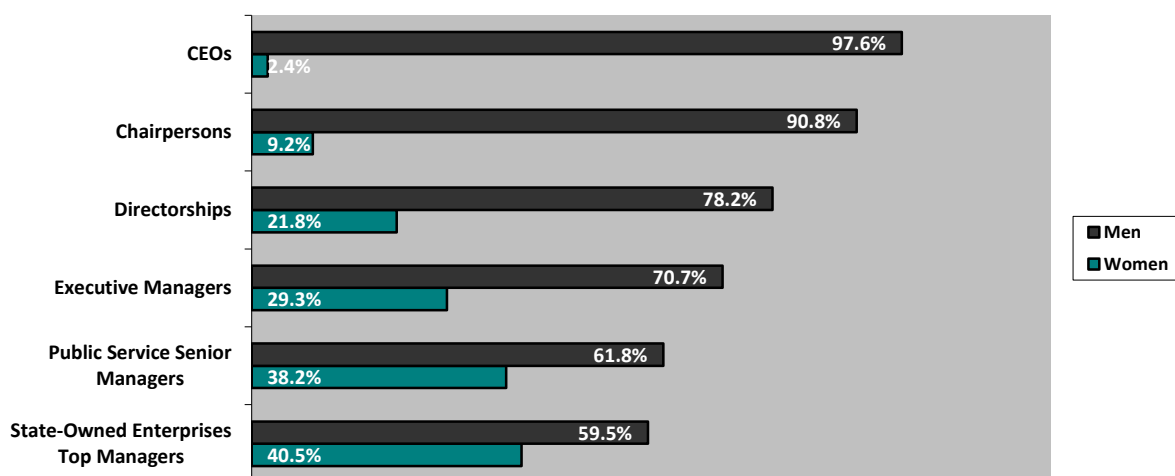


Figure 2.5: Statistical profile – Women workforce representation across organisation
 Source: Adapted from Businesswomen’s Association of South Africa and Sasol, 2015

State owned entities continue to be on the radar, pertaining women representation at all levels of leadership. Ongoing research is being embarked upon by various organisations and interested researchers who are passionate about this topic of women leadership. Statistics have been compiled and produced year on year and continues to be compiled, produced and analysed as a mechanism to measure progress. One would have assumed and expected that such state-owned entities are ambassadors of women transformation and leadership. Efforts have been evident in some entities, more extensively than others. Bosch (2015) in her editorial, entitled *Women on board - harnessing the power of women in leadership roles*, cited such efforts, which reflected that at the time of publishing the editorial, Eskom being one of state owned companies in the energy sector, was aiming to make massive strides in gender empowerment in the future. At the time, Eskom's board consisted of thirteen directors, of which five were women; at a senior management level, gender equity was at 29.83 % for 2014/2015; the targets for 2015/2016 and 2019 to 2020 had been set at 38 percent and 45.7 percent respectively. This is according to Elsie Pule, Acting Group Executive of Human Resources for Eskom (Bosch, 2015). The then Acting Group Executive – Human Resources, had further indicated that in strides to achieve the planned progress in gender equity, Eskom had launched an Eskom Women Advancement Programme (EWAP), which aimed at taking deliberate interventions to advance women in Eskom.

2.7 Challenges faced by female leaders

Challenges are generally encountered in any organisation. The challenges themselves may sometimes present an opportunity to provide unique solutions to the problem at hand. The workplace, home environment and business, are normally not immune to such obstacles. In life, challenges are encountered on a daily basis, and what is of paramount importance is the manner in which such challenges are dealt with and triumphed over. With the improvement in the level of women's active participation in the economic activities globally and domestically, such participation may have induced environments overwhelmed with challenges in different forms and varied magnitudes. Literature, globally and within South Africa, has made mention of timeous milestones in terms of women being afforded the opportunities to lead in various positions. Furthermore, it has expanded on some different and similar encounters relating to daunting challenges that women have experienced, through their various paths to leadership roles and some at advanced levels of leadership.

As mentioned in the background of this research project, other studies extend further and analyse the challenges faced by women in leadership across different ethnic groups; different industries; different countries; different age groups and across different sectors. This section provides an opportunity to share and further unpack the origin and progression of such challenges, coupled with commonalities; differences and outcomes alluded in the consulted various research literature. In a research study that focused on cross-generational perspectives on work-life balance and its impact on women's opportunities for leadership in the workplace, it was found that Generation X (born between 1965-1989) and Baby Boomer (born between 1946-1964) participants, when compared with Generation Y (born between 1981- 2000 and sometimes referred to as millennials), mostly did make mention that when they were younger, there were clashes between their work and having children, raising them, as well as helping with their parents who were ageing (Roebuck, Smith, and & El Haddaoui, 2013). The work life balance importance and preference amongst women of different generations has differed, put into perspective, in the same study mentioned above, it was indicated that baby boomers may have highly regarded the concept of work life balance as an imperative element of their satisfaction with work. However, the much younger workers from subsequent time horizons such as the Generation X and Generation Y place even greater value on complementing family needs with the demands of their jobs (Klum 2008: 1, cited in Roebuck et al. 2013).

The highly competitive global competition has created extremely demanding working environments, often that required extended working hours which encroach onto hours that should have been dedicated to family time. Such encroachment to family time has resulted in women having to spend less time with their families, sacrifice on their personal extra mural activities and other responsibilities needing their devotion. It has been evidently so across countries and globally, whereby working women in the banking industry in Ghana reported early for work and closed late, limiting the time spent for household responsibilities and which was bad for their families (Gyateng, 2012). Through such disparities, some women may resort to rather sacrifice their individual career progression opportunities, should they encounter imbalances between their work demands and personal obligations.

Women have historically been disempowered in organisations and business – owing to historical confinement and stereotypical categorisation. They have constantly endured the lack of access to information; utilisation of resources; support from peers, seniors and general people; as well as the opportunity to learn and develop may have hindered the full potential of women being able to successfully lead in their leadership positions. Women have also been previously

excluded in certain jobs and industries, based on the historical societal expectations of where the woman's place should be – at home, bearing and raising children, taking care of the needs of their husbands and ensuring the perfect functioning of their homes. This historic inferiority which disadvantaged women was totally in contradiction of feminism, as the feminism theory denotes that men and women should be equal politically, economically and socially (Amazoncastel, 2004). However, evidently, history had initially compressed the ideas of such believers.

There is plenty of statistical information that pronounces the obstacles which negatively affect working women in the work place and even at home. Women have also shared how they have felt about such obstacles. The interest of getting to know of such feelings and identifying the nature of such obstacles was of significance, to the extent that in a global task embarked with the support from the Rockefeller Foundation, it was revealed, after asking more than 9,500 women across the G20 (a group of twenty nations that represent 85% of the global economy) to identify the top five issues faced by women at work, that work-life balance, equal pay, harassment, career opportunities, as well as children and career, were the common challenges expressed by the targeted women, with gender pay disparity and juggling work and home emerging as the most critical challenges, to the extent that it was revealed that four in every 10 women saw the gender pay gap as a key issue (Thomson Reuters Foundation, 2015). Furthermore, it was discovered that developed countries such as France, Germany and the United States lead gender pay disparity challenges. Additionally, women in Britain, Australia, Brazil and Canada also ranked the gender pay gap as their biggest workplace worry, meanwhile in a country like China, the women expressed gender pay disparity as least of their concern (Thomson Reuters Foundation, 2015).

The gender pay gap has taken an interest over the years. As women enter occupations at different employment levels, including leadership levels, such occupations and positions in different levels come with compensation. Men have always been the dominant gender that has significantly contributed to numerous employment and salary statistics. One would have expected that no matter the gender, compensation for work should be fairly equal, with insignificant pay gaps amongst the two gender groups, males and females. Unfortunately, research has indicated otherwise. The gender gap has been a topical component in topics related to women and leadership, resulting in media, government, researchers and organisations in taking much interest. Organisations such as the World Economic Forum have taken interest, having measured the global gender gap for a decade, which has helped understand how the lack

of progress is detrimental to global economic growth. To reiterate the outcomes of the work that has been embarked upon by this organisation, as contained in their Global Gender Gap Report (2015), one of its highlights reflected that in terms of annual earnings in 2006, the global average for women was \$6000 in comparison to \$11000 for males. These figures had progressed to \$11000 and \$21000 by the year 2015, which provided an indication that the annual pay for women in 2015 equalled the amount that men were earning ten years ago (World Economic Forum 2015).

The International Labour Organisation (ILO) published 2014/15 data on wage gaps, the interpreted data depicted that such gaps ranged from between 4% and 36% or more, among the developed countries, the United States of America (USA) had the widest gap, whilst countries such as South Africa were in the similar regions as Vietnam, Denmark, Spain and Italy (Bosch, 2015). South African women in leadership have experienced this gender pay gap as a significant barrier. The South African gender pay gap, based on 2014/15 data in the possession of the ILO, was estimated on average, to be between 15%-17%, which implied that a South African woman would need to work two months more than a man to earn the equivalent salary that he would earn in a year (Bosch, 2015). Women who participated in a study at the Durban University of Technology confirmed through the research findings, that the salary gap that existed between the salaries paid to female and men managers was a negative factor that hindered women to enter leadership positions (Ngcobo, 2016).

It has been found in various academic statistics produced by institutions of higher learning such as colleges, universities, business schools that there has been significant improvements in education levels, specifically towards the female gender. Limiting factors to career progression have emerged, as the minimum requirements for the selection criteria in the recruitment process takes into account certain qualifications that candidates are expected to possess in order to be considered for any position. These qualifications tend to be stringent as the position levels ascend, which may be a limiting factor to career progression, especially for females in lower ranks to progress into leadership ranks. “Education is the most powerful weapon, which you can use to change the world” – Nelson Mandela. “Women, like men, must be educated with a view to action, or their studies cannot be called education” - Harriet Martineau. These quotes send a powerful message. The former quote confirms that indeed, in order to drive change in women leadership, it requires a tool such as education for greater impact to be experienced. The latter quote sends a strong view that for action to prevail, women should be equally educated as men, or else what they know might not be regarded as education. Education has no leadership

level boundaries. The academic requirements are fundamental to effectively and successfully lead organisations, right through the highest levels, including Board of Directors leadership levels.

Although slight progression has been evident in women participation in the economy, the acquisition of advanced academic qualifications may be a hindrance as promotional opportunities into higher levels of leadership would require qualifications such as a Master of Business Administration (MBA), Master of Business Leadership (MBL), Doctor of Philosophy (PhD) and Doctor of Business Administration (DBA). However, most women lack these qualifications, although organisations increasingly seek individuals who are in possession of such qualifications to assume leadership roles. The Graduate Management Admission Council (GMAC), released the 2016 Corporate Recruiters Survey Report, comprising responses from 842 employers that represented in excess of 530 companies and 40 countries around the world. The survey report highlighted that approximately 88% of the corporate recruiters surveyed indicated that they had planned to hire recent MBA graduates. This was a figure which was 33% higher than indication in 2010. Such a figure indicated a steady demand for an MBA, which was the most sought after attribute of employers, in individuals with leadership potential who would fit within the organisation's culture, work within its teams and have the potential to make an impact, across the regions and industries (Hutton, 2016). An MBA (similar to an MBL) qualification has proved quite helpful in aiding women advancement towards higher leadership levels, which has been one of distinct advantages for women in South Africa (Maseko, 2013). This qualification further enables progression into the most advanced qualifications in the form of PhDs and DBAs. Such educational formal qualifications, coupled with other appropriately structured leadership development programmes, may provide insights into how practical measures can support growth and improve the quality of life for women worldwide. These sentiments were further proven in a study, which focused on 700 randomly selected entities from industries in the United States, whose findings highlighted that over 60% of both men and women felt that education and training can assist in the preparation of women for leadership position. However, there were also insignificantly lower percentages of people who disagreed with the statement (Elmuti, Jia & Davis, 2009).

In efforts to climbing to the top, especially when climbing the corporate ladder, hurdles are persistently encountered. These efforts have mostly not associated with smooth sailings for women and anyone for that matter. Hurdles (issues) of such nature may have been encountered in various forms, inflicting bruises which may have been felt emotionally, physically and

sexually, to mention a few. Harassment has been an emergent issue in literature associated with women challenges in the workplace. Harassment in the workplace has continued to be one of problematic areas that employees have experienced, to such an extent that it has been a norm for most organisations to put in place harassment policies to be abided by every employee in their employ, irrespective of their level and status. From the women of G20 countries that participated in research, it emerged that with regards to harassment as a challenge - 29% (that is about a third) of the women that were interviewed admitted to have experienced some form of harassment, although more than 60% did not report it, while in India, 53% of women were likely to speak up (Thomson Reuters Foundation, 2015). Through such feedback received from women globally, it is indicative that a high number of women have continued to experience some type of harassment in the workplaces, an implication that a certain number of organisations have completely freed their workplaces from harassment. Embracing gender diversity for organisations and acknowledging such existent problems requires policies and initiatives aimed to eradicate harassment and stipulated stringent measures to ensure that harassment perpetrators are severely dealt with, whilst women (and men) are protected in their places of employ. In South Africa, the parliament has been exemplary and ensured that a difference was made through changes in the parliamentary culture by turning it into a more women friendly institution such as creating child care facilities, accepting a sexual harassment policy and changing the times of parliamentary meetings and the male culture of parliamentary proceedings, including sensitivity to sexist language and jokes (Gouws & Kotze, 2007). Women have endured extensive oppression, associated with challenging experiences in their plight of advancing to leadership levels and some already at those levels, such unwelcome sexist issues are to be curtailed, as well as allowing for seamless inclines to all levels of leadership, specifically, women focused leadership levels.

2.8 Gender differences in leadership

Women and men have generally been expected to act and portray themselves in certain ways, owing to societal expectations. From early childhood, little girls would commonly be taught to behave ‘lady like’, look up to their mothers for nurturing qualities, and aspire to one day marry, bear children, take care of their families and be the ‘neck’ supporting the ‘head’ (husband) of the family. On the other hand, boys would largely be taught how to be tough, be ‘manly’ as a resemblance of strength, protector and hard worker. Young boys would look up to their fathers for leadership qualities, aspire to one day be providers and be ‘heads’ of their families. These

expectations have mostly been experienced from generation to generation, back in time to the furthest of centuries, as history may allow. Existing literature has acknowledged the existing knowledge eminent in sex differences in social behaviours such as aggression, helping and conformity, as well as numerous nonverbal and communicative behaviours, eminent in communities, organisations and in business. Historically, women have been inferior to men, whether in society, at home, in the workplace or in business. Women have historically been oppressed with limited rights. However, through challenging these rights by feminist activists and various groups in support of gender equality, women's rights have gradually evolved, enabling freedom of participation in the economy. However, in some parts of the world and Africa, these rights are still in their infancy stages, in some instances, women are still being hindered from inheriting, owning valuable assets such as land or property. In Swaziland, women require the permission of husbands or fathers to open a bank account or business, obtain a passport or enforce a contract. However, there has been some progress. In Rwanda, a law passed in 1999 allows women inheritance rights equal to those of men, which improved the situation of many widows from the 1995 genocide (Ernst & Young, 2011).

Primarily, human beings may differ in many aspects: be it leadership, behaviour, beliefs, values, styles, preferences and views, to indicate a few. In leadership, such differences have mostly been distinguished and researched upon, based on the different leadership traits said to be evident in women and the different qualities that women may embody, as compared to men. Leadership has widely been associated with certain attributes which would describe leaders and distinguish them from non-leaders. These attributes would vary from personality, social, physical or intellectual attributes. Trait theories of leadership differentiate leaders from non-leaders by focusing on personal qualities and characteristics. as such that Margaret Thatcher, South Africa's Mandela, Virgin Group CEO Richard Branson, Apple co-founder Steve Jobs and American Express chairman Ken Chenault, have been recognised as leaders and described as charismatic, enthusiastic and courageous (Robbins et al. 2009). It is however worth noting that from these mentioned leaders who have been recognised globally, Margaret Thatcher has been commonly remembered as the type of leader who was confident, iron-fisted, determined and decisive – and most importantly, being a woman. Leaders have been expected and perceived as having to be great, effective, and being successful in their roles of leadership. The roles of leadership have always needed to be occupied by individuals who are able to direct teams of people to achieve organisational objectives and drive performance. Such expectations would require a special kind of individuals with unique capabilities, qualities and enforce certain

competencies. Motivation has been the most action that is often expected from effective leaders, as such may enable teams to achieve the highest levels of performance, creating extraordinary organisation in the process of executing leadership duties and responsibilities.

Leaders have been expected to model certain qualities on a daily basis in order to induce high performance. Economy (2014), fondly known as ‘*The Leadership Guy*’, in his article entitled, *The 9 Traits That Define Great Leadership*, advised that for leaders to be extraordinary in these modern times, across various industries, they needed to embody qualities such as the following:

- Awareness - conduct themselves in a way that sets them apart from their employees;
- Decisiveness – making the toughest decisions made in the best interests of the company, which may require firmness, authority and finality that would not please everyone;
- Empathy- guiding employees through challenges, always on the lookout for solutions to foster the long-term success of the business;
- Accountability – taking responsibility for everyone's performance, including their own, both bad and good times, providing praise where it is due;
- Confidence – ensuring that as leaders, they do not give up easily and enabling their confidence to overflow onto their teams in a way that teams are confident to seek for their advice, enabling performance;
- Optimism – have an optimistic outlook in all situations, avoiding personal criticism and pessimistic thinking which may negatively affect the team;
- Honesty – treat all employees equally, in an ethical approach and manner that the leaders may expect to be treated themselves;
- Focus – planning well ahead in time and have contingency plans in place for unexpected disruptions from original plans;
- Inspiration - having the ability to pull all team efforts together, ensuring that every team member is supported and motivated, and be inspired to perform at their highest level of standard.

These leadership qualities have been common in some literature and some research findings added other qualities which have been more relevant and better suited for certain industries,

taking into account the different industry dynamics and performance expectations. Rouse (2015) after her analysis of the 2012 study "*The Renaissance CIO Project: The Invisible Factors of Extraordinary Success*" concluded that the most effective Chief Information Officers (CIOs) need traditional leadership qualities, plus a unique set of attributes which are among other things, personality traits such as being hardworking, practical and bold enough to take risks. Furthermore, she noted that other leadership traits like empathy, willingness to collaborate and the ability to listen, were especially of value to CIOs and other Information Technology (IT) leaders, allowing them to reach out to people outside their circles and understand their perspectives.

Competencies also play a vital link in the understanding of leadership, especially gender based leadership, as these enable the analysis of leadership competencies that men and women may display, and the magnitudes thereof. It was previously indicated in the earlier chapters that men and women have displayed different competencies, evident from the competencies evaluated, women had outperformed men. In a study conducted by Folkman, it was confirmed that females, out of 16 chosen leadership competencies, scored higher than the sampled males in 12 of those leadership competencies (Folkman in Sherwin, 2014). Annis (2016), a pioneer and global practitioner in the advancement of gender awareness, embarked on a research that focused on the understanding of and appreciation for the naturally occurring characteristics that distinguish men and women beyond the obvious biological and cultural characteristics, to include attitudinal and behavioural differences, as well as the differences depicted in Table 2.9, which outlined the findings in these differences. Based on the analysis, it emerged that women tended to seek for more verbal opinions; date fleshed out with "the human factor"; allowed more time for people to put their point across; asked the preferences and opinions of others in terms of direction to be taken – which may have been viewed as lack of confidence; remember past conflict, emotional battles & stresses from the past meetings, as well as details of specific situations. Men on the other hand, tended to utilise less words and spent less time obtaining everyone else's opinions; interrupted more often, especially those who were right-brained, as such individuals find it frustrating to hear a lot of words; more directive and more direct in their input and requests; have shorter memory span of past conflict, emotional battles and stresses from past meetings, as well as the details of specific situations, than women do.

Table 2.9: Competencies between women and men leaders

Women Leaders	Men leaders
Interactive	Transactional
Participative	Hierarchal
Collaborate connectively	Collaborate competitively
Group problem solve	Personal problem solve
Inductive in problem solving	Deductive in problem solving
Define themselves by being relationally literate	Define themselves through accomplishments
Prefer to be recognised	Ask to be recognised
Ascertain the exact needs of each team member	Care more about larger structural needs
Emphasise complex and multi-tasking activities	Single task orientation and completion
Help others express emotions	Downplay emotions
Directly empathise	Promote independent resolution
Cognisant of the specific needs of many at once	Cognisant of the needs of the organization
Verbally encourage and praise	Encourage less feeling and more action

Source: Adapted from Barbara Annis & Associates, Inc., - The Gender Intelligence Group (formerly named Barbara Annis & Associates), 2015

Globally, differences in men and women continue to be an area of great interest and a continuous opportunity for further research. Countries which have low youth participation, as well as women participation in the labour market, continue to show women inferiority, with regards to women and men comparisons of perceived leadership skills. In a country such as Saudi Arabia, where women participation remained as low as 15%, female college students perceived themselves to be quite adept at working in groups, understanding themselves and communicating with others. When compared to males, they did not perceive themselves to be better than males at decision making, or overall leadership (Alexander, Hala & Poole, 2014).

Eagly and Johnson (1990) highlighted that Kanter's 1977 structural interpretation of organisational behaviour was worth noting, because Kanter argued that apparently, sex differences in the behaviour of organisational leaders are in fact a product of the differing structural positions of the sexes within the organisations. Because women are more often in positions of less power or opportunity for advancement, they behave in ways that reflect their

lack of power. Furthermore, this indicated that Kanter's reasoning thus suggested that women and men who are equivalent in terms of status and power would behave similarly, even though sex differences may appear to be substantial when women and men are compared without control of their organisational status.

Despite the gender-stereotypical findings generally produced in studies of social behaviour, and despite evidence that men are typically perceived as more appropriate and effective than women in leadership positions, in a debate that emerged in popular press and academic literature over the potential existence of a female leadership advantage, Paustian-Underdahl, Walker and Woehr (2014) took it upon themselves to quantitatively summarise gender differences in perceptions of leadership effectiveness across 99 independent samples from 95 studies. Through these mammoth efforts, results revealed that when all leadership contexts are considered, men and women did not differ in perceived leadership effectiveness. However, when other-ratings only were examined, women were rated as significantly more effective than men. In contrast, when self-ratings only were examined, men rated themselves as significantly more effective than women (Paustian-Underdahl et al., 2014).

2.9 Summary

This chapter has reviewed the literature related to the leadership phenomenon. It provided the foundation by examining the theoretical framework underpinned by the most relevant theories that linked their significance to the phenomenon being researched. The chapter progressed by reviewing the global perspective on women leadership status, followed by an African reflection, thereafter ascertaining the level of directorship in State Owned Entities. Furthermore, the challenges faced by female leaders, as well as compared perspectives on gender differences in leadership, were described. The next chapter focuses on the methodology adopted for the research.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology applied in this research. It begins by explaining the chosen research method and design, focusing on the quantitative research method. It further proceeds with the explanations and details of data collection; data analysis; the population, sample size and sampling procedure; reliability and validity, as well as the ethical considerations. The chapter concludes by providing the expected research findings and the encountered limitations are also expressed.

3.2 Research methodology and design

3.2.1 Research Methodology

According to Struwig and Stead (2001, cited by Ngcobo, 2016), research is a process of critically examining systematic, reliable and valid data. The interpretation and understanding of the data is largely based on the researcher's knowledge of existing theory and literature in the field, as well as the researcher's personal experiences and perspectives. The research method that was used was aimed at ensuring that the answers were obtained in fulfilling the objectives of this research. In *Research Design*, Creswell (2014) distinguished between three research approaches: qualitative - an approach for exploring and understanding individuals or groups ascribe to a social or human problem; quantitative – an approach for testing objective theories by examining the relationship amongst variables, as well as the mixed method approach, which incorporates both the quantitative and qualitative approaches. He further indicated that a qualitative research method is one that involves exploring and understanding the meaning individuals or groups ascribe to a social or human problem. This process of research involves emerging questions and procedures, data collection and analysis and the researcher making interpretations of the meaning of the data. On the other hand, the variables of the quantitative approach, in turn, can be measured, typically on instruments, so that numbered data can be analysed using statistical procedures. Maree and Pietersen (2012:145, cited in Hlongwane, 2016) describe quantitative research as “a process that is systematic and objective in its ways of using numerical data from only a selected subgroup of the universe (or population) to generalise the findings to the universe that is being studied.” Experienced researchers however strongly

believe that on their own, the quantitative or qualitative research methods may give inconclusive results of the study, whilst the mixed method research approach would most certainly provide more evidence for the proposed research, thereby enhancing the body of knowledge and generating more questions of interest for future studies (Caruth, 2013). The research approach employed was therefore the mixed method approach. The questions of the research instruments were both quantitative and qualitative, and therefore used both quantitative and qualitative techniques in collection and analysis of data.

3.2.2 Research Design

The nature of a study may either be exploratory, descriptive or causal, depending on the nature stage to which knowledge about the research topic has advanced. A descriptive study is one that would often be designed to collect data that describe the characteristics of persons, events or situation (Sekaran & Bougie, 2013: 97). “Descriptive research designs help provide answers to the questions of who, what, when, where, and how associated with a particular research problem; a descriptive study cannot conclusively ascertain answers to why. Descriptive research is used to obtain information concerning the current status of the phenomena and to describe "what exists" with respect to variables or conditions in a situation” (USC, 2017). The research focused on the phenomena of women leadership, specifically in a state-owned entity, within the transport sector. It aimed to ascertain what challenges were encountered by women in leadership roles; what qualities and traits were embodied by female leaders; how these females conducted themselves, and what possible implementable and practical solutions could be considered by the participating entity. Writers Sekaran & Bougie (2013:97) further indicated that such descriptive research is either qualitative or quantitative in its nature, as it may involve the collection of quantitative data such as ratings, figures or demographic data, but may also entail the collection of qualitative information.

There are many ways to classify research designs, indicated by the varied distinctions amongst the different classifications. Creswell (2014:12), in his academic book, entitled, *Research design – Qualitative, quantitative & mixed methods approaches*, indicates “research designs as types of inquiry within qualitative, quantitative and mixed method approaches that provide specific direction for procedures in a research design”, The research design constitutes the blueprint for the collection, measurement, and analysis of data, noting that the research problem determines the type of design you should use (USC, 2017). Amongst the various classifications

of research designs, generally inclusive types are observational research, correlational research, true experiments, and quasi-experiments, of which the utilisation of each would depend on the phenomena being studied (Webster University, 2017). It is further stated that surveys are often classified as a type of observational research. A number of useful distinctions between possible research designs were identified as : descriptive (e.g., case-study, naturalistic observation, survey); correlational (e.g., case-control study, observational study); semi-experimental (e.g., field experiment, quasi-experiment); experimental (experiment with random assignment); review (literature review, systematic review); meta-analytic (meta-analysis, i.e., using statistical methods for contrasting and combining results from different studies to identify patterns among study results, sources of disagreement among those results, or other interesting relationships that may come to light in the context of multiple studies) (Tazpur University, 2016).

The overall strategy that was chosen in ensuring that the different components of the research intergrated in a coherent and logical manner was vital. The research design became this important strategy. The research design needed to ensure that the research was able to effectively address the research problem. As recalled from Chapter 1, the fundamental problem was that available literature had indicated that there was an insufficient number of women in leadership positions and these women, globally and in South Africa, experienced vast challenges in these positions. It was against this background that a descriptive study was suitable for this research, and the resaercher opted for the utilisation (with regards to the collection, measurement, and analysis of data) of the mixed method, incorporating largely the quantitative approach, which is directly related to descriptive research designs, as well as an element of qualitative method, also suitable for the nature of a descriptive study.

3.3 Location of study

The state-owned entity was fairly large, in terms of geographical footprint. The participants were dispersed in various areas, therefore the entity was represented in a wide spread of geographical areas, covering areas such as Johannesburg, Richards Bay, Durban, East London, Port Elizabeth, Ngqura, Mossel Bay, Saldhana and Cape Town.

3.4 Target population

Simply defined, a population is any set of persons/subjects having a common observable characteristic (Webster University, 2017). The target population for this research comprised of 200 (two hundred) female employees in the employ of the entity (however excluded females with failed email delivery notifications; females with 'out of office' automatic responses; and females who could not participate due to reasonably substantial reasons such as maternity leave, staff exits to other divisions, staff exits to other companies and pension, those who recently took voluntary severance packages, females out of office on lengthily training or sick leave and or annual leave, and those hindered by restricted permission).

3.5 Sampling procedure and sample size

Sekaran & Bougie (2013:245), indicated types of sampling design, namely probability sampling and nonprobability sampling, whereby in the former type, the elements in the population have known, nonzero chance of being selected as subject samples, whilst in the later type, the elements do not have a known or predetermined chance of being selected. The researcher was excluded from the population and automatically in the sample as the researcher is a female leader in the state owned entity. Furthermore, nonprobability sampling fits into the broad categories of convenience sampling and purposive sampling. The research therefore further followed convenience sampling, as it refers to the collection of information from members of the population who are conveniently available to provide it (Sekaran & Bougie, 2013:252). Participants were conveniently selected from the female employees who were conveniently available, could access a computer or laptop, with an allocated email address, who could be able to access the questionnaire electronically. Nonprobability, convenience sampling was therefore selected for the overall research. Generally, it is advisable to use a sample as opposed to the entire population when conducting research. The sample, is a set of data as drawn from the population being studied (Keller, 2012). The important feature about the sample was that the women were in management / leadership levels in the state owned entity, within the transport sector. The actual sample in correlation to the response rate, comprised of 81 (eighty-one) respondents who participated in the research, and therefore the correlated response rate was 40.5% (forty and a half percent). The completion rate was 95%, which was an indication of completed questionnaires in relation to the respondents who participated. The respondents worked in various departments (e.g. operations, finance, customer relations management, human resources) within the state-owned entity.

3.6 Data collection

There are many ways to collect data and these include the use of questionnaires, interviews, documents, tests and unobtrusive measures, whereby all research uses a variation of one or more of these, depending on their applicability to the research being undertaken (Zulu, 2007). Furthermore, as in the case of research designs, the techniques can be classified as either quantitative or qualitative. There are various ways that data can be collected in order for the gathered data to be analysed for answering the research questions. Flick (2008:15, cited in Ngcobo, 2016) proposed that quantitative research data collection is designed in a standardised way. Using the standardisation process, the data collection and the research situation, the criteria of the reliability, validity and objectiveness can be met. From a qualitative perspective, the researcher uses the open-ended responses, interviews, participant observations, documents and audio visual materials to collect the required data (Creswell, 2014). This research firstly used quantitative techniques in both the collection and analysis of data. Thereafter also used qualitative techniques in both the collection and analysis of data, in soliciting feedback from the open ended questions. The survey strategy is very popular in business research because it allows for the researcher to collect quantitative and qualitative data on many types of research questions. Indeed surveys are used in exploratory, descriptive and in causal research to collect data about people, events or situations. The questions in a survey instruments are typically arranged into self-administered questionnaires that a respondent completes on his / her own, either responding on paper or inputting responses using a computer (Sekaran & Bougie, 2013: 102).

For this study, both primary and secondary data sources were used in obtaining the data to be analysed. Primary data were sourced directly from the respondents, gathered through the responses from the questionnaire, to solicit their own personal feedback. On the other hand, secondary data were sourced from relevant journal articles, government documents and academic theses, to mention a few. These are described in detail in the following sections.

3.6.1 The Questionnaire

A questionnaire is an instrument for collecting data, and almost always involve asking a given subject to respond to a set of oral or written questions. The survey instrument used to collect data for this research was an online questionnaire (administered through Survey Monkey), a copy is attached as Appendix 1, which mostly had close-ended questions, with a few open-ended

questions to elicit more detail about previous choices in closed questions and allow for additional suggestions and comments. The questionnaire, which comprised of 17 (seventeen) questions included single, listed, scaled and multiple-response questions, of which three were open-ended questions to solicit additional comments and input. It was designed in a manner such that the researcher was able to get the relevant information for the research. This instrument covered mostly the quantitative aspect of the research, as well as the concluding qualitative feedback. In an effort to solicit the necessary data from the respondents, the following data collection process was embarked upon:

- An initial email was sent in advance inviting the randomly selected participants, introducing the researcher, providing background information about the research and sensitising them of an online questionnaire, which was to follow shortly.
- A consent form also accompanied the initial email, however, due to the nature of the questionnaire, it being online, the invitees were also advised that participation in the research project would be assumed as informed consent.
- An online survey, comprising a structured questionnaire, was then sent out using Survey Monkey. Survey Monkey is a powerful and well known application, online survey software that helps to create and run professional online surveys (Ramshaw, n.d).
- Phone calls, messages and email follow-ups were undertaken in order to ensure that the questionnaire was received. Several email reminders were sent out, follow-up messages and phone calls were also made to encourage participation. The deadline was extended by one week to improve the response rate.
- Messages and email reminders were also sent to partially responded participants in strides to increase the completion rate of the responded participants.

Once the participants completed the questionnaire, the responses were channelled back to the researcher through Survey Monkey, enabling results to be viewed as respondents completed their surveys.

3.6.2 Secondary data

Relevant secondary data were also considered to support the primary data. The secondary data sources consulted were in the form of books, statistics, unpublished theses, research papers, academic journals, government documents and legislation, internet articles and reports, research and academic institutions' websites, archival material, as well as press releases and other relevant available secondary material.

3.7 Data analysis

Once the completed questionnaires were received, the data were collected in real time using Survey Monkey capabilities. The data were then exported onto excel to enable further sorting and encoding by an analytical software. According to Punch (2003:64), a descriptive analysis of all the main variables is done focusing on distribution statements. Appropriate means, standard deviations and frequency distributions may be used. This can be done across the whole sample as well as for important sub-groups within the sample using tables to present results.

The data captured through the website was evaluated utilising the Statistical Package for the Social Science (SPSS) Version 24.0 for analysis. Both descriptive and inferential statistics were conducted. The descriptive statistics, through the use of figures, graphs and narrative were produced mostly using the capabilities of Survey Monkey. Inferential statistics, through the application of correlations and regressions, amongst others, presented as tables and embedded formulae were produced using SPSS. The regression analysis model was specifically used to analyse the data. The data analysis was done in a manner that would have addressed each of the research objectives. A confidence interval of 0.05 was used as a measure to determine the statistical significance level between the dependent and independent variables. The dependent variables selected were these objectives: to ascertain the challenges encountered by women in leadership, in state owned entities; to determine the leadership traits and qualities that exist in women in leadership positions; to understand how women conduct themselves during their occupation of leadership positions in state owned entities. The independent variables were: geographical area; highest educational qualification; department currently working under; marital status; level of management / leadership in the company; age (in years); the number of years in a management / leadership position; as well as ethnic group. Qualitative analysis was done by identifying themes, patterns and relationships from the open-ended questions. This was

done by scanning the data for words and phrases most commonly used by the respondents, as well as, words and phrases used with unusual emotions.

3.8 Reliability and Validity

To ensure that the data collected from participating respondents, is reliable and valid, the researcher was personally responsible for ensuring that there is no third-party involvement during the entire data collection process. The researcher safeguarded that there was no third-party involvement between the prospective participants from the targeted geographical areas by ensuring that the research is conducted solely by the researcher. According to McMillan and Schumacher (1993:227 cited in Zulu, 2007), reliability refers to the consistency of measurement, which is, the extent to which the results are similar over different forms of the same instrument or occasions of data collecting. In turn, validity is explained as the degree to which scientific explanations of phenomena match the realities of the world (McMillan & Schumacher 1993:601, cited in Zulu, 2007). Therefore, a valid and reliable measurement instrument should be able to represent and or measure what it has set out to measure and or represent. It is against this background that a pretesting was conducted.

According to Mouton (2001:103-104, cited in Hlongwane, 2016), the aim of the pretesting was to validate the tool in terms of ambiguity, vagueness, and to test if the questions were not leading, not measuring fictitious constructs, not negatively phrased, and also their order and sequence of the questions was considered to ensure that the questionnaire does not affect the response accuracy. The questionnaire that was developed was first piloted (pretested) before actual research data was collected. The questionnaire was sent to a sample of nine (9) individuals who worked in the state owned entity within the transport sector. Feedback and valuable comments considered as inputs were considered. These were used to fine tune the final questionnaire, so that the valuable factors were addressed.

In this research, the survey instrument in the form of a structured questionnaire was utilised to ascertain the types and magnitudes of challenges experienced by the participants as women in management / leadership levels in state-owned entity. The contents and various sections of the questionnaire were therefore related to the topic in question. The researcher ensured that the data collected were not distorted or contaminated at any stage, thereby preserving the integrity of the received data. Furthermore, to ensure that only the targeted respondents participated on

the online questionnaire, Survey Monkey did not allow the email to be forwarded as the survey link was unique to the intended recipient only.

3.9 Ethical Considerations

The conducting of research requires not only expertise and diligence, but also honesty and integrity. This is done to recognise and protect the rights of human subjects. To render the research ethical, the rights to self-determination, anonymity, confidentiality and informed consent were observed.

Prior to undertaking the proposed research through data collection, the request was formally submitted to the University of KwaZulu-Natal's Humanities and Social Sciences Research Ethics Committee (hereafter referred to as the Ethics Committee) for ethics approval by obtaining an Ethical Clearance letter (Appendix 4). The request was submitted for ethics approval because there was contact with human beings during the research. The entities that participated also gave permission to their employees to participate in the research. A gatekeeper's letter of permission (Appendix 3) to conduct the research in their premises and for granting approval for their employees to partake in the research, was obtained and submitted to the Ethics Committee.

All the participants were informed about the research in a language that they understood. They were given an informed consent form (Appendix 2) to be completed, signed and returned to the researcher. The autonomy of the participants was also protected through the provision of an informed consent form. However, due to the nature of the questionnaire (online), the participants were all advised that participation in the research project would be assumed as informed consent, which the researcher received no objections to this assumption. Part of the conditions for approval from the Ethics Committee, the researcher needed to ensure that there was no access to confidential information without prior consent of the participants; participants were required to commit an act which might diminish self-respect or cause them to experience shame, embarrassment, or regret; participants were exposed to questions which may be experienced as stressful or upsetting, or to procedures which may have unpleasant or harmful side effects; the use of stimuli, tasks or procedures which may be experienced as stressful, noxious, or unpleasant; form of deception.

All the information obtained during the research was kept strictly confidential. Only the researcher, her supervisor and the examiners at the UKZN's Graduate School of Business and Leadership had access to the information and results of the research. Participants in the research would not be identified in any published or unpublished research documents.

3.10 Expected outcomes

The expected research findings were aimed to address the following expectations:

- Afford the ability to obtain a broader perspective of the challenges encountered by women in leadership, in state owned entities;
- Allow other women to ascertain what leadership qualities other women in similar levels of leadership possess, the common traits that transpire and affording interested women, and even men, to adopt some of the leadership traits displayed by the women in the research;
- Provide valuable opinions and perspectives that emanated from the research, which could add value to the way women conduct themselves in their leadership positions, contributing to personal growth and maturity levels;
- Establish whether other women in leadership in state owned entities experience common challenges, and how women could draw from those challenges;
- Find possible implementable and practical solutions that could be adopted in the geographical areas of the participants that participated in the research, as well as certain behaviours and attitudes that could be adopted by other emerging female leaders.

3.11 Limitations of the Research

A number of limitations were experienced during the research project. Time was a major constraint, which was further acerbated by the fact that the researcher conducted this research whilst being employed on a full-time basis, which needed focus on demanding work responsibilities, family commitments and at the same time concentrating on the research. The research was confined to only one division of the state-owned entity, which may not provide a full representative outcome of the entity in its entirety. The research was restricted to only three

provinces namely KwaZulu-Natal, Eastern Cape and Western Cape, out of the nine provinces that comprise South Africa, which might not be a full representative outcome, with respects to South Africa as an entire country. Time could not be further extended for data collection, in efforts to obtain a better ethnic group representation. Due to the operational nature in the organisation, a portion of the lower managerial / leadership level women were dispersed in various operational areas, working away from the office with a computer / laptop, therefore, some encountered restrictions in finding time to go to offices and complete the survey, as the questionnaire was administered online requiring email access. Assumably, due to the extremely high work demands, the women who were at higher levels of leadership (especially Executives and General Managers) could not partake in the research.

3.12 Summary

Chapter three has provided the methodology applied in this research. It began by providing an explanation of the chosen research method and design, where focus on the quantitative and qualitative research methods was provided. The chapter further indicated the process of data collection embarked upon; indicated that the data analysis would be depicted in descriptive and inferential statistics; the study population and sample, as well as the sampling procedure were determined; reliability and validity as well as the ethical considerations were explained. The chapter then concluded by providing the expected research findings. Thereafter, the researcher detailed the limitations encountered during the research project. Chapter 4 aims to present, analyse and interpret the data that were collected through the questionnaire and described in this chapter.

CHAPTER 4

RESULTS PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter provides an analysis of the data that was collected through the questionnaire. Based on the feedback from the respondents, a response rate is established. The data were then presented and interpreted using both descriptive statistics (in the form of frequency statistics depicted in, tables and figures such as bar graphs, pie charts, also incorporating narrative texts), and inferential statistics presented as correlations, regressions, among others, and also presented as tables and imbedded formulae. It is worth noting that not all the questions were answered by the respondents as certain participants had skipped some questions.

4.1.1 Response Rate

The actual data received, extracted from a population of 200 (two hundred) females, comprised 81 (eighty-one) respondents, as reflected in Table 4.1, who participated in the research, an indication of a 40.5% (forty and a half percent) response rate. The completion rate was at 95% which was an indication of completed questionnaires in relation to the respondents that participated. The below Table 4.1 is a representation of the number of respondents, 100% respondents being female, used to compute the response rate.

Please select your gender?		
Answer Options	Frequency Percent	Response Count (frequency)
Male	0.0%	0
Female	100.0%	81
<i>answered question</i>		81

Table 4.1: Total number of female respondents

4.2. Demographics of participants

The majority (comprised of 34.6%) of the respondents work in Durban, followed by 21.0% of respondents who work in Richards Bay. From the below table 4.2, that was equivalent to 28 women and 17 women respectively. Head Office accounted for 16.0% of respondents, whilst Cape Town accounted for 11.1%.

In which geographical area do you work?		
Answer Options	Response Percent (frequency %)	Response Count (frequency)
Richards Bay	21.0%	17
Durban	34.6%	28
East London	2.5%	2
Port Elizabeth	4.9%	4
Ngqura	3.7%	3
Mossel Bay	1.2%	1
Saldhana	3.7%	3
Cape Town	11.1%	9
Head Office	16.0%	13
Other (please specify)	1.2%	1
	<i>answered question</i>	81
	<i>skipped question</i>	0

Number	Other (please specify)
1	Head Office resource but located in Durban

Table 4.2: Breakdown of geographical dispersion of respondents

Mossel Bay and Other areas equivalently comprised of 1.2% (being the lowest contribution). Of note, is that the one (1) respondent that was from the other geographical area was a Head Office resource but located in Durban.

The respondents had acquired educational qualifications which ranged from a Certificate to a Master’s Degree. Figure 4.1 provides an analysis of the highest level of education acquired, broken down into the different categories of recognised educational qualification.

It further includes the total percentage per qualification type and depicts that the mostly acquired educational qualification that emanated from the respondents equated to 30.0%, therefore which indicated that 30.0% (24 of the 80 females who responded in this question), equivalent to one third, of the women had a Bachelor’s Degree. Of note was that one respondent opted not to divulge their highest level of educational qualification. This was followed by the Master’s Degree which equated to almost 23% (22.5% to be exact) of women held this educational qualification. There was an almost equal percentage of holders with an Honours Degree and Diploma, reflected as 18.8% and 17.5% respectively. At least 9 of the respondents had a

certificate (the lowest ranked qualification), and none were endorsed with a Doctorate Degree (being the highest ranked qualification, in the absence of any other specified qualification).

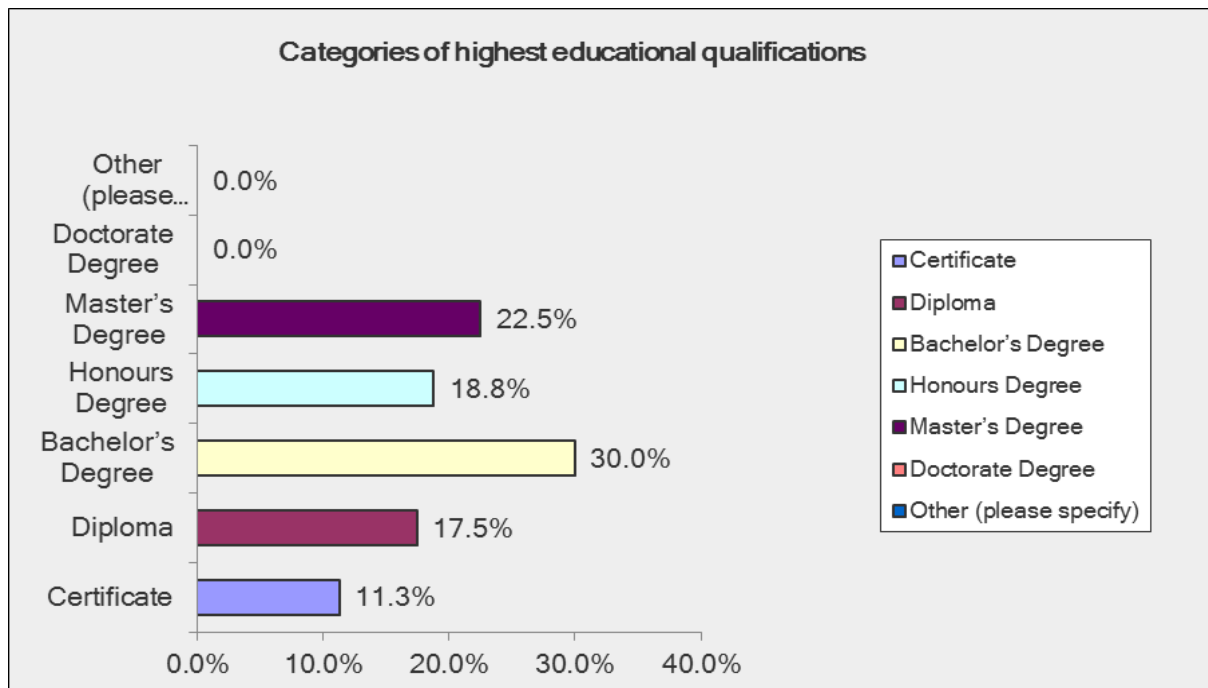


Figure 4.1: Categories of highest educational qualifications

The top three educational qualifications i.e. Bachelor’s Degree, Master’s Degree and Honours Degree, were collectively in the possession of 71.3% of the women in the state owned entity, which may be an indication of fairly qualified women in management / leadership positions. This may also be an indication that minimum requirements to be appointed to a management / leadership level required such formal educational qualifications.

The respondents were dispersed across various departments. Table 4.3 indicates that the respondents were placed in at least 22 (twenty two) departments, and none responded from the Security and Customer Services Departments. To note, is that although there was no selection of the EPMO department, one respondent however provided details for the selection of the ‘Other’ category, and indicated that they worked in the Infrastructure (Project Management Office), also referred to as the EPMO.

Please specify the department you currently work in?		
Answer Options	Response Percent (frequency %)	Response Count (frequency)
Finance	6.3%	5
Supply Chain Management	3.8%	3
ICT	2.5%	2
Business Strategy	2.5%	2
Operations	8.8%	7
Marine Operations	10.0%	8
Harbour Master	11.3%	9
Customer Relations Management	7.5%	6
Corporate Affairs	1.3%	1
Planning & Development	2.5%	2
Infrastructure (Engineering)	11.3%	9
EPMO	0.0%	0
Port Management	1.3%	1
Human Resources	2.5%	2
Risk Management	3.8%	3
Environmental Management	5.0%	4
Human Environment	3.8%	3
Security	0.0%	0
Customer Services	0.0%	0
Legal & Compliance	2.5%	2
Administration	1.3%	1
Real Estate	2.5%	2
New Business Development	6.3%	5
Continuous Improvement	2.5%	2
Other (please specify)	1.3%	1
<i>answered question</i>		80
<i>skipped question</i>		1

Number	Other (please specify)
1	Infrastructure (Project Management Office)

Table 4.3: Breakdown of departmental dispersion

Collectively, exactly 26 (twenty six) of the women worked in the Infrastructure (Engineering), Harbour Master, and Marine Operations departments, which equated to almost a third of the women who responded to the survey questionnaire. This may be an indication that most females in the various levels of leadership levels were from these departments. The above mentioned three departments were collectively equivalent to approximately 32.1%, individually equivalent to 11.3%, 11.3% and 8.8% respectively. Departments such as Administration, Port Management and Corporate Affairs reflected the least number of respondents, comprising of 1.3% individually (1 employee each), which may have been an indication of smaller sized departments.

Table 4.4 presents the marital status of these working women. The respondents were mostly either single or married, which indicated that 75 (seventy five) of the respondents were either single or married. As depicted in Table 4.4, 49.4% of the women were single, whilst 43.2% of them were married. The remainder of the participants were either categorised as divorced (6.2%) or separated (1.2%).

Kindly indicate your marital status?		
Answer Options	Response Percent (frequency %)	Response Count (frequency)
Single	49.4%	40
Married	43.2%	35
Divorced	6.2%	5
Separated	1.2%	1
Widowed	0.0%	0
Other (please specify)	0.0%	0
<i>answered question</i>		81
<i>skipped question</i>		0

Table 4.4: Breakdown of the respondents based on marital status profile

Figure 4.2 indicates that a great number of women lie at the lower levels of leadership, whereby more than half of the respondents, were at Middle Management (F-level), followed by women who occupied leadership positions in Senior Management (E-level), and lastly women who lead at Senior Management (D-Level) positions. This reflects a representative 62.5% (equivalent to 50 participants, almost two thirds), of women that were largely concentrated in the Middle Management (F-Level) positions. The computed combined remainder of the women comprised of 37.5% (in excess of one third), divided between Senior Management (E-level) at 25.0% (20 females) and Senior Management (D-level) at 12.5% (10 females).

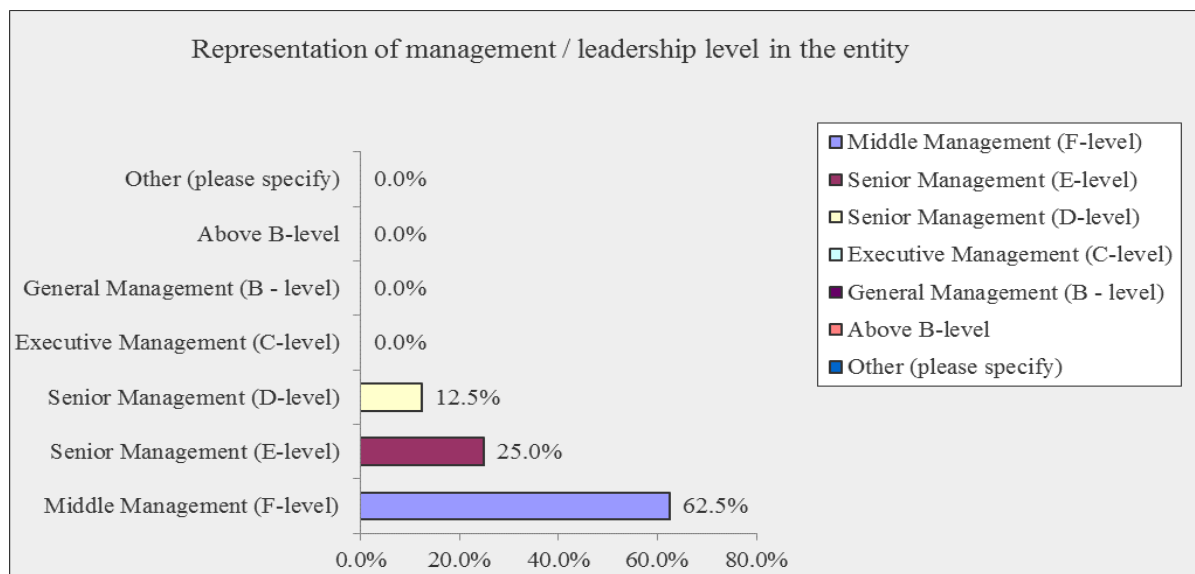


Figure 4.2: Representation of management / leadership level in the entity

Table 4.5 shows the age profile of the respondents with most women falling within the age ranges of 35-39 years (23 respondents), thereafter 30-34 years (18 respondents), and then 45-59 years (13 respondents). A small number of women were categorized into the older age ranges, comprising of 5 respondents who were 50 years old and above. A small number of respondents were also categorised into the younger age range, comprising of 9 women who were between 25-29 years old. Table 4.7 further reflected that the age ranges of 35-39, 30-34 and 45-59 comprised of 28.8%, 22.5% and 16.3% of the females respectively. The respondents who were 50 years old and above constituted of 6.3%, whilst all women who were younger and below 30 years old constituted of 11.3%.

What is your age (in years)? Please make a selection from below range.		
Answer Options	Response Percent (frequency %)	Response Count (frequency)
Younger than 25	0.0%	0
25 - 29	11.3%	9
30 - 34	22.5%	18
35 - 39	28.8%	23
40 - 44	15.0%	12
45 - 49	16.3%	13
50 - 54	5.0%	4
55+	1.3%	1
answered question		80
skipped question		1

Table 4.5: Breakdown of age group per respondents

Figure 4.3 shows the number of years that the respondents have held a management / leadership position. Figure 4.7 further depicted that the 0-5 years experienced respondents comprised of 51.3% (forty one respondents), the 6 – 10 years comprised of 30.0% (twenty four respondents), the 11 – 15 years comprised of 10.0% (eight respondents), whilst the 16 – 20 years and 21 years and above categories comprised of 7.5% (six respondents) and 1.3% (one respondent) of experienced women in their positions respectively. To note, one respondent skipped the question.

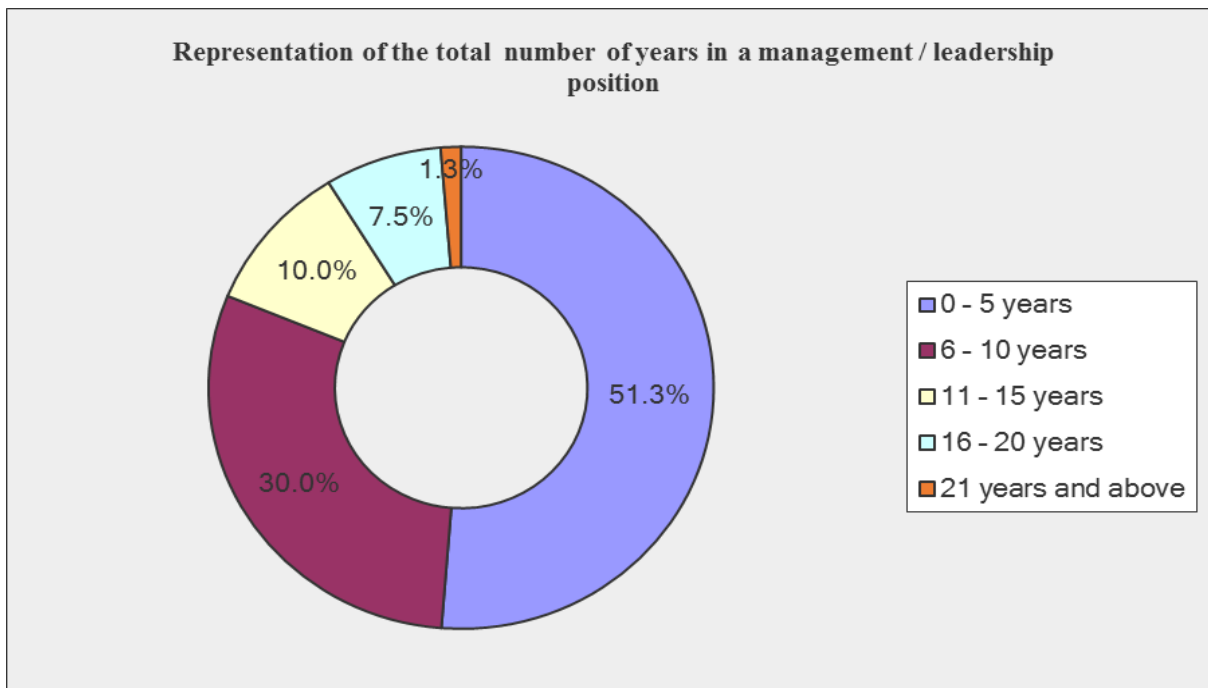


Figure 4.3: Representation of the number of years in a management/leadership position

The ethnicity of the participants was classified in Table 4.6 based on the commonly used classifications of ethnic groups in South Africa. Data received, showed diversity amongst the four (4) ethnic groups, however the number of women intensified largely towards the African group (67 out of 81 respondents were African), by far followed by the Coloured group (6 out of 81 respondents) which was similar to the Indian group of women (6 out of 81 respondents), and lastly a noticeably very low participation from the White group of women in the entity. The large disparity amongst the ethnic groups is further displayed, whereby the African group comprised of 83.8% of the women, the Coloured and Indian ethnic groups comprised of 7.5% individually, whilst the White ethnic group only comprised of a very low 1.3%. This uneven

outcome of the ethnic groups may be an indication of an entity that is dominated by the African ethnic group in their female workforce.

Please specify your ethnic group		
Answer Options	Response Percent (frequency %)	Response Count (frequency)
African	83.8%	67
Coloured	7.5%	6
Indian	7.5%	6
White	1.3%	1
Other (please specify)	0.0%	0
<i>answered question</i>		80
<i>skipped question</i>		1

Table 4.6: Classification of the respondents per ethnic group

4.3. Data analysis

This section focuses on analysing the data solicited from the respondents, specifically on feedback as per the questions asked in attempts to answer the four objectives. Each objective is analysed and feedback interpreted using descriptive statistics, subsequently using inferential statistics.

4.3.1 Presentation and discussion of results - Descriptive statistics

The descriptive statistics, through the use of tables, figures and narrative were produced mostly using the capabilities of Survey Monkey. The presentation and discussion of the results has been outlined for each of the objectives.

4.3.1.1 Objective One: To ascertain the challenges encountered by women in leadership in state owned entities

The objective of the question was to ascertain the extent of the challenges that were encountered by women in leadership in the state owned entity. The extent of seven variables, phrased as statements, using a 5-point scale (5 = ‘strongly agree’ to 1 = ‘strongly disagree), were tested, and outlined in Table 4.7 which indicated the summary of responses on challenges encountered by women in state owned entities. Statement 1 – ‘The gender pay gap is not an issue’, the

outcome of the responses indicated that from the eighty (80) responses, 42 respondents (equivalent to 52.5%) collectively disagreed or strongly disagreed with this statement. A mere 4 respondents agreed with the statement (equivalent to 5%). Statement 2 – ‘The working environment is safe and secure – free from discrimination, harassment and workplace bullying’, the outcome of the 80 responses indicated that 32 respondents (equivalent to 40%) disagreed with this statement, 24 respondents agreed (equivalent to 30%) whilst a mere 3 respondents (equivalent to 3.75%) strongly disagreed with this statement. Statement 3 – ‘Females are treated and respected fairly as male leaders and managers’, the outcome of the 80 responses indicated that 27 respondents (equivalent to 33.75%) agreed with the statement whilst an equivalent number of respondents also disagreed with it. However, there were zero respondents that strongly agreed with this statement.

Statement 4 – ‘Balancing between family and work life is a challenge’, the outcome of the 80 responses indicated that 66 respondents collectively agreed and strongly agreed with the statement (collectively equivalent to 83.5%, individually equivalent to 55.7% and 27.8% respectively). The 13 remaining respondents (equating to 16.5%) collectively either neither agreed or disagreed (7.6%), agreed (7.6%) or strongly disagreed (1.3%). Statement 5 – ‘There is mentorship, networking opportunities and platforms to support career progression’, the outcome of the eighty (80) respondents indicated that 27 respondents (equating to 33.75%) disagreed with the statement, followed by 18 respondents (equating to 22.5%) who agreed with it. The lowest chosen response option, comprised of 6 respondents (equating to 7.5%) who strongly agreed that there is mentorship, networking opportunities and platforms to support career progression.

Statement 6 – ‘The organisation is supportive regarding your responsibilities and commitments outside of work’, the outcome of the seventy nine (79) responses indicated that 22 respondents (equivalent to 27.8%) agreed with the statement, followed by 21 respondents (equivalent to 26.6%) who neither agreed or disagreed with the statement, whereas an extremely lower number of 2 respondents (equivalent to 2.5%) strongly agreed with it. Statement 7 – ‘Self-doubt / lack of self-confidence when faced with extremely challenging situations is an issue you encounter’, the outcome of the seventy nine (79) responses indicated that 25 respondents (equivalent to

31.6%) disagreed with this statement, whilst 23 respondents (equivalent to 29.1 %) agreed with it.

It is also evident from Table 4.7, that balancing between family and work life is a challenge that is mostly experienced by working females, as this variable produced the highest average rating score of 4.01 (using a 5-point scale), where most respondents (44 responses, equivalent to 55.7% of the responses) agreed with this challenge. This meant that more than half of the participants from the sample size elected to agree with this statement. This was then followed by another 22 responses, which meant that a further 27.8% strongly agreed with this challenge of balancing between family and work life as a working woman with a leadership responsibility.

Self-doubt / lack of self-confidence when faced with extremely challenging situations was ranked the 2nd highest, with an average rating of 2.83, indicative of 25 respondents (31.6%) who disagreed that self-doubt / lack of self-confidence was an issue they encountered, 23 respondents (29.1%) who agreed that self-doubt / lack of self – confidence was an issue, whilst 15 of the females (18.9%) neither agreed or disagreed with the issue. The lowest ranked variable was at an average rating of 2.56, indicative that an equivalent number of 21 respondents, either indicated that they disagreed (26.3%) or strongly disagreed (26.3%) with the gender pay gap not being an issue.

In your experience, to what extent do you agree or disagree that:							
Answer Options	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree	Rating Average	Response Count
The gender pay gap is not an issue	4	20	14	21	21	2.56	80
The working environment is safe and secure – free from discrimination, harassment and workplace bullying	3	24	12	32	9	2.75	80
Females are treated and respected fairly as male leaders and managers	0	27	17	27	9	2.78	80
Balancing between family and work life is a challenge	22	44	6	6	1	4.01	79
There is mentorship, networking opportunities and platforms to support career progression	6	18	12	27	17	2.61	80
The organisation is supportive regarding your responsibilities and commitments outside of work	2	22	21	18	16	2.70	79
Self-doubt / lack of self-confidence when faced with extremely challenging situations is an issue you encounter	5	23	15	25	11	2.82	79
<i>answered question</i>							80
<i>skipped question</i>							1

Table 4.7: Summary of challenges encountered by women in state owned entities

4.3.1.2 Objective Two: To determine the leadership traits and qualities that exist in women in leadership positions in the transport sector

The objective of the question in Table 4.8 was to determine the expressive extent of leadership traits and qualities that females embodied. The extent of eleven variables, phrased and explained as statements of the identified traits and qualities, using a 5-point scale (5 = ‘Always’ to 1 = ‘Never), were tested, and outlined in Table 4.8 which indicated the summary of responses on leadership traits and qualities.

Statement 1 - ‘Awareness - conduct yourself in a way that sets you apart from other employees / peers’, the outcome of the responses indicated that from the seventy eight (78) responses, 42

respondents (equivalent to 53.8%) embodied awareness most of the time, which indicated that they were conducted themselves in a way that set them apart from other employees/peers. Furthermore, 20 respondents (equivalent to 25.6%) indicated that they were always embodied awareness during their leadership duties and responsibilities. Statement 2 – ‘Decisiveness – making tough decisions that will not please everyone’, the outcome of the responses indicated that from the seventy nine (79) responses, 39 respondents (equivalent to 49.4%) embodied decisiveness most of the time, which indicated that the females made tough decisions that would not please everyone, most of the time, whilst 26 respondents (equivalent to 32.9%) embodied decisiveness some of the time. The remaining 14 respondents embodied decisiveness either always (10.1%), or rarely (6.3%), or never (1.3%).

Statement 3 – ‘Empathy - guide employees through challenges, always on the lookout for solutions to foster the long-term success of the organisation’, the outcome of the responses indicated that from the seventy nine (79) responses, 36 respondents (equivalent to 45.6%) embodied empathy most of the time, which indicated that the females guided employees that they led through challenges they were faced with, most of the time, whilst 26 respondents (equivalent to 32.9%) embodied empathy always. The remaining 17 respondents embodied empathy either some of the time (17.7%), or rarely (3.8%), or there was no respondent who never embodied empathy. Statement 4 – ‘Accountability - take responsibility for everyone's performance, including your own’, the outcome of the responses indicated that from the seventy nine (79) responses, 37 respondents (equivalent to 46.8%) embodied accountability always, which indicated that the females have taken responsibility for everyone's performance, including their own, whilst 32 respondents (equivalent to 40.5%) embodied accountability most of the time. The remaining 10 respondents embodied accountability either some of the time (8.9%), or rarely (3.8%), and there was no respondent who had never taken responsibility for everyone's performance, including their own.

Statement 5 – ‘Confidence – being well informed and trust your ideas’, the outcome of the responses indicated that from the seventy eight (78) responses, 35 respondents (equivalent to 44.9%) embodied confidence most of the time, which indicated that the females were well informed and trusted their ideas most of the time, whilst 34 respondents (equivalent to 43.6%) embodied confidence always. The remaining 9 respondents embodied confidence either some of the time or rarely and there was no respondent who was never well informed and trusted their ideas. Statement 6 – ‘Optimism – put forth positive energy, avoid personal criticism and pessimistic thinking’, the outcome of the responses indicated that from the seventy nine (79)

responses, 33 respondents (equivalent to 41.8%) embodied optimism most of the time, which indicated put the females put forth positive energy, avoided personal criticism and pessimistic thinking, but rather opted for optimistic thinking most of the time, whilst 26 respondents (equivalent to 32.9%) embodied optimism always. The remaining 20 respondents embodied optimism rarely, and there were no respondents who felt that they rarely or never embodied confidence whilst executing their leadership / management duties.

Statement 7 – ‘Honesty - extremely ethical’, the outcome of the responses indicated that from the seventy nine (79) responses, 55 respondents (equivalent to 69.6%) embodied honesty always, which indicated that women in leadership were extremely ethical always. It is important to indicate that this was the highest selected response option, implying that ethical morals, integrity and principles were highly regarded by women when they lead in their various areas of responsibilities. Furthermore, 21 respondents (equivalent to 26.6%) embodied honestly most of the time. Statement 8 – ‘Focus - plan ahead, and supremely organised’, the outcome of the responses indicated that from the seventy five (75) responses, 35 respondents (equivalent to 46.7%) were focused most of the time, which indicated that the females planned ahead of time and were highly organised, whilst 25 respondents (equivalent to 33.3%) were focused always.

Statement 9 – ‘Inspiration - communicate clearly, concisely, and often, and by doing so motivate everyone to give his or her best all the time’, the outcome of the responses indicated that from the seventy eight (78) responses, 36 respondents (equivalent to 46.1%) embodied inspiration most of the time, which implied that the females communicated clearly, concisely, and often, and by doing so motivated everyone to give his or her best, most of the time, whilst 32 respondents (equivalent to 41.0%) embodied inspiration always. Statement 10 – ‘Opportunity-driven’ – when confronted with a challenge, look for the opportunity to learn from it’, the outcome of the responses indicated that from the seventy eight (78) responses, 36 respondents (equivalent to 46.1%) felt that they were opportunity driven always, which implied that when they were confronted with a challenge, they always looked for opportunities to learn from such challenges thereby inducing improvement in their leadership duties, whilst 35 respondents (equivalent to 44.9%) were opportunity driven, most of the time.

Statement 11 – ‘Flexibility - willing to negotiate changes that need to be made, able to give consideration to the views and needs of others’, the outcome of the responses indicated that from the seventy eight (78) responses, 37 respondents (equivalent to 47.4%) felt that they

embodied flexibility most of the time, which implied that they were willing to negotiate changes that needed to be made, were able to give consideration to the views and needs of others, whilst 33 respondents (equivalent to 42.3%) were flexible, always. The remainder of the 8 respondents, were either rarely flexible or were never flexible, represented by seven and one respondents respectively. There were zero respondents who were never flexible.

It is further evident from Table 4.8, that honesty was highly regarded by the working females, as this variable produced the highest average rating score of 4.66 (using a 5-point scale), where most respondents (55 responses, equivalent to 69.6% of the responses) agreed with this leadership quality. Opportunity - driven was ranked the 2nd highest leadership trait, with an average rating of 4.37. Leadership traits and qualities such as confidence and flexibility were equivalently ranked 3rd with a rating average of 4.31. Awareness as a leadership trait was ranked the lowest at a rating average of 3.99, however more than 50% of the respondents (42 respondents) embodied awareness most of the time (53% of the respondents). As Awareness and Decisiveness were the two lowest ranked leadership traits and qualities, at 3.99 and 3.61 average rating respectively. It emerged that the females in leadership / management positions were **not** always (but most of the time) aware of the manner in which they conducted themselves in such a way that they were set apart from other peers. They were also not always (but most of the time) decisive, implying that they did not always make tough decisions that would not please everyone. Only 20 and 8 females indicated that they embodied awareness and decisiveness respectively, always.

As a leader which of these leadership traits and qualities do you embody? Please answer as tabulated below. In your experience, to what extent do you express the following:								
Answer Options	Always	Most of the time	Some of the time	Rarely	Never	Rating Average	Response Count	
Awareness - conduct yourself in a way that sets you apart from other employees / peers	20	42	12	3	1	3.99	78	
Decisiveness – making tough decisions that will not please everyone	8	39	26	5	1	3.61	79	
Empathy - guide employees through challenges, always on the lookout for solutions to foster the long-term success of the organization	26	36	14	3	0	4.08	79	
Accountability - take responsibility for everyone's performance, including your own	37	32	7	3	0	4.30	79	
Confidence – being well informed and trust your ideas	34	35	8	1	0	4.31	78	
Optimism – put forth positive energy, avoid personal criticism and pessimistic thinking	26	33	20	0	0	4.08	79	
Honesty - extremely ethical	55	21	3	0	0	4.66	79	
Focus - plan ahead, and supremely organised	25	35	12	3	0	4.09	75	
Inspiration - communicate clearly, concisely, and often, and by doing so motivate everyone to give his or her best all the time	32	36	8	2	0	4.26	78	
Opportunity-driven – when confronted with a challenge, look for the opportunity to learn from it	36	35	7	0	0	4.37	78	
Flexibility - willing to negotiate changes that need to be made, able to give consideration to the views and needs of others	33	37	7	1	0	4.31	78	
Other (please specify)								1
			<i>answered question</i>					79
			<i>skipped question</i>					2
Number	Other (please specify)							
1	Inspire others on the outcomes of their work experience to be gained							

Table 4.8: Summary of leadership traits and qualities

4.3.1.3. Objective Three: To understand how women conduct themselves during their occupation of leadership positions in state owned entities

The objective of the question in Table 4.9 was to determine the expressive extent of how women conduct themselves during their occupation of leadership positions in state owned entities. The extent of ten variables, phrased as statements of the identified behaviours, using a 5-point scale (5 = 'Excellent' to 1 = 'Very poor'), were tested, and outlined in Table 4.9 which indicated the summary of responses on how women conduct themselves during their occupation of leadership positions in state owned entities.

Statement 1 – 'Being a deep listener', the outcome of the responses indicated that from the seventy seven (77) responses, 45 respondents (equivalent to 58.4%) indicated that were good at being deep listeners, 14 (equivalent to 18.2%) indicated that were excellent at being deep listeners, 12 (equivalent to 15.6%) indicated that being deep listeners varied, whilst the remaining 6 women indicated that they needed improvement in being deep listeners. Statement 2 – 'Going with your gut', the outcome of the responses indicated that from the seventy six (76) responses, indicated that 37 respondents (equivalent to 48.7%) were good at going with their gut varied, 25 (equivalent to 32.9%) indicated that going with their gut varied, 11 (equivalent to 14.5%) indicated that they were excellent at going with their gut, whilst the remaining women, of which 2 indicated that they needed improvement in going with their gut, whilst only 1 indicated that they were very poor in going with their gut.

Statement 3 – 'Paying attention to what you are doing wrong', the outcome of the responses indicated that from the seventy seven (77) responses, 41 respondents (equivalent to 53.2%) were good at paying attention to what they were doing wrong, 14 (equivalent to 18.2%) indicated that paying attention to what they were doing wrong, meaning that they were not consistent in this behaviour. Thirteen (equivalent to 16.9%) indicated that they were excellent at paying attention to what they were doing wrong, which may have resulted in these women being able to correct and learn from what they were doing wrong to enable continuous improvement in how they conducted themselves at work. The remaining women acknowledged that they needed improvement at paying attention to what they were doing wrong. Statement 4 – 'Being your authentic self', the outcome of the responses indicated that from the seventy six (76) responses, 38 respondents (exactly 50.0%) were good at being their authentic self. This is an indication that half of the women that responded to the statement, they remained true to themselves, they were not influenced by the sounding realities of the respective working environments. Twenty seven (equivalent to 35.5%) indicated that they were excellent at being their authentic, whilst

the remaining 11 (equivalent to 14.5%) indicated that they either varied or needed improvement at being their authentic selves, whilst none acknowledged that they were very poor at this behaviour.

Statement 5 – ‘Asking a lot of questions’, the outcome of the responses indicated that from the seventy seven (77) responses, 33 respondents (equating to 42.9%) were good at asking ample questions by probing deeper showing interest for better understanding. Twenty six (equivalent to 33.8%) indicated that they asking a lot of questions varied, 13 (equivalent to 16.9%) felt that they were excellent at this. The remaining 5 (equivalent to 6.4%) indicated that they varied at being their authentic selves. Statement 6 – ‘Being humble – in good times and in bad times’, the outcome of the responses indicated that from the seventy seven (77) responses, 37 respondents (equating to 48.1%) were good at remaining humble at all times, whether in good times or challenging times. Twenty five (equivalent to 32.5%) indicated that they excelled at remaining humble, 12 (equivalent to 15.6%) varied at being humble. The remaining 3 (equivalent to 3.8%) acknowledged that they needed improvement at being humble.

Statement 7 – ‘Being fearless at all times’, the outcome of the responses indicated that from the seventy seven (77) responses, 28 respondents (equating to 36.4%) they were not consistent (it varied) at being fearless at all times, whilst 27 respondents (equating to 35.1%), felt that were good at remaining fearless. A group of eleven women (equivalent to 14.3%) strongly felt that they excelled of overcoming fear at all times when executing their leadership duties, whilst the equivalent number of women either acknowledged that they needed improvement or were very poor at being fearless at all times. Statement 8 – ‘Use a mentor for guidance and solid advice’, the outcome of the responses indicated that from the seventy six (76) responses, 24 respondents (equating to 31.6%) were good at using a mentor for guidance and solid advice, whilst 23 respondents (equating to 30.3%, alternatively a third of the women who responded on this behaviour), felt that they needed improvement in using a mentor for guidance and solid advice. Eight (equating to 10.5%) of the women however felt that they excelled in using such a person for advice and guidance, whilst the remaining 21 (equating to 27.6%) either using a mentor varied or such behavior was very poor.

Statement 9 – ‘Put yourself out there and get noticed at work to promote yourself’, the outcome of the responses indicated that from the seventy seven (77) responses, 25 respondents (equating to 32.5%) indicated that putting themselves out there and get noticed at work to promote themselves varied, whilst an almost equivalent number of 24 respondents (equating to 31.2%),

felt that they were good at putting themselves out there and get noticed at work to promote themselves. Eight (equating to 10.4%) of the women however felt that they excelled in being visible and getting noticed, whilst the remaining 20 (equating to 25.9%) either putting themselves out there and getting noticed varied or such behavior was very poor. Statement 10 – ‘Stand your ground and show your strength’, the outcome of the responses indicated that from the seventy seven (77) responses, 38 respondents (equating to 49.4%) were good at standing their ground and showing their strength whilst 18 respondents (equating to 23.4%), felt that they excelled at doing that. Sixteen (equating to 20.8%) of the women however felt that they standing their ground and showing strength varied, whilst the remaining 5 (equating to 6.4%) were very poor at behaving in that manner.

It is evident from Table 4.9 depicting the average ratings of how women conduct themselves during their occupation of leadership positions in state owned entities, that ‘being your authentic self’ was highly applied in their behaviour by the working females, as this variable produced the highest average rating score of 4.18 (using a 5-point scale), where most respondents (38 responses exactly 50.0%) were good with this leadership behaviour. ‘Being humble – in good times and in bad times’ was ranked the 2nd highest leadership behaviour, with an average rating of 4.09. Leadership behaviour such as ‘stand your ground and show your strength’ was ranked 3rd with a rating average of 3.90. ‘Using a mentor for guidance and solid advice’ as a leadership behaviour was ranked the lowest at a rating average of 3.09. ‘Putting yourself out there and get noticed at work to promote yourself’ and ‘being fearless at all times’ were also lower ranked leadership behaviours, at 3.19 and 3.48 average ratings respectively. It emerged that the females in leadership / management positions mostly needed improvement in using a mentor for guidance and solid advice, as from Table 4.9 in the “needs improvement’ response option, 23 (equivalent to almost a third) of the 80 females that opted for this response option. This was followed by 15 females (18.75% of the 80 females) who indicated an improvement in putting themselves out there and getting noticed at work to promote themselves, as well as 10 females (12.5% of the 80 females) who indicated improvement in being fearless at all times, so as to move towards being excellent at overcoming fear.

In your experience, to what extent do you conduct the following:							
Answer Options	Excellent	Good	It varies	Needs improvement	Very poor	Rating Average	Response Count
Being a deep listener	14	45	12	6	0	3.87	77
Going with your gut	11	37	25	2	1	3.72	76
Paying attention to what you are doing wrong	13	41	14	9	0	3.75	77
Being your authentic self	27	38	9	2	0	4.18	76
Asking alot of questions	13	33	26	5	0	3.70	77
Being humble – in good times and in bad times	25	37	12	3	0	4.09	77
Being fearless at all times	11	27	28	10	1	3.48	77
Use a mentor for guidance and solid advice	8	24	16	23	5	3.09	76
Put yourself out there and get noticed at work to promote yourself	8	24	25	15	5	3.19	77
Stand your ground and show your strength	18	38	16	5	0	3.90	77
<i>answered question</i>							77
<i>skipped question</i>							4

Table 4.9: Summary of how women conduct themselves during their occupation of leadership positions in state owned entities

4.3.1.4. Objective Four: To determine what solutions and or strategies that can be put into place so as to work towards alleviating the obstacles faced by women in leadership in the transport sector, in state owned entities

The objective of the question in Table 4.10 was to determine what solutions and or strategies that can be put into place so as to work towards alleviating the obstacles faced by women in leadership in the transport sector, in state owned entities, in a manner that evaluated the extent of their usefulness, towards addressing the leadership challenges. The options and extent of six variables, phrased as statements of the identified solutions and or strategies, using a 5-point scale (5 = ‘Extremely useful’ to 1 = ‘Not at all useful’), were tested, and outlined in Table 4.10 which indicated the summary of responses of solutions and or strategies that can be put into place.

Option 1 – ‘Make Gender Intelligence (understanding of and appreciation of how and why men and women think and act as they do) a strategic imperative’, the outcome of the responses indicated that from the seventy seven (77) responses, 34 respondents (equivalent to 44.2%) indicated that adopting such a strategy would be quite useful, whilst 22 (equivalent to 28.6%) felt that adopting such a strategy would be extremely useful, and collectively 72.8% of women would find option would be extremely useful and quite useful. Option 2 – ‘Create cross-gender mentoring and sponsorship opportunities between male leaders and women at entry, mid-management, and senior levels’, the outcome of the responses indicated that from the seventy seven (77) responses, an equivalent number of 31 respondents (equivalent to 40.3%) indicated that creating such opportunities would be quite useful, as well as extremely useful, therefore creating cross-gender mentoring and sponsorship opportunities between male leaders and women at entry, mid-management, and senior levels, would collectively be extremely useful and quite useful to 80.5% of the women.

Option 3 – ‘Internally, portray the success stories of women leaders through intranet video stories and internal newsletters, include reinforcing comments of male seniors and peers’, the outcome of the responses indicated that from the seventy seven (77) responses, 34 respondents (equivalent to 44.2%) indicated that portraying such success stories of women leaders would be extremely useful, whilst 24 (equivalent to 31.2%) felt such portrayal would be quite useful, however would collectively be extremely useful and quite useful to 75.3% of the women .

Option 4 – ‘Externally: Create an ongoing communications program through articles, stories, blogs, keynotes, etc., that positions your company as one that values and attracts the best and brightest women’, the outcome of the responses indicated that from the seventy six (76) responses, 33 respondents (equivalent to 43.4%) indicated that creation of an ongoing communications program would be extremely useful, whilst 27 (equivalent to 35.5%) felt such an ongoing communications program would be quiet useful, and would collectively be extremely useful and quite useful to 78.9% of the women.

Option 5 – ‘Create networking opportunities, women based networks and platforms to support career progression and personal development’, the outcome of the responses indicated that from the seventy seven (77) responses, an astonishing 42 respondents (equivalent to 54.5% - more than half of the women that participated in the research) indicated that creation of networking opportunities, women based networks and platforms would be extremely useful, whilst 26 (equivalent to 33.8%) would find this option to be quiet useful, therefore would collectively be extremely useful and quite useful to 88.3% of the women. Option 6 – ‘Promote gender

awareness training to deepen culture change’, the outcome of the responses indicated that from the seventy seven (77) responses, an astonishing 41 respondents (equivalent to 53.2% - more than half of the women that participated in the research) indicated that the promotion of gender awareness training would be extremely useful, whilst 26 (equivalent to 33.8%) would find this option to be quite useful, therefore would collectively be extremely useful and quite useful to 87.0% of the women.

It is further evident from Table 4.10, that creating networking opportunities, women based networks and platforms to support career progression and personal development was anticipated to be highly useful, the most, as this variable produced the highest average rating score of 4.39 (using a 5-point scale), where most respondents (an astonishing 42 respondents, equivalent to 54.5% , which is more than half of the women that participated in the research) indicated that this solution or strategy would be extremely useful. The promotion of gender awareness training to deepen culture change was ranked the 2nd highest solution or strategy that could be put into place, with an average rating of 4.35. Solutions such as ‘externally: create an ongoing communications program through articles, stories, blogs, keynotes, etc., that positions your company as one that values and attracts the best and brightest women’ was ranked 3rd with a rating average of 4.17. ‘Make Gender Intelligence (understanding of and appreciation of how and why men and women think and act as they do) a strategic imperative’ as a strategy was ranked the lowest at a rating average of 3.95.

In your opinion, to what extent would the following be useful or not, towards addressing the leadership challenges :							
Answer Options	Extremely useful	Quite useful	Somewhat useful	Not very useful	Not at all useful	Rating Average	Response Count
Make Gender Intelligence (understanding of and appreciation of how and why men and women think and act as they do) a strategic imperative.	22	34	16	5	0	3.95	77
Create cross-gender mentoring and sponsorship opportunities between male leaders and women at entry, mid-management, and senior levels.	31	31	10	4	1	4.13	77
Internally, portray the success stories of women leaders through intranet video stories and internal newsletters. Include reinforcing comments of male seniors and peers.	34	24	14	4	1	4.12	77
Externally: Create an ongoing communications program through articles, stories, blogs, keynotes, etc., that positions your company as one that values and attracts the best and brightest women.	33	27	12	4	0	4.17	76
Create networking opportunities, women based networks and platforms to support career progression and personal development.	42	26	7	1	1	4.39	77
Promote gender awareness training to deepen culture change.	41	26	7	2	1	4.35	77
<i>answered question</i>							77
<i>skipped question</i>							4

Table 4.10: Summary of solutions and or strategies that can be put into place towards addressing the leadership challenges

4.3.2 Presentation and discussion of results - Inferential statistics

Inferential statistics, through the application of correlations and regressions, amongst others, presented as tables and formulae were produced using SPSS. The regression analysis model was specifically used to analyse the data. The data analysis was done in a manner that would have addressed each of the research objectives. A confidence level of 95% was used as a measure to determine the statistical significance level between the dependant and independent variables. A *confidence level* is the proportion of time that an estimating procedure will be correct, whereas a *significance level* measures how frequently the conclusion will be wrong (Keller, 2012). The dependant variables selected were these objectives: to ascertain the challenges encountered by women in leadership in state owned entities; to determine the leadership traits and qualities that exist in women in leadership positions; to understand how women conduct themselves during their occupation of leadership positions in state owned entities. The independent variables were: geographical area; highest educational qualification; department currently work in; marital status; level of management / leadership in the company; age (in years); length held a management / leadership position; and ethnic group. For the purposes of interpreting the results using inferential statistics, using the regression analysis model, focus was put on the results of the R-squared and significance levels.

4.3.2.1 Objective One: To ascertain the challenges encountered by women in leadership in state owned entities

The regression analysis model used, indicated a summary of the results pertaining to objective one, as computed in Table 4.11. Focus was exerted on the R square – which indicated how fit the model was in explaining the results. The results are well explained by the model, as the R square is 0.066, which is an indication of a good result. A good result is one that is below 30% (0.30).

Model Summary ^a										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.257 ^a	.066	-.038	.408	.066	.638	8	72	.743	1.820

Table 4.11: Model Summary of dependent variable (a) - to ascertain the challenges encountered by women in leadership in state owned entities

In addressing the first objective, a 0.05 statistical significance level between the dependent and independent variables was used, thereby focus was emphasized on the significance level (sig). In Table 4.12 the statistical significance level outcomes of dependent variable (a) and the stipulated independent variables are outlined. From the below table, the conclusions that follow may be interpreted as such.

The challenges encountered by women in leadership in state owned entities and with the geographical area that they work at, have no significant relationship, as the significant level 0.720 between the dependent variable (challenges encountered by women in leadership in state owned entities) and the independent variable (geographical area) is above the significance level of 0.05 (5%). There is indication that the challenges encountered are not necessarily unique to one specific geographical area but are common in all geographical areas (for example, whether a female works in Richards Bay or Durban, challenges were common). The challenges encountered by women in leadership in state owned entities and the highest educational qualification they possessed, have no significant relationship, as the significant level 0.422 between the dependent variable and the independent variable (highest educational qualification) is above the significance level of 0.05 (5%).

There is indication that the challenges encountered have no bearing on the type of educational qualification that females acquired (for example, whether a female had a Bachelor's Degree or a Master's degree, they experienced similar challenges). The challenges encountered by women in leadership in state owned entities and the department they worked in, have no significant relationship, as the significant level 0.253 between the dependent variable and the independent variable (department they worked in) is above the significance level of 0.05 (5%). There is indication that the challenges encountered are not unique to the departments that the women worked in (for example, whether a woman worked in the Finance department or in the Marine Operations department, the challenges experienced were similar). The challenges encountered by women in leadership in state owned entities and their marital status, have no significant relationship, as the significant level 0.923 between the dependent variable and the independent variable (marital status) is above the significance level of 0.05 (5%). There is indication that the challenges encountered have no significant relationship with the marital status (for example, whether a woman was married or single, the challenges experienced were similar). The challenges encountered by women in leadership in state owned entities and the level of management / leadership in the company, have no significant relationship, as the significant level 0.919 between the dependent variable and the independent variable (level of management

/ leadership in the company) is above the significance level of 0.05 (5%). There is indication that the challenges encountered have no significant correlation to the level of management / leadership in the company (for example, the challenges experienced by women at middle management level and those experienced by women at senior management level were significantly indifferent).

The challenges encountered by women in leadership in state owned entities and the age of women, have no significant relationship, as the significant level 0.148 between the dependent variable and the independent variable (age) is above the significance level of 0.05 (5%). There is indication that the challenges encountered have no significant relationship to how old the women were (for example, the younger and the much older women encountered similar challenges). The challenges encountered by women in leadership in state owned entities and length of time in a management / leadership position, have no significant relationship, as the significant level of 0.713 between the dependent variable and the independent variable (length of time in a management / leadership position) is above the significance level of 0.05 (5%).

There is indication that the challenges encountered have no significant relationship to how long a female had occupied the management / leadership position (for example, whether a woman had occupied the position for 5 years or 15 years, challenges encountered emerged to be similar). The challenges encountered by women in leadership in state owned entities and the ethnic group, have no significant relationship, as the significant level of 0.887 between the dependent variable and the independent variable (ethnic group) is above the significance level of 0.05 (5%). There is indication that the challenges encountered have no significant relationship to the ethnicity of the women (for example, whether a woman was classified as African or Indian, the challenges encountered were similar, and not particular to a specific ethnic group).

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for A	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.199	.314		3.823	.000	.574	1.824
	In which geographical area do you work?	-.006	.016	-.044	-.360	.720	-.037	.026
	What is your highest educational qualification?	.028	.035	.094	.807	.422	-.042	.099
	Please specify the department you currently work in?	.008	.007	.138	1.153	.253	-.006	.022
	Kindly indicate your marital status?	.007	.072	.011	.097	.923	-.137	.151
	Please select your level of management / leadership in the company	-.005	.052	-.012	-.102	.919	-.108	.098
	What is your age (in years)? Please make a selection from below range.	-.047	.032	-.179	- 1.464	.148	-.110	.017
	How long have you held a management / leadership position?	.016	.043	.045	.369	.713	-.069	.100
	Please specify your ethnic group	-.009	.064	-.017	-.143	.887	-.136	.118
Dependent Variable: Objective 1: To ascertain the challenges encountered by women in leadership in state owned entities.								

Table 4.12: Statistical significance level outcome of dependent variable (a)

4.3.2.2 Objective Two: To determine the leadership traits and qualities that exist in women in leadership positions in the transport sector

The regression analysis model used, indicated a summary of the results pertaining to objective two, as computed in Table 4.13. Focus was exerted on the R square – which indicated how fit the model was in explaining the results. The results are well explained by the model, as the R square is 0.113, which is an indication of a good result. A good result is one that is below 30% (0.30).

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
2	.336 ^b	.113	.014	1.442	.113	1.146	8	72	.344	1.845

Table 4.13: Model Summary of dependent variable (b) - to determine the leadership traits and qualities that exist in women in leadership positions.

In addressing the second objective, a 0.05 statistical significance level between the dependent and independent variables was used, thereby focus was emphasized on the significance level (sig).

In Table 4.14 the statistical significance level outcomes of dependent variable (b) and the stipulated independent variables are outlined. From the below table, the conclusions that follow may be interpreted as such. The relationship between the leadership traits and qualities that exist in women in leadership positions with the geographical area that they work at, is insignificant, as the significant level 0.496 between the dependent variable (leadership traits and qualities that exist in women in leadership positions) and the independent variable (geographical area) is above the significance level of 0.05 (5%). There is indication that the leadership traits and qualities are not necessarily unique to one specific geographical area but are common in all geographical areas (for example, whether a female works in Cape Town or Head Office, traits and qualities were common). The leadership traits and qualities that exist in women in leadership positions and the highest educational qualification they possessed, have no significant relationship, as the significant level 0.584 between the dependent variable and the independent variable (highest educational qualification) is above the significance level of 0.05 (5%). There is indication that the traits and qualities encountered have no bearing on the type of educational qualification that females acquired (for example, whether a female had a

Certificate or a Diploma, they possessed similar traits and qualities). The leadership traits and qualities that exist in women in leadership positions and the department they worked in, have no significant relationship, as the significant level 0.997 between the dependent variable and the independent variable (department they worked in) is above the significance level of 0.05 (5%). There is indication that the traits and qualities are not unique to the departments that the women worked in (for example, whether a woman worked in the Supply Chain Management department or in the Corporate Affairs department, the traits and qualities possessed were similar).

The leadership traits and qualities that exist in women in leadership positions and their marital status, have no significant relationship, as the significant level of 0.308 between the dependent variable and the independent variable (marital status) is above the significance level of 0.05 (5%). There is indication that the traits and qualities shown by the women have no significant relationship with the marital status (for example, whether a woman was married or divorced, the traits and qualities shown were similar). The leadership traits and qualities that exist in women in leadership positions and the level of management / leadership in the company, have no significant relationship, as the significant level 0.747 between the dependent variable and the independent variable (level of management / leadership in the company) is above the significance level of 0.05 (5%). There is indication that the traits and qualities that existed in the women have no significant correlation to the level of management / leadership in the company (for example, the traits and qualities that existed in the women at middle management level and those that existed in women at senior management level were significantly indifferent).

The leadership traits and qualities possessed by women and the age of women, have no significant relationship, as the significant level 0.949 between the dependent variable and the independent variable (age) is above the significance level of 0.05 (5%). There is indication that the traits and qualities that exist in women have no significant relationship to how old the women were (for example, the younger and the much older women had similar traits and qualities that existed in them). The leadership traits and qualities that exist in women in leadership positions and the length of time in a management / leadership position, had a significant relationship, as the significant level of 0.016 between the dependent variable and the independent variable (length of time in a management / leadership position) is below the significance level of 0.05 (5%). There is indication that leadership traits and qualities varied as more time was spent in a particular management / leadership position (for example, traits and qualities changed as women progressed from 5 years to 10 years in a position, where it emerged that the leadership traits and qualities evolved with time). The leadership traits and qualities that exist in women in

leadership positions and the ethnic group, have no significant relationship, as the significant level of 0.499 between the dependent variable and the independent variable (ethnic group) is above the significance level of 0.05 (5%). There is indication that the traits and qualities that exist in women have no significant relationship to their ethnicity (for example, whether a woman was classified as African or Coloured, the traits and qualities they possessed were similar, and not unique to a certain ethnic group).

		Coefficients ^b						
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
2	(Constant)	3.807	1.109		3.434	.001	1.597	6.017
	In which geographical area do you work?	.038	.056	.082	.684	.496	-.073	.150
	What is your highest educational qualification?	-.069	.125	-.063	-.550	.584	-.317	.180
	Please specify the department you currently work in?	.000	.025	.000	.004	.997	-.050	.050
	Kindly indicate your marital status?	-.263	.256	-.118	-1.027	.308	-.772	.247
	Please select your level of management / leadership in the company	-.059	.183	-.038	-.324	.747	-.423	.305
	What is your age (in years)? Please make a selection from below range.	.007	.113	.008	.064	.949	-.217	.232
	How long have you held a management / leadership position?	-.370	.150	-.290	-2.462	.016	-.670	-.070
	Please specify your ethnic group.	.153	.224	.078	.680	.499	-.295	.600
Dependent Variable: Objective 2: To determine the Leadership traits and qualities that exist in women in leadership positions.								

Table 4.14: Statistical significance level outcome of dependent variable (b)

4.3.2.3 Objective Three: To understand how women conduct themselves during their occupation of leadership positions in state owned entities

The regression analysis model used, indicated a summary of the results pertaining to objective three, as computed in Table 4.15. Focus was exerted on the R square – which indicated how fit the model was in explaining the results. The results are well explained by the model, as the R square is 0.138, which is an indication of a good result. A good result is one that is below 30% (0.30).

Model Summary ^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
3	.372 ^c	.138	.043	1.249	.138	1.447	8	72	.192	2.124

Table 4.15: Model Summary of dependent variable (c) – to understand how women conduct themselves during their occupation of leadership positions in state owned entities.

In addressing the third objective, a 0.05 statistical significance level between the dependent and independent variables was used, thereby focus was emphasized on the significance level (sig). In Table 4.16 the statistical significance level outcomes of dependent variable (c) and the stipulated independent variables are outlined. From the below table, the conclusions that follow may be interpreted as such. The relationship between how women conducted themselves during their occupation of leadership positions in state owned entities and the geographical area that they work at, is insignificant, as the significant level of 0.656 between the dependent variable (how women conducted themselves) and the independent variable (geographical area) is above the significance level of 0.05 (5%). There is indication that how women conducted themselves is not necessarily unique to one specific geographical area but common in all geographical areas (for example, whether a female worked in Ngqura or Saldhana, they conducted themselves in a similar manner).

How women conducted themselves during their occupation of leadership positions in state owned entities and the highest educational qualification they possessed, have no significant relationship, as the significant level of 0.744 between the dependent variable and the independent variable (highest educational qualification) is above the significance level of 0.05 (5%). There is indication that how women conducted themselves has no bearing on the type of educational qualification that females acquired (for example, whether a female had a Bachelor’s

Degree or a Honours Degree, they conducted themselves the same way). How women conducted themselves during their occupation of leadership positions in state owned entities and the department they worked in, have a significant relationship, as the significant level of 0.032 between the dependent variable and the independent variable (department they worked in) is below the significance level of 0.05 (5%). There is indication that how women conducted themselves is unique to the departments that the women worked in (for example, women that worked in the Harbour Masters department and those that worked in the Infrastructure (Engineering) department, did not necessarily conduct themselves in a uniformed manner). How women conducted themselves during their occupation of leadership positions in state owned entities and their marital status, have no significant relationship, as the significant level of 0.886 between the dependent variable and the independent variable (marital status) is above the significance level of 0.05 (5%). There is indication that how women conducted themselves has no significant relationship with the marital status (for example, whether a woman was single or divorced, how they conducted themselves was not significantly different).

How women conducted themselves during their occupation of leadership positions in state owned entities and the level of management / leadership in the company, have no significant relationship, as the significant level 0.096 between the dependent variable and the independent variable (level of management / leadership in the company) is above the significance level of 0.05 (5%). There is indication that that how women conducted themselves has no significant correlation to the level of management / leadership in the company (for example, how women conducted themselves at middle management level and at senior management level was significantly indifferent).

How women conducted themselves during their occupation of leadership positions in state owned entities and the age of women, have no significant relationship, as the significant level of 0.487 between the dependent variable and the independent variable (age) is above the significance level of 0.05 (5%). There is indication that how women conducted themselves has no significant relationship to how old the women were (for example, the younger and the much older women conducted themselves in a similar manner). How women conducted themselves during their occupation of leadership positions in state owned entities and the length of time in a management / leadership position, had an insignificant relationship, as the significant level of 0.532 between the dependent variable and the independent variable (length of time in a management / leadership position) is above the significance level of 0.05 (5%). There is indication that the way women conducted themselves did not change much with the time they

occupied the different management / leadership positions (for example, the way women conducted themselves did not significantly change as women progressed from 10 years to 15 years in a position). How women conducted themselves during their occupation of leadership positions in state owned entities and the ethnic group, have no significant relationship, as the significant level of 0.809 between the dependent variable and the independent variable (ethnic group) is above the significance level of 0.05 (5%). There is indication that the way women conducted themselves has no significant relationship to their ethnicity (for example, whether a woman was classified as African or Coloured, the way they conducted themselves was similar, and not exclusive to a particular ethnic group).

		Coefficients ^c						
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for C	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
3	(Constant)	2.773	.960		2.889	.005	.860	4.686
	In which geographical area do you work?	.022	.048	.053	.447	.656	-.075	.118
	What is your highest educational qualification?	.035	.108	.037	.328	.744	-.180	.250
	Please specify the department you currently work in?	-.047	.022	-.251	-2.181	.032	-.090	-.004
	Kindly indicate your marital status?	-.032	.221	-.016	-.144	.886	-.473	.410
	Please select your level of management / leadership in the company	.267	.158	.195	1.685	.096	-.049	.582
	What is your age (in years)? Please make a selection from below range.	-.068	.097	-.082	-.699	.487	-.262	.126
	How long have you held a management / leadership position?	-.082	.130	-.073	-.628	.532	-.341	.178
	Please specify your ethnic group	-.047	.194	-.028	-.243	.809	-.435	.340
Dependent Variable: Objective 3: To understand how women conduct themselves during their occupation of leadership positions in state owned entities.								

Table 4.16: Statistical significance level outcome of dependent variable (c)

4.3.3 General feedback

We return back to chapter 3, to draw attention to the data collection method used, being in the form of a questionnaire. The questionnaire, which comprised of 17 (seventeen) questions included single, listed, scaled, and multiple-response questions of which three were open ended questions to solicit additional comments and input. The questionnaire was indeed designed in a manner to solicit the relevant information for the research. Feedback was also obtained from the three open ended questions. This then necessitated a qualitative analysis which was done by identifying themes, patterns and relationships from the open-ended questions. This was done by scanning the data for words and phrases most commonly used by the respondents, as well as, words and phrases used with unusual emotions.

- **FIRST OPEN ENDED QUESTION: “Are there any other significant barriers that you think affect women leadership in the workplace? If so, please list and elaborate.”**

The research respondents did acknowledge that there are still significant barriers that they felt affected women in leadership. Common themes that emerged were: perception of gender inferiority (women having to prove themselves), lack of career progression tools and networking platforms; race; lack of support (especially women to women support); gender imbalance in positions of influence and power. The following was expressed:

“1. Personality differences- Women are perceived to be weaker than men, not firm enough, not strong in the business world, it’s just a perception, 2. family responsibilities - Limitations to taking you to higher positions due to time constrains as most of these positions require women to travel while they are still expected to nurture their families, 3.Discrimination- stereotype and prejudice “ - (A woman aged between 35 – 39 years).

“Yes, a voice from a woman leader is still taken with less confidence compared to the male's input unless they are in a position of power. Women still have to work 3 times harder to get noticed and even after all that you might not get noticed. If there is any challenge the company is facing unless there has been a strong relationship with your leaders, the new women who have not proved to the men that they are capable are still left out. We still need to be over cautious on women issues because if we act like women we are assumed to be weak. To be

successful or get approval one needs to have a bit of a male character so that it is something men are familiar with.” - (A woman aged between 30 – 34 years).

“It could be an issue of competence. The general perception is that a woman is not as competent as a man in leadership. Women are not known as great decision makers and so they are always met with much apprehension at first, which creates more pressure for a woman to have to prove herself.” - (A woman aged between 25-29 years).

“Lack of Proper Mentorship” - (A woman aged between 40 – 44 years).

“Talent Management to empower women is now at a standstill.” - (A woman aged between 50 – 54 years).

“Women are currently being sidelined in a number of decisions that impact the company. Women leaders are not included in significant positions of power, for instance, women should not be only put in ‘support’ leadership positions rather influential leadership positions.” – (A woman aged between 30-34 years).

“...I think the older generation of men think they are superior and a woman's voice mean nothing. Many times I was interrupted while voicing my professional opinion on projects and was not allowed to get my point through. Yet they do not interrupt men when they talk. Also when they address women especially the younger ones they talk with disrespect by raising their voice.” – (A woman aged between 25 – 29 years).

“There is still a stigma between races that we need to break through in order to be recognised as being powerful. We need to embrace the fact that we are the diamond of this world and that it is okay to try and fail. There is still an imbalance at all levels, especially in the boardroom corporate world. Most Board of directorship are male dominated and there is little being done by our government thus far to mentor women for future positions.” – (A female aged between 40-44 years).

“I personally feel women should support other women and once women have climbed the ladder they must not ill treat each other. “ – (A woman aged between 40 – 44 years).

“Sometimes it seems as if the women do not share the same comradery that men do. Men will support each other on the way up - ladies do not often share this need to assist each other on the way up.” - (A woman aged between 45 – 49 years).

“Not being heard, women on women intolerance” – (A woman aged between 40 – 44 years).

“Competition, unfortunately women don't uplift each other enough” – (A woman aged between 35 to 39 years).

- **SECOND OPEN ENDED QUESTION: “Is there anything else you feel needs to be done in seeking to alleviate challenges encountered by women in leadership in the company?”**

The research respondents further proposed what could be done to alleviate challenges encountered by women in leadership in the company. Varied but common views were shared. Common themes that emerged, among others, were need for: Awareness, coaching, development & training - female focused, flexibility in working conditions and environment, culture change and a company that leads by example (female leadership at the top). Below are extracts from some of the views that were stipulated:

“Leadership Development Programs” – (A woman aged between 35-39 years).

“More Management Training Programmes” – (A woman aged between 40-44 years).

“To improve Talent management initiatives so that more women climb the corporate ladder. To empower some women on assertive skills” – (A woman aged between 50-54 years).

“Implement forums to empower women.” – (A woman aged between 45-49 years).

“Women emancipation on the policy formulation. Much as transport has done a lot in terms of promoting women in positions of leadership, the type of policies that are still in place do not take cognizance of women. e.g. need to report a bit later after taking care of school going kids and for senior leaders who have kinder garden kids, create facilities closer to the workplace” – (A woman aged 55+).

“Support from senior management subordinates need to be empowered to understand the business and be able to make decisions” – (A woman aged between 40-44 years).

“The culture change has been implemented many times but I think even the culture change needs to be relooked at so as to address women issues. It is too general, maybe it needs to be treated like safety because safety awareness is on our faces all the time (at least up until the culture changes). Another one, men could actually have their support engagements where they are also made aware of how they need to deal with women so the gap can close.” – (A woman aged between 30 and 34 years).

The company needs to lead by example. It's not enough to 'talk' about empowering women, they need to actually do it. If you look at the different Chief Executives in the company, most of these roles are held by men, as women we are also overlooked for training opportunities. Also the women in leadership positions need to be fully involved in mentoring, grooming and coaching other women to reach their full potential and also afford them the opportunity to hold these leadership positions. – (A woman aged between 30 – 34 years).

- **THIRD OPEN ENDED QUESTION: “Any comments on women leadership?”**

The researcher also allowed for general views to be expressed, which may be of positive contribution towards this research work. The women that participated did not shy away to provide their own personal comments on the subject matter. Below was expressed directly from the respondents.

“Properly trained and groomed ladies stand their ground well in the boardroom and do not have to back down to male dominance.” – (A woman aged between 45-49 years).

“There is still a lot that need to be done in terms of supporting women in leadership positions. There are still a lot of barriers that women leaders are faced with over and above earning respect from male counter parts which leaves little room for creating opportunities for other women advancement.” – (A woman aged 55+).

“The company should also strive to have more women with disabilities in leadership roles.” - (A woman aged between 50-54 years.)

“Education on techniques on how women can be leaders or better leaders is prudent. I think that is missing from the organisation. All the CE's in the organisation are men. We need women to be there too.” – (A woman aged 25-29 years).

“Women need to support each other; stop the mentality of pulling each other down. Instead we need to form an alliance that embraces those women who are above us in terms of levels and accept our imperfection. There are lots of opportunities out there that promotes women empowerment we just have to learn to take risks. We also have to look after each other; protect our image; and position ourselves more into challenging opportunities but stay humbled and less arrogant. No piece of pie is bigger than us. If we can run the household single handed - so is the business. The ‘WORLD BELONGS TO WOMEN’” – (A woman aged between 40-44 years).

“Women leadership development needs to be taken serious and implemented and showcase those that have gone through the program.” – (A woman aged between 45-49 years).

4.4 Summary

The chapter thoroughly presented the findings from the data collected and provided a discussion of the results. The key elements of the respondents’ demographics were displayed using tables, bar charts as well as pie charts. The demographics provided a diversified profile of the female respondents in the entity. Descriptive statistics were then utilised to provide a tabular, graphical and narrative outcomes and interpretation of the results. The approach followed an analysis per each identified objective.

The statistical significance level outcomes of dependent variables and the stipulated independent variables were also outlined, and provided the interpretation of the relationship between the variables. The relationships were found to be mostly insignificant between the dependent variables (interpreted as the identified objectives) and the independent variables.

The feedback from open ended questions was also provided. The respondents provided significant barriers that they felt affected women in leadership. Proposals on what could be done to alleviate challenges encountered by women in leadership in the company, varied but common views were shared. The chapter then concluded on general views expressed on women leadership.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter provides the summary findings and main conclusions of the research conducted, based on the findings that were presented in the previous chapter. The chapter concludes by making recommendations for consideration, suggest possible areas for future research and finally, concludes with closing remarks. The section that follows is an endeavour at establishing whether the study fulfilled its objectives.

5.2. Objective One: To ascertain the challenges encountered by women in leadership, in state owned entities

To ascertain the challenges encountered by women in leadership, in state owned entities, seven variables were assessed. The study did indicate that women were indeed faced by a number of challenges, although at varied extents, such as the gender pay gap; discrimination, harassment and workplace bullying; unfairly treated and respected fairly; balancing between family and work life; lack of mentorship, networking opportunities and platforms to support career progression; lack of organizational support regarding one's responsibilities and commitments outside of work; self-doubt / lack of self-confidence when faced with extremely challenging situations.

It however emerged that balancing between family and work life was a challenge that was mostly strongly agreed by the majority of the women who participated in the study. It also emerged that the women mostly disagreed with self – doubt /confidence being a challenge that they encountered when faced with challenging situations, as well as mostly disagreeing that females are treated and respected equally as male leaders and managers. Other commonly expressed challenges included the perception of gender inferiority (women having to prove themselves and work harder than men); lack of career progression tools and networking platforms; lack of support (especially women to women support); gender imbalance in positions of influence and power – women seemed to be placed in 'support' leadership positions rather than influential leadership positions.

With regards to the above, it may therefore be concluded that the phenomenon of women leadership is one that is strongly evident in organisations, even so in state owned entities. The challenges described in the findings were seen to affect women in all the various geographical areas; despite their highest educational qualification; the departments in which they worked. In addition, the challenges were not unique to marital status; women in all levels of management / leadership in the company were affected; both the younger and the older aged women were affected, irrespective of their length of service in the management / leadership positions; and the challenges were experienced by women across all ethnic groups.

5.3 Objective Two: To determine the leadership traits and qualities that exist in women in leadership positions in the transport sector

Regarding this issue, it emerged that women had distinct leadership traits and qualities that they embodied. Amongst these traits and qualities was the indication that these women possessed the following traits and qualities: honesty, by being extremely ethical; empathetic, by guiding employees through challenges; accountable through taking responsibility for everyone's performance, including their own; confident and ensured that they were well informed, as well as trusting of their ideas; optimistic, by putting forth positive energy, avoiding personal criticism and negative thinking; focused on enabling planning ahead; inspired through clear communication; opportunity-driven when confronted with challenges; flexible, through their willingness to negotiate changes that need to be made. Attention may also be drawn to the traits and qualities such as honesty; opportunity-driven; confidence, together with flexibility, which were the top highly rated traits and qualities. From the above description, it may be concluded that traits and qualities also play a vital link in the understanding of leadership, especially gender based leadership, as these enable the analysis of leadership competencies that women may display, and the magnitudes thereof. From the above summary of findings, it may be concluded that indeed, females display attitudinal similarities and have greater preferences and appreciation of, but not limited to, honest leadership; collaborative approach to problem solving and team inclusion; display a level of confidence and capability, as well as being adaptable enough to negotiate changes that need to be made, in as much as they are able to give consideration to the views and needs of others.

5.4 Objective Three: To understand how women conduct themselves during their occupation of leadership positions in state owned entities

To understand how women conducted themselves during their occupation of leadership positions in state owned entities, behavioural similarities were evident and these included deep listening, trusting their gut feeling, being mindful of what is being done incorrectly, staying true to their authenticity, seeking clarity by posing probing questions, remaining humble at all times, not allowing themselves to be overclouded by fear, using a mentor for guidance and valuable advice, putting themselves out there to get recognition, as well as standing their ground and showing their strength, which is an indication of good leadership. It also transpired that women were mostly good at being their authentic selves; being humble, as well as standing their ground and showing their strength.

From the above findings, it may be concluded that indeed, females display behavioural similarities and have greater preferences and appreciation thereof. It may also be acknowledged that improvements were needed in how some women conducted themselves during their occupation of leadership position, so that they move towards being either good or excellent at being fearless at all times, make use of a mentor for guidance and solid advice at all times when necessary, as well as putting themselves out there and get noticed at work to promote themselves.

5.5 Objective Four: To determine what solutions and or strategies can be put into place, so as to work towards alleviating the obstacles faced by women in leadership in the transport sector, in state owned entities

The study revealed that most suggested options of solutions and or strategies that can be put into place so as to work towards alleviating the obstacles faced by women in leadership in the state-owned entity, were either found to be extremely useful and quite useful. The most favoured solution / strategy option was to create networking opportunities, women based networks and platforms to support career progressions and personal development. Options such as promoting gender awareness training to deepen culture change, as well as externally – create an ongoing communications program through articles; stories; blogs; keynotes, etc., that positions the entity as one that values and attracts the best and brightest women, were mostly indicated to be extremely useful. Furthermore, common suggestions were also expressed, while the emerging themes included the need for awareness, coaching, development and training, which was female focused, flexibility in working conditions and environment, culture change and a company that

leads by example (female leadership at the top). In light of these findings, it is positive to conclude that whilst women acknowledged that they have encountered challenges whilst in their management / leadership positions, they are equally eager to overcome such challenges, channel their energies head on and optimistically look forward to embracing solutions and or strategies that could be put in place to overhaul the phenomenon of challenges in women leadership.

5.6 Recommendations

The challenges that negatively affected (and still affect) women progression towards, as well as those in, leadership positions, were extensively researched and these challenges have emerged extensively. It became paramount to suggest recommendations, based on the three distinct focus groups described below, pertinent in the successful execution of the proposed solutions and or strategies.

5.6.1 For the women in leadership positions

This section focuses on the women at the entity in leadership positions. Leadership has not been known as an easy responsibility, whether performed by a man or a woman. Women may acknowledge that they may not necessarily lead in the same manner as men, as leadership in itself is unique in nature, characterised by various leadership theories, traits and individual competencies. Although women may be perceived to be weaker and less competent than men—indeed it is just but a perception. Women in leadership should always stand their ground, command respect and ooze confidence. More often than not, they should let their work and successes speak for themselves. Women need to better equip themselves for dynamic jobs, be less passive and less pessimistic in business dealings. Women in leadership and those who aspire to be at various leadership levels, should adopt optimistic thinking and positive behaviour, ensuring that they partake in leadership development programs, they avail themselves for training opportunities, they find a good mentor (a person that possesses excellent leadership qualities and embodies values not conflicting with their own) that they may use as a navigational aid and trusted source of sound advice. It is also pertinent that women support each other as they progress to higher leadership ranks. Women in different leadership levels need to be fully involved in mentoring, grooming and coaching other women in lower levels of management / leadership, to enable them to reach their full potential and also afford them opportunities to one day hold various leadership positions.

5.6.2 For the leaders in the entity

Organisations should be exemplary of what they stand for and what they support. Although the entity in the research study seemed to be supportive of women in leadership, it was however apparent that most females were in the lower levels of leadership, which was an identified shortfall regarding the existing women leaders in the higher levels of leadership. The study therefore recommends that the organisation leads by example, by considering women in the different higher leadership levels, up to the Chief Executives level, as most of these positions are occupied by men. Women should also be highly considered for training and developmental opportunities and given ongoing support in this regard. The entity should also re-inforce culture change and embrace gender differences by promoting gender awareness training to deepen culture change, as well as externally – create an ongoing communications program that showcase and embrace success and motivational stories of women in the employ of their organisation. Another recommendation is to make Gender Intelligence a strategic imperative and bring about the understanding of, and appreciation of how and why men and women think and act as they do.

5.6.3 To the state

Gender equality organisations, government, feminists, entities, research institutions, averse in the tolerance of women based challenges have continued to put in place strategies and or solutions to combat these issues. Earlier chapters of this study indicated that the European economies adopted initiatives which have emerged to address women's non-inclusion at the highest levels of corporate leadership – whereby the boards of directors, included legislative mandates for women directors, gender diversity language in corporate governance codes and listing requirements for disclosures on gender diversity issued by a few stock exchanges to member companies (African Development Bank, 2015). It was further indicated that there were African economies which have adopted some of these measures, inclusive of Kenya. It is recommended that South Africa adopts some of these measures.

5.7 Suggestions for further research

There is a fundamental need to further explore elements of research that expand on the topic of the research study. The following recommendations are then suggested for further research, but not limited to:

- Extend the research to include men in the population and sample size, to enable gender based comparison.
- Concentrate on the successes (positives) encountered by women in leadership, thereby enabling the extraction of learnings that could assist aspiring future woman leaders.
- Extend the population area to cover the whole of South Africa, therefore focusing on the entire women population of South Africa.
- Extend the research to other divisions of the state-owned entity and enable a comparative study, as this research was confined to only one division of the state-owned entity which may not provide a full representative outcome of the entity in its entirety.
- Focus on women in higher levels of leadership in the state-owned entity, as assumingly, due to extremely high work demands, women who were at higher levels of leadership (especially Executives and General Managers) could not partake in the research.

5.8 Concluding remarks

The findings that emanated from this research study were in correlation to some studies of similar topical research (Maseko, 2013; Ngcobo, 2016). The overall research, coupled with its findings, conclusions and recommendations has met the main intent of the study, as well as satisfied the objectives of the research.

In closing, women have the ability and potential to successfully lead, whether in the workplace, or in business, just as how they are able to make differences in their households. In view of that, concerted efforts need to come from critical stakeholders such as the women themselves, the organisations they work in and the government. All the relevant parties need to embrace change and promote the progression of women into leadership positions, contribute towards policy formulation and establishment of structures that strive to ensure that working environments are conducive enough to drive the progression of women into successful and supported leaders. The researcher trusts that the research has generated new knowledge from the perspective of representation in a state-owned entity within the transport sector in South

Africa. It is therefore hoped that this work would greatly benefit the aspiring and emerging leaders, the young and the experienced women, as well as organisations and the government at large.

REFERENCES

African Development Bank., 2015. *Where are the Women: Inclusive Boardrooms in Africa's*. Abidjan 01, Côte d'Ivoire: The African Development Bank.

Alexander, N.H., Hala, G., Poole,G., 2014, 'Gender Differences of Perceived Leadership Skills Among Saudi Students', *Advancing Women in Leadership* 34, 11-18.

Amazoncastel, 2004. *Feminist theory - Examining Branches of Feminism*. [Online] Available from: http://www.sascwr.org/files/www/resources_pdfs/feminism/Definitions_of_Branches_of_Feminism.pdf
[Accessed: 14 May 2017].

Annis,B., Lawrence, C., Doerr,P., 2012. *Women of Influence 20 years - Solutions to Women's Advancement*, New York: Thomson Reuters.

Bosch, A., 2015 . *The Conversation*. [Online] Available from: <http://theconversation.com/women-are-still-paid-less-than-men-in-south-african-companies-45782>
[Accessed 31 May 2017].

Business Dictionary, 2016. *Leadership*. [Online] Available from: http://www.businessdictionary.com/definition/leadership.html? sm_au =iVVR51L65bs30ZG
[Assessed 25 February 2017]

Businesswomen's Association of SA (BWASA)., 2012. *Few SA women in leadership positions*. [Online] Available from: http://www.fin24.com/Economy/Few-SA-women-in-leadership-positions-20120531? sm_au =iVV5ZFFln76HB5Zj
[Accessed 21 October 2015].

Bosch, S., 2015. *Women are still paid less than men in South African companies*. [Online] Available from: <http://theconversation.com/women-are-still-paid-less-than-men-in-south-african-companies-45782>
[Assessed 20 July 2017]

Byrne, J. & Humble, A. M., 2007. *An Introduction to Mixed Method Research*, Canada: Mount Saint Vincent University.

Caruth, G., 2013, 'Demystifying Mixed Methods Research Design: A Review of the Literature', *Mevlana International Journal of Education (MIJE)* 3(2), 112-22.

Clarke, M. & Patrickson, M., 2008, 'The Covenant of Employability', *The New Covenant of Employability* 30(2), 21-141.

Creswell, J. W., 2014. *Research Design - Qualitative, Quantitative & Mixed Methods Approaches*. 4 ed, SAGE Publications, Lincoln.

Crossman, A., 2016. *Feminist Theory in Sociology - An Overview of Key Ideas and Issues* [Online] Available from: <https://www.thoughtco.com/feminist-theory-3026624> [Accessed 14 May 2017].

Du Toit, H., 2005. *Governance oversight role over state owned entities (soe's)*. [Online] Available from: <http://www.treasury.gov.za/publications/other/soe/Governance%20Oversight%20Role.pdf> [Accessed 04 June 2017].

Elmuti, D., Jia, H., Davis, H., 2009, 'Challenges Women Face in Leadership Positions and Organizational Effectiveness: An Investigation', *Journal of Leadership Education* 8(2), 167-187.

Economy, P., 2014. *The 9 Traits That Define Great Leadership*. [Online] Available from: <https://www.inc.com/peter-economy/the-9-traits-that-define-great-leadership.html> [Accessed 30 May 2017].

Eagly, A. & Johnson, B., 1990. 'Gender and Leadership Style: A Meta-Analysis', *Psychological Bulletin*, 08 (2), 233-256.

Ernst & Young, 2011. *Women of Africa - A powerful untapped economic force for the continent*. Johannesburg: Ernest & Young - Africa.

Executive Coaching Connections, 2016. *Executive Coaching Connections*. [Online] Available from: <https://www.executivecoachingconnections.com/discover/women-leadership-global-perspective> [Accessed 30 May 2017].

Foskor, 2016. *Foskor Shareholding*. [Online] Available from: <http://www.foskor.co.za/SitePages/Profile/Shareholding.aspx> [Accessed 24 September 2016].

Gouws, A. & Kotze, H., 2007, 'Women in Leadership Positions in South Africa: The Role of Values', *Women in Leadership Positions*, 34(2), 165-185.

Government of South Africa, 2017. *Transport*. [Online] Available from: <http://www.gov.za/about-sa/transport>
[Accessed 31 May 2017]

Gyateng, E. O., 2012. *Challenges and coping mechanisms of working women in the banking industry in Ghana: A study of the perception of women at the National Investment Bank Limited*. Ghana: Institute of Distance Learning, Knust.

Haffajee, F., 2017. *Here's A List Of Nkosazana Dlamini-Zuma's Accomplishments So You Don't (Yet Probably Will) Call her Zuma's Ex Again*. [Online] Available from: <http://www.huffingtonpost.co.za/ferial-haffajee/heres-a-list-of-nkosazana-dlamini-zumas-accomplishments-so-you-a-21650920/>
[Accessed 31 May 2017].

Harrington, A., 2005. *Modern Social Theory – An Introduction*. [Online] Available from: <http://www.csun.edu/~snk1966/Harrington.pdf>
[Accessed 14 May 2017].

Heakal, R., 2017. *What Is an Emerging Market Economy?*. [Online] Available from: <http://www.investopedia.com/articles/03/073003.asp>
[Accessed 31 May 2017].

Hlongwane, N. M., 2016, 'Investigating the impact of gender transformation initiatives: an exploratory case study of trends in women's advancement in the wake of employment equity policies', MBA thesis, Regenesys Business School.

Hora, E. A., 2014, 'Factors that affect Women Participation in Leadership and Decision Making Position', *Asian Journal of Humanity, Art and Literature* 1(2), 97-117.

Howard, C., 2015. *The World's 100 Most Powerful Women*. [Online] Available from: <http://www.forbes.com/power-women/>
[Accessed 27 October 2015].

Hutton, L., 2016. *The Australian Institute of Business*. [Online] Available from: <http://aib.edu.au/blog/everything-need-know-demand-for-mba-graduates/>
[Accessed 01 June 2017].

Khan, Z.A., Nawaz, A. & Khan, I., 2016. *Leadership Theories and Styles: A Literature Review*. [Online] Available from: https://www.researchgate.net/profile/Allah_Nawaz/publication/293885908_Leadership_Theories_and_Styles_A_Literature_Review/links/56bcd3ad08ae9ca20a4cdea2.pdf [Assessed 17 May 2017]

Kasmel, A., 2015. *Community Development - Theoretical and methodological considerations*. [Online] Available from: https://www.academia.edu/26185816/COMMUNITY_EMPOWERMENT_-_THEORETICAL_AND_METHODODOLOGICAL_CONSIDERATIONS_Anu_Kasmel [Assessed 20 March 2017]

Keller, G., 2012. *Managerial Statistics Abbreviated*, 9 ed. South - Western Cengage Learning, Ontario.
Khagendra, P., 2012. *Thories of Leadership* [Online] Available from: <https://www.slideshare.net/kesarinandan96/theories-of-leadership-13415459> [Accessed 18 May 2017].

Klimek, A., 2015. *Issues women executives face today*. [Online] Available from: <http://womeninleadership.ca/issues-women-executives-face-today/> [Accessed 30 October 2015].

Larkin, M. E., 2008. 'Empowerment Theory in Action: The Wisdom of Collaborative Governance OJIN': *The Online Journal of Issues in Nursing* 13 (2) 212-232.

Leadership Central., 2016. *Leadership Theories*. [Online] Available from: http://www.leadership-central.com/leadership-theories.html?sm_au=iVVWD5ktWpLKS8PJ#axzz4hQES4SV0 [Accessed 18 May 2017].

Llopis, G., 2014. *The Most Undervalued Leadership Traits of Women*. [Online] Available from: <http://www.forbes.com/sites#/sites/glennllopis/2014/02/03/the-most-undervalued-leadership-traits-of-women/> [Accessed 25 October 2015].

Mall, F., 2015. *Women in Leadership*. [Online] Available from: <http://www.bwasa.co.za/news/bwa-women-in-leadership-census-media-release> [Accessed 31 May 2017].

Maseko, T. I., 2013, 'A comparative study of challenges faced by women in leadership : A case of Foskor and the Department of Labour in Umhlathuze Municipality', MBA thesis, Richards Bay: University of Zululand.

Marilyn, S., n.d. *Assumptions, Limitations and Delimitations*. [Online] Available from: <http://dissertationrecipes.com/wp-content/uploads/2011/04/AssumptionslimitationsdelimitationsX.pdf> [Accessed 01 November 2015].

McMaster, D., Kröner, A., Middleton, J., Clarke, J., Nicol, D., Steel, R., 2017. *Economy*. [Online] Available from: <https://www.britannica.com/place/Africa/Economy#Article-Contributors> [Accessed 31 May 2017].

Mikva, K. & Mutiso, L., 2016. *12 Of The Most Influential Female Politicians In Africa*. [Online] Available from: <http://afkinsider.com/51118/most-influential-female-politicians-in-africa/> [Accessed 15 May 2017].

Ngcobo, A. D., 2016, 'Analysing the empowerment of women leadership: A case of The Durban University of Technology', MBA thesis, Faculty of Accounting and Informatics, Durban University of Technology.

Ngunjiri, F. W. & Madsen, S. R., 2015. *Women as Global Leaders*, North Information Age Publishing Incorporated, United States, Charlotte, North Carolina.

Olsen, D. & Shultz, K., 2013, 'Employability and Career Success: The Need for Comprehensive Definitions of Career Success', *Industrial and Organizational Psychology* 6, 17-38.

Paustian-Underdahl, S. C., Walker, L., Woehr, D. J., 2014, 'Gender and Perceptions of Leadership Effectiveness: A Meta-Analysis of Contextual Moderators', *Journal of Applied Psychology* 99(6), 1129 - 1145.

Perkins, D.D. & Zimmerman, M.A., 1995, 'Empowerment Theory, Research and Application', *American Journal of Community Psychology* 23(5), 569.

Population Reference Bureau, 2016. *Rankings*. [Online] Available from: http://www.prb.org/DataFinder/Topic/Rankings.aspx?ind=23&sm_au=iVVRS51L65bs30ZG [Assessed 20 January 2017].

Prosser, M., 2012. *Developed Market, Developing Market and Emerging Market Differences*. [Online] Available from: <http://learnbonds.com/13370/developed-market-developing-market-and-emerging-market/> [Accessed 31 May 2017].

Radelet, S., 2010. *Emerging Africa: How 17 Countries Are Leading the Way*. [Online] Available at: https://www.cgdev.org/doc/full_text/EmergingAfrica/Radelet_EmergingAfrica.html [Accessed 31 May 2017].

Ramshaw, A., n.d. *What is SurveyMonkey?*. [Online] Available from: <https://www.genroe.com/blog/what-is-surveymonkey> [Accessed 1 June 2017].

Robbins, S.P., Judge, T. A, Odenhaal, A., Roodt, G., 2009. *Organisational Behaviour - Global and South African Perspectives*, Second Edition. Pearson Education South Africa (Pty) Ltd, Cape Town (Western Cape).

Roebuck, D. B., Smith, D. N., Haddaoui, T. E., 2013, 'Cross-Generational Perspectives on Work-Life Balance and its Impact on Women's Opportunities for Leadership in the Workplace', *Advancing Women in Leadership* 33, 52-62

Rouse, M., 2007-2017. *Leadership Traits*. [Online] Available from: <http://searchcio.techtarget.com/definition/leadership-traits> [Accessed 30 May 2017].

SA Express, 2016. *About Us*. [Online] Available from: <http://www.flyexpress.aero/about-us/> [Accessed 31 May 2017].

Sekaran, U. & Bougie, R., 2013. *Research methods for business: A skill-building approach*, 6 ed. John Wiley & Sons Ltd, Chichester.

Sherwin, B., 2014. *Why Women Are More Effective Leaders Than Men*. [Online] Available from: <http://www.businessinsider.com/study-women-are-better-leaders-2014-1> [Accessed 30 October 2015].

Simon, D. M., n.d. *Assumptions, Limitations and Delimitations*. [Online] Available from: <http://dissertationrecipes.com/wp-content/uploads/2011/04/AssumptionslimitationsdelimitationsX.pdf> [Accessed 01 November 2015].

Social Applied Theory, 2016. *What is social theory?*. [Online] Available from: <http://socialtheoryapplied.com/what-is-social-theory/> [Accessed 14 May 2017].

South African History Online, 2015. *The Women's struggle Timeline 1905-2006*. [Online] Available from: <https://www.sahistory.org.za/topic/womens-struggle-timeline-1905-2006> [Assessed 20 August 2016].

Statistics South Africa, 2015. *Gender distribution*. [Online] Available from: http://mobi.statssa.gov.za/census2011/Gender.html?sm_au=iVVR51L65bs30ZG [Assessed 20 April 2017]

Surbhi, S., 2015. *Difference Between Developed Countries and Developing Countries*. [Online] Available from: <http://keydifferences.com/difference-between-developed-countries-and-developing-countries.html#ComparisonChart> [Accessed 31 May 2017].

Swart, C., 2008. *Equip yourself for dynamic jobs says Khanyi Dhlomo at USB-ED workshop for women*. [Online] Available from: http://www.leader.co.za/article.aspx?s=6&f=1&a=682&sm_au=iVV5ZFFIn76HB5Zj [Accessed 27 October 2015].

Department of Government Communication and Information System (GCIS)., 2017. *State-Owned Enterprises (SOEs)*. [Online] Available at: <http://www.gcis.gov.za/content/resourcecentre/contact-directory/government-structures-and-parastatals> [Accessed 31 May 2017].

Teddle, C. & Yu, F., 2007, 'Mixed Methods Sampling', *Journal of Mixed Methods Research* 1(1), 77-100.

The South African Department of Labour., 2016. *About Us*. [Online] Available from: <http://www.labour.gov.za/DOL/about-us> [Accessed 24 September 2016].

Thomson Reuters Foundation, 2015. *The top five issues facing women at work*. [Online] Available from: <https://www.thomsonreuters.com/en/articles/2015/top-five-issues-faced-by-women-at-work.html> [Accessed 17 October 2016].

Sekaran, U. & Bougie, R., 2013. *Research Methods for Business*, 6 ed. John Wiley & Sons Ltd, Chichester.

Tezpar Univesrity., 2016. *Research design*. [Online] Available at: http://www.tezu.ernet.in/~utpal/course_mat/research_design.pdf?sm_au=iVV10DRMq40RDkRs [Accessed 01 June 2017].

United States Department of Labor, 2008. Women's Bureau - Quick Facts on Nontraditional Occupations for Women. [Online] Available from: <https://www.dol.gov/wb/factsheets/nontra2008.htm> [Assessed: 15 May 2017]

UN Women., 2016. *Facts and figures: Leadership and political participation*. [Online] Available from: <http://www.unwomen.org/en/what-we-do/leadership-and-political-participation/facts-and-figures> [Accessed 31 May 2017].

USC, 2017. *Organizing Your Social Sciences Research Paper: Types of Research Designs*. [Online] Available from: http://libguides.usc.edu/writingguide/researchdesigns?_sm_au=iVV10DRMq40RDkRs [Accessed 01 June 2017].

Van Wagner, K., 2008. *8 Major Leadership Theories*. [Online] Available at: <https://www.verywell.com/psychology-4014660> [Accessed 17 May 2017].

Van Wyk, J., 2007. *The utilisation of a 360° Leadership Assessment Questionnaire as part of a Leadership Development Model and Process*, Department of Psychology, Faculty of Humanities, University of Pretoria, Pretoria.

Webster University., 2017. *Research Methods*. [Online] Available from: <http://faculty.webster.edu/woolfm/statmethods.html> [Accessed 1 June 2017].

Wendy Ovens and Associates, 2013. *The Role and Significance of State Owned Enterprises, Public Entities and other Public Bodies in the Promotion of Urban Growth and Development in South Africa*, Wendy Ovens and Associates, South Africa.

Wits Business School., 2012. *South Africa's 30 wonder women*. [Online] Available from: http://www.leader.co.za/article.aspx?s=1&f=1&a=3890&_sm_au=iVVOP4SP7ptOrkWH [Accessed 29 October 2015].

Wittenberg-Cox, A., 2014. *It's Time for a New Discussion on "Women in Leadership"*. [Online] Available from: <https://hbr.org/2014/03/its-time-for-a-new-discussion-on-women-in-leadership/> [Accessed 27 October 2015].

World Economic Forum, 2013. *Five Challenges, One Solution: Women - Global Agenda Council on Women's Empowerment 2011 – 2012*. [Online] Available from: http://www3.weforum.org/docs/WEF_GAC_WomensEmpowerment_FiveChallengesOneSolution_Compendum_2013.pdf
[Accessed: 19 January 2017].

World Economic Forum, 2015. *The Global Gender Gap Report 2015 - 10th Anniversary Edition*. [Online] Available from: <http://www3.weforum.org/docs/GGGR2015/cover.pdf>
[Assessed 20 January 2017]

World Economic Forum, 2016. *The Global Gender Gap Report 2015*. [Online] Available from: <http://reports.weforum.org/global-gender-gap-report-2015/>
[Accessed 30 May 2017].

Zulu, C. B., 2007, 'A comparative study in women in management in higher education in South Africa and the United Kingdom,' Phd thesis, University of South Africa.

APPENDIX 1: QUESTIONNAIRE

“Women in leadership, an analysis in a state owned entity, within the transport sector – the current status, the challenges, and the future.”

This is anonymous. Please select only one answer, except where specified.

Part I: DEMOGRAPHICS

1. Please select your gender?

Male	
Female	

2. In which geographical area do you work?

Richards Bay	
Durban	
East London	
Port Elizabeth	
Ngqura	
Mossel Bay	
Saldhana	
Cape Town	
Head Office	

3. What is your highest educational qualification?

Certificate	
Diploma	
Bachelor’s Degree	
Honours Degree	
Master’s Degree	
Doctorate Degree	
Other, please specify:	

4. Please specify the department you currently work in?

Finance	
Supply Chain Management	
ICT	
Business Strategy	
Operations	
Marine Operations	
Harbour Master	
Customer Relations Management	
Corporate Affairs	
Planning & Development	
Infrastructure (Engineering)	
EPMO	
Port Management	
Human Resources	
Risk Management	
Environmental Management	
Human Environment	
Security	
Customer Services	
Legal & Compliance	
Administration	
Real Estate	
New Business Development	
Continuous Improvement	
Other, please specify	

5. Kindly indicate your marital status?

Single	
Married	
Divorced	
Separated	
Widowed	

6. Please select your level of management / leadership in the company

Middle Management (F-level)	
Senior Management (E-level)	
Senior Management (D-level)	
Executive Management (C-level)	
General Management (B - level)	
Above B-level	

7. What is your age (in years)? Please make a selection from below range.

Younger than 25	
25 - 29	
30 - 34	
35 - 39	
40 - 44	
45 - 49	
50 - 54	
55+	

8. How long have you held a management / leadership position?

0 – 5 years	
6 – 10 years	
11 – 15 years	
16 – 20 years	
21 years and above	

9. Please specify your ethnic group

African	
Coloured	
Indian	
White	
Other, please specify	

Part II: WOMEN IN LEADERSHIP

Objective 1: To ascertain the challenges encountered by women in leadership in state owned entities.

10. In your experience, as a female leader, have you encountered any significant challenges in the workplace?

Yes	
No	

Please select the phrase which best expresses your opinion on each of the following statements:

11.

In your experience, to what extent do you agree or disagree that:	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree
The gender pay gap is not an issue					
The working environment is safe and secure – free from discrimination, harassment and workplace bullying					
Females are treated and respected fairly as male leaders and managers					
Balancing between family and work life is a challenge					
There is mentorship, networking opportunities and platforms to support career progression					
The organisation is supportive regarding your responsibilities and commitments outside of work					
Self-doubt / lack of self-confidence when faced with extremely challenging situations is not an issue you encounter					

Objective 2: To determine the leadership traits and qualities that exist in women in leadership positions in the transport sector.

As a leader which of these leadership traits and qualities do you embody? Please answer as tabulated below.

12.

In your experience, to what extent do you express the following:	Always	Most of the time	Some of the time	Rarely	Never
Awareness - conduct yourself in a way that sets you apart from other employees / peers;					
Decisiveness – making tough decisions that will not please everyone;					
Empathy - guide employees through challenges, always on the lookout for solutions to foster the long-term success of the organisation;					
Accountability - take responsibility for everyone's performance, including your own;					
Confidence – being well informed and trust your ideas;					
Optimism – put forth positive energy, avoid personal criticism and pessimistic thinking;					
Honesty - extremely ethical;					
Focus - plan ahead, and are supremely organised;					
Inspiration - communicates clearly, concisely, and often, and by doing so motivates everyone to give his or her best all the time					
Opportunity-driven – when confronted with a challenge, looks for the opportunity to learn from it					
Flexibility - willing to negotiate changes that need to be made, able to give consideration to the views and needs of others					
Other , please specify:					

Objective 3: To understand how women conduct themselves during their occupation of leadership positions in state owned entities

13.

In your experience, to what extent do you conduct the following:	Excellent	Good	It varies	Need improvement	Very poor
Being a deep listener					
Going with your gut					
Paying attention to what you are doing wrong					
Being your authentic self					
Asking alot of questions					
Being humble – in good times and in bad times					
Being fearless at all times					
Use a mentor for guidance and solid advice					
Put yourself out there and get noticed at work to promote yourself					
Stand your ground and show your strength					

Objective 4: To determine what solutions and or strategies that can be put into place so as to work towards alleviating the obstacles faced by women in leadership within the transport sector, in state owned entities.

14.

In your opinion, to what extent would the following be useful or not towards addressing the leadership challenges :	Extremely useful	Quite useful	Some what useful	Not very useful	Not at all useful
Make Gender Intelligence (understanding of and appreciation of how and why men and women think and act as they do) a strategic imperative					
Create cross-gender mentoring and sponsorship opportunities between male leaders and women at entry, mid-management, and senior levels					
Internally, portray the success stories of women leaders through intranet video stories and internal newsletters. Include reinforcing comments of male seniors and peers.					
Externally: Create an ongoing communications program through articles, stories, blogs, keynotes, etc., that positions your company as one that values and attracts the best and brightest women.					
Create mentoring, training, and sponsorship opportunities for women considering a path towards career advancement					
Generate a strong female leadership pipeline					
Create networking opportunities, women based networks and platforms to support career progression and personal development					
Promote gender awareness training to deepen culture change.					

15. Are there any other significant barriers that you think affect women leadership in the workplace? If so, please list and elaborate.

16. Is there anything else you feel needs to be done in seeking to alleviate challenges encountered by women in leadership in the company?

17. Any comments on women leadership?

...Thank you for your precious time and participation...

APPENDIX 2: INFORMED CONSENT FORM



MBA Research Project

Researcher : Ms. Sinamile Zuma
Contact number: +27 83 366 5559 / +27 35 905 3907
Email address : Sinamile.Zuma@transnet.net / Sinamile.Zuma@gmail.com

Supervisor : Ms. Prathana Amrithlal
Contact number: +27 82 458 1613
Email address : prathana.amrithlal@mighty.co.za

Research office: Ms. Mariette Snyman
Contact number: +27 31 260 8350
Email address : snymanm@ukzn.ac.za / hssreclms@ukzn.ac.za

Research Project Title:

“Women in leadership, an analysis in a state owned entity, within the transport sector – the current status, the challenges, and the future.”

CONSENT

I
(Full names of participant)

An employee of Transnet at (*state the port or head office*).....

Hereby confirm that I fully understand the contents of this document and the nature of the research project, and I consent fully to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time should I so desire.

SIGNATURE OF PARTICIPANT :

DATE:

PLEASE RETURN TO THE RESEARCHER TOGETHER WITH THE QUESTIONNAIRE

THANK YOU FOR YOUR PRECIOUS TIME AND PARTICIPATION

APPENDIX 3: GATEKEEPER'S PERMISSION



27 January 2017
Ms Sinamile Zuma
87 Wiegelia Street
Veld n Vlei
RICHARDS BAY
3900

Dear Ms Zuma

RE : PERMISSION TO CONDUCT RESEARCH FOR MBA DISSERTATION

We hereby grant you permission to conduct the proposed research at Transnet national Ports Authority (TNPA) for the Master in Business Administration (MBA) dissertation. You are kindly advised to adhere to the following conditions, as per the submission approved by the Chief Executive of TNPA, dated 09 November 2016:

- The research is strictly for academic purposes only.
- Participation in this research project will be by Transnet employees, is voluntary and participants may refuse to partake or withdraw from this project at any time with no negative consequences.
- There will be no monetary gain to the participants emanating from participating in this research project.
- Participants would need to sign a consent form.
- The research will be confidential and anonymity for the respondents and the organisation will be guaranteed.
- The results of the study may be made available to Transnet.
- The name of Transnet National Ports Authority (TNPA) will not be used (disclosed) in the final dissertation.

I wish you well as you embark on this research.

Kind Regards,



Preston Khomo
Port Manager

Transnet SOC Ltd
Registration Number
1990/000900/30

Bayvue Centre
Ventura Road
Port of Richards Bay
3900

P.O. Box 181
Richards Bay
South Africa, 3900
T +27 35 905 3203
F +27 35 905 3199

Directors: LC Mabaso (Chairperson) SI Gama* (Group Chief Executive) Y Forbes GJ Mahlalela PEB Mathekga ZA Nagdee VM Nkonyane SD Shane
BG Stagman PG Williams GJ Pita* (Chief Financial Officer)
*Executive

Group Company Secretary: NE Khumalo

www.transnet.net

APPENDIX 4: ETHICAL CLEARANCE LETTER



01 February 2017

Ms Sinamile Zuma (203510107)
Graduate School of Business & Leadership
Westville Campus

Dear Ms Zuma,

Protocol reference number: HSS/0045/017M

Project title: Women in leadership, an analysis in a state owned entity, within the transport sector – the current status, the challenges, and the future

Full Approval – Expedited Application

In response to your application received on 07 December 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and FULL APPROVAL for the protocol has been granted.

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

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

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

Yours faithfully

Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Prathana Amrithlal
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X54001, Durban 4000

Telephone: +27 (0) 31 260 3587/8350/4557 Facsimile: +27 (0) 31 260 4609 Email: ximbeo@ukzn.ac.za / snymam@ukzn.ac.za / mohunoo@ukzn.ac.za

Website: www.ukzn.ac.za



Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

APPENDIX 5: TURNITIN REPORT

2WOMEN IN LEADERSHIP: AN ANALYSIS OF A STATE-OWNED ENTITY WITHIN THE TRANSPORT SECTOR – THE CURRENT STATUS, THE CHALLENGES AND THE FUTURE

ORIGINALITY REPORT

6%	7%	0%	1%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	www.afdb.org Internet Source	2%
2	www.wisdomexchangetv.com Internet Source	1%
3	Submitted to University of Derby Student Paper	1%
4	de.slideshare.net Internet Source	1%
5	Submitted to University of Northampton Student Paper	1%
6	www.sahistory.org.za Internet Source	1%
7	www.inc.com Internet Source	1%