Factors influencing the progress of women into senior management positions in a selected traffic management company in Cape Town, South Africa

By

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DECLARATION

I, Naledi Nobaza, declare that the contents of this dissertation/thesis represent my own unaided work, and that the dissertation/thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

11 November 2020

Signed

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ABSTRACT

Women comprise between 54%-61% of the population of any country and have a longer life span than their male counterparts. Women comprise between 70%-85% of hospital staff and yet occupy less than 35% of the hospital middle and senior management positions combined. Increasingly more and more women are acquiring higher degrees like their male counterparts, yet less than 10% of them manage to reach to senior management levels.

These statistics may go on, and this is the reality that women live by, with the grand question that no one gives answers to; why are there so few women in leadership in different spheres and industry disciplines when the majority of the population is female? This study sought to identify possible causes for these anomalies in a society where all are equal before the law. This empirical study was conducted at a traffic management company where these anomalies are visible.

Even though there seems to be numerous women in sectional managerial positions in the company, the number of women in senior managerial positions is still less than that of men. Semi-structured questionnaires were used to collect both qualitative and quantitative data from the respondents. The target population was specifically the women employee actively occupying various management positions.

Initially, a total of 40 women were selected for this study, at different project levels and in different positions. Due to the research method, 60 responses were received. The method of data collection for this research is through a survey or questionnaire. The structure of the questionnaire contains a series of sensible structural problems to obtain a reliable answer from the population sample.

Their perception is that men apply to senior management positions even though they are not qualified for the specific position. They also perceive that having priorities outside of work does contribute to them not applying for senior management positions. Consequently, for this particular company, the study shows that some females prefer to work and be led by male colleagues more than female colleagues as they perceive there is a difference in the way men and women lead.

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CHAPTER ONE

INTRODUCTION OF THE STUDY

1.1   Introduction

Project management is a rapidly growing career choice for women throughout the world. Henderson, Stackman and Koh (2013:764) say that, the project management profession has long been under male dominance, this dominance leaves an identifiable shortage or gender imbalance within the industry which is reflected upon the shortage of literature regarding this imbalance.

There is growth in the industry of females in project management as it is gradually growing over time. Henderson, Stackman, Charles and Koh (2013:763) also say that starting from the beginning of the 2000s, there have been many research literatures that assert the recurring pattern of the imbalance amongst males and females within their work setup.

This piece of work seeks to establish impediments to the progress of women to senior management in projects. There is evidence that both men and women prefer to have a man as a manager (Ridgeway, 2011:5). Business is evolving and rules of fair treatment for all have been put in place, yet women are not quite ripping the seed of this rule evolution. According to Bac (2018:1) in 2017 and 2018 there were 29% of women in the whole country that held senior management positions. Statistics South Africa (2017:21-65) indicates that 444 out of 6840 working women in the Western Cape are in managerial positions, this is a total of 6.49% .

When looking at different variables within a project, women project managers are treated differently as compared to their male colleagues and this treatment is not just carried by male colleagues but by female colleagues as well (Ndinda and Uzodike, 2012:136). This may have become so; because people have become more accustomed to men as managers than women and any woman that is in a man's position is seen as breaking the natural expectations of men being leaders and women as subordinates.

1.2   Background to the study

Ndinda and Uzodike (2012:136) said that, there have been a number of studies which have been carried out in order to examine positions of female executives. Yet until very recently, a small number had been made in order to assess and examine treatment and behaviour of women within positions of project management. As different variables are looked at within an organisation, project Managers that are women receive different treatment when compared to male colleagues and this is not only by the male colleagues but also by other female colleagues as well (Ely, Ibarra and Kolb, 2011:474-493).

Within the literature is a component of knowledge that roughly deals with women and gender issues within an organisation which may suggest that the organisation itself takes part in the advancement of women in project managerial hierarchical levels. Chin and Trimble (2014:216-240) assert that this may be due to the organisations culture, the rules which the organisation has come up with to determine and guide behaviours that are related to how individuals interact and identify with one another. Cook and Glass (2014:92) say that 'there is also a suggestion that women impose the treatment that they receive from others amongst themselves by the way they behave and the picture they paint about themselves to other people'.

Braun and Turner (2014:93-117) say some businessmen show belief that women are represented according to their attitude, if you are a person who shows positive attitude then you are represented and taken as such. They believe that the attitude you give, is the same attitude you get in return. Maxwell (2011:250-260) asserts that attitude is what makes a difference, even though attitude is not everything, it is among one of the things which contributes to making a difference in your life Maxwell (2011:250-260). The following topics are discussed in this literature review:

➢   Behaviour towards women
➢   Reasons for behaviour towards women in their positions
➢   Actions towards progression of women to senior positions by others
➢   Surety of progression by women for prospective positions

1.2.1   Behaviour towards women

Henderson and Stackman (2010:764) have secluded the difficulties that women face in comparison to men in acquiring acceptance in project environments or industries which are perceived as "male" dominant. They argue further that: due to the culture which is found within project based corporations, these corporations tend to be built in a way that encourages masculinity, a simple change in culture is not guaranteed to occur because of an

enlarged women presence within the environment.

Frankel (2014:20-196) states that women tend to be overlooked for assignments that will lead to development and senior level promotions within an organisation. Frankel (2014:20-196) also states that, women are treated as nice girls even though they are grown up, she says that girls get taken care off in ways that boys do not and that there are no expectations that girls are capable of taking care of themselves or thrive on their own rather that others do these for them. Men want to protect women who do not need protection.

Connell (2013:89-107) says, the manner in which you express or portray yourself to other people and the way in which other people respond and express themselves towards you may cause the belief that one is being treated unfairly, especially when they are negative. Hyes (2013:10-26) posits that people treat you in a different way than they do with others; it could be because you are sending out a subconscious invitation of this. Others may not be progressive in their career but do not know why. This is because they may be portraying signs that they are not confident enough about their ability to receive a promotion and other people are seeing those signs and treating them according to the signs (Hyes, 2013:10-26).

According to Maxwell (2011:250-260) many people can really remember the cruel words of parents or teachers for decades and many other years after. Some people have the marks of their experiences. Similarly, positive words have an impact on people's attitude. Some words can change the way people may think of themselves and change their way of life.

Frankel (2014:24-50) says is a well-known saying which states that to be considered half as good as everyone else, "women have to double their workload" this then have resulted in women making comparison of themselves to worker ants which are always working hard. Women end up complaining that they are working harder than other people and that it is a myth that people get more because they are hard working.

Nielsen and Nielsen (2012:373-382) write about other factors such as strategic thinking and likability and being a team player that are considered when building a successful career. Cheung and Halpern (2010:182-193) assert that research conducted in professional environments indicate that, in order for women to be seen as equals to their male counterparts it is said that they have to be willing to notably work harder. While the expectations of hard work paying off may lead to a perception that you are being mistreated.

Leadership styles that women use many tend to be different from those that males would use therefore creating trust issues towards them and raises questions about their competence (Afolabi, 2013:5704). Patel and Buitin (2013:15) assert that, unlike their male counterparts it

is more likely that female managers employ "transformational leadership" which includes the motivation of groups through the transformation of their own self-interest making them group goals.

Compared to males, personal contacts and interpersonal skills are the main areas that women tend to focus on mostly in organisations instead of putting much attention to the organisational structure. That in turn makes women seem as though they are not willing to abide by the rules of the project which may cause doubt and resistance (Gipson et al., 2017:32-65).

Rice and Tunheim (2010:9) wrote about some of the major obstacles that women are faced with in becoming leaders within companies to which they had received various types of responses. Many women had given feedback that they were often seen as too sensitive Rice and Tunheim (2010:9), as though they lacked the ability to make decisions which were tough for business to which their male colleagues were capable of making.

Some women reported that male colleagues were seen as more "born leaders" in the company. This is in support of the leadership theory that was popular in the literature during the 1950s referred to as "the Great Man Theory" (Spector, 2015:250-260). Women leaders have also reported that there are many forms of gender bias that lead to the exclusion of women from executive positions (Rice and Tuheim, 2010:9).

Most women are double burdened; they have to take care of their houses and still try to work towards a successful career. Patel and Buiting (2013:9) assert that women are making attempts at making improvements of their professional chances, but they still have the responsibility for house duties and providing care to others. This is known as the double burden syndrome.

The syndrome is a reference of balancing work and the household. Most women have household responsibilities which double the amount of male responsibilities Patel and Buiting (2013:9). Some woman may choose to focus more on the household tasks which may appear as lacking commitment towards the project.

1.2.2   Reasons for behaviour towards women in their positions

Some women managers believe that boundaries are the same for everyone. This is not the case as men and women have different boundaries. For male project managers boundaries are un-limited as to what they can say and they are well expected to be direct and straight forward. Chin and Trimble (2014:216-240) say that women cannot play by the same rules in the management game as men and expect to win. Chin and Trimble (2014:216-240) further

says that right or wrong we live in a society where we don't like women who act like men.

Billing (2011:298-317) also says should a woman be seen as over stepping their assertive boundaries in corporate culture they put themselves at a risk of name calling or being called out for their boundaries. It is said that politics within the office are important and therefore should be regarded as important. Even with importance, some women in management of projects disregard or try by all means to avoid these politics (Frankel, 2014:20-196). This should not be the case, because when you avoid politics you might be viewed in a way which is negative and that will result in people around the office avoiding you.

According to Stainback and Kwon (2011:217-235) as a person in management you should be able to work through political situations in a way that will make others to see you as a problem solver not a problem. Politics are merely a business of building understanding of the pre-set set of rules which are common in relationships. Furthermore Frankel (2014:34-50) says if you are not involved in office politics, it is as though you are not participating in the game and if you do not take part in it you cannot win it. You should be seen as part of the office in order to be liked and treated like everyone else, do not isolate yourself.

Connell (2013:89-107) identifies Stone Age mentality as one of the reasons for unequal treatment, she says when Homo sapiens stood up on two legs and learned to make weapons. We as a species had very clear physical roles and those influenced our physical and mental development. The men were responsible for catching dinner, the women for taking care of the children.

Malyadri and Banda (2013:54) say, men had to be single-minded and focused on one task until it was done. They were required to be strong and fearless. Women on the other hand, had to develop their intuition to gauge why their babies are crying and to sense if there was any danger lurking at the mouth of the cave. Women had to multitask and be aware of their surroundings. Scientists believe the Stone Age brain still has considerable influence on our 21st century brains.

1.2.3 Actions towards progression of women to senior positions by others

According to Patel and Buiting (2013:28) the creators of policies within organisations, when creating these policies should aim at providing support for women when it comes to their flexible needs at work and they should make target at creating policies which are family considerate especially for those that are parents. One of the options that women have is leaving their company of employment and venture out into starting up their own businesses.

(Bucklalew, Konstantinopoulos, Russell and El-Sherbini, 2012:150).

Patel and Buiting (2013:28) suggest the government should make it an obligation to companies that they monitor and publicize their figures of gender equality. These measures are the only things that will grant transparency make it possible for people to be held accountable for their actions which in turn will enforce change.

 Patel and Buiting (2013:28) also identify networks, and states that those who are in charge of creating policies should be the ones that will aid the creation of effective organisation and professional networks as well as ensuring engagement of other bodies to bring about value to the targeted segment. The policy creators should also take into consideration the significant building blocks while they try to sponsor networks dedicated to supporting only women in areas that they are lagging behind.

Chin (2011:1-6) says, women at home and at work have been moving with acceleration towards gender equality. A large amount of change is visible now with men taking responsibility when it comes to household chores and taking care of the children. Patel and Buiting (2013:28) further say, creators of policies should support and come up with ways in which women can be viewed as powerful role models. Support is also needed for initiatives such as role modelling and media.

Faldu (2012:248-250) Makes a suggestion of strategies which are more effective when trying to reduce formal discrimination, these strategies will be those that show objectivity when conveying information as well as provide accurate information.

Table 1.2.3- Strategies to reduce formal discrimination

Strategies to Reduce Formal Discrimination	
Staff decisions should be based on accurate knowledge of the job.	As a result, it is necessary to conduct a perfect job analysis for the jobs that are typed in males, the concepts that are 7 necessary for achievements are really essential and can be manipulated in order to fit gender stereotypes rather than past experiences to analyse the behaviour, skills and profile of the ideal job candidate.
Structured evaluation techniques should be employed.	This is to reduce ambiguity, as all formal personnel decisions will be guided by a structured program making sure that men and women are being evaluated on the same criteria.
South African legislation where by women are being groomed for management positions.	In South Africa this legislation is in place to make sure industry gives equal opportunities to both genders, the implementation of this policy is said to be moving much faster than any European and USA country.
Acceptance within the project office.	Accepting women attributes of leadership and integrating these attributes into a well-established male project culture, there would be a balance within the project office. This could be very powerful creating more productivity for the project and a happier project environment.
Family support.	Families need to support women while in their management positions by freeing up time needed to go to work, providing childcare is one way that families can do so.

Source: (Faldu, 2012:248-250)

1.2.4 Surety of progression by women for prospective positions

For women, the main challenge is to correct stereotypes to be considered competent to take over power positions, and once there, somehow altering negative perceptions of the same authority as self-promotion and self- promotion is positively assigned to men (Handerson, Stackman and Koh, 2013:764).

According to Frankel (2014:2-180) women should give themselves permission to move on from being a nice girl to an adult woman. They should adopt an attitude of entitlement towards acting in ways which will assist them in attaining their goals, and also:

Table 1.2.4- Ways which will assist women in attaining their goals

Ways Which Will Assist Women In Attaining Their Goals	
They should visualize themselves as they want to be.	They must see the kind of project managers they want to be. If they want to be respected more, they should look at reasons why they are not being respected as they should be and claim that respect through certain behaviours or standards of the people around her.
Talk back to the fearful voice inside their heads.	Women should fight the old messages in their minds and should come up with new ones. Should their inner fear voice tell them nobody is going to be comfortable with their method their new inner voice should instead tell them the opposite and more empowered.
Separate being liked and getting what they deserve.	If a person asks for something, they believe they deserve in an appropriate way and they are suddenly not liked because of it someone is "yanking your chain and hoping you will agree to his or her expression of unhappiness.
Redefine power by considering the ways in which they have more control than they allow themselves.	Just because they do not react in the moment does not mean they do not have the right to go back and revisit an inappropriate encounter. When they are caught off guard, it can be difficult to come up with the right words. It is their prerogative to go back later and say "I was thinking about something that happened yesterday and I would like to tell you how I felt about it".

Source: (Frankel, 2014:2-180)

Men who are not used to working with women may feel uncomfortable. These men need to get involved when women enter the project management position. The challenge is to avoid isolating men and at the same time to put women in a dominant position (Andela et al., 2008:9).

Rice and Tunheim (2010:10) Say developing an effective mentorship program is the most popular answer. Other leadership development ideas should include: one on 1one training, more leadership training and more flexibility for men and women at different stages of life (Rice and Tunheim, 2010:10).

Henderson and Stackman (2010:38) say that, women and men share similarities when it comes to investing in their education, career experiences, working hours and in training,

which seems to improve the changes in authority for men and women, yet, men seem to be getting higher returns compared to women. Meanwhile, project teams can provide women with an ideal situation to demonstrate their abilities and capabilities.

Rudman and Phelan (2008:62) argue that women must reject female stereotypes to be considered competent leaders, even if they face negative attitudes because they seem too ambitious. Of course, having experience in project teams is much important when it comes to developing social and human capital.

1.3   Problem statement

The main research problem is that: Business is evolving and rules of fair treatment for all have been in place yet, women are not quite ripping the seed of this rule evolution. The representability of women when it comes to senior management positions is at a lower rate than that of their male counterparts.

Martin and Barnard (2013:1) posit women who work in occupations dominated by men encounter different challenges from those working in a more balanced work environment between men and women. For women, performing effectively is not an indication that you could potentially be a leader (Rhode, 2018:59). If a woman is clearly competent in a "male" job, it is considered less pleasant (Martin and Barnard, 2013:1).

Hill, Corbett, St. Rose (2010:2) assert literature shows that a single woman is more likely to be hired for a job and stands a good chance of being promoted too. While a married woman with young children is less likely to be hired than married men with young children. Hill, Corbett, St. Rose (2010:2) further state, marriage might not appear to be hurtful to women in their career but having minor children does. The difficulties that women encounter when trying to successfully enter and thrive in historically male-dominated senior management positions are rooted in several factors including traditional gender structures and norms that originate from family and society and are worth to be investigated through organizations.

These traditional conservative role requirements affect company policies and practices to maintaining the marginal role of women's work roles anchor themselves in a gender-based corporate culture (Martin and Barnard, 2013:1). Recognizing the role and skills of women will motivate and encourage new participants. Therefore, the senior management should take a new stance to allow women into higher positions as their male counterparts (Rhode, 2018:17-24).

1.4   Research objectives

The following objectives are used in the study in order for the researcher to accomplish research goals. These objectives seek to:

- Identify and examine factors hindering women into senior management positions.
- Seek ways women may be supported at home and workplace for them to obtain senior positions in management.
- Find ways or methods to help women progression into senior management positions.

1.5   Research questions

The following are research questions that are examined in support of the research problem statement.

1. What are the factors that impede the progression of women to senior positions in management?
2. To what extent does the lack of home and work support affect the progression of women within management?
3. What actions can be taken towards assisting women progress into positions of senior management?

1.6   Theoretical research

1.6.1   Traffic management company background

The traffic management company is a provider of Intelligent Transport Systems, as well as Advanced Public Transport Management Systems, Advanced Traffic Management Systems, Road User Charging Systems, Road Safety Enforcement Systems and Parking Management Systems.

Papadimitratos et al. (2009:84) describe an intelligent transportation system (ITS) is an advanced application designed to provide innovative services related to different modes of transport and traffic management, incorporating intelligence as such, it enables users to make better, safer, more coordinated use traffic networks.

Advanced public transport management systems make it possible to connect signal controllers to an intelligent network in order to improve data collection and analysis as well as provide the best traffic signal time (Papadimitratos et al., 2009:85).

May et al. (2010:53) describe Urban road user charging is a process whereby drivers are charged for the road utilization. Fees are designed to reduce traffic congestion and related issues, an ideal charging plan would differ based on location, time of day and vehicle type.

This is also known as congestion charging.

Enforcement is the formal process of imposing sanctions on road users who violate the law. They ensure that road users comply with traffic regulations (Johnston, 2010:1177). Rashid et al. (2012:93) say that the parking management system comprises revenue management, security system, statistical information, boom gates and access control system. This system is mainly Parking Management Software.

The company's' main focus is supplying advanced intelligent Transport Solutions and leading when it comes to the development of fully integrated and well-rounded Safety Enforcement services.

1.6.2   Delineation of the research

This research is aimed at understanding factors which are hindering the progression of women to senior management in projects. Within this research factors such as leadership skills, culture, personal and non- personal behaviour towards women in Management of projects are explored.

1.6.3   Significance of the research

Within traditional project-based industries such as engineering and construction, women in management are often under-represented. The experience that is gained by these women from both traditional and non-traditional project environment renders opportunity to conduct an investigation of the nature and important relations of gender within project organizations and organizations.

This research aims to investigate the under-representation and mistreatment of women within a project management environment. It discusses project management as a rapidly growing career for women as well as exploring the different behaviours that woman who are project managers receive from their counterparts. It argues that women are responsible for the treatment they receive. Suggestions on how women in project management may deal with the behaviour on their own or through support from family.

This study will be beneficial to women who seek to progress to senior positions in management in projects. It will highlight aspects which imped progression to senior management positions, whether these aspects are created by women themselves, their counterparts or the organisations in which they are employed.

Through this study women who seek to progress to senior management positions can identify factors which may be holding them back and be able to identify solutions which may

motivate them into reaching their prospective position.

1.7   Research methodology

1.7.1   Research design

Due to the nature of this study, the researcher is employing both qualitative and quantitative methods of research. The researcher constructed a questionnaire whereby, the researcher distributed it to different sampling respondents in order to find out whether there will be any difficulties in responding to the questions when the researcher is conducting the actual research. This is so that the researcher is able to deal with the difficulties and use their feedback in order to approve upon the questionnaire for a better response.

The type of questions or the structure that is used in the questionnaire is both open ended and closed ended questions.

When designing a questionnaire, it is important to keep in mind all the significant aspects. The way in which a questionnaire is designed may greatly affect the way in which responses are obtained, how valid the data is and to what extent is it reliable. All these can be remedied by designing thoroughly each question, laying out your questionnaire in a clear way, providing a clear explanation as to what its purpose is and having a pilot test.

The targeted population for this study is employees of a traffic management company in Cape Town, specifically those that are in management positions and may be aspiring to reach senior management level. To conduct this study, a sample of 60 respondents will be considered. For the selection of respondents from the overall population of the study, both probabilistic and non-probabilistic sampling techniques are used. The Probability Sampling method was chosen because it avoids bias and helps to generalise the data of sample recipients and avoids a mistake that could arise from sampling. The researcher uses random sampling to select the people within the traffic management company.

Quantitative research is defined as a social or human problem survey based on digital theory, measured digitally, and analysed by statistical procedures to determine whether there is a predictable general theory of true. Hussein (2009:105-117) further defines a qualitative study as a process of understanding social or human problems, based on the creation of a complex, holistic picture, the formation of words, the detailed information provider, and the application in the natural environment.

1.7.2   Research process

According to Walliman (2017:30-40) the research process provides a vision of the process as

to how the research is carried out, from the formulation of the research proposal to the final presentation of the thesis or the thesis. It emphasizes that the basic stages of the research process, which are common to all research-based studies, are:

Remenyi et al. (2010:64-74) describe the research process as eight special phases: reviewing literature, formalizing research questions, defining methodology, collecting evidence, analysing evidence, drawing conclusions, understanding terms of research, and producing management guidelines or proposals.

Collis and Hussey (2014:16-18) identify six basic phases of the research process, namely: identifying the research topic, defining the research problem, determining how the research is done, collecting the research data, analysing and interpreting the research data, and writing the dissertation.

1.7.3   Target population

Target population in this study refers to the group of individuals which have been selected as subjects of the study. This target population will be inclusive of women who are employees of a Traffic Management company. These are specifically the women employees which are actively involved in the management in projects.

1.7.4   Sampling

Initially a total of 40 females were chosen for this study, at different project levels and different positions. Due to the method of research, response was received from 60 participants.

Those that took part in the study came from diverse backgrounds in terms of ethnicity and age. The ages of these participants was between 30 years and 65 years old, 8 of these participating people were African 25 were coloured 0 Indian and 27 were white. Their level of education was grade 12 up to university degrees. In making contact with the participants, the researcher went through the companies' human resources department as they have full knowledge of the companys' organogram.

1.7.5   Data collection method and research instrument

The method in which data collection for this research is conducted is through a survey or questionnaire. The questionnaire is part of a broader definition of descriptive or narrative inquiry or investigation. The "research" model defined by Remenyi et al. (2010:64-74) is described as a collection of a large amount of evidence that modification of numbers are usually used to interpret evidence given by the research.

The structure of the questionnaire includes a series of sensible structural problems in order to obtain a reliable response from the population sample. The purpose is to find the thoughts, feelings, or practices of the chosen participant group. The positivist approach poses a structured "method" problem, while the phenomenological approach raises an unstructured "open" problem. For research purposes, there are different questionnaires which will be designed for project managers managing projects and the project teams or personnel involved in projects.

1.8   Study outline

1.8.1   Chapter classification

1.8.1.1   Chapter one- Introduction of the study

This chapter speaks of women growth within projects and their position relating to their surroundings in their places. It provides an overview of project management as a growing career choice for women internationally. With emphasis of business evolution and how women project managers are viewed compared to men project managers.

1.8.1.2   Chapter two - Variables within organisations which influence treatment and behaviour towards women in positions of power

The chapter discusses different variables within organisations which influence treatment and behaviour towards women in positions of power. It also describes in short how the organisation itself may be contributory towards lessor women being seen in senior levels. As well as the role women play towards the lessor numbers in top positions.

1.8.1.3   Chapter three - Assisting women progress into positions of senior management

Chapter three consists of a comparison between men project managers and women project managers in the workplace. Examinations of behaviour towards women in management of projects and gender issues according to organisations: representativeness of women when it comes to senior management positions, barriers hindering the way women progress into senior positions and the support given from home and work to them to progress.

1.8.1.4   Chapter four- Research design and research methodology

Research methodology, the methods employed in carrying out research which includes research design as well. A description of what methods were utilized in conducting this research as well as the population sampled.

1.8.1.5   Chapter five - Data analysis, findings and interpretation

This chapter provides discussions of data analysis, research findings and interpretation of the research.

1.8.1.6   Chapter six - Summary, conclusions and recommendations

The final chapter of this study and it gives a summary of research findings, conclusions and recommendations, limitations of the study and future studies.

1.9   Ethics consideration

Before conducting this research, there are a number of ethical procedures that must be observed by the researcher to make sure that the research complies with the requirements of those that will be subject to it or those that will be affected by the researchers' work. Most research issues fall into one of four categories, namely: having obtained informed consent, providing the right to privacy, protection from harm, and honesty (Leedy and Ormrod, 2010:135-188).

Ethical considerations applied to this research study are as follows:

- **Informed Consent**: for those that took part in the research a choice was given as to whether they want to participate or not, and they were informed beforehand about the nature of the study.
- **Anonymity and Confidentiality:** the participants received anonymity and/ or confidentiality.
- **Privacy:** strict privacy was kept with regards to the participants' performance and their quality.
- **Professionalism amongst colleagues:** In reporting the findings, honesty is expected, the findings are reported in a manner where they are not misleading in nature, are not misrepresented. The data collected has not been fabricated in support of a certain conclusion.

1.10   Chapter summary

Businesses can reap many benefits from their current and future female project managers, this can be achieved through expanding these womens' career opportunities within program and portfolio management, rethinking their assumptions with gender related matters, and taking action to eliminate second-generation gender bias barriers, and especially offering women focused programs to support their development as leadership in project management.

Unlike before business associations are in a position whereby it has become possible for them to enhance their project management capabilities and leadership talent through the development and promotion of their female project managers (Henderson, Richard W.

Stackman, Charles and Koh, 2013:787).

In the research it is seen that women in project management are under-represented and mistreated by others within the project environment mainly because of their mentality. Many people see them as second to men because of the way societies they come from has raised them. Women according to their society are meant to stay at home and perform 'wife duties' or 'women duties' not in an office environment managing a project.

It is also seen that women managers also see themselves as second to men and because of that they end up playing roles or doing things which they had not been appointed to do in order to please their colleagues or in order to appear as competent. There are numerous ways in which these women can change the perceptions of others and the way that they can change their mentality of being second to men or that they are being mistreated. Changing these perceptions can lead to a positive effect within organizations and the growth and acceptance of woman as project managers.

CHAPTER TWO

VARIABLES WITHIN ORGANISATIONS WHICH INFLUENCE TREATMENT AND BEHAVIOUR TOWARDS WOMEN IN POSITIONS OF POWER

2.1   Introduction

This chapter discusses different variables within organisations which influence treatment and behaviour towards women in positions of power. It also describes in short how the organisation itself may be contributory towards lessor women being seen in senior levels. As well as the role women play towards the lessor numbers in top positions. A contrary discussion of what can be done by all institutions and individuals in order to ensure a raise in the number of women which are in these positions mentioned above is also part of this chapter.

Bronznick and Goldenhar (2008:4) refer to a study that was conducted about womens' leadership which illustrated that, a lot of sectors are still moving at a slow pace when it comes to employing women into senior positions. This often happens in areas where financial compensation is large. In many companies, women are appointed into management positions but only a small percentage of senior managers are women.

Jowah (2015:3) says that leadership is making use of skills in order to motivate and provide direction to groups so that; they may voluntarily take part in activities that will contribute to success of a certain objective or goal. Leadership is the ability to influence peoples' behaviour so that they may willingly commit to performing tasks agreed on. Jowah (2015:3) says, in order to have influence over people as a leader you need to have power, power is defined as being able to influence. A person becomes powerful by outperforming their colleagues and their colleagues acknowledge that there is someone who performs better than they do.

Brescoll (2016:415-428) says that the incongruence that exists between women's expectations (i.e. The female gender roles) and expectations of leaders (i.e. Leader roles) show prejudice towards women leaders, it is likely that the way female leaders are judged shows a combination of the common features associated with the female gender role and the characteristics associated with the leadership role.

Brescoll (2016:415-428) describes prejudice as consisting of an unjust way to which a group

of people are evaluated and judged in a stereotypical manner classified with that group instead of being judged based on qualifications or individual behaviour. Typically when stereotypes are held over a group, people will have expectations that the other person will show behaviour that corresponds with these stereotypes.

The imposers then convey the stereotypical gender concept to fill out the unknown details of the behaviour of others. These stereotypes then become damaging to the members of the group, if the stereotypical group concepts are incompatible with successful attributes of specific classes of society. The discrimination caused by incongruence then lowers the way group members are evaluated as candidates that are eligible to occupy the roles (Triana, 2010:71-86).

2.2 Behaviour towards women

According to Lukaka (2015:568), in the early 1990's research found that, men were more likely to be leaders in the workplace than women who were more likely to be appointed as leaders in society rather than males. The demand for management positions has created a tendency for men to be recognized as leaders due to their long history of occupying paid jobs. Over time, women's social patterns are more recognizable and are sometimes assessed and found to be valuable (Lukaka, 2015:568).

Lukaka (2015:568) states that, the way leadership skills were perceived in the past, competence and assertiveness can hinder the success of women in management. A lot of organisations make an association of leadership traits and success with masculinity. They include assertiveness, aggression, and leadership ability that is task-oriented.

Other stereotypes of women include the desire of humility, selflessness and caring for everyone (Lukaka, 2015:568). These simple features can be viewed as non-executable materials. Companies often look for people that will execute, take criticism, and want a leader that will at all costs do what is best for them.

There are many factors which are still hindering women from reaching this leadership level (e.g., glass ceilings). Many companies are pursuing leadership development programs that are only aimed at the success of women leaders (Elmuti, Jia and Davis, 2009:168). The programs are helpful when it comes to identifying obstacles and barriers; they also provide strategies for women to break through these barriers. The aim of these programs is to facilitate the excellent leadership skills of women. Jowah (2015:1) says that even with these attempts, researchers say that: men place more women in leadership positions compared

female leaders who are expected to place fellow women.

Wajcman (2013:10-56) added that there are considerably fewer women in management positions than men, especially in the field of project management. There are several reasons for this. One of these reasons is that project managerial positions are mostly in the engineering and construction industries. These industries are mostly identified as masculine due to this dominance and is said that you have to possess macho qualities in order to be a leader.

Wajcman (2013:10-56) further states, it has been agreed however, that having more participation from females could have its advantages for project management professions as their management style is consensual and intuitive of which these qualities will bring about new energy and blood. Irrespective of this, up until now there had been small changes taking place.

Berkery, Morley and Tiernan (2013:278-298) posit, in accordance with the theory of inequality of the role, a stereotypical study reveals that people think that men are more agentic compared to women and women as more communal in comparison to men. It is also said that these communal characteristics that women have branch-off from the wanted male qualities such as instrumentality that is commonly associated with successful leadership traits. By contrast, these main qualities are qualities which people affiliate with males and are very similar to those qualities which are seen to be a need to succeed in positions at the top within organisations.

The leadership styles that men employ are noted as being independent from the field; isolated from the climate, centred around performance, will perform tasks in a sequential and linear way and are authoritative hierarchically with a mission to take control without having deviated from tasks (Jowah, 2015:1). While leaders that are female are recorded as being dependent on the field, immersed in the environment, are improvisers, do not perform in a linear way and are usually interpersonal and show emotional attachments.

Lukaka (2015:568) says, one of the most commonly used questions about personal and leadership issues is "Big Five" personality characteristics. These five factors include; openness, motivation, extraversion, consensus, and exactitude. Studies about cross-culture have identified that a pattern of gender differences exists worldwide about the Big Five Inventory. Women are more likely to report neuroticism and acceptance, and men are often more motivated and are more conscientious.

Jowah (2015:1) states that, some researchers agree that gender disparities in leadership exist, while others believe that these do not exist. Women make up 55% of the population but remain underrepresented in senior managerial positions especially in the project management industry.

Bronznick and Goldenhar (2008:6) reflect on a conference where there had been a recurring theme about ambition. A leader in this conference had pointed out that when a woman shows any signs of being ambitious, they are seen in a negative way or as though they are self-centred. In comparison to this, the male leaders are allowed to show as much ambition, ambition is left to become their pushing force. The corporate executive then spoke of the strain of having to continually show her colleagues that she is not just making things about her but about productivity and effectiveness.

Elmuti, Jia and Davis (2009:170-171) some researchers state that the glass ceiling is a social barrier rather than an individual barrier. Some argue that corporate culture and management barriers should be blamed for this. Vanderbroeck (2010:764-770) states that organizational barriers depend on the level of organizational factors affecting the hiring and promotion of both females and males. These barriers can vary greatly from organization to organization complexity, but can create a major barrier to preventing women from reaching top management.

Brescoll (2016:415-428) Say that, there is ample evidence that exists which shows that mangers (including graduates and undergraduates who study business) associate abilities of being a manager with the male gender and having masculine traits. Wajcman (2013:10-56) there has always been a bigger preference of men managers than female managers, even though a rapid decrease of this is being noted.

Due to the scepticism that exists about female leadership abilities, women are often expected to be more competent than men are. In order for a woman to be considered as equally competent, women should produce evidence to perceivers that they are more capable and worthy that their male colleagues (Ryan et al., 2011:470-484).

Glass and Cook (2016:51-53) state that women leaders have a large potential for making a positive contribution towards organisations. Studies that have been conducted recently have found that women leaders are more identified with being highly innovative, stronger abilities to bring in more profit, having abilities to bring on and sustain customers as well as a greater focus when it comes to corporate social responsibility.

Ingersoll (2015:nd) asserts, having a woman at a senior management position increases the chances that other women who are in lower levels may be considered for higher positions which then contributes to the reduction of overall gender bias within organisations.

Glass and Cook (2016:51-53) argue that, in addition to subtle and open prejudice and discrimination, women are more difficult than men to gain a strong professional network, social relations with the elite, workplace support and insider information, although all of these are providers of critical support to people of leaderships' progression. Stainback and Kwon (2011:217-235) further say, even with this evidence, women tend to be overlooked and undermined when they occupy leadership positions.

Sexual classification and gender bias has led to people who make decisions within organisations looking at women as though they were less qualified and were incapable, while in-group bias is what leads means' preference of others when it comes to selections for high-level recruitment and assigning of roles, this is known as homo-social reproduction (Stainback and Kwon, 2011:217-235).

Looking at the South African female workforce Martin and Barnard (2013:3) say it has grown due to the law of equity and better access to education and employment opportunities. However, progress in gender conversion and equity at the South African workplace is still unsatisfactory (Hofmeyr and Mzobe, 2012:1276-1279).

There are powerful economic incentives for women to move into men's historically dominated occupations (England, 2010:nd). Women who oppose conventional career models for women and who choose to pursue careers in male-dominated occupations often return to careers that better serve their roles as first custodians (Martin and Barnard, 2013: 3).

Martin and Barnard (2013:3) say for women, the difficulty in penetrating men's historically occupational professions, combined with the reluctance to adapt to these professions, makes the environment unattractive to induce a large number of women in these areas and to retain them in these places. Furthermore, the lack of understanding of the challenges facing women and how they cope in these environments can contribute to the poor integration and advancement of women in historically male dominated occupations.

The above was affirmed by Carter, Silva and Ibarra (2010:2-20), expressing their discovery that all mentoring is not created equal. There is a special type of relationship, called sponsorship, in which the mentor goes beyond providing feedback and advice and uses his influence on senior managers to promote his sponsored. Adding to this, the likelihood that

women who do not have sponsorship will be appointed to senior managerial positions decreases and these women may be reluctant in going for these positions.

Carter, Silva and Ibarra (2010:2-20) say that even though females and males reported to have been receiving advice about their career, it is mostly males that report to having been sponsored. A lot of women have explained that having a mentor has been helpful in them developing an understanding of themselves, the methods they prefer to utilise in performing tasks or carrying out their duties and the changes that they need to notice as they are climbing up the corporate ladder.

Davidson (2012:n.k.) On the contrary states, as women are in need most of having sponsors as they try to move to top level jobs, this is exactly when the sponsorship is not available. The perception that women are a risky appointment is still in existence, especially in work environments which are male dominated.

During a study conducted on top performing executives of a company, it had been found that a double likelihood existed that women would be employed from outside the company. This finding shows that there is less likelihood that a woman will come out at the top and be a CEO of the company (Ong et al., 2011:172-209).

(Carter, Silva and Ibarra, 2010: 2-20) posit, in traditionally masculine cultured organisations, there are usually certain behavioural styles which are found to be more of value and are usually employed as the indication of having a potential of which these styles are not only unappealing to high potential women but are also unnatural as they can make them feel that their authenticity is being opposed.

According to Ryan et al. (2011:470-484) even though the challenges that are being faced by women have been documented and are still being documented, the factors that mould the experience and success of women who have risen above the glass ceiling against some career fatal odds are still largely not understood. A number of recent literature has emerged with a theory of the glass cliff, this theory explains that the promotion of women is most likely found in organisations that are either striving or are in a state of crisis.

Other researchers have applied insights from token theory and role incongruity theory to explore the challenges women face in male-dominated leadership positions (Cook and Glass, 2016:51-63). This research supports the glass cliff theory as it suggests that women are more likely to be promoted to high-risk leadership positions where they come face to face with a great deal of post-promotion constraints.

Ryan et al. (2011:470-484) identified several mechanisms that may have contributed to the phenomenon that women leaders are being promoted risky positions. The first phenomena is that; there could be less competition for women for leadership positions from possibly highly qualified male candidates, this is because they might feel that the position at hand may be too risky for them or that it could be because the position is not what they want.

Bruckmuller and Branscombe (2010:433-451) on the contrary, women may be more responsive in accepting these kinds of positions because they may fear that the opportunity that is being presented to them might not appear again in the future. The second phenomenon is; the evidence that the essential competencies to leaders are culture specific and are not usually of variety depending on the state of the organisations' health.

Specifically, the women's qualities such as emotional awareness, strong social skills, self-confidence building ability, cooperative leadership style, etc. are more valuable in times of crisis (Bruckmuller and Branscombe, 2010:433-451). These properties can also be more attractive for female candidates especially when the decision-makers perceive the work or assignment as a particularly high-risk or complicated.

When a company is faced with a very risky or crisis situation, those that make decisions in the company may choose to promote the unconventional leaders of which women are included in, so that they may show their stakeholders that the company is going towards a new grand direction (Afolabi, 2013:5704).

There are a growing number of studies which have found empirical support for this theory. For instance, some experimental studies that had asked research participants to tally the different leadership positions have found out that the research participants are especially likely to pick candidates which are female for struggling organisations (Ryan et al., 2011:470-484).

Cook and Glass (2016:51–63) say females are especially likely compared to males in organisations and they are also likely to be chosen by organisations which are struggling. Brady et al. (2008:n.k.) Asserts this by saying, organisations which are experiencing unfavourable conditions such as turmoil, scandals or drastic changes a significant number of female ceos is seen in comparison to the less erratic organisations.

Bruckmuller and Branscombe (2010:433-451) say often women that receive promotions through the glass cliff tend to start their new position with hopes that they are going to be able to rescue an organisation or parts of the organisation that are in trouble, because of

these high hopes the intensity to which they are being scrutinised and the performance pressure they experience becomes too high.

Some studies conducted internationally about the life course of leading in the corporate world had found that a lot of women thought of themselves as agents of change and that a lot of women are more likely to attribute their progression to senior positions to a history of having succeeded at risky assignments (Salvo, 2018:38). Females in leadership positions are in belief that they should look for risky positions so that they may be able to build on their reputation (Glass and Cook, 2016: 51-53).

It is important to recognise that there is a significant difference between women and men styles of leadership as this could be a stepping stone to the correct direction (Vanderbroeck, 2010:765-766). However so, by definition does not lead to a relevant development strategy for women. In one of the traps about women development Vanderbroeck (2010:765-766) states that there is a trap in saying that women should adopt male leadership behaviour.

More research indicates that this is not all there is to the issue. As Ong et al. (2011:172-209) state the double bind. The double bind states that due to expectations that women should have feminine character, any woman that reflects too much of the male behaviour such as being decisive, being tough and practice assertiveness are less likely to be accepted by their counterparts at the top.

Ong et al. (2011:172-209) also state that; at the same time should a woman show too little of these male characteristics they will be seen as unfit for a position at the top. Vanderbroeck (2010:764-770) makes a note about the words of one coaching client that; invisible lines of boundary can be felt as to what is too feminine and what is too bitchy.

2.3   Reasons for behaviour towards women in their positions

Bronznick and Goldenhar (2008:5) make reference of a woman conference they attended in saying; when the women were having a discussion about their personal experiences in leadership. They say that irrespective of the leadership style they had employed in the past and current, the way they behaved had been misinterpreted by their supervisors and colleagues. The women said that they had felt as though they were trapped in a narrow band where by womens' leadership has been described as; a space whereby women are either bitchy or they are wimpy.

(Bronznick and Goldenhar, 2008:7) say that the inner contradictions also affect the most

senior women. One participant in the conference said regardless of how confident women are, they still are going to need mens' consent. A lot of women feel that the approval is difficult to get. The women then moved to exploring the currencies which they use in trying to strengthen leadership and ambition to make them more acceptable.

Bombuwela and De Alwis (2013:6) say that the lack of female leaders is linked to persistent discrimination against women in the workplace. This means that women are now able to move to higher levels, at which moment they are stopped by invisible obstacles.

According to Bombuwela and De Alwis (2013:7), women had been receiving lower income because their jobs were left halfway, had worked shorter hours and joined lower-risk jobs. In addition they say that, organisations are currently working on a global scale; there are numerous possibilities for development career wise. They say that this issue is a myth and that it is self-created. Mcintosh et al.(2012:346-364) present their argument by saying that it is possible for women to be in senior positions based on their level of competence, aspirations and dedication to their work.

Malyadri and Banda (2013:54) say that equality is a human right that is shared between both genders, yet it is also a development goal. Gender equality and womens' empowerment is a cornerstone for achieving development outcomes. Malyadri and Banda (2013:54) also make a suggestion of the norms which are contributing factors towards gender inequality and create a barrier that is holding women back from progressing into senior managerial positions in organisations.

Some of these include, meetings that take up more time than they should after working hours, deadlines which are constantly being changed and shifted, the expectations that managers should always be available to control delays and emergency meetings (Vinkenburg et al., 2011:10-21).

According to Bombuwela and De Alwis (2013:3-6) the improvement of the governments' laws and social consciousness ensures that girls are not denied access to the world. In addition to this, discrimination against women is still in existence and embedded deep into many work habits and cultural norms which only appear to be unbiased. These are very common and normalised and are intertwined deep into the organisations status quo which makes them uneasy to notice and question. They model the disadvantages of blocking the few women who are determined to progress out of career progression.

Katila and Eriksson (2011:71-84) state that between female and male managers, a difference exists; female managers multitask between the office and home. While male managers only

acknowledge office responsibility, for female managers this multitasking of roles may seem like it is too much. There would not be a need for women to shed off the office load if there would be sharing of responsibilities at home.

Another faint idea is the fact that; even though men may be open to having women in their work environment, they are not entirely open to their wives as earning members, this worsens when the woman is their boss. The double standard condition for showing additional competency makes it particularly difficult for women to be recognised for their skills and outstanding achievements (Ong et al., 2011:172-209).

Amongst organisational barriers for women are the types of relationships they have with their female counterparts, mentors and employees. A lot of employees tend to create a bond based on similar interests, because there are a few women, for a lot of women it is not easy to find a mentor (Elmuti, Jia and Davis, 2009:170-171).

Navarro-Astor, Román-Onsalo and Infante-Perea (2017:199-221) say that womens' role models and mentors are limited and therefore excluding women in the informal networks prove to be an obstruction to the growth and progress of women within public sectors. Katila and Eriksson (2011:71-84) found that female managers found value in interpersonal attitudes like eagerness, humour and energy while on the other hand; men were valuing aspects such as principle and allegiance.

Elmuti, Jia and Davis (2009:170-171) say barriers men encounter are different to those encountered by women; neither do they have identical family issues. They tend to be reluctant when it comes to providing mentorship for women. Males tend to be resistant because of their view of women, they view women as unskilled when it comes to problem solving and also say that women are more emotional, as well as avoiding the risk of sexual harassment.

Studies have indicated that women have advantages and disadvantages in their leadership but the disadvantages seem to stand out especially in environments which are male dominant. When dealing with this incongruence dilemma, women leaders should behave very competitively yet at the same time ensure others that they meet expectations of "appropriate" female behaviour (Wajcman, 2013:10-56).

According to Ong et al. (2011:172-209) women are less aggressive than men in the fight for promotions, particularly men are more intense and skilled in building informal networks for moving up the hierarchy, while women tend to rely more on formal promotion procedures. Ong et al. (2011:172-209) also mention the lack of ability to assume risks or responsibilities

of the manger within the organisation having difficulties of preparing ways to deal with an environment that is built on strong policies.

Berkery, Morley and Tiernan (2013:278-298) state that one major barrier to the success of women is isolation, isolation affects womens' abilities to making strategic decisions because of the information they are missing out on, collaboration and feedback and alternative factors which would be useful in the decision-making process. Another contributory factor is that women show less motivation compared to males, this is due to openly prejudiced strategies employed in career management (Berkery, Morley and Tiernan, 2013:278-298)

Furthermore (Dezsö and Ross, 2012: 1072-1089) proceed to say, a lot of parties in a company have expectations that female representatives that are part of the board should always carry positivity right through the management system that the company has for different reasons. A comparison of advancing a career through the companys' management hierarchy can be made to a series of competitions, of which they are all individually related to the upward progression of the manager.

With the gender play, the noticeable shortage of women within higher positions in management creates a powerful impediment for women who aim to advance to managerial positions. This then negatively affecting their opportunity to gather experience which is needed in order to advance, an example of this is working in management trainee programs or positions within corporate offices which may provide great value for women (Gal and Kligman, 2012:109-115).

It is said that in organisations where females make it to higher levels of management or become occupants of managerial positions, they tend to use their position to motivate, encourage and mentor their subordinates so that they may be able to realise their full potential with appraisal of good performance (Vinkenburg et al., 2011:10-21).

The above reason, it is not incorrect for other women to be in belief that having another female in a top management position might open doors or is an indication that she too might receive an opportunity to occupy a seat in a top managerial position which often leads to greater commitment and is also a good motivating factor (Vinkenburg et al., 2011:10-21).

In addition, managers which are female may come face to face in their career with a problem of inconsistency due to presumptions as to what the actual and ideal attitude of women and men on one hand, while on the other, the characteristics which are commonly associated with successful leaders (Afolabi, 2013:5704).

Precisely on the basis of the description of womens' gender role, women are deemed to have lesser leadership capacity than men, therefore as a woman when you do not perform according to the standards on masculine aspects of authority; your underperformance will be seen as a confirmation of such stereotypes (Dezsö and Ross, 2012:1072-1089).

To name one of the many reasons why women face difficulty when selection for senior management positions is being made is that the experience, they have lacked some diversity. A lot of women have not gained exposure to most types of the firms' operations in their career life therefore then this means that they have not collected enough experience for the position at hand (Wirth-Dominicé, 2015:12).

(Wirth-Dominicé, 2015:12) also states that "the concentration of women in certain types of management reflects the "glass walls" phenomenon, which is segregation by gender within management occupations. Even with the growing exposure for women to enter into higher managerial levels, there still lies a trend of women being bundled up into certain functions of management.

Within occupations that are dominated by men, you will find that men possess too many resources and power to define as well as to invoke practices of discrimination, their theories and policies. Male dominance and gender biased managerial strategies may be amongst a list of factors which are contributing to the lack of noticeable and actual strategies that are meant for empowering women within organisations (Damaske, 2011:412-430).

Martin and Barnard (2013:3) in their literature point out other challenges that are faced by women who are trying to succeed in occupations which are dominated by males. They describe a challenge that involves typical masculine behavioural expectations which are distinctively embedded to the occupations.

Davey (2008:650-671) found that in fields whereby males are dominant, female graduates tend to view success in line with politics and masculinity. Hofmeyr and Mzobe (2012:1276-1279) therefore suggest that in environments where males are dominating, women should adopt aggressive male techniques and be competitive when interacting in their organisational situations, of which, this puts them at a disadvantage.

It is compulsory for executive board members to able to squeeze out of a company all that it is worth. In this case, the personality of a woman is well fitting to this function, women have been credited as having this calibre of toughness but even so, and this thought is still in conflict with how women are seen in our society (safeguarded and full of sympathy)

(Akingbade, 2010:91-103).

Sandberg (2015:137-139) says, if any woman on the board so vividly shows any signs of toughness, she will be a subject of criticism from her counterparts. Things that are considered as normal for men that are in this position have become tradition while it is wrong or unacceptable for women who are in the same position and these women are labelled as either not feminine enough or are trying too hard to be masculine. Sandberg (2015:137-139) further says the mentality above would lead to a belief that the women are not going to be positive representatives of the company, therefore, might even damage the brand and image of the organisation.

2.4   Chapter summary

This chapter was describing how women who are in leadership are engaged in trying to build an image and working on their leader identity in order to be able to gain approval from their colleagues and clients and so that they may feel authentic in the position rather than working towards a model of success within the organisation. With these efforts that women make to stay authentic, they remain factors which are undermining to their abilities to build identities that were hand in hand with the kind of profession in their pursuit.

CHAPTER THREE

ASSISTING WOMEN PROGRESS INTO POSITIONS OF SENIOR MANAGEMENT

3.1   Introduction

This chapter speaks of a comparison between male managers and women managers in the workplace. Examinations of behaviour towards women in management of projects and gender issues according to organisations: representability of women when it comes to senior management positions, barriers hindering the way women progress into senior positions and the support given from home and work to them to progress.

The barriers that women face in senior management positions in corporate governance are the obstacles identified by the phrase "Glass Ceiling" that makes it difficult for women to climb past a particular point of the corporate ladder (Bronznick and Goldenhar, 2008:4).

Bombuwela and De Alwis (2013:3-6) say in recent years, women and gender issues are a key issue. Workshops and seminars around the world are being hosted more frequently; they are intended to address issues of women and women's advancement. The "glass ceiling" is one of the most encouraging sources for gender equality analysis. The phrase was widely used in official media reports as well as in the Governments' official reports and educational issues.

Researchers in their studies have found that there are various types of glass ceiling barriers, such as being paid on different scales for similar work sexual orientation, race, religious belief, or bullying in the workplace, common culture of many businesses, lack of family- work Policies (or discriminatory policies against people, parents, or single parents) and so on (Wajcman, 2013:10-56).

As women are moving from devoting their time to house work and committing it to paid labour, they are adopting the personal characteristics which are necessary for success within their new roles. In addition to the increase in women's human capital, women's psychological characteristics and related behaviours have changed as a result of male dominance (Sandler, 2014:61-67).

3.2   Actions towards progression of women to senior positions by others

To eliminate the conditions of barriers which create the glass ceiling as stated in this research need much attention urgently. Mello and Phango (2007:152) say that an important mission for the public service should be to ensure that there is an urgent need to address impeding factors to empowerment of women in order to provide room for qualifying women to progress to senior managerial positions.

In exploring parts about leadership, the hesitancy which is formed around aspirations and the ambiguous steps women have to go through in a journey of seeking leadership, Bronznick and Goldenhar (2008:9) say women that brainstormed the different ways that they could become change agents therefore changing their mentality which is limiting to them reaching their full potential. Discussing these aspects with other women brings about a feeling of empowerment, mentorship and a direction towards the next step for them.

During the 1950s academics and creators of policies started to pay more attention to development issues and discussing the meaning behind them. At that time, some aspects such as an individuals' role within the economic and social development process, especially the role of a woman had not been discussed accordingly and was very misunderstood (Armstrong-Mensah, n.d.:1).

Sandler (2014:61-67) posits as time went by, it became clear that for development to be effective and continuous, an inclusion had to be made of everything in society not just those that are donors and the government. This resulted in the stakeholders of the development being more active and roped in, yet due to different reasons women had remained left out and were ignored while on the other hand men were being focused on and being involved actively.

Hoobler, Lemmon and Wayne (2011:153-155) it should be understood that male and female managers' think that women tend to have greater family work than their male counterparts which may prejudice the applicability of women to promotions. Millions of dollars are spent by companies each year attracting, retaining and developing womens' diversified management initiatives in management positions. However, a lot of companies have become more accustomed to the lack of women in senior positions or find it as a mystery that might be solvable (Sandler, 2014:61-67).

Armstrong-Mensah (n.d.:7) says, throughout structures within organisations quick and understandable efforts should be made in attempts to develop gender related issues. In an organisation there should be balanced power relations and in order to alter power relations

companies should employ women in senior positions and professional positions.

In the mainstreaming of gender perspectives, Mello and Phango (2007:153-154) say participation by society as a whole is very important. The government should ensure bilateral and multilateral relationships in relation to gender mainstreaming, including the promotion of women into managerial positions within the public service.

Armstrong-Mensah (n.d.:7) Job descriptions for staff members should make inclusion of gender components whereby staff members will be evaluated against and will be held accountable. There also a need for a gender audit committee led by senior management to monitor the progress of gender in the implementation of projects on a quarterly basis.

Wajcman (2013:10-56) a change of company practices is important for the rise of women within organisations; this change may be brought about by some civil rights legislations that had provided for sexual discrimination to be illegalised within the work environment. This then resulted in organisations becoming less focused on hierarchy and more focused on results instead of the "old boy" structures.

Although the governments' responsibility is to improve the skills of local citizens, the active participation of society should be considered an urgent issue. Therefore, the public should open up gender mainstreaming activities to support womens' leadership (Mello and Phango, 2007:153-154).

Development projects must develop policies which are directed at gender equality from its initial phases, they should provide guidance, legal support and clarification on gender inclusion in the design of the project and during its implementation. The policy must be clear and it should identify the resources and practicality stages which are needed in order to equally involve women and men in development interventions as partners (Armstrong-Mensah, n.d.:7).

Hoobler, Lemmon and Wayne (2011:153-155) suggest the policy makers should provide assistance to managers in understanding that; the assumed justifiable and subtle decision making that reflects the bias of family responsibility is actually rooted in discrimination. Knowing and discussing this potential bias must become part of how to lead managerial training for different employees.

Werhane and Painter-Morland (2011:19-29) explain coaching on the disadvantages of common biases is of high importance for managers, especially those that work in male dominant industries. Leaders in these industries have been male for many years before, it is therefore likely that "homophily" may have risen from work- family responsibility conflict,

which is therefore more reason for the on-going lack of diversity within the industries.

A lot of third world countries are using a patriotic system therefore it is important to consult with men in order to promote a favourable approach towards women. When men realise the advantages of womens' roles in project planning, and when they witness that their involvement is not a game of losses, but as a benefit to everyone, it is most likely that these men will end up providing these women with support (Williams, Berdahl and Vandello, 2016:515-539).

Hoobler, Lemmon and Wayne (2011:153-155) suggest that, promotion decisions and performance evaluations should be conducted based on an individuals' work performance. A tool used to measure performance which is not directly linked to an individuals' performance such as "potential" work and family conflict should be eliminated by managers.

It is often that both the female and male managers will make an assumption that working overtime is a good indication that an employee is committed and is positively contributing to the organisation. Meanwhile; this factor is not always true, as working more hours than stipulated does not guarantee productivity or efficiency. Therefore, it is not fair to conclude that a person who works additional hours will have higher performance (Williams, Berdahl and Vandello, 2016:515-539).

Sandler (2014:61-67) also suggests that, companies should strive to form an organisational culture which values and appreciates family diversity. When organisations are attempting to eliminate bias of a work- family relationship, organisations may put into consideration that they should go a step further in acknowledging the existence of both.

When organisations make recognition that their employees have other lives besides their work life, they acknowledge that all their employees have other responsibilities with their families. Organisations also need to base employment criteria on a test of how well the prospective employee fits into their organisational culture Hoobler, Lemmon and Wayne (2011:153-155).

Billing (2011:298-317) is of the view, senior management and the rest of the project staff should be knowledgeable and sensitive of gender; they should be able to employ methods which are gender sensitive when completing their daily tasks. Needs specific to the staffs gender need to be identified early and their training should be built around these needs of which their function will be provided regularly.

Rice and Tunheim (2010:2-11) Also makes a suggestion that data collection classified according to gender is very important when it comes to the inclusion of gender issues in

projects which are development based. Through making use of this method, the staff will be able to receive data which will be based on the various circumstances and factors which are faced by females and the males that take part in these projects.

Armstrong-Mensah (n.d.:8) without the existence of gender disaggregated data, it becomes difficult to assess the impact of generations to these development projects. One of the first steps that should be taken in gender sensitivity planning and gender equality encouragement should be gender analysis. As taking the gender analysis step will provide project stuff with an ability to recognise and carefully observe different participation patterns that exist between females and males which will result in a combat against the imbalances and the disparity (Armstrong-Mensah, n.d.:8).

Stainback and Kwon (2011:217-235) make a suggestion, staff and project managers should at all-time make sure that; project plans recognise the various needs according to their group of targeted people. Project activities should be equally distributed across different phases of the project cycle, while ensuring equal access to opportunities for men and women. There is a need to identify and eliminate barriers to womens' participation. A clear strategy, indicators, and womens' participation will be required to measure gender equality.

Wajcman (2013:10-56) say that there have been major changes in culture, especially when it comes to leadership roles and the practices of organisations. They also say that greater synergy and production of expected results has been realised because of the new leadership styles introduced by female leaders within organisations. By appointing women into senior levels, organisations are showing that they are progressing from practices of the past and are moving towards progressive change and advancement.

In comparison to 10 or more years ago, there are significant experiences and practices within and around the nature of enterprises which attempt to attract and preserve women talent and placing women in positions of senior management. Sharing of high interest and good practices increased. This is a proof of the importance of fostering women's talent (Wirth-Dominicé, 2015:35).

Billing (2011:298-317) submits, there is still a lot of work that has to be done in order to overcome the designation of women and men into narrow traditional roles. On top of that, there needs to be an acknowledgement of the fact that alike, men and women are taking on far stretched multitudinous roles and responsibilities than ever before, this including women becoming top decision makers in the economic and political courses.

The promotion of gender equality within an organisation is not only the best thing to do but, it

is also a wise decision. A growing body of evidence shows that employing the capabilities and expertise of both men and women has a positive impact on firms and for society at large (Wirth-Dominicé, 2015:3).

In their research of relationships between organisational, financial performance and the number of women managers Desvaux, Devillar-Hoellinger and Baumgarten (2007:4-22) found that European listed companies with more women in their management teams had 17 per cent higher stock price growth between 2005 and 2007, and their average operating profit was almost double their industry average.

Even though there is a significant amount of research as to the extent of how the bottom line is affected by a balance in gender, deducing the necessary links is still a challenging task. Researchers have noted that organisations which are actively promoting women to senior positions usually or commonly invest a large sum of resources conducting extensive research and are more technologically innovative (Wirth-Dominicé, 2015:10).

Billing (2011:298-317) also, says that it is important for organisations which publicly support the incorporation of women in all life' spheres and in areas which are still developing to conduct more research as it would become of greater value in the future.

Wirth-Dominicé (2015:10) makes reference to a company survey that was conducted at ILO shows that different types of practical support and follow up methods which could be helpful to their organisations when advocating for women in business and particularly women in management. In the table below the respondents, rankings are depicted and are ranked in the order of their priority.

Table 3.2.1- Suggested support mechanisms

Table 6: Suggested support mechanisms
Explain and provide evidence on the business case for more women in management
Network with other companies on good practices
Provide good practice examples of measures and strategies to promote women in management
Develop a strategy to promote more women in management
Design an equal opportunity policy
Network with women's business associations
Provide guidelines on gender sensitive human resource management systems
Develop guides on measures and strategies to promote women in management
Introduce a mentoring scheme
Design a sexual harassment policy
Introduce a sponsorship scheme

Source: Wirth-Dominicé (2015:123)

Other suggestions had been made by Wirth-Dominicé (2015:28) include; men that are of belief that nowadays it does not really matter as to whether a person who is applying for a job as a member of the board, a director or a functional manager is female or male. Wirth-Dominicé (2015:28) also states that they believe that the personality together with their professional qualifications and an undisturbed or break-free career is all that matters.

Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (2010:11) affirms; up until now, the attempts made at equalising male and female executives have not lead to any equality or even close to equal scales. Due to rising numbers of women who are receiving qualifications for such jobs, other people believe that this situation will eventually work itself out in the future and that even more numbers of women will climb up the glass ceiling and they believe that demographic is where speed development lies.

Braun and Turner (2014:93-117) In the male view, state the growing need of authenticating ones' self is the contributing reasons as to why females do not often get into executive positions of which those that already occupy these positions are being observed very critically: As men have seen, some women are trying to play the male role in the career stage (consciously or in advance) because this role seems to be a successful strategy. Their habits and gestures are often criticised and viewed as incorrect.

In the meanwhile, women cannot pull out of the daily activities to conduct business, continue being a worthy and industrious person, cannot distribute work and continue to want to personally do everything. In doing this they open a gap which leads to failure in demonstrating a potential for being senior management (Brescoll, 2016:415-428).

On the contrary Billing (2011:298-317) says, men with a liberated attitude towards women in executive positions (mainly intermediate level managers) say that men and women should have equal rights and be represented equally in the upper class of companies; there are various rules in the top management that gives good opportunities to succeed.

(Triana, 2010:71-86) says, there are men who have a conservative attitude to reject women in senior positions as a rule in order to go the way of women's practised, demonstrated and demonstrated circles and networks "inner circle". These men infer the normative goal from the real state (which is a logical mistake), but the recognition itself is self-contained and consistent. They argue that the business community is modest and that management needs to create a stable "family background" for both themselves and businesses.

The first mentality pattern excludes women from executive officers because of system

functionality and traditional reasons Stainback and Kwon (2011:217-235), but this mentality pattern is based on the fact that women are not suitable for top management due to social role attribution (this further strengthening the already solid built reservations about females).

The next spirituality pattern blindly blinds society and claims that gender has become unrelated to today, arguing that the lack of female officers is due to the lack of effective demand for women. As an element of one system, the above psychological pattern creates a social 'valve mechanism' with high selectivity (Federal Ministry for Family Affairs, Senior Citizens, Women and Youth, 2010:17-19).

Beyond the social and ethical meaning Dezsö and Ross (2012:1072-1089) state, the shortage of women at the top of the corporate hierarchy is not only because women representatives of top management simply reflect the competitiveness of the company, It is more neutral to gender, so it is a process of more recruitment and promotion, but more specifically, due to the potential benefit of gender diversity itself.

Strengthening innovation is not enough to actively contribute to the senior position of women in terms of the way they carry out their work, yet also female representation within these posts is likely to benefit organisations only to the breadth to which its strategy is formed and is focusing on the innovation itself (van Knippenberg and Sitkin, 2013:41-53).

Employee satisfaction may be caused by the negative impact on social cohesion which is therefore caused by diversity. However, emotional discomfort does not necessarily mean mediocre performance, and in fact, studies show that decisions are associated with higher emotional discomfort correlate with possible diversity and dissimilarity (Sania, Kalpina and Javed, 2015:11-18). Intuitively, a certain degree of conflict, objection and cognitive costs can be accompanied by a detailed analysis of alternative perspectives to better decision making of different groups (van Knippenberg and Sitkin, 2013:41-53).

In support of this, Lückerath-Rovers (2011:491-405) say that due to the extraordinary nature of challenges which boards come face to face with; being diversified when it comes to gender cancels out. These discussions should respond more appropriately to the top management team, if any, leading to the resolution of management problems, mainly from the corporate board of directors acting as monitor and information sources (Lückerath-Rovers, 2011:491-405).

3.3   Surety of progression by women for prospective positions

When it comes to mainstreaming of gender, it is important that women are empowered. The opinions of women should be taken seriously as the opinions of men. Their participation and holding of leadership positions in community based groups should be encouraged and developed. It is through their empowerment that women will gain better abilities and capabilities to promote and clearly express their priorities (Armstrong-Mensah, n.d.:7).

Ong et al. (2011:172-209) say that there is a large number of research that was made on women managers which makes a suggestion that, women should follow the managerial styles of men in order to survive in a masculine business environment. Ong et al. (2011:172-209) further say that in order for women to realise success, it will not be enough that women project managers behave like men, they should rather make use of relevant and correct project management practices.

Werhane and Painter-Morland (2011:19-29) in saying that, due to the above point, researchers when conducting a study tend to look for a managerial technique which is mixed or an androgynous style of management. An androgynous management style is a style whereby the manager adopts both the traditional male and the female techniques in order to successfully deliver a project.

Akpinar-Sposito (2013:7-8) says that in the workplace, women tend to measure success in a different way to that men do. When men measure success, they do so by high salaries and having well recognised job titles while women on the contrary tend to value more the relationships which they have with their colleagues and the services which they can provide to the community.

Werhane and Painter-Morland (2011:19-29) asserts this leaves a lot of women at a disadvantage when they have to take steps that could lead to an increased probability that, they would climb up the ladder in a corporate environment Werhane and Painter-Morland (2011:19-29) further says this in saying that, by women having all the different needs, they impose the glass ceiling on themselves so that it looks like the glass ceiling will block their career.

A lot of women that are in senior management positions are reluctant when it comes to climbing the corporate ladder, this is because they do not take the risk of having to bring political conflicts, debates and aversion into their home lives. In addition to this, it is most likely that women do not view their personal capabilities as enough and appropriate for the positions. The social and cultural beliefs of men and women occupations contribute greatly to

occupational discrimination (Brescoll, 2016:415-428).

Amongst the causative effects of having made these strategic choices is women imagine the usual subjective models as to what they need to do in order to be seen as effective. They counterweigh their viewpoint in order to be able to navigate through their public worlds (Billing, 2011:298-317).

Armstrong-Mensah (n.d.:7) says that, points which focus on gender should be traditionalised within agencies that deal with development. When implementing this, they should include making sure that issues of gender are put into consideration in a routine manner when it comes to strategic project planning and that the gender impacts on the project are reviewed.

Werhane and Painter-Morland (2011:19-29) asserts that, there then is a need for the coordinating and the organisation of gender training as well as the monitoring and evaluation of a projects implementation in order to evaluate whether there is consistency with the projects gender policy and ensuring senior management commitment to mainstreaming gender.

Armstrong-Mensah (n.d.:7) states that, points focusing on gender have to be clearly observable within the agency of development. Women should be made part of senior management, they should be given access of resources, be able to take part in the decision making processes of the project and promote the transformation of mainstreaming gender mandates into action.

Ely, Ibarra and Kolb (2011:474-493) in view of limitations women are faced with, transformational leadership is particularly beneficial for women because it contains behaviour that meets the needs of womens' gender roles for supportive and considerate behaviour. Transitional tracks and transaction led or rewarded aspects may address some incongruence when it comes to leadership and female gender roles, thereby making women to become better leaders.

Interpersonal communication skills as a project manager are essential; numerous researchers in their findings state that females are a gender that tends to be at an advantage when it comes to this area and other non-verbal communication (Stainback and Kwon, 2011:217-235).

Women have a management style that focuses on teams better than males do, this style is built of a high recognition that a leader has for people and paying more attention to tasks. The style is more based on a more visionary way of approaching business and less of a

traditional way and female leaders tend to possess a heightened sense of environmental awareness as well as greater sense of cultural misfit and gender exclusion (Berkery, Morley and Tiernan, 2013:278-298).

Wajcman (2013:10-56) posit women have a greater impact as a boss and are more sensitive as caregivers, showing more attention than men to others. They are better able to solve problems, maintaining order in their areas and better maintain strict management of the key areas of management.

Women should also ask themselves these questions structured by Bronznick and Goldenhar (2008:10) how do they maintain their working relationships so that they are not at a corner? How do they continue to reassure one another of their success? How do they maintain encouraging relationships with each other? And how do they continue to inspire each other?

Bronznick and Goldenhar (2008:10) paint a scene of a conference they had attended whereby a group of women were discussing work issues women are facing. In a section of the conference Bronznick and Goldenhar (2008:10) say there had been a cooperative inquiry where the women had gone from a discussion about ways that they could reach out to others, to discussing their individual challenges in their profession as leaders.

Bronznick and Goldenhar (2008:10) say that numerous women had pointed out that the cooperative inquiry was the only environment that they had felt comfortable in, when they were revealing how frustrated they were about the social problems they had faced. One woman had expressed that for the past 2 years her husband was not aware of what she had been going through at her workplace.

This expression was a demonstration of solitude that is often felt by leaders. This even comes from their families. In the group, other women jumped at that opportunity giving and gaining constructive feedback even though they had stated that for them, it was not quite the same as they regarded family as a sanctuary where they could freely discuss their problems (Bronznick and Goldenhar, 2008: 10).

(Wirth-Dominicé, 2015:29-32) says, overcoming a culture that has long been incorporated into institutionalized structures and corporate, organisational and business associations, if women have the same opportunities as men to advance to the same opportunities to address one of the main areas of gender stereotypes.

Women themselves tend to go beyond the education they receive, which defines activities,

behaviours and work for women or men. Many institutions and enterprises of women's associations provide services, training and support to strengthen women's confidence and ability and encourage them to seek employment opportunities and business (Triana, 2010:71-86).

In order to overcome the gender stereotypes of the business, (Triana, 2010:71-86) suggests that there are certain operations which can be considered: these include changing mind-sets: Understanding and changing mentality can be influenced by awareness of workshops and training on the concept of women in management.

Neuman and Roboson (2009:17-24), affirms that diversity including gender balance can contribute to more creativity and innovation, as well as a harmonious work team. In addition, diversity is not just about the appearance and preferences of the body. Recruitment of staff and the appointment of managers with different backgrounds and life experiences is also a constant concept of "thinking diversity". More and more companies believe that this concept provides a new and more effective way for problem-solving and innovation.

Companies should consider reviewing their human resource management arrangements to ensure that gender bias is not obvious or insignificant in their work and slows down women's career development. This involves inspection, recruitment, promotion and succession planning procedures to ensure that men and women are equally encouraged and considered (Braun and Turner, 2014: 93-117).

Rice and Tunheim (2010:2-1) pointed out, the women who reach the middle or senior management level also have their own male counterparts behind the phenomenon. Again, a series of reasons have been developed, including women themselves who may be reluctant to assume a higher level of responsibility because of the limited choice to meet family requirements such as flexible working hours and conservation settings.

Dezsö and Ross (2012: 1072-1089) highlighted, within organisations that have an equal or close number of men and women at the top, it is highly likely that women will have a rather more positive sight of their own gender, which suggests that women tend to be less exposed in role conflict. Adding to this Dezsö and Ross (2012:1072-1089) say it is not necessarily that women are conforming to past gender norms but that when in integrated organisations women will or may show masculine or feminine behaviours, that being dependent on the tasks at hand.

(Triana, 2010:71-86) found that women in the lower-level management positions (and

possibly men) may think that the presence of women in the senior management team of the company is a signal of organisational attention that is relevant to the management of the women's management style. In doing so, the female may see the legalisation of these acts as potential to improve the performance of individuals and groups.

Carter, Silva and Ibarra (2010:2-20) say, it is important that companies start holding their sponsors accountable. In a company in Europe, there is a sponsorship program that is made to promote women in senior positions. Their leaders such as general managers and vice presidents are presented with the responsibility of ensuring that these women are well and ready for their prospective positions within a single year. Should the candidate fail to obtain a promotion, this is regarded as though the sponsor has failed therefore sponsors work very hard to ensure that the women receive projects that will close the gaps in their skills, they actively have to build a high profile for these women while also moulding them into decision makers (Carter, Silva and Ibarra, 2010:2-20).

Braun and Turner (2014:93-117) pointed out, even though supporting data indicates that there are some formal programs that positively contribute to women receiving higher positions, these programs are always cut by fixed durations. Those sponsoring the programs usually see success within them and carry on to new activity after they have seen that high potential candidates have advanced not following up on how they are performing in their new roles.

Carter, Silva and Ibarra (2010:2-20) Also, say that there is no knowledge of programs where by after receiving a promotion participants will be supported and mentored into their latest positions. If sponsors were to provide such support and mentoring into these new roles, participants would not just be receiving promotions but there would be powerful transitions.

Using the ways in which men and women differ from each other can become a leading factor towards success instead of focusing on the aspects which these genders have in common. In order to add value towards organisations, it is important that women establish their own way of doing things (Vanderbroeck, 2010: 767).

3.4   Chapter summary

The above chapter has outlined how women continuously prove to be eager to hold leadership positions in all areas of governance within the private and public sectors. The chapter also drew that, women are still faced with challenges when they are making an attempt at holding positions in management. It suggests that organisations should provide

employment programs which are in support of external commitments, more especially to those who hold senior managerial positions. Equal treatment of women in organisations as the opposite gender especially to those that hold the same career is very important; this is because having women participation brings on rich experiences and diversification.

CHAPTER FOUR

RESEARCH DESIGN AND RESEARCH METHODOLOGY

4.1   Introduction

The study was set to examine, analyse and develop factors that influence the progress of women into senior management positions in a selected traffic management company in Cape Town. The study analysed in depth the opinions of managers at a company in Cape Town as to what factors may be of influence on progression of women to senior positions. This chapter explains or provides reason to having employed the qualitative research methods and the strategies that were utilised in the research.

4.2   Research design

The objective of this study is to find out to what extent womens' behaviour and performance contributes to the factors which are hindering their progress to senior management in projects. The employment of a quantitative research method was also relevant. The benefit of employing this method is that it can be hypothesized which means that it becomes possible to refer to something of a larger size by conducting a study of a sample which is smaller (Saunders et al., 2009:34-60).

In addition to this, the quantitative method can be tested with ease and others could repeat the study and obtain the same result. When conducting studies, other researchers make use of questionnaires when researching topics of management and careers as a whole. This study also makes use of a questionnaire.

When designing a questionnaire, it is important to keep in mind all the significant aspects. The way in which a questionnaire is designed may greatly affect the way you receive response; how valid your data is and to what extent is it reliable. All these can be remedied by designing thoroughly each question, laying out your questionnaire in a clear way, providing a clear explanation as to what its purpose is and having a pilot test. In this studies' questionnaire all the above aspects have been emphasised.

The way in which the questionnaire had been designed were so that the questions are easily understandable, straight to the point and aligned with the objectives of the study. The researcher laid out the questionnaire into 3 different arrangements; section A: the biography which seeks to understand the participant more.

Section B; Likert scale with a list of statement divided into sub-sections seeking to understand what the participants thoughts are in their relevance in each sub-section. Section C which is open ended questions and seek to understand what the participants beliefs are when it comes to why women are not progressing to senior management. As well as the belief that women might feel mistreated in their positions.

4.2.1   Rationale

A questionnaire was utilized in order to gather as much response as possible. This questionnaire was emailed to participants because this proved to be the most effective method as the participants, even though employed by the same company were geographically disbursed. Only the sample participants had been sent the questionnaire.

The questionnaire gave respondents the chance to rate factors which are impeding on womens' progress to senior management positions. By identifying the barriers, this will allow the company to pay attention to those most pointed out barriers which may or may lead them to examining their policies through the perceptions of those that are looking to progress within it, especially females.

4.3   Site selection

The study was conducted at a Traffic Management company in Cape Town. The company has 375 employees. Even though the study was conducted from Cape Town there are other smaller branches in other provinces. In this company, managerial positions are fairly competitive as they promote their employees on performance basis.

Appointment to managerial positions is based on a combination of the following: knowledge of respective position, years employed and performance in the company, Relevant experience in other companies if post is external and the level of education, therefore only qualifying employees attain positions. There are 40 branches within this company but the researcher has chosen to conduct the study within 4 branches because they are fairly large compared to other branches and the researcher was likely to get response from more employees.

4.4 Methods for data collection

In this dissertation the methods of data collection are applied include, Journals, internet, articles and books. The above-mentioned sources have been carefully considered and analysed for relevant information. The method in which research is conducted is very important as it becomes helpful to the way that a study may be completed. Making use of the qualitative method for the study is useful in exploring the research questions. Qualitative research also assists the researcher in influencing women into senior management positions. Qualitative research makes it possible to come up with a conclusion from looking and analysing similar literature.

4.5 Sampling

Creswell (2018:147-168) had made a recommendation that a researcher should choose participants that can provide help to the researcher when it comes to the understanding of questions which are linked to the study. Individually the participants of this study were selected because of their experience. Initially a total of 40 females were chosen for this study, at different project levels and different positions. Due to the method of research, response was received from 60 participants.

Those that took part in the study came from diverse backgrounds in terms of ethnicity and age. The ages of these participants was between 30 years and 65 years old, 8 of these participating people were African 25 were coloured 0 Indian and 27 were white. Their level of education was grade 12 up to university degrees. In making contact with the participants, I went through the companies' human resources department as they have full knowledge of the companys' organogram.

 A human resources executive sent emails as per description I had provided to the people who would become participants. The emails were broken down into sections and closeness. The first 10 participants who were all women were not provided with a participation consent form but a letter stating that should they want to become part of the study, they may respond by sending back an answered questionnaire.

All those that participated in the study were assured of their anonymity while partaking in the study and need it be ally names would be used. All questionnaires that the participants provided were kept safe in a location away from the premises where the participants are employed. As a researcher, I had to acquire knowledge about the methods in which I could utilise in order to ensure that the study becomes a success and is admissible.
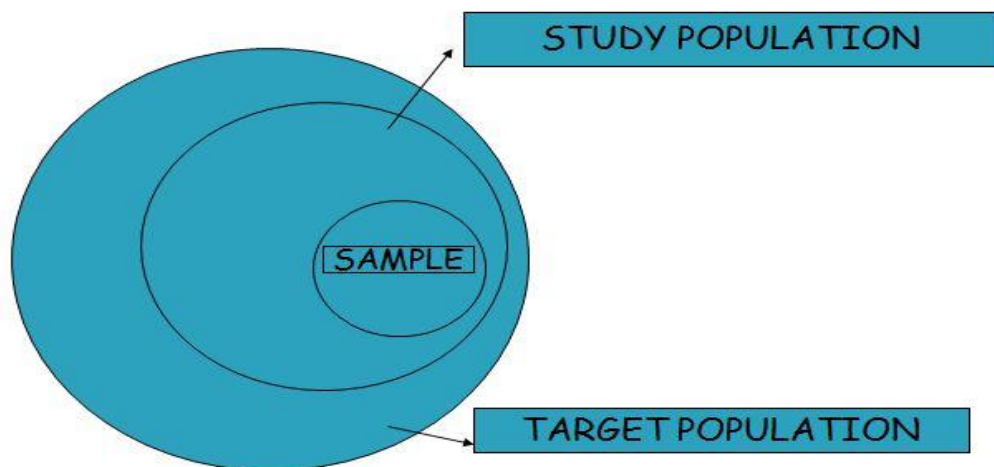
Figure 4.5.1- Sampling

Source: Hajimia (2014:4)

4.6 Data analysis

Data analysis is being able to come up with conclusions from raw data/ information Neuman and Roboson (2009:17-24), describe data analysis as a process of seeking thoroughly a pattern in the repetitive data behaviours, matter and concepts. When a researcher has identified a pattern, the researcher should interpret it utilising the frameworks of empirical evidence which can be used to study a phenomenon.

Boeije (2010:n.k.) Refers to the analysis of qualitative data as one in which a researcher has to dismantle, segment and reassemble data in order to be able to build findings which are meaningful to be able to reach conclusions. The first step of analysing the questionnaires was checking whether there were any questionnaires which should be eliminated from the study. There were no questionnaires which had to be eliminated as all participants followed the rules.

The next step was to create codes; I provided some codes to the answers so that they may easily be read. Then I began transcribing, I transferred the data so that when I had to continue with the analysis it becomes easier for me to access it. After transcribing the data, I statistically adjusted my findings in order to be able to show relationships of the respondents. One of the final steps was to aggregate data, aggregation of data whereby I put the data in a summary.

4.7   Unit of analysis

A unit of analysis is a great part of research as it is the main element which you are making an analysis of in your study. This may either be a combination or singularly; an individual, groups of people, books and social interactions (Creswell, 2018:147-168). During research, the researcher has chosen individuals as unit of analysis. This is because the researcher only requires response from a single person at a time, a single persons' view on each of the statements that are presented on the questionnaire.

A unit of analysis is an element of sampling which therefore even when looking to measure group feedback you will do so by collecting feedback from various groups instead of individuals or you may choose to obtain feedback from a group in this instant you target individuals that are within that particular group.

The criteria which was followed in choosing participants was that a person is female and an employee of the company, is part of management whether junior or senior and has a goal of rising up the hierarchy or is already in a senior management position. The participants also should have worked on projects or in a project environment as a junior or senior manager.
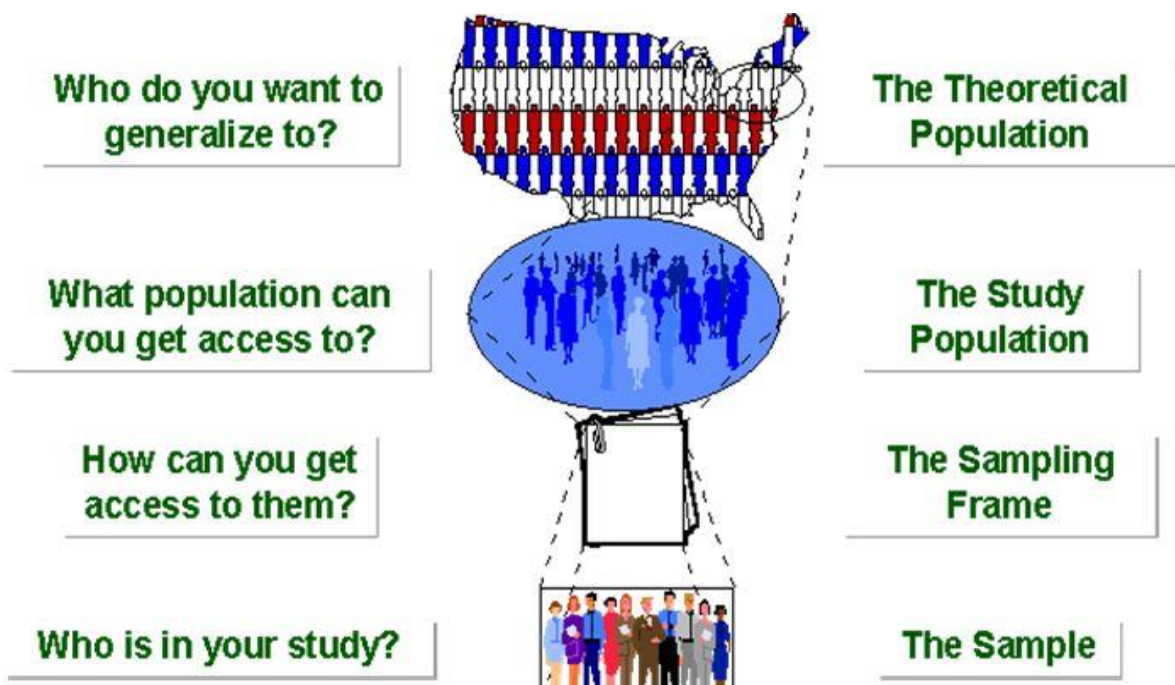
Figure 4.7.1- Unit of analysis

Source: To know clearly about the population (2014: 1-2)

4.8   Role of the researcher

Prior to conducting this study the researcher has taken a research class for 6 months and have conducted a research project similar to this whereby the researcher learnt how to recognise the key concept of the study, ways in which the researcher could design questions which are aligned with the study concept and the ability to collect and conduct analysis of data.

Making use of sampling techniques and methods reduces the quantity which is needed by collecting data from a small portion of a bigger number. In some of the studies conducted, there are expectations that the researcher should provide a full view of the cases whereby a sample had been picked out. The case where a sample can be chosen from is termed a population.

4.9   Ethical considerations

Some ethical considerations were adhered to in all the stages of this research. During my attendance of a research class, the researcher had learnt that every researcher had to make considerable ethical considerations; therefore the researcher is familiar with ethical considerations that correlate with research. All the permission which was required for this research was sought from the appropriate bodies.

The rule of conduct is that research information is to be submitted to research ethics committee for evaluation and approval. All the necessary forms were filled in, which provided information about the researcher, supervisor, title of the study, how the study will be conducted, who the target is and a description of the study as a whole.

The researcher has received an ethical certificate to approve and consent the undertaking of this study. The ethics certificate has been attached in the appendices of this dissertation. A letter of consent from the institution was requested by the company in order for the researcher to be able to receive their consent for carrying out the research in the company. After the letter had been sent to the company, the researcher received their consent in writing providing their conditions for the undertaking of the study within their premises.

The researcher had written another consent letter for prospective participants This letter included the title of the study, what is expected from them, the objective of the study, their

role as participants making emphasis on the fact that their participation is voluntary, that they may ask questions also that those who are participating have an option of not responding to questions that they do not feel comfortable in doing so. In the letter the researcher has also stated that the participants' response will be handled confidentially.
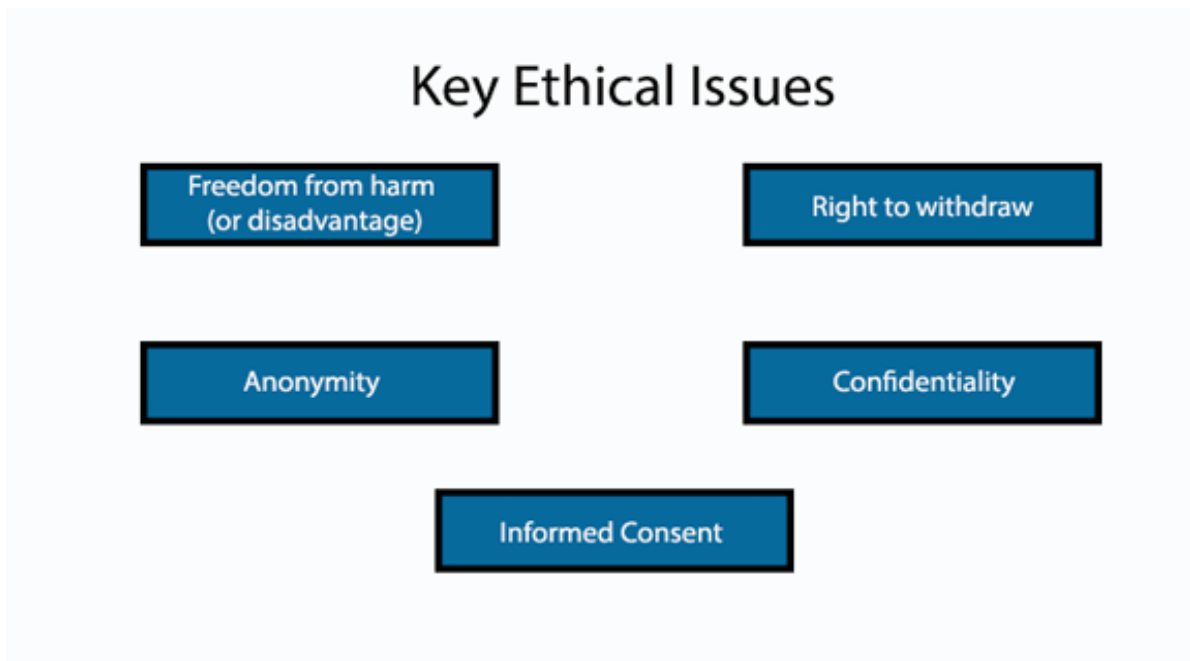
Figure 4.9.1- Key ethical issues

Source: Ucd.ie (2014:nd)

4.10   Information gathering

Creswell (2018:147-168) states that qualitative research is research which is open to interpretation. Putting this into consideration, when designing questions especially because the study includes gender, the researcher has ensured that they are not gender biased. The questions were designed with the aim of obtaining information about views in leadership opinions that may or may not be impediments to women progress, cultural practices, education, promotional policies and fear of failure that also may or may not be impeding progression of women to senior managerial positions.

4.11   Information analysis

Having arranged the information or response from participants at an early stage of analysing data has helped in understanding the participants and the relationships between data for better analysis. As a way of double checking another researcher who is experienced was

requested to read and evaluate then provide feedback about the data. The researcher used her knowledge and experience to check whether the data is consistent with the feedback.

4.11.1 Validity

Validity according to Kimberlin and Winterstein (2008:2276) is to the extent that an instrument can perform measurement of what it had been intended to measure. In the case of research, it is the degree that the researcher had measured that which the researcher had initially set to measure. Validity is important because it provides answers to the questions: Is the research accurately answering the research question? ; Is the research aligned to its objectives? : It also gives answer to a follow up question that; if the research provides answers, are the correct procedure and methods being employed?

For a validity check, the researcher made use of the various validity tests which include the theoretical construct. The theoretical construct includes two sub-types which are known as Face Validity and Content Validity. Face validity is whether the instrument which will be utilized for measurement appears to be valid on the surface.

Content validity is whether the questions asked do fully cover the problem that they are meant to measure. The difference between the two is that face validity is about the appearance while content validity is about whether the theory meets its purpose.

The validity of this research was checked utilising the above methods. During the piloting of the questionnaire, the researcher gave the questionnaire to highly esteemed and experienced researchers within the department for feedback. In them observing and analysing the questionnaire they found that even though the questions had been aligned to my objectives they were long and inconsistent which would result in inaccurate feedback. According to their recommendations, the researcher then decreased the amount of questions in order to receive more accurate feedback.

Neither valid nor reliable
The research methods do not hit the heart of the research aim (not 'valid') and repeated attempts are unfocussed

Reliable but not valid
The research methods do not hit the heart of the research aim, but repeated attempts get almost the same (but wrong) results

Fairly valid but not very reliable
The research methods hit the aim of the study fairly closely, but repeated attempts have very scattered results (not reliable)

Valid and reliable
The research methods hit the heart of the research aim, and repeated attempts all hit in the heart (similar results)

Figure 4.11.1- Validity and reliability

Source: Bolarinwa (2015:195)

4.11.2 Reliability

Creswell (2009:n.k.) Says that reliability is an indication of consistency in research being conducted across various researches and projects. Creswell (2009:n.k.) Suggests researchers that have adopted a qualitative method should document as many steps of procedures as they can and document procedures used in their case studies. He also makes a recommendation of creating a structured protocol and index for the case study.

Kumar (2011:143-152) says that when it comes to reliability as an instrument of research; consistency and stability when accurate and predictable can prove to be reliable. Reliability of a test or scale is shown when a researcher can repeat its measurements under the same condition and yields the same result.

Some of the factors which may affect reliability include; the words in the questions and the mood the respondent is in as ambiguity in sentence structure may cause respondents to interpret the same question in different ways. The same effect may occur with the mood the respondent is in while responding to the questions (Kumar 2011:143-152).

In this research the researcher tried to tackle ambiguity by structuring my sentences on the questionnaire in a way that they are short and concise. The use of short concise questions ensures that the researcher does not use words unnecessarily as the use of long sentences

may lead to a deviation from the objective.

Scott (2010:2-40) says that a persons' mood does not change only because of circumstances but it in turn changes the way people influence circumstances.

Kumar (2011:143-152) also says that the way in which people respond to your questions is affected by their mood. A person that is in a natural or positive state of mood is likely to provide positive feedback and complete their response while a person that is experiencing an adverse mood may fail to respond and provide feedback to the best of their ability.

4.12   Limitations of research

The limitations the researcher faced during the course of this study were that, due to branch disbursements the researcher could not get hold of all the relevant people. Currently a merger is going on between the company and an international company. The company organogram is still being established and changes in responsibilities are taking place. The intended respondents were either unavailable or could not part take in the study.

4.13   Chapter summary

The objective of the study was to analyse in depth the opinions of managers at a company in Cape Town as to what factors may be of influence to progression of women to senior positions.

The population of the organization was respected and all results and data were presented in detail in the next chapter. All objective research requirements have been taken into consideration at all stages of the research. The researcher considers results produced in the study to be objective and according to standard.

CHAPTER FIVE

DATA ANALYSIS, FINDINGS AND INTERPRETATION

5.1   Introduction

The study has come about because within traditional project based industries such as engineering and construction, women in management are often under-represented. This created the question of what possible explanation there might be for this persistent problem and how it would be resolved. Business is evolving and rules of fair treatment for all have been in place yet, women are not quite ripping the seed of this rule evolution.

The representability of women when it comes to senior management positions is at a lower rate than that of their male counterparts. The objectives of this study are therefore to:

- Identify and examine factors hindering women into senior management positions.
- Seek ways women may be supported at home and workplace for them to obtain senior positions in management.
- Find ways or methods to help women progression into senior management positions.

This is then would; be helpful in identifying intervention measures to address this problem.

As in the formulated questionnaire, in this chapter questions are listed first then responses are reflected in table format thereafter are represented in chart or graph form. The researcher has divided the questionnaire into three different sections. The sections are numbered Section 1 to Section 3. Section 1 is the biography section where personal information of respondents. Section 2 is a Likert scale consisting of 5 scales which respondents could rate how they relate to a statement presented. Section 3 is made up of open-ended questions which allowed respondents to open up and show more of their thoughts.

5.2   Section A: Biography

Table 5.2.1- Marital status

Question 1 & 2: What is your marital status?		
Marital status	Total	Total %
Single	30	50%
Divorced	0	0%
Married	30	50%
Living with spouse	0	0%
Other	0	0%
Total	60	100%

Source: Own Construction

The pie chart below provides information about the marital status of female managers which have responded to the current study. This question was set to cross reference and find out as to what effect the respondents marital status has on their career advancement. The respondents were provided with 5 options which were; Single, Divorced, Married, Living with spouse or other. The chart shows two equal parts on the left and right hand sides which indicate that, the managers are either single or married. As represented on the legend in the far right side of the pie chart.
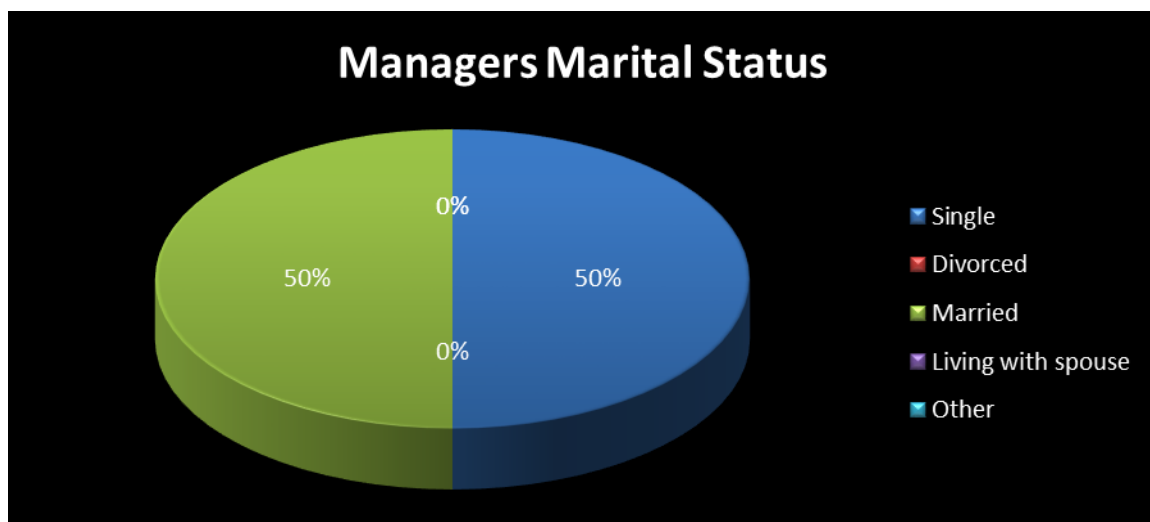
Figure 5.2.1- Marital status

Source: Own Construction

The green half on the left side indicates that, 50 percent of the female managers which

responded to this research are married. The blue colour on the right is a representation of single female managers and they also constitute 50 percent of the respondents. None of the respondents have responded to being divorced, living with a spouse or other.

Table 5.2.2- Children

Question 3: Do you have children?		
Number of Children	Total	Total %
0 Children	18	30%
1-2 Children	33	55%
3-4 Children	9	15%
5> Children	0	0%
Total	60	100%

Source: Own Construction

The pie chart below provides information as to the number of children that the managers have. This question was set to cross reference and find out whether having children or not may have been an impediment to these womens' career growth or not. The respondents were provided with 4 options which they could choose from, i.e. //: 0, 1-2, 3-4 or 5 or more children. The pie chart indicates that the majority of respondents have not more than 4 children.
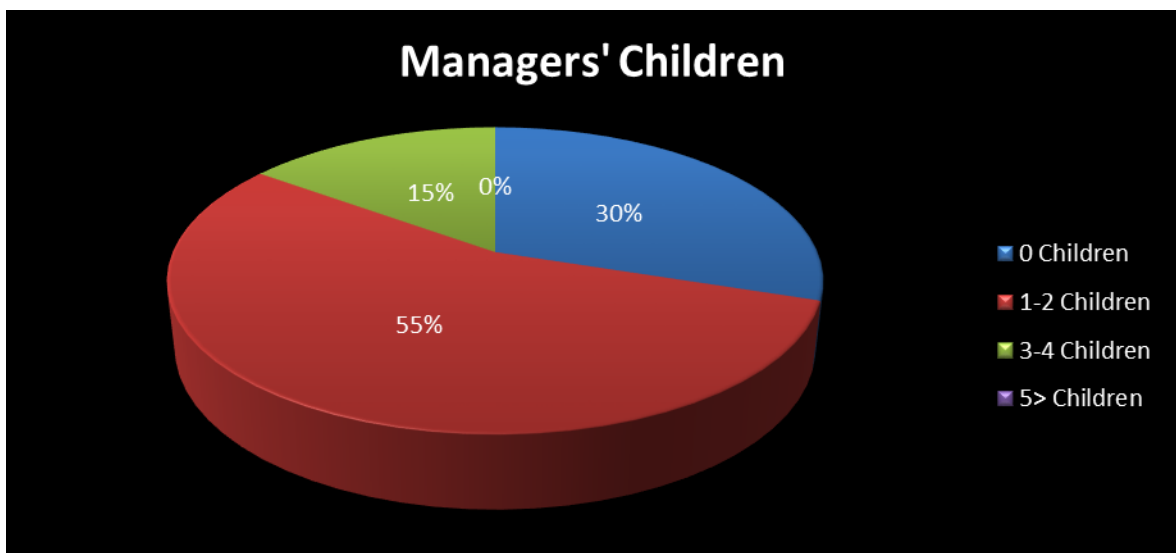
Figure 5.2.2- Children

Source: Own Construction

The results on the chart show that 55 percent of the women have 1 or 2 children, while, 30

percent of the women have responded that they do not have children. 15 percent of the respondents have reported to have children between three and four and none of them have responded to having 5 or more children.

Table 5.2.3- Years managing projects

Question 4: How long have you been managing projects?		
Period (years)	Total	Total %
0-5years	21	35%
6-10years	21	35%
11-15years	15	25%
16-more years	3	5%
Total	60	100%

Source: Own Construction

This question was asked in order to build an understanding of the average period managers have worked while managing projects. It is to understand how the period worked in projects relates to other questions and how they contribute to progression of their careers. The respondents were provided with 4 options which they could choose from stating the years worked; 0-5 years, 6-10 years, 11-15 years and 16 or more years.
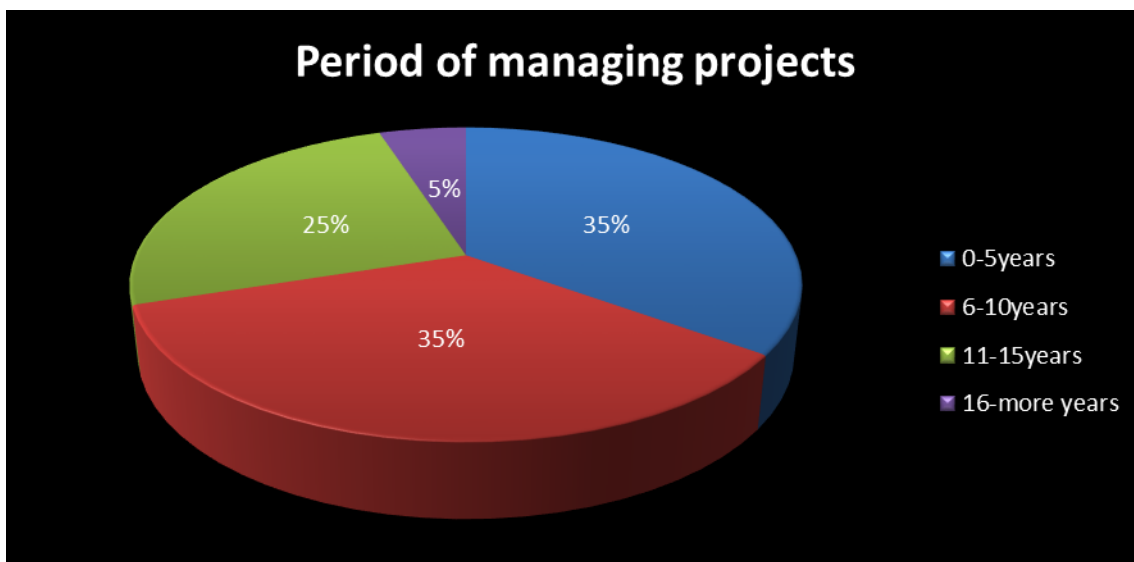
Figure 5.2.3- Years managing projects

Source: Own Construction

The results shown in the pie chart show that the majority of these managers have been working on projects between 6 to 10 years at the percentage of 35 percent, they also show

that the same amount of them has been working on projects for 0-5 years which is 35 percent. For 11-15 years there are 25 percent of the respondents while 5 percent responded to have been working on projects for 16 years or more.

Question 5: What is your highest educational qualification?		
Training	Total	Total %
Below matric	0	0%
Matric only	9	15%
Matric + Technical	18	30%
Diploma	12	20%
Degree	21	35%
Total	60	100%

Source: Own Construction

The question "what is you highest level of education?" Is asked in order to determine the relevance of education for the management of projects role, whether the managers had to have any form of higher education. The options provided in answering the question were; below matric, Matric only, Matric and Technical training, Diploma or a Degree. The majority of respondents have responded to having a degree.
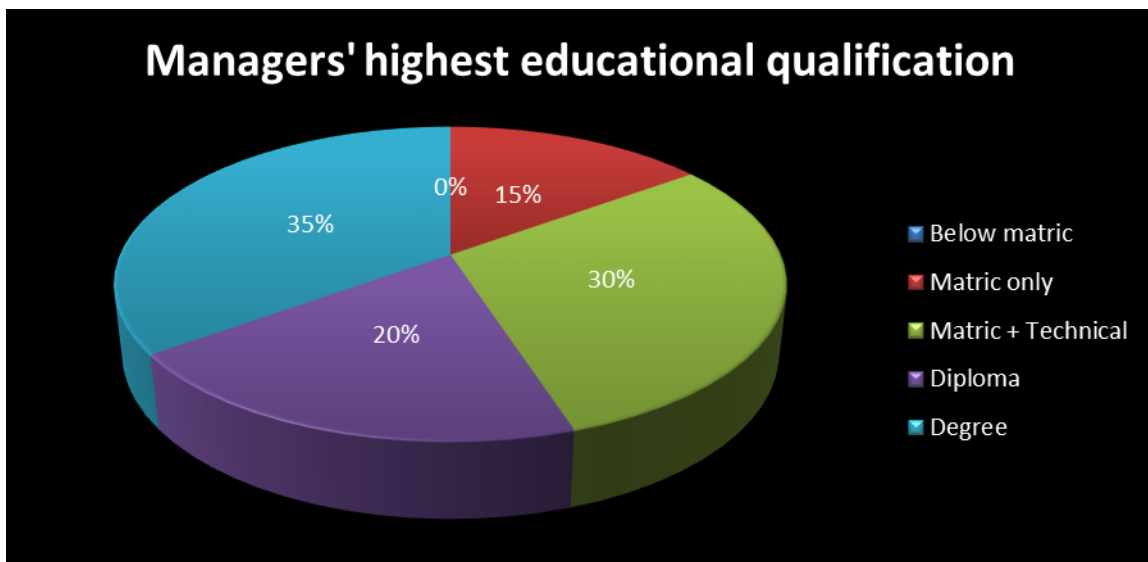
Source: Own Construction

As per options provided to respondents they have responded that, 35 percent have a degree,

30 percent has responded to having Matric and technical training. 20 percent of these women have responded to being in possession of a diploma while 15 percent has matric only and none of the women reported to having a qualification below matric.

Table 5.2.5- People working under manager

Question 6: What is the number of people working in your project?		
People managed	Total	Total %
0-5 People	3	5%
6-10 People	6	10%
11-15 People	9	15%
16-20 People	9	15%
21-30 People	12	20%
31-50 People	0	0%
51+ People	18	30%
No response	3	5%
Total	60	100%

Source: Own Construction

This question is asked in order to determine suitability for the survey; it does not directly impact the study because the number of employed individuals does not define success for a project manager even though it does provide an image of a project size. The respondents were provided with the following options as response to the above question; 0-5 people, 6-10 people, 11-15 people, 16-20 people, 21-30
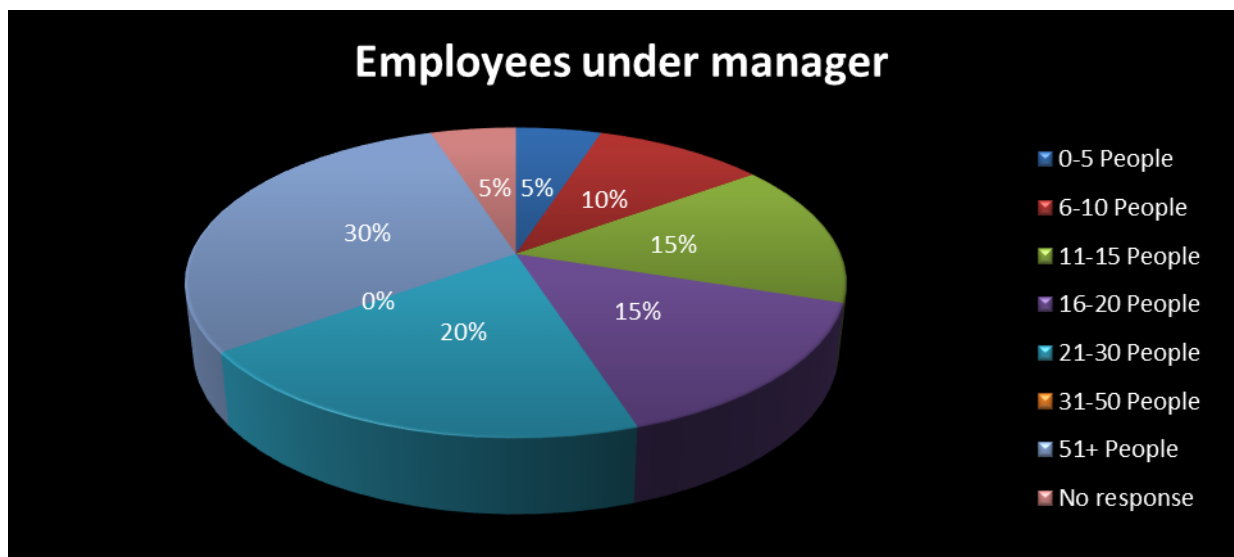
Figure 5.2.5- People working under manager

Source: Own Construction

The respondents' highest response of 3 0percent was towards having 51 people or more in their projects. The second highest percentage was 20 percent where respondents responded to having between 21-30 people working under them. At 15 percent each, others responded they have 11-15 people and 16-20 people working under them. 5percent of them have responded to having 0-5 people while another 5 percent did not respond to the question. None of the respondents responded to having 31-50 people working under them.

Table 5.2.6- Gender of mentor

Question 7: What is the gender of your mentor?		
Mentorship	Total	Total %
None	6	10%
Female	24	40%
Male	30	50%
Both	0	0%
Total	60	100%

Source: Own Construction

In conducting the study lack of mentorship was mentioned as a possible cause to womens' slow progress into management positions, this question seeks to find out whether women really lack mentorship. With this question the respondents selected from a set of options which stated the gender of their mentor which is female or male none or both. The majority according to the pie chart has responded mostly to having a male mentor.

Figure 5.2.6- Gender of mentor

Source: Own Construction

The pie chart on figure 6 shows the responses to the above question. 50 percent which is half of the managers that responded to the question have responded that their mentors are

male. The second majority was women responding at 40 percent that their mentors are female while the remaining 10 percent has responded to not having a mentor. None of these respondents have responded to having both genders as mentors.

Table 5.2.7- Work treatment

Question 8: Have you ever been treated unfairly at work?		
Work treatment	Total	Total %
No	18	30%
Sometimes	42	70%
Fairly Regularly	0	0%
Always	0	0%
Total	60	100%

Source: Own Construction

There has been talk that women are not being treated fairly at work, this is a direct question to find out whether my respondents are in agreement with the allegation or not. The respondents were provided with 4 options to respond to the question as to whether they were ever unfairly treated at work. Their options were either; No, Sometimes, Fairly regularly or always.
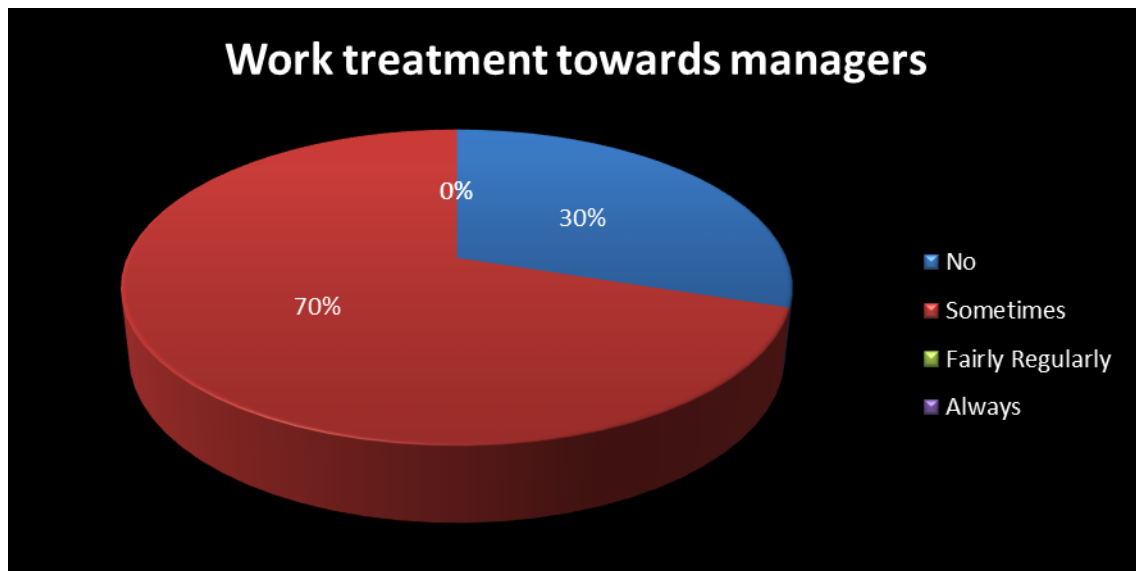
Figure 5.2.7- Work treatment

Source: Own Construction

Figure 7 shows the responses to the question of unfair treatment at work. 70 percent of the respondents have responded that they are sometimes unfairly treated at work. 30 percent of

the respondents have reported that they have not been unfairly treated at work. None of them have responded to fairly regularly or always unfairly treated at work.

Question 9: Which gender do you best like to work with?		
Work relationship	Total	Total %
Female	12	20%
Male	42	70%
Lesbian	3	5%
Gay	3	5%
Total	60	100%

Source: Own Construction

The question; "what gender do you best like to work with?" was asked because during the study it was stated that women do not prefer to work with other women. The question was asked to seek whether this statement may be true or false. As response to the question the researcher provided the respondents with 2 options: Female, Male to which the responses proved to be higher for male.
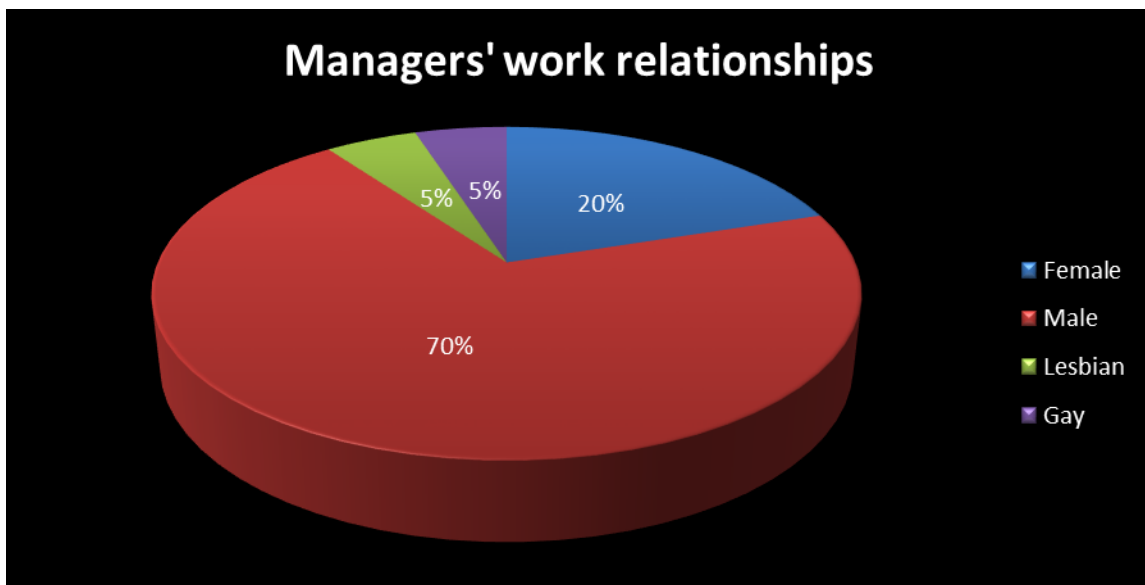
Figure 5.2.8- Gender preference at work

Source: Own Construction

In the pie chart depicting the preference of gender, 75 percent of the women have responded that they prefer working with males rather than females while 25 percent indicated that they prefer to work with other females.

Table 5.2.9- Industry

Question 10 & 11: What industry are you involved in?		
Industry	Total	Total %
Engineering	15	25%
Information Technology	15	25%
Finance	15	25%
Construction	3	5%
No response	9	15%
Other	3	5%
Total	60	100%

Source: Own Construction

The pie chart below provides information about the industry of managers which have responded to the current study. The researcher has asked the question to find out whether any of the managers were working in the industry where women are considered to be a minority. The respondents were provided with 5 options which were; Engineering, Information technology, Finance, Construction or Other. The chart shows six parts which represent the amount of responses received per option.
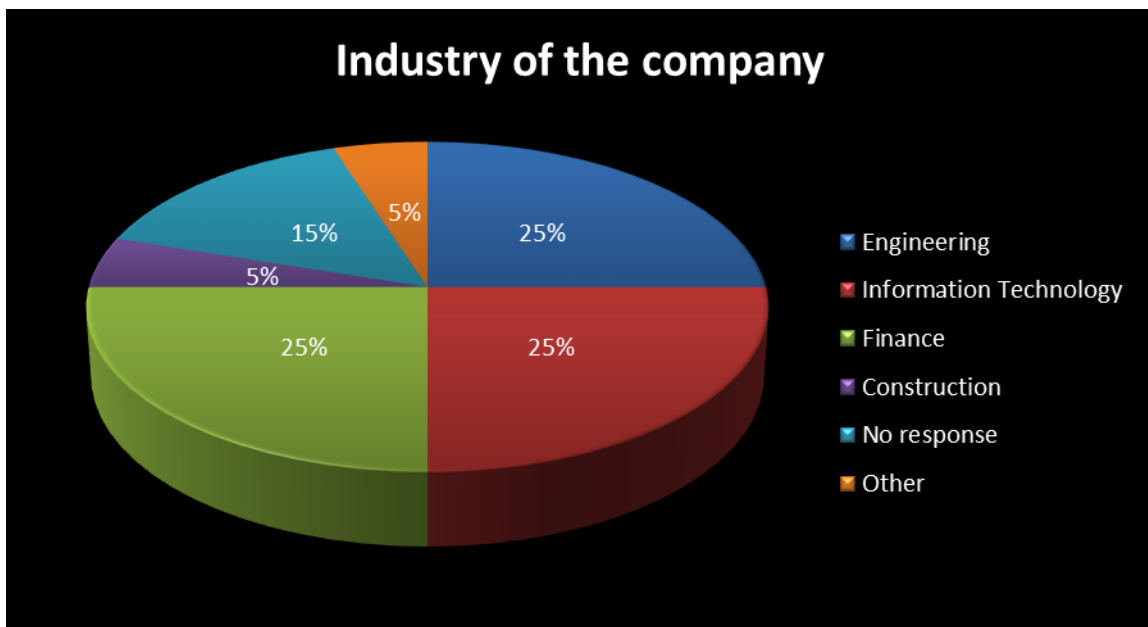
Figure 5.2.9- Industry

Source: Own Construction

The green part indicates that, 25 percent of the female managers that responded to this research are in the finance field. The blue colour also at 25 percent is a representation of

managers in the Engineering while another 25 percent of these respondents are in the Information Technology field. 15 percent of respondents to the study did not respond to the question and 5 percent responded to being in the Construction field another 5 percent responded to being in other fields.

QUESTION 12

Any other information you may want to provide, please write below.

There was no response from participants in this question which was meant to allow them to add any additional information which was relevant to the section and may have been useful directly or indirectly to the research.

5.3   Section B: Likert scale

Table 5.3.1- Men have a problem with the way women lead

Question 1: Men have a problem with the way women lead		
Rating	Total	Total %
Strongly disagree (1)	3	5%
Disagree (2)	3	5%
Indifferent (3)	21	35%
Agree (4)	21	35%
Strongly agree (5)	12	20%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

The bar chart below shows the rates of responses from female managers, it seeks to find out whether these women do believe whether men have a problem with the way women lead. Majority of the respondents have shown to be indifferent or they agree with the statement.
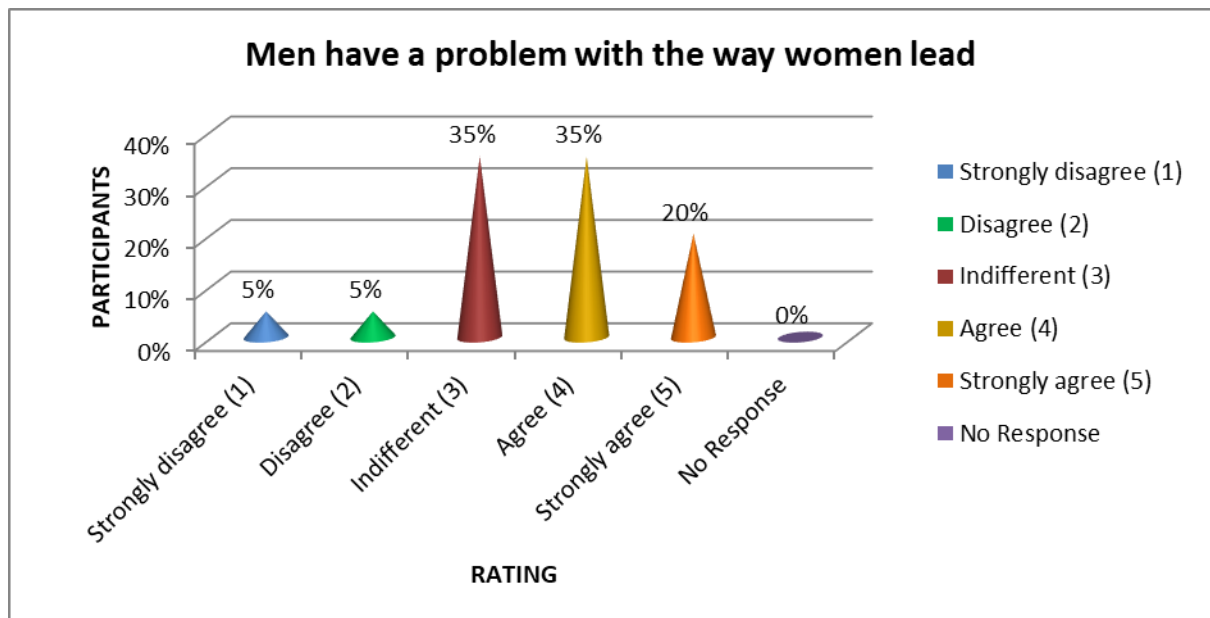
Figure 5.3.1- Men have a problem with the way women lead

Source: Own Construction

The evidence from this bar graph shows that many people believe that men have a problem with the way women lead. It has 35 percent is indifferent and 35 percent is agreeing. 20 percent strongly agrees, only 5 percent disagree and another 5 percent strongly disagrees.

Table 5.3.2- Women have a problem with the way other women lead

Question 2: Women have a problem with the way other women lead		
Rating	Total	Total %
Strongly disagree (1)	3	5%
Disagree (2)	0	0%
Indifferent (3)	27	45%
Agree (4)	15	25%
Strongly agree (5)	15	25%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

The bar graph below shows the rates of responses from female managers, it seeks to find out whether or not these women have a problem with the way other women lead. A great portion of the women have shown to be indifferent from the statement mentioned above.
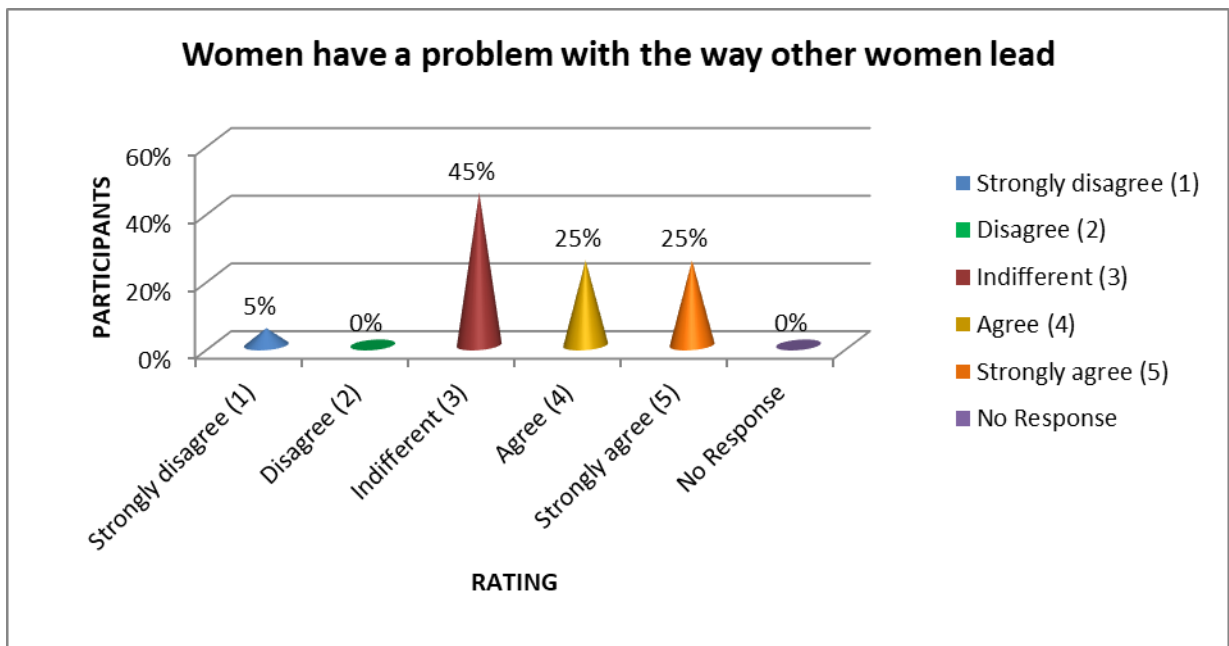
Figure 5.3.2- Women have a problem with the way other women lead

Source: Own Construction

According to the graph there is a high rate of 45 percent that is indifferent to that women have a problem with the way other women lead and 25 percent who agree on that statement, another 25 percent strongly agrees to the statement and a 5 percent strongly disagrees with

the statement. There is no one that disagrees with the statement.

Table 5.3.3- Women lead differently than men

Question 3: Women lead differently from the way men lead		
Rating	Total	Total %
Strongly disagree (1)	0	0%
Disagree (2)	0	0%
Indifferent (3)	15	25%
Agree (4)	27	45%
Strongly agree (5)	18	30%
No Response	0	0%
Sum of Participants	60	100%

ource: Own Construction

This question was directed to respondents in managerial positions to highlight if women carry different leadership skills from the way men carry-out leadership styles. Answers will be used to determine whether there is a difference between the terms of leadership styles.
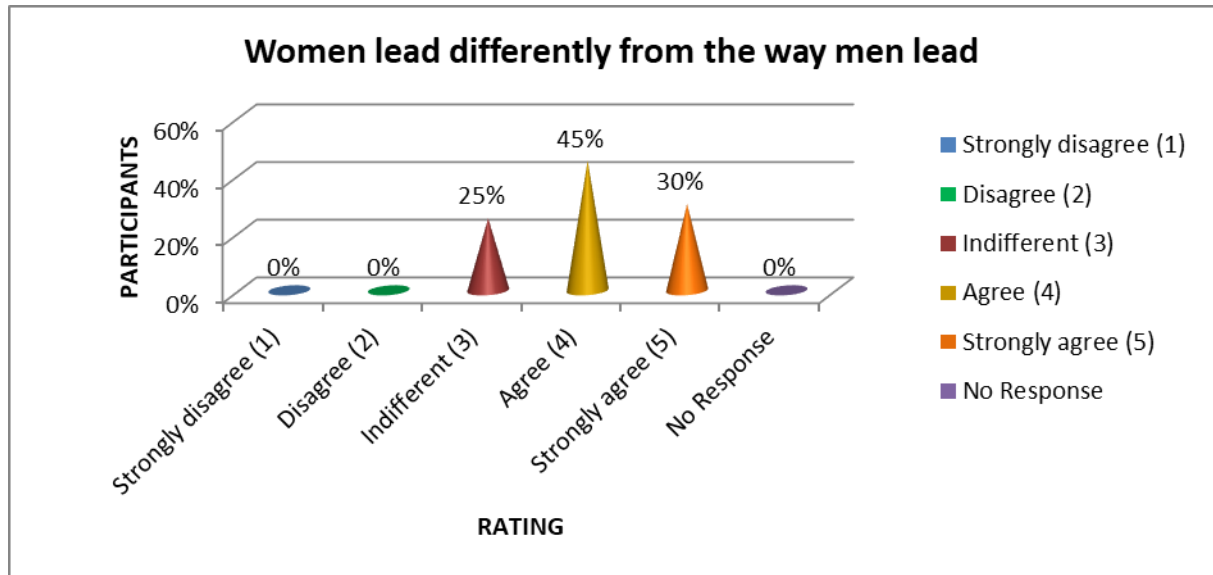
Figure 5.3.3- Women lead differently than men

Source: Own Construction

According to this capture, a high percent of 45 percent agree that women lead differently from the way men lead followed by 30 percent that strongly agree, while 20 percent in between or indifferent about this statement.

Table 5.3.4- Women lead by consensus

Question 4: Women are better leaders because they lead by consensus		
Rating	Total	Total %
Strongly disagree (1)	6	10%
Disagree (2)	3	5%
Indifferent (3)	21	35%
Agree (4)	18	30%
Strongly agree (5)	9	15%
No Response	3	5%
Sum of Participants	60	100%

Source: Own Construction

This study was conveyed in order to know if women lead by consensus. The study will be used to determine whether women are better leaders because they lead by consensus.
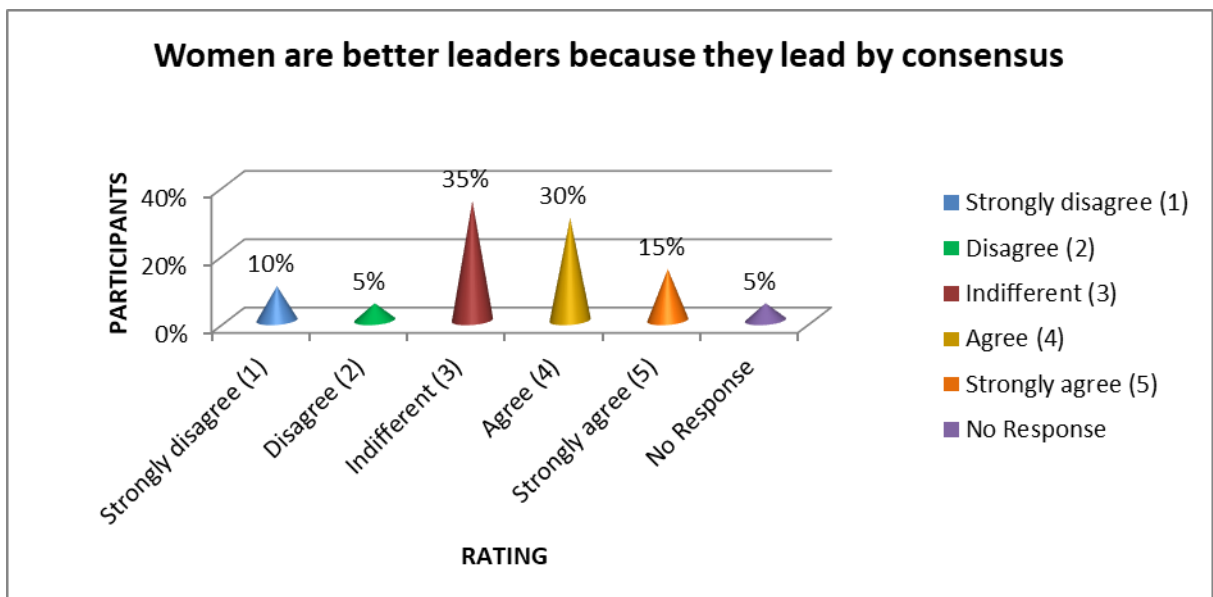
Figure 5.3.4- Women lead by consensus

Source: Own Construction

Based on the graph 35 percent is indifferent to the statement that women are better leaders because they lead by consensus followed by 30 percent that agrees and another 15 percent strongly agrees, a 10 percent that strongly disagrees with the statement and lastly 5 percent that disagrees with the statement. Another 5 percent has not responded to this question.

Table 5.3.5- Preference of male leadership in difficult times

Question 5: I prefer to be led by men during difficult times		
Rating	Total	Total %
Strongly disagree (1)	9	15%
Disagree (2)	15	25%
Indifferent (3)	27	45%
Agree (4)	6	10%
Strongly agree (5)	3	5%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

The above-mentioned question was important; it is to establish if preferable men can lead during difficult times in an organisation. The study will be used to conduct cross-analysis and determine whether there is a difference and preference.
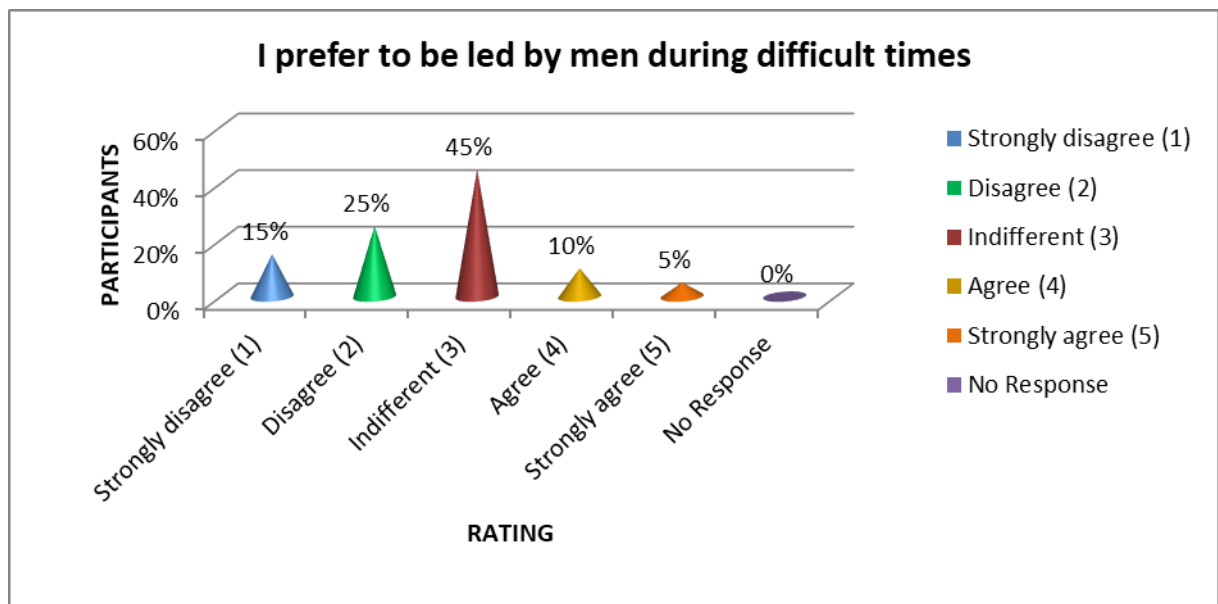
Figure 5.3.5- Preference of male leadership in difficult times

Source: Own Construction

According to this graph 5 percent strongly agrees with the statement that they prefer to be led by men during difficult times followed by 10 percent of those who agree to the statement. 15 percent have strongly disagreed with this statement followed by 25 percent which disagrees while 45 percent has shown to be indifferent toward the statement.

Table 5.3.6- Women leading in an organisation with men

Question 6:It's uncultural for women to lead in an organisation with men		
Rating	Total	Total %
Strongly disagree (1)	27	45%
Disagree (2)	9	15%
Indifferent (3)	18	30%
Agree (4)	6	10%
Strongly agree (5)	0	0%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

It was important to ask this question in order to discover culture about women leadership in an organisation. The question will therefore unpack insights of all participants and determine if there are culture barriers between women and men in organisation leader boards.
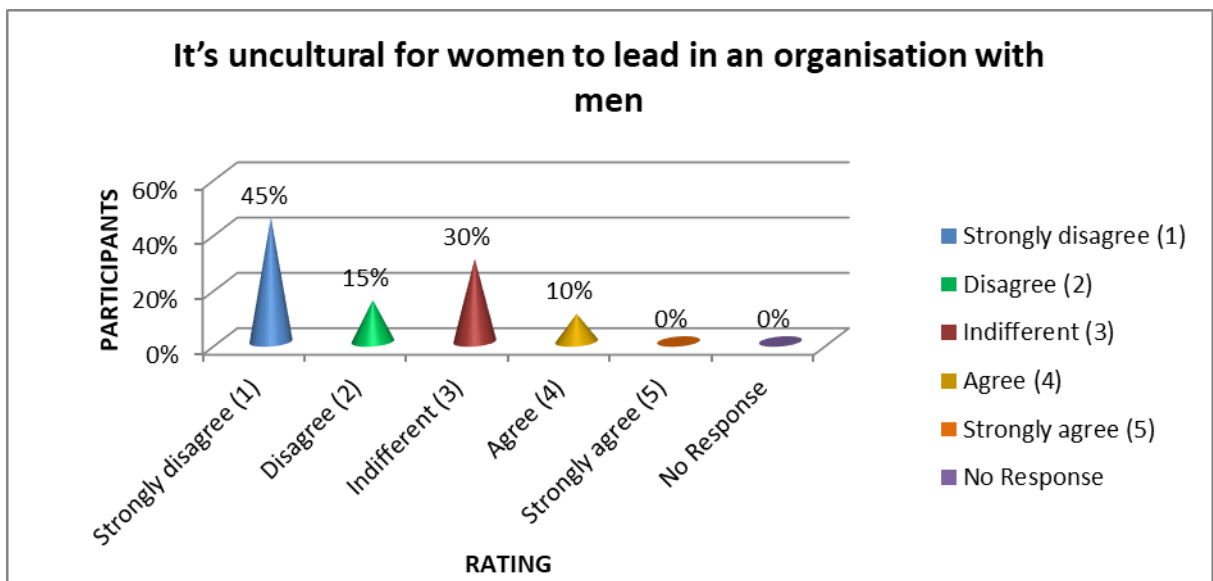
Figure 5.3.6- Women leading in an organisation with men

Source: Own Construction

Based on the graph, 10 percent agrees and say that it is uncultural for women to lead in an organisation with men, 15 percent disagree. A 30 percent is in between or indifferent to the statement while 45 percent strongly disagree and no one has strongly agreed to the statement.

Table 5.3.7- Culture does not allow women to lead because of emotions

Question 7:Because of emotions culture does not allow women to lead		
Rating	Total	Total %
Strongly disagree (1)	15	25%
Disagree (2)	21	35%
Indifferent (3)	15	25%
Agree (4)	9	15%
Strongly agree (5)	0	0%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

It was important to ask this question in order to discover whether emotions may be viewed as a barrier to women reaching senior managerial positions. The question will therefore unpack insights of all participants and determine if there is such a culture within the organisation.
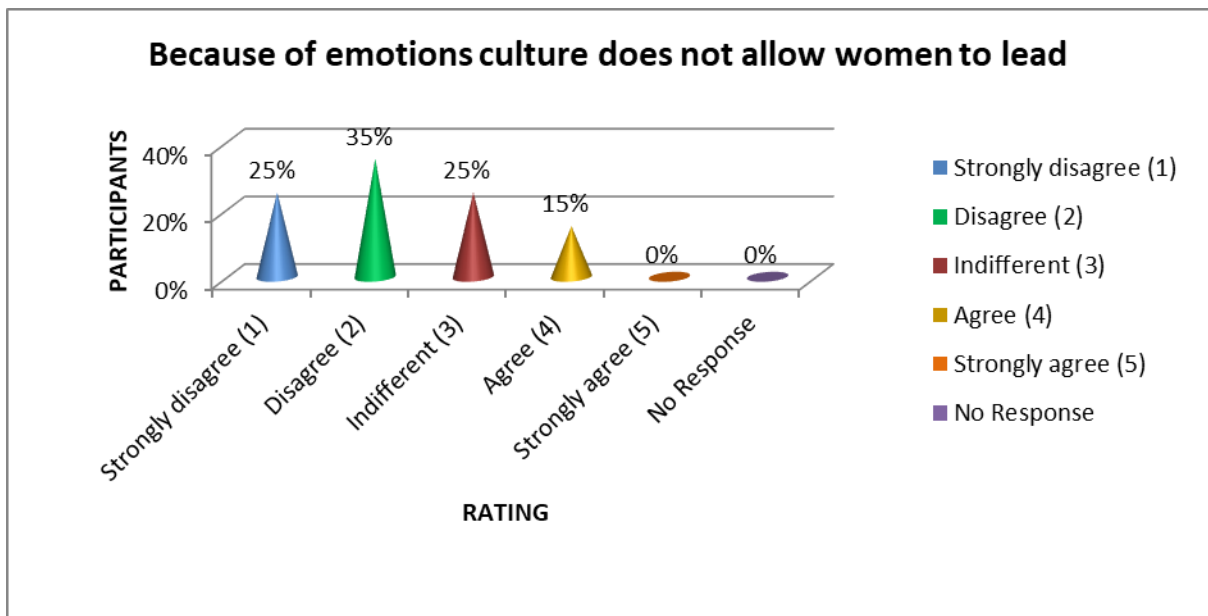
Figure 5.3.7- Culture does not allow women to lead because of emotions

Source: Own Construction

The above graph shows about 35 percent of those disagree that because of emotions culture does not allow women to lead and 25 percent strongly disagree, another 25 percent is indifferent and 15 percent agrees that because of emotions culture does not allow women to lead. Lastly none of the respondents have responded to strongly agreeing to the above statement.

Table 5.3.8- We are brought up with knowledge that only men can lead

Question 8:We are brought up with the knowledge that only men can lead		
Rating	Total	Total %
Strongly disagree (1)	9	15%
Disagree (2)	9	15%
Indifferent (3)	21	35%
Agree (4)	18	30%
Strongly agree (5)	3	5%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

The statement was used to determine as to whether these women were taught from an early age whether they would not be able to lead. The statement above will unpack whether such knowledge has been conveyed at them in their early ages.
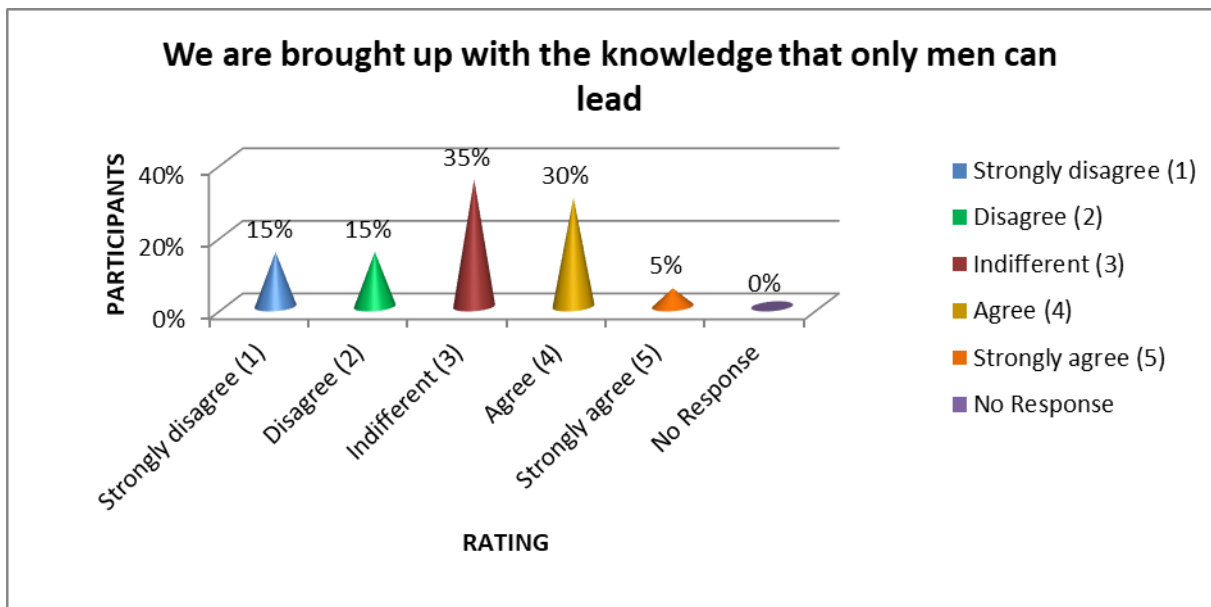
Figure 5.3.8- We are brought up with knowledge that only men can lead

Source: Own Construction

The statement which says we are brought up with the knowledge that only men can lead has shown 35 percent indifference, 30 percent agreement with a 15 percent strong disagreement and another 15 percent disagree while 5 percent strongly disagree.

Table 5.3.9- Women do not want to lead because it is stressful

Question 9:Women don't want to lead because it is stressful to lead		
Rating	Total	Total %
Strongly disagree (1)	21	35%
Disagree (2)	6	10%
Indifferent (3)	15	25%
Agree (4)	12	20%
Strongly agree (5)	6	10%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

This question was asked to reveal a factor among others reasons why women don't want to lead in organization. The question will provide answers whether or not women don't lead because it is stressful to lead in an organization.
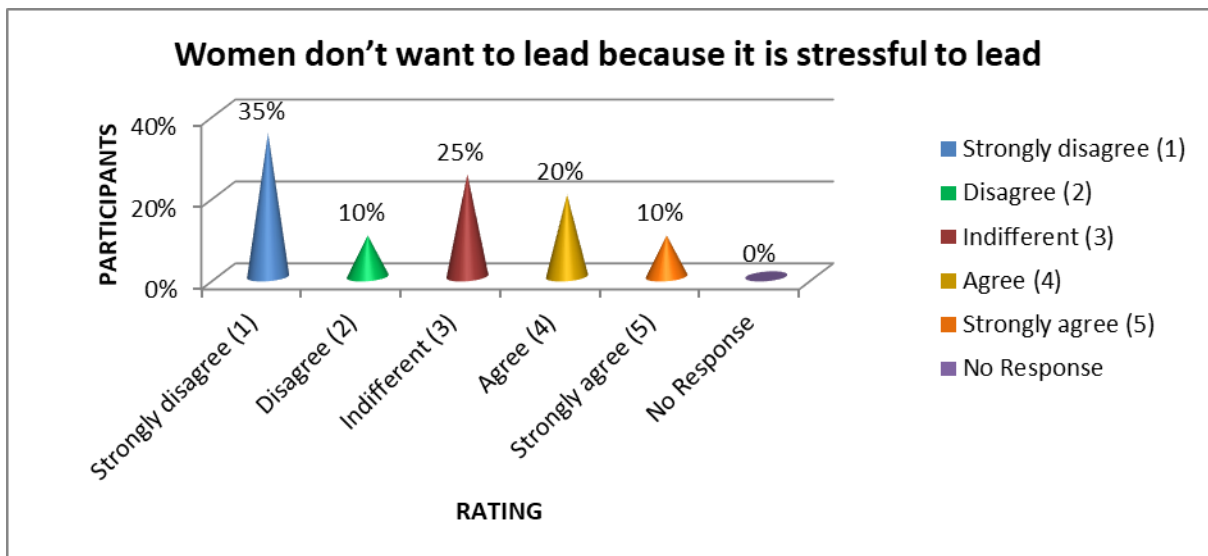
Figure 5.3.9- Women do not want to lead because it is stressful

Source: Own Construction

According to the bar graph 10 percent strongly agree while 10 percent disagrees that women do not want to lead because it is stressful to lead. 20 percent agrees with the statement. 25 percent remain indifferent as to whether the statement is true of false and 35 percent strongly disagree that women do not want to lead due to it being stressfull.

Table 5.3.10- There is no culture that teaches women cannot lead men

Question 10:There is no culture that teaches that women cannot lead men		
Rating	Total	Total %
Strongly disagree (1)	12	20%
Disagree (2)	30	50%
Indifferent (3)	15	25%
Agree (4)	0	0%
Strongly agree (5)	3	5%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

The question was used to determine a scale of culture teachings between women and men in an organization. Based on subjective answers, it will be determine whether culture teaches that women cannot lead men in an organisation.
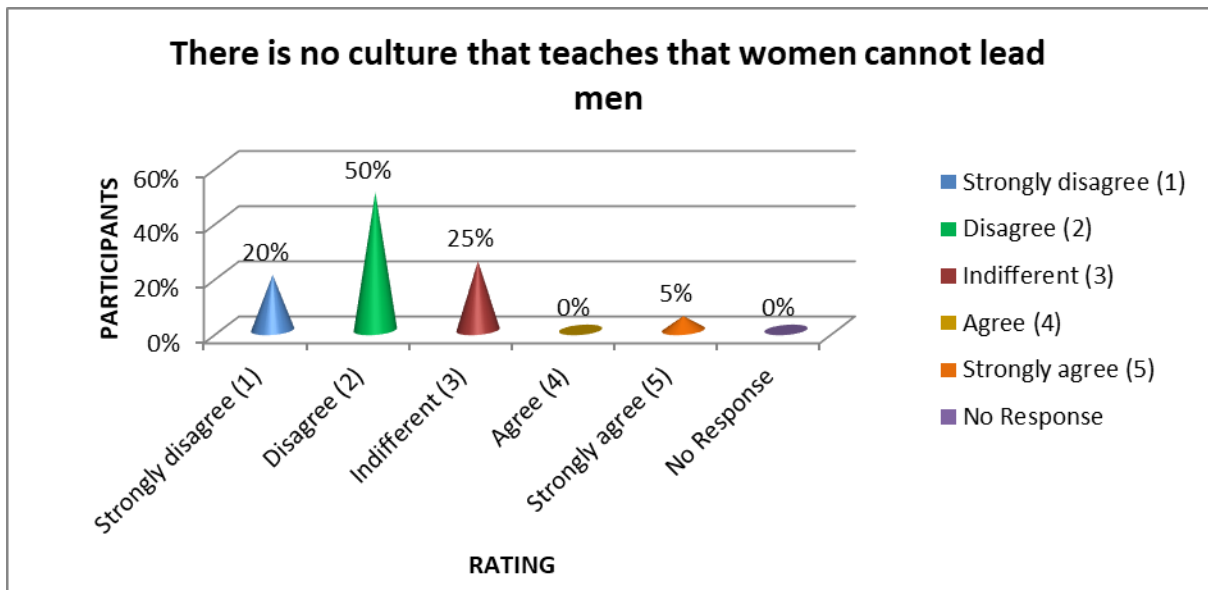
Figure 5.3.10- There is no culture that teaches women cannot lead men

Source: Own Construction

The graph shows 50 percent that disagree to the statement, 25 percent are indifferent with the statement that there is no culture that teaches that women cannot lead men. 20 percent strongly disagrees with this statement while there is 5 percent which strongly agrees. No one of the participants agree with the statement.

Table 5.3.11- Most women in this organisation do not have senior degrees

Question 11:Most women in this organisation do not have senior degrees		
Rating	Total	Total %
Strongly disagree (1)	9	15%
Disagree (2)	9	15%
Indifferent (3)	24	40%
Agree (4)	12	20%
Strongly agree (5)	6	10%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

In this study, it was important to ask if the majority of women in this organisation do not hold senior degrees. Answers to this study determine whether level of education has an influence in this organisation.
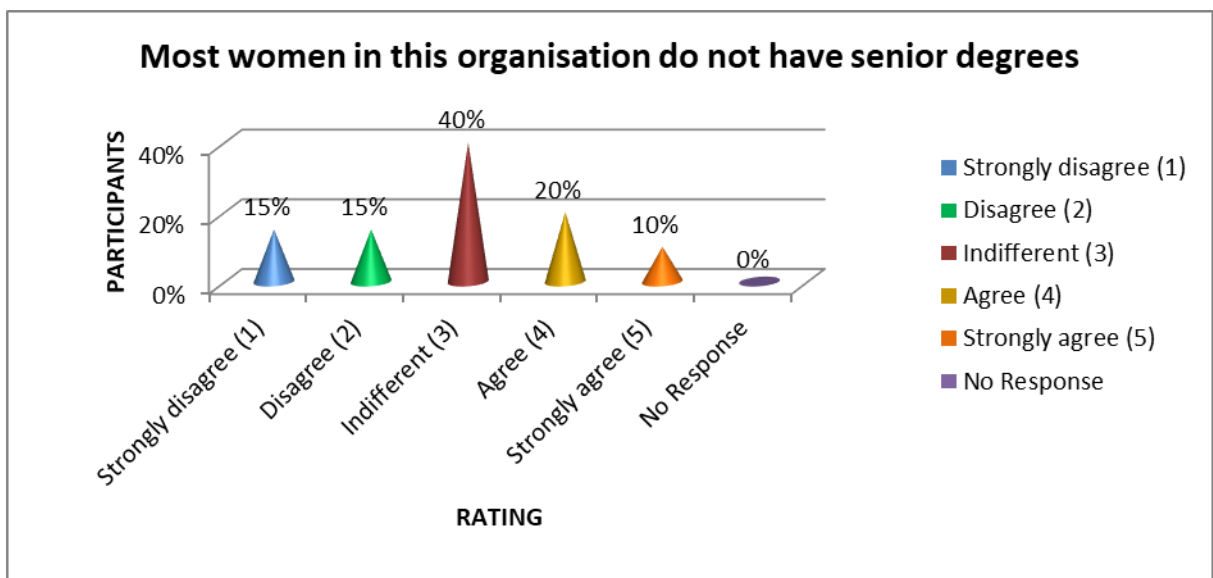
Figure 5.3.11- Most women in this organisation do not have senior degrees

Source: Own Construction

According to the study of the above statement stating that most women in organisations do not have senior degrees, 10 percent strongly agree and 15 percent disagree that most women in the organisation do not have senior degrees. Another 15 percent strongly disagrees to the statement and there is 40 percent which is indifferent or neutral to it.

Table 5.3.12- Most men managers in this organisation do not have senior degrees

Question 12:Most men managers in this organisation do not have senior degrees		
Rating	Total	Total %
Strongly disagree (1)	3	5%
Disagree (2)	15	25%
Indifferent (3)	33	55%
Agree (4)	9	15%
Strongly agree (5)	0	0%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

In this study, it was important to ask if most men in this organisation do not hold senior degrees. Answers to this study determine whether level of education has an influence in men whom are managers in this organisation.
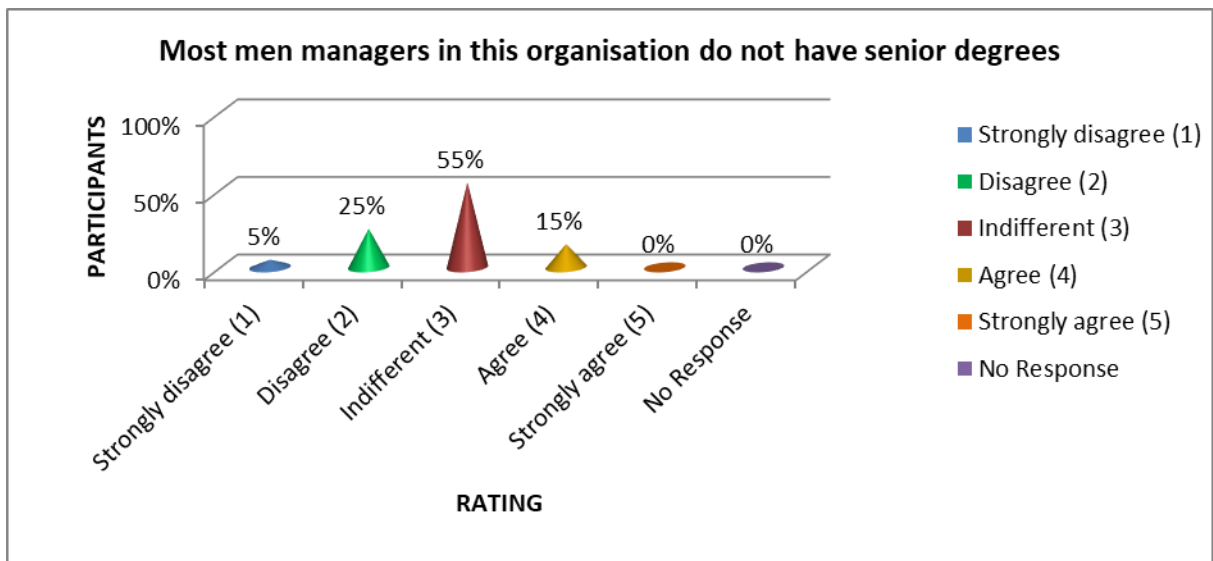
Figure 5.3.12- Most men managers in this organisation do not have senior degrees

Source: Own Construction

The graph show that 5 percent strongly disagree and 15 percent agrees most men managers in the organisation do not have senior degrees. Where as 25 percent disagree and there is 55 percent indifference as to whether most of men managers in the organisation do not have senior degrees. None of the participants in the study have provided response as to strongly agreeing to the statement.

Table 5.3.13- Education is not important for promoting men in this place

Question 13:Education is not important for promoting men in this place		
Rating	Total	Total %
Strongly disagree (1)	9	15%
Disagree (2)	9	15%
Indifferent (3)	33	55%
Agree (4)	9	15%
Strongly agree (5)	0	0%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

This question was asked to discover importance of education to offer a job promotion to men in an organization. Based on subjective answers, it will be indicated whether education has an influence on promoting men.
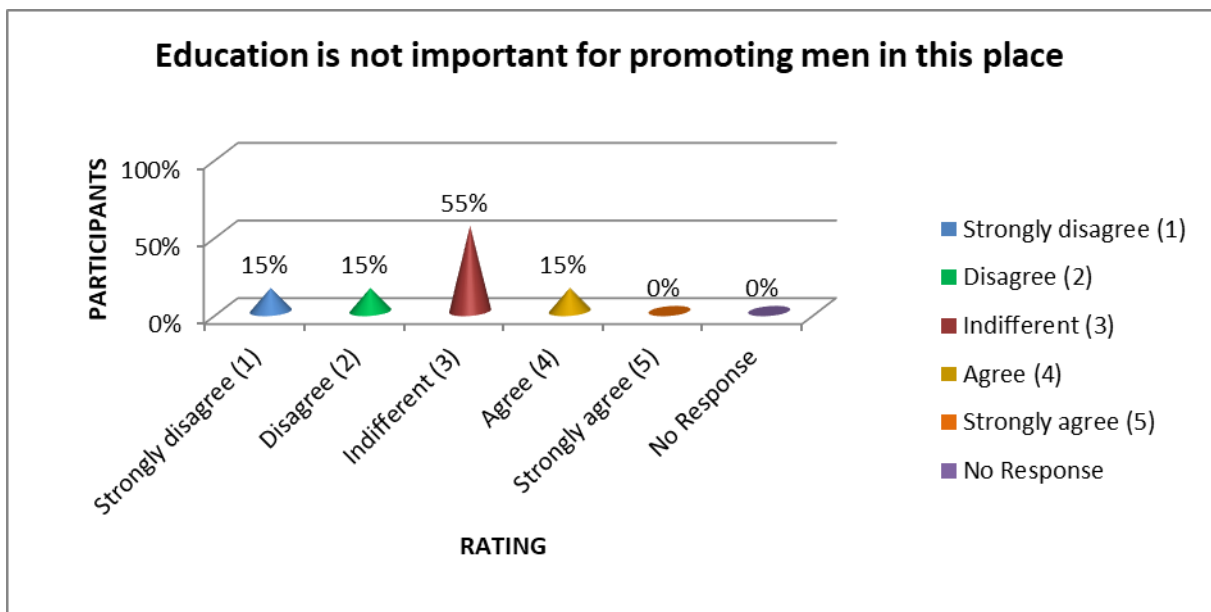
Figure 5.3.13- Education is not important for promoting men in this place

Source: Own Construction

15 percent strongly disagree and another 15 percent disagrees that education is not important for promoting men in the organisation. Where as another 15 percent agress. Many participants though of 55 percent have shown to be nuetral or indefferent towards the statement about promotion of men in the organisation and there were no reponses which showed that the managers strongly agree with the statement.

Table 5.3.14- Education is important for promoting women in this place

Question 14:Education is important for promoting women in this place		
Rating	Total	Total %
Strongly disagree (1)	9	15%
Disagree (2)	9	15%
Indifferent (3)	27	45%
Agree (4)	12	20%
Strongly agree (5)	3	5%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

This question was asked to discover importance of education to offer a job promotion to women in an organization. Based on subjective answers, it will be indicated whether education has an influence on promoting women.
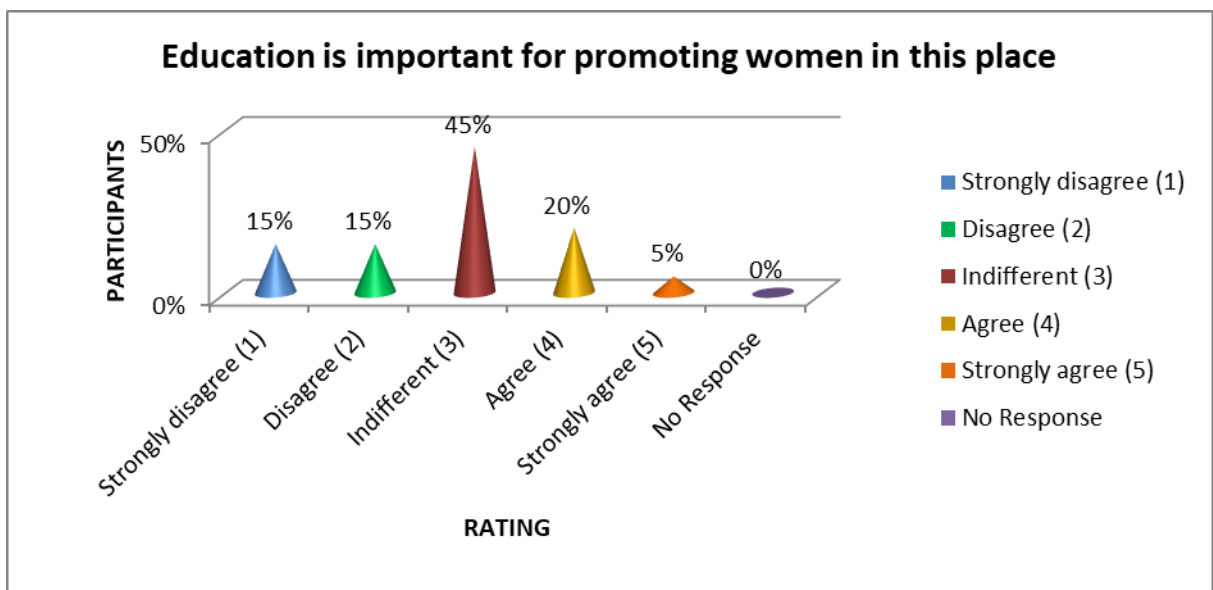
Figure 5.3.14- Education is important for promoting women in this place

Source: Own Construction

45 percent are indifferent, they are neither agreeing or disagreeing with the statement and 20 percent agree that education is important for promoting women in the organisation. 15 percent strongly disagree with the statement and another 15 percent disagrees. 5 percent strongly agrees to the importance of education in promoting women.

Table 5.3.15- Educated women who are never promoted to senior management level

Question 15:There are many educated women who are never promoted to senior management level		
Rating	Total	Total %
Strongly disagree (1)	6	10%
Disagree (2)	15	25%
Indifferent (3)	18	30%
Agree (4)	21	35%
Strongly agree (5)	0	0%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

In this question the aim was to determine if there are several educated women who are never promoted to senior management levels. Subjective answers, it will be showed whether it is likely that a lot of educated women are never promoted.
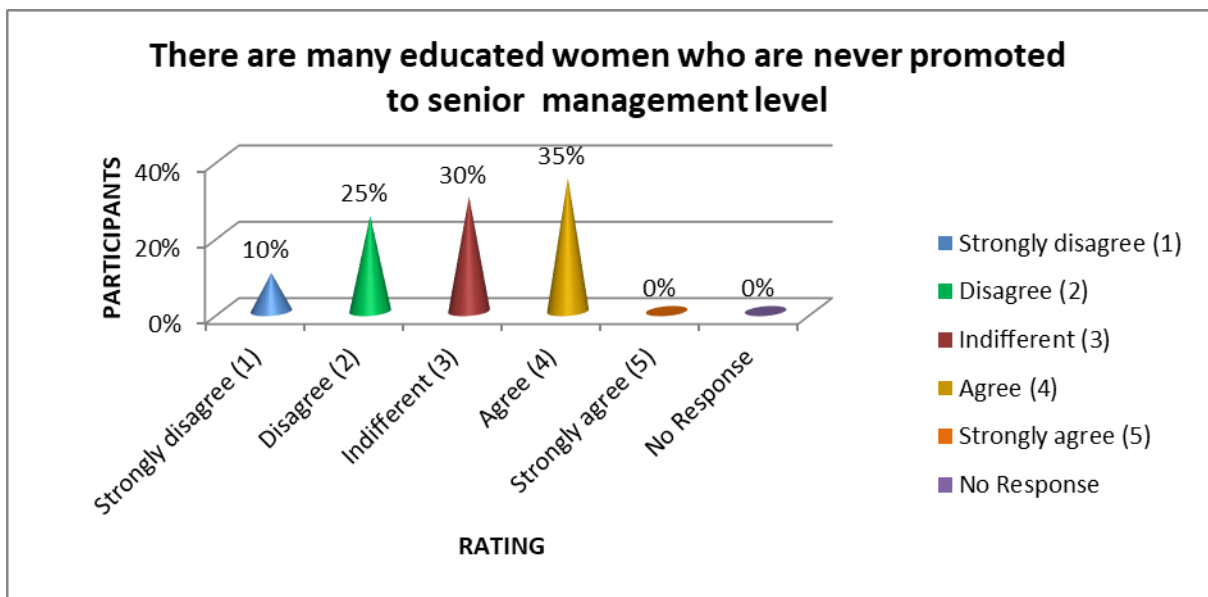
Figure 5.3.15- Educated women who are never promoted to senior management level

Source: Own Construction

The above graphs shows about 35 percent of those who agree that there are many educated women who are never promoted to senior management level and 30 percent looks to be indifferent from the statement, 25 percent disagree and a 10 percent strongly disagrees that many educated women are never promoted to the level. Lastly, no one has responded to strongly agreeing to the statement.

Table 5.3.16- There are no programs intended to assist women into management

Question 16: There are no programs intended to assist women into management		
Rating	Total	Total %
Strongly disagree (1)	12	20%
Disagree (2)	27	45%
Indifferent (3)	3	5%
Agree (4)	12	20%
Strongly agree (5)	6	10%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

In this study, it was important to ask this question to find out if there are support structure facilities to help women into management. Answers of this study can determine whether an amount of effort to assist women has an influence in this to put women into management.
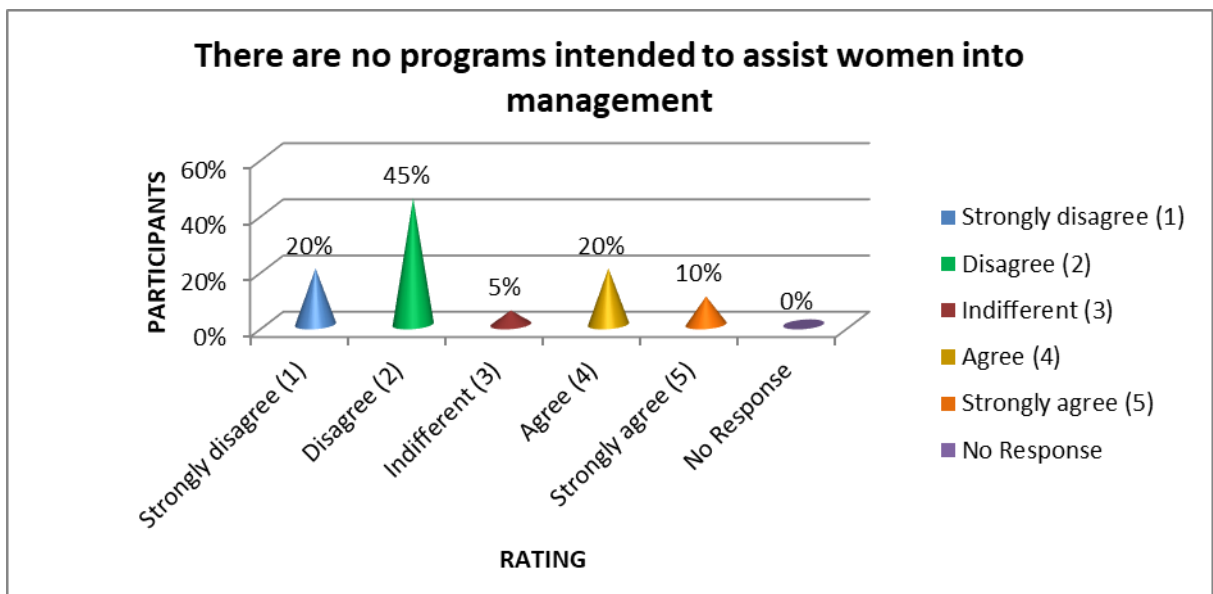
Figure 5.3.16- There are no programs intended to assist women into management

Source: Own Construction

There are no programs intended to assist women into management is a statement which the respondents had to respond to of which; 5 percent of the respondents have responded to be indifferent toward the statement. 10 percent however, strongly agrees to the statement while 20 percent strongly disagrees and another 20 percent agrees.

Table 5.3.17- There are no differences in the way women and men lead

Question 17: There are no differences in the way women and men are treated		
Rating	Total	Total %
Strongly disagree (1)	6	10%
Disagree (2)	15	25%
Indifferent (3)	18	30%
Agree (4)	15	25%
Strongly agree (5)	6	10%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

In this study, this question was asked to understand the different approach and treatment between women and men in the organisation. The answers given will reveal whether the difference in the way women and men are treated is the influence in organisation in management.
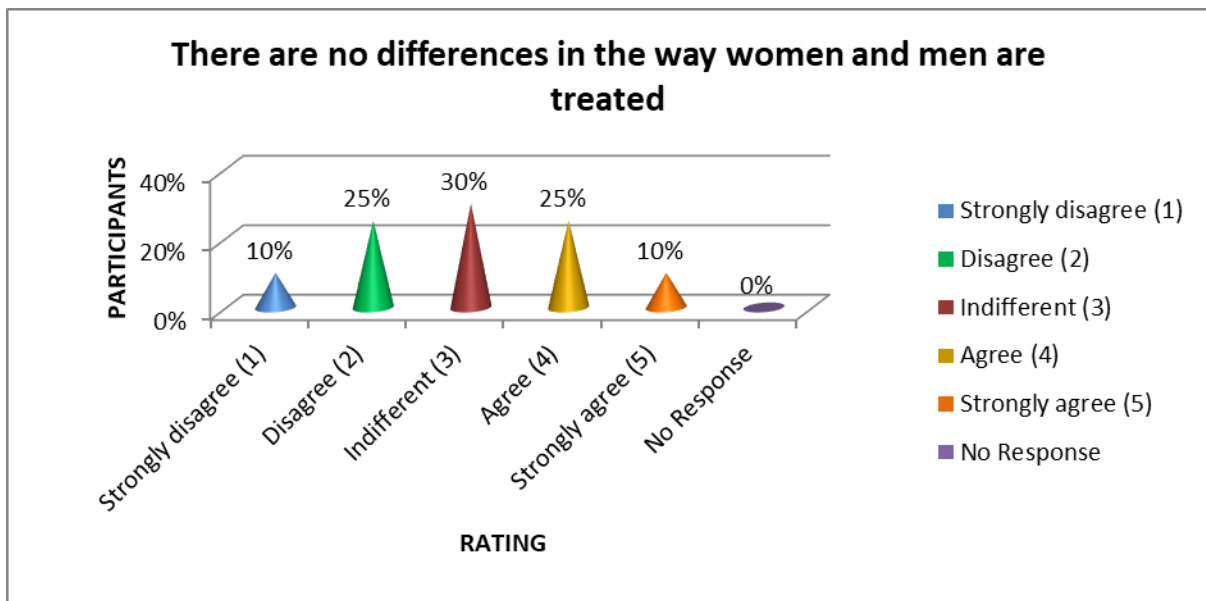
Figure 5.3.17- There are no differences in the way women and men lead

Source: Own Construction

According to the study of the above statement stating that there are no differences in the way women and men are treated, 10 percent strongly agree and another 10 percent strongly disagrees to the statement. 25 percent disagree to the above statement about differences in the way women and men are treated. There is 30 percent which is indifferent or neutral to it.

Table 5.3.18- Promotion depends on your connections in the senior management

Question 18: Promotion depends on your connections in the senior management		
Rating	Total	Total %
Strongly disagree (1)	15	25%
Disagree (2)	27	45%
Indifferent (3)	9	15%
Agree (4)	6	10%
Strongly agree (5)	3	5%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

In this analysis, it was important to find each respondent about the promotion criteria applied in the organisation. The examination that is conducted to determine whether promotion depends on connections workers have in the senior level management.
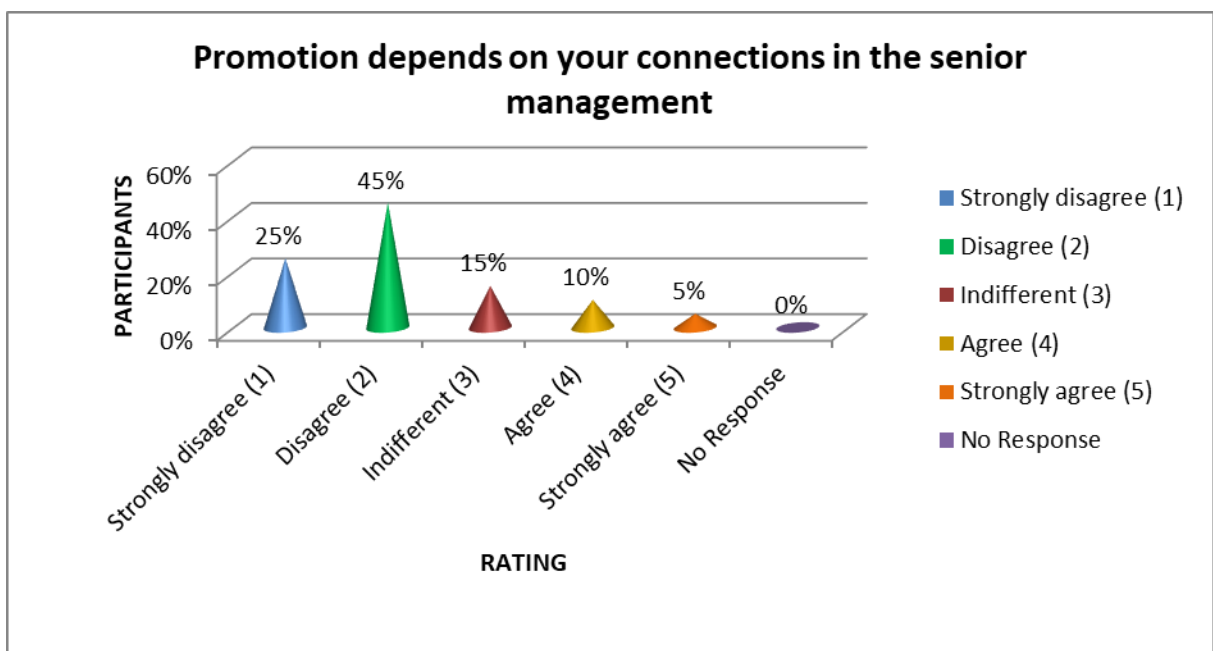
Figure 5.3.18- Promotion depends on your connections in the senior management

Source: Own Construction

According to the bar graph above, the majority of respondents at 45 percent disagree with the statement that promotion depends on your connections in the senior management and another 25 percent strongly disagrees with the above statement. 15 percent of the respondents are indifferent while 10 percent agrees to it and another 5 percent strongly agrees to the statement.

Table 5.3.19- The firm has programs meant to promote women empowerment

Question 19: The firm has programs meant to promote women empowerment		
Rating	Total	Total %
Strongly disagree (1)	3	5%
Disagree (2)	9	15%
Indifferent (3)	27	45%
Agree (4)	15	25%
Strongly agree (5)	6	10%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

In this research, it was vital to identify if the business afford to women any form of programs to enhance women empowerment. The research will examine whether programs offered to empower women may influence women to be in management positions.
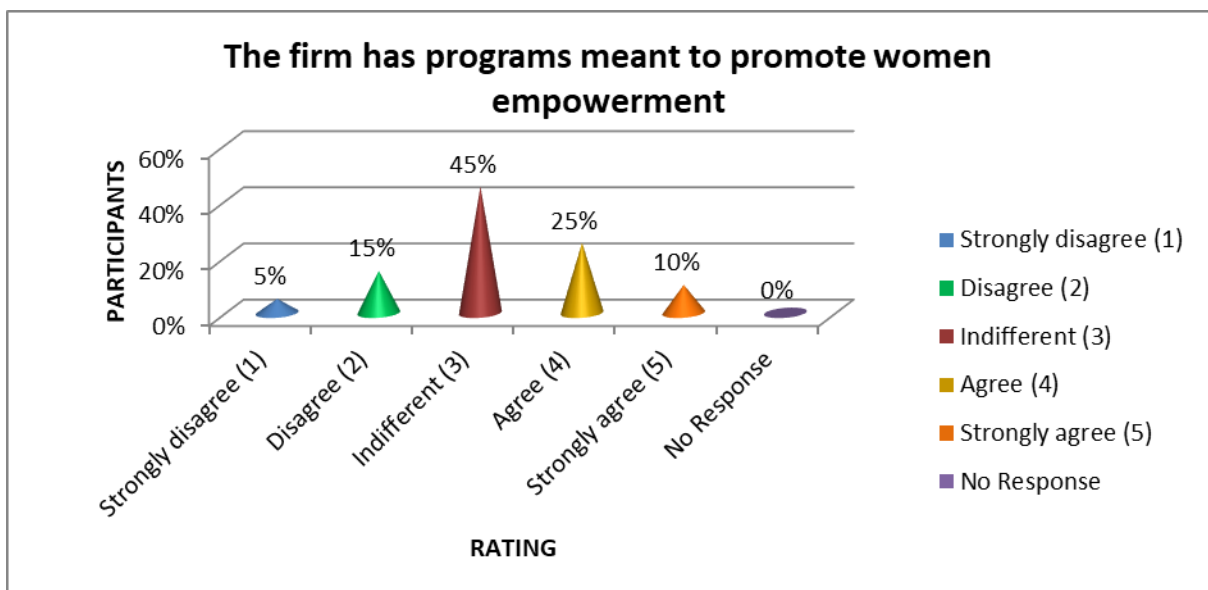
Figure 5.3.19- The firm has programs meant to promote women empowerment

Source: Own Construction

The evidence from this bar graph shows that many people believe that the firm has programs meant to promote women empowerment. 45 percent of the respondents are indifferent or neutral and 25 percent is agreeing. 15 percent disagrees to the statement while 10 percent strongly agrees and only 5 percent strongly disagrees.

Table 5.3.20- The firm wants to help women but few are available

Question 20:The firm wants to help women but few women are available		
Rating	Total	Total %
Strongly disagree (1)	3	5%
Disagree (2)	3	5%
Indifferent (3)	33	55%
Agree (4)	12	20%
Strongly agree (5)	9	15%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

In this research, it is important to examine if the organisation want to help women to senior positions however there is a few numbers of women within the organisation. All the responses recorded will answer to the influence the firm have with regards to help women.
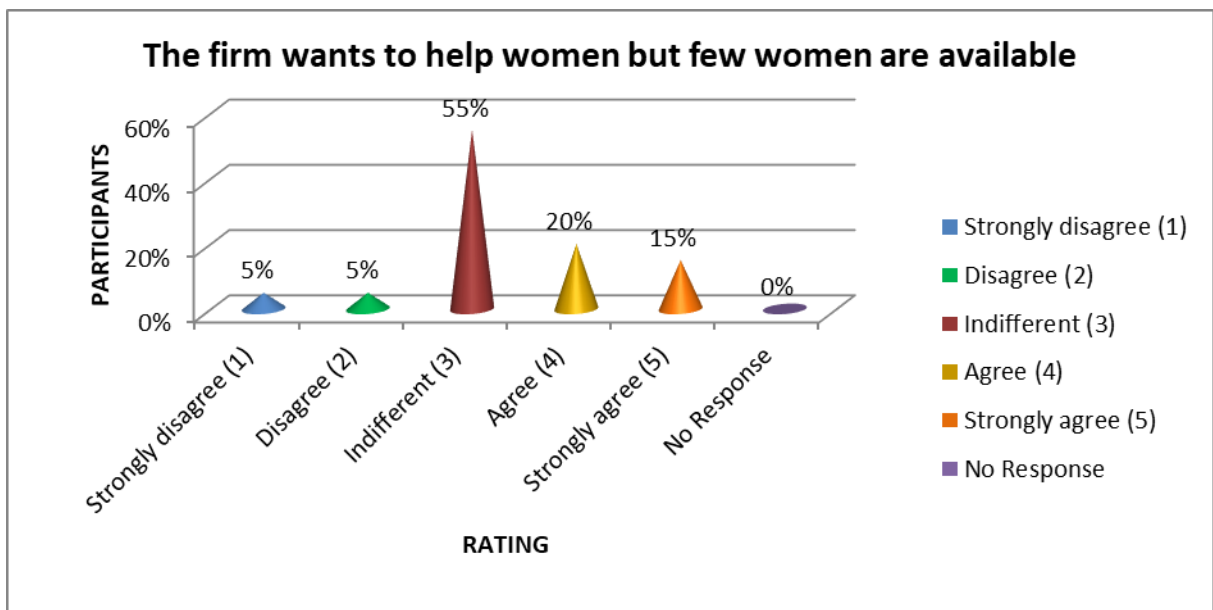
Figure 5.3.20- The firm wants to help women but few are available

Source: Own Construction

The evidence from this bar graph shows that many people believe that the firm wants to help women but few women are available. 55 percent of the respondents are indifferent or neutral and 20 percent is agreeing. 15 percent strongly agrees to the statement while 5 percent strongly disagrees and another 5 percent disagrees.

Table 5.3.21- Women are not capable of doing work required at senior managerial level

Question 21:Women are not capable of doing work required at senior managerial level		
Rating	Total	Total %
Strongly disagree (1)	36	60%
Disagree (2)	6	10%
Indifferent (3)	6	10%
Agree (4)	3	5%
Strongly agree (5)	6	10%
No Response	3	5%
Sum of Participants	60	100%

Source: Own Construction

In this survey, it was vital to identify each respondent if women do not have the suitable skills required to fill senior management. The survey will reveal in this document that whether the factor of incapability of women has an influence on getting into senior management.
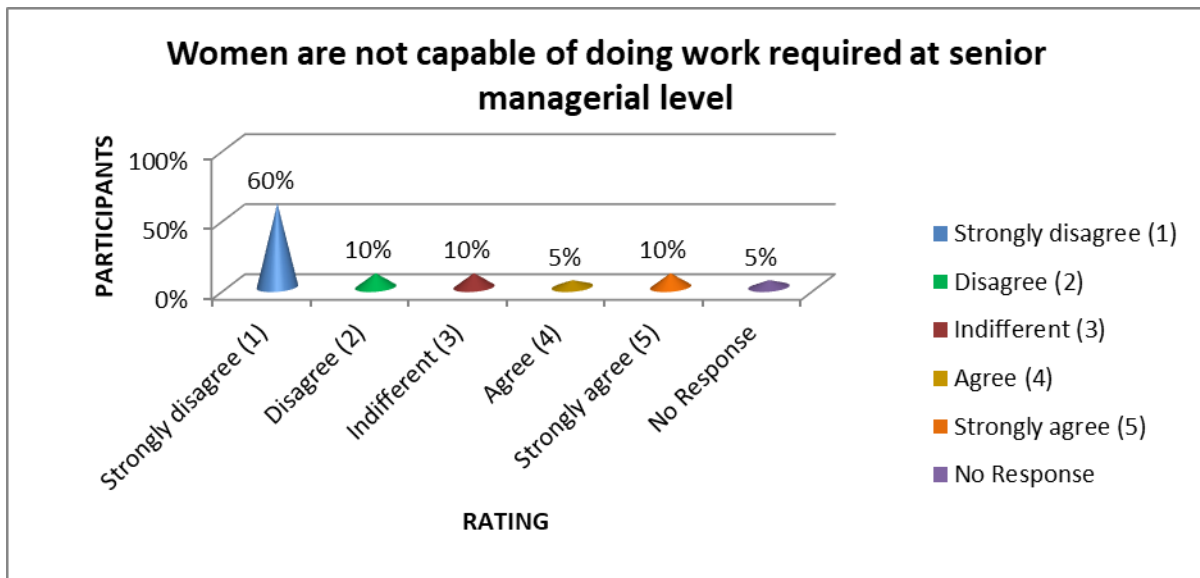
Figure 5.3.21- Women are not capable of doing work required at senior managerial level

Source: Own Construction

According to the bar graph 5 percent agrees, while 5 percent has not responded to the statement. 10 percent disagrees that women are not capable of doing work required at senior managerial level. 10 percent strongly agrees with the statement. Another 10 percent remains indifferent as to whether the statement is true of false and 60 percent strongly disagrees that women are not capable of doing work required at sevior level.

Table 5.3.22- Women are more confident in carrying out tasks

Question 22:Men are more confident in carrying out tasks		
Rating	Total	Total %
Strongly disagree (1)	3	5%
Disagree (2)	18	30%
Indifferent (3)	12	20%
Agree (4)	24	40%
Strongly agree (5)	3	5%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

In this research, it was important to identify from each respondent if men are more confident in carrying out tasks in the organisation. All the answers give on this question will help identify if or not this has an influence in the organisation.
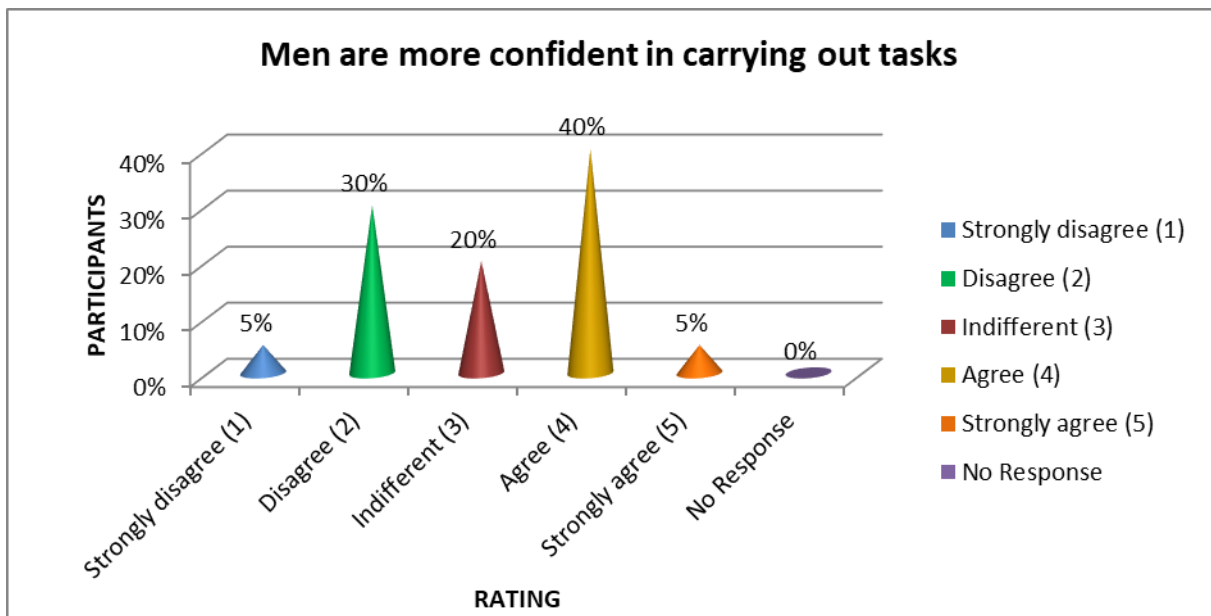
Figure 5.3.22- Women are more confident in carrying out tasks

Source: Own Construction

In summary the results show 40 percent stated that they agree, 30 percent said they disagree with the statement, 5 percent indicated that they strongly disagree, another 5 percent strongly disagreed. Therefore, the remaining 20 percent of the participants are on neutral basis.

Table 5.3.23- Priorities outside of work prevent women from taking senior managerial positions

Question 23:Priorities outside of work prevent women from taking senior managerial positions		
Rating	Total	Total %
Strongly disagree (1)	3	5%
Disagree (2)	12	20%
Indifferent (3)	21	35%
Agree (4)	12	20%
Strongly agree (5)	12	20%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

In a nutshell, it was very important to ask this question because it will reveal if or not priorities outside of work can prevent women from taking senior managerial positions in organizations. All recorded responses will identify influence by this factor.
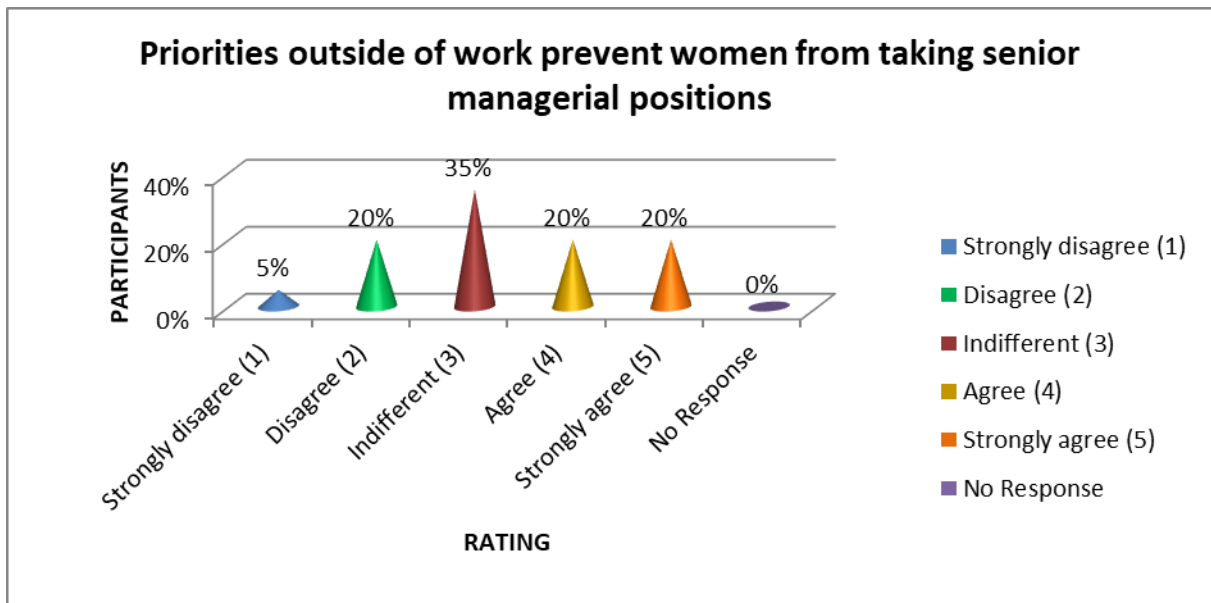
Figure 5.3.23- Priorities outside of work prevent women from taking senior managerial positions

Source: Own Construction

The findings revealed that 35 percent of the respondents are neutral about this factor, which yields the highest percentage, as 20 percent of these respondents agreed and 20 percent strongly agreed and 25 percent disagreed. None of the respondents skipped this question.

Table 5.3.24- Men apply for positions even if they do not qualify fully

Question 24:Men apply for positions even if they do not qualify fully		
Rating	Total	Total %
Strongly disagree (1)	3	5%
Disagree (2)	6	10%
Indifferent (3)	18	30%
Agree (4)	24	40%
Strongly agree (5)	6	10%
No Response	3	5%
Sum of Participants	60	100%

Source: Own Construction

The above question is used to understand if it is important for men to consider if they qualify for positions they apply for in the organisation. In summary the findings will determine the impact this statement has to senior management opportunities within the organisation.
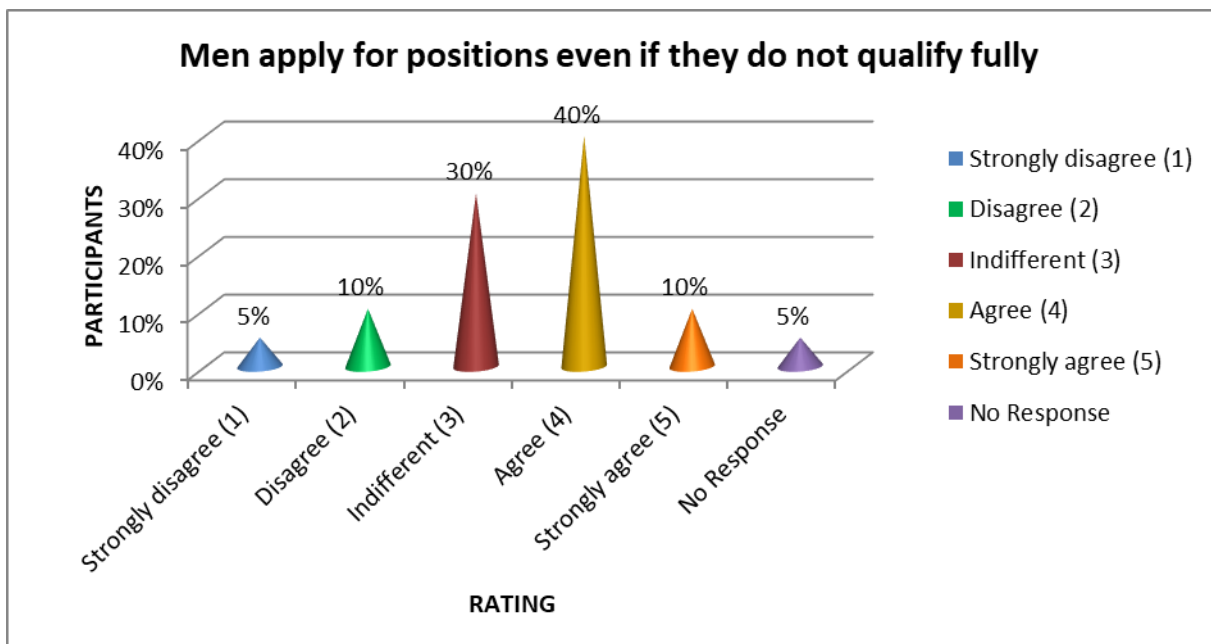
Figure 5.3.24- Men apply for positions even if they do not qualify fully

Source: Own Construction

A majority of 40 percent and 10 percent of the respondents agreed that Men apply for positions even if they don't qualify fully. 10 percent of respondents disagreed and 5 percent strongly disagreed, 30 percent of the participants showed neutral response while the least of 5percent did not participate.

Table 5.3.25- Women Do Not Desire To Occupy Senior Managerial Positions

Question 25:Women do not desire to occupy senior managerial positions		
Rating	Total	Total %
Strongly disagree (1)	12	20%
Disagree (2)	9	15%
Indifferent (3)	21	35%
Agree (4)	9	15%
Strongly agree (5)	9	15%
No Response	0	0%
Sum of Participants	60	100%

Source: Own Construction

This question was important to reveal whether women do not desire to occupy senior managerial positions in the work place. The outcome in this question will therefore show if it is possible that this problem has influence on women to occupy senior management positions.
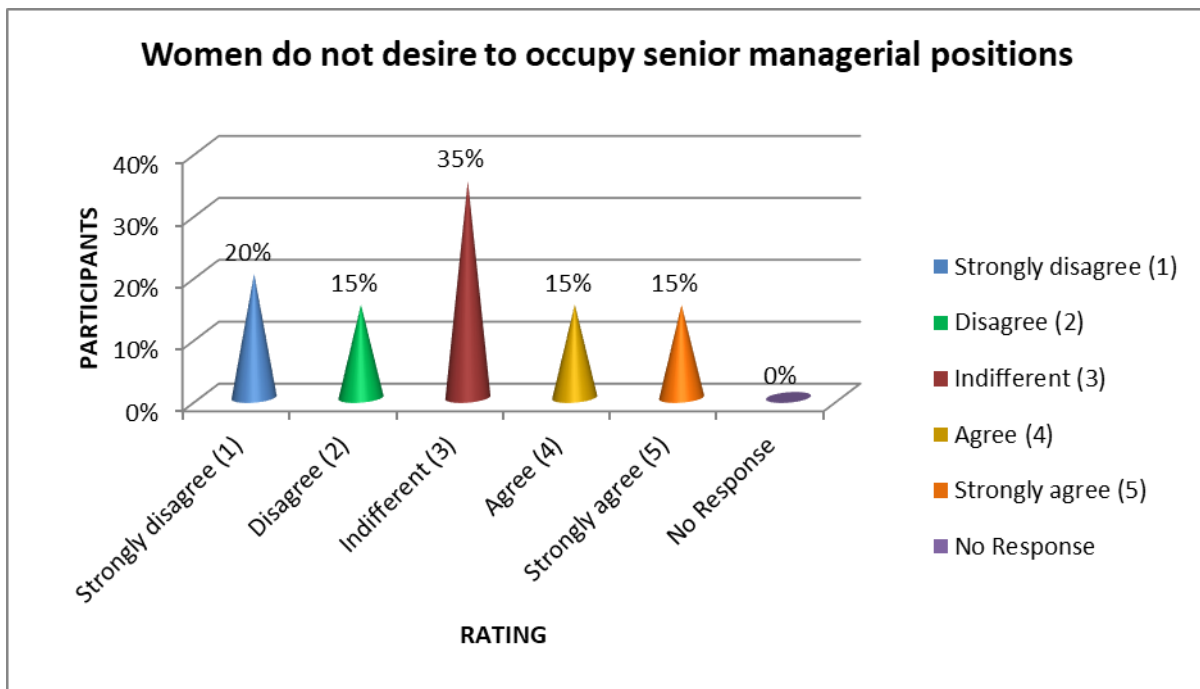
Figure 5.3.25- Women do not desire to occupy senior managerial positions

Source: Own Construction

The results showed that 35 percent of respondents gave indifferent reaction, 20 percent strongly disagreed and 15 percent of respondents indicated they disagreed whereas 15 percent strongly agreed and the same percentage of 15 percent agreed that women do not

desire to occupy senior managerial positions.

5.4   Section C: Open-ended

In this section the researcher has had to identify all the responses related to the questions of the section, because these questions consistently received similar answers. The researcher formulated themes in order to be able to group the like responses.

After creating themes the researcher created a code not exceeding three letters relating to the theme. These letters were then used to representing a theme in counting how many responses were like. From the counted responses proportion was calculated to show percentage of responses which then represented graphically the amount of responses.

The themes are;

Time – when the constraint to doing more work is time related or is linked with having other commitments besides work.

Directly Work Related – these are reasons directly linked with the activities of the work place such as experience, excessive workload and working longer in lower positions

Persona – this is related to a persons' or peoples' character; whether it is seen as emotional or sometimes overthinking things.

Education Related – these include under education

Leadership- this refers to the ability to lead and or a leadership style employed.

Men (bias)- thinking what has happened has happened due to more males than females in the workplace.

Salaries – these are reasons related to salaries whether the salaries are lower or higher.

Men versus Women- this is male personality being compared with female personality

Bias- being prejudice against women for no reason or previous uncanny experience.

Questionnaire - responses related directly to the questionnaire.

Table 5.4.1- Reasons women do not occupy senior management positions

Themes	Codes	Themes	Statistics (Frequency)	Themes	Proportion
Time	T	Time	3	Time	18%
Directly Work related	DWR	Directly Work related	3	Directly Work related	18%
Persona	P	Persona	6	Persona	35%
Education related	ER	Education related	1	Education related	6%
Leadership	L	Leadership	2	Leadership	12%
Men (bias)	M	Men (bias)	1	Men (bias)	6%
Salaries	S	Salaries	1	Salaries	6%
		Total	17	Total	100%

Source: Own Construction

In this question, the participants were asked to list 5 reasons why they think women do not occupy senior management positions. Amongst the responses received on this question, the majority have responded with answers related to womens' persona. Looking at the bar graph below the Y axis are the percentages of respondents while on the X axis are themes also shown in Figure 5.4.1.
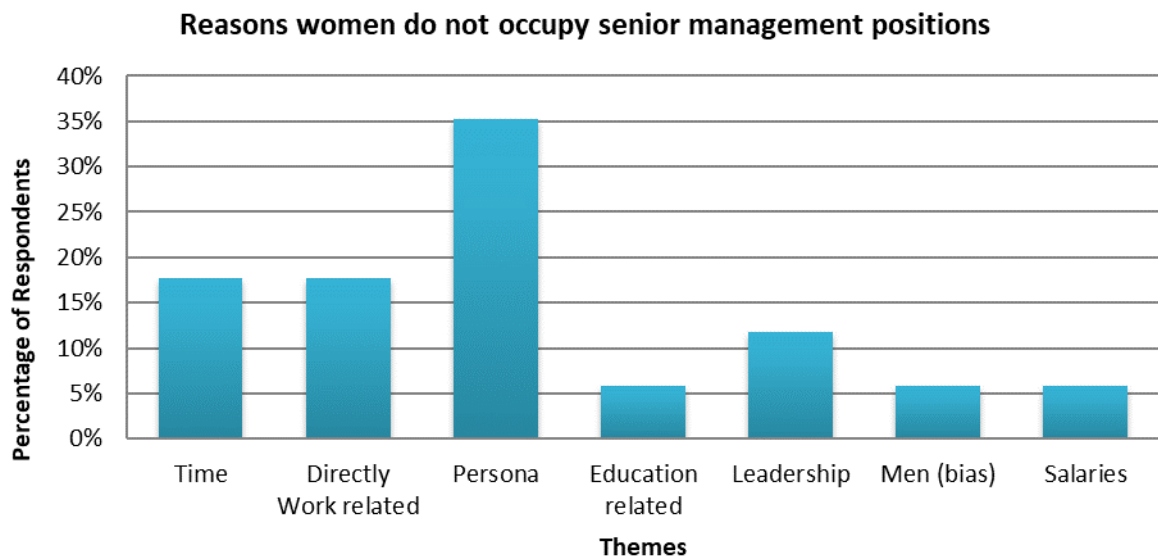
Figure 5.4.1- Reasons women do not occupy senior management positions

Source: Own Construction

The bar graph above, Figure 5.4.1 shows that out of the participants that responded to this question; 35 percent provided answers which were related to persona. 18 percent have provided answers relating to time and another 18 percent provided answers which were directly work related while leadership related responses were 12 percent. Education, Men (bias) and salaries each received related responses of 6 percent.

Table 5.4.2- Reasons why women might feel they are being unfairly treated

Themes	Codes	Themes	Statistics (Frequency)	Themes	Proportion
Men vs Women	MW	Men vs Women	3	Men vs Women	16%
Salaries	S	Salaries	1	Salaries	5%
Persona	P	Persona	6	Persona	32%
Directly Work Related	DWR	Directly Work Related	3	Directly Work Related	16%
Bias	B	Bias	5	Bias	26%
Misunderstanding	M	Misunderstanding	1	Misunderstanding	5%
		Total	19	Total	100%

Source: Own Construction

In this question, the participants were asked to list 5 reasons why women might feel they are not being treated fairly at work, amongst the responses received on this question, the majority have responded with answers related to womens' persona followed by bias.

Reasons why women might feel they are being unfairly treated
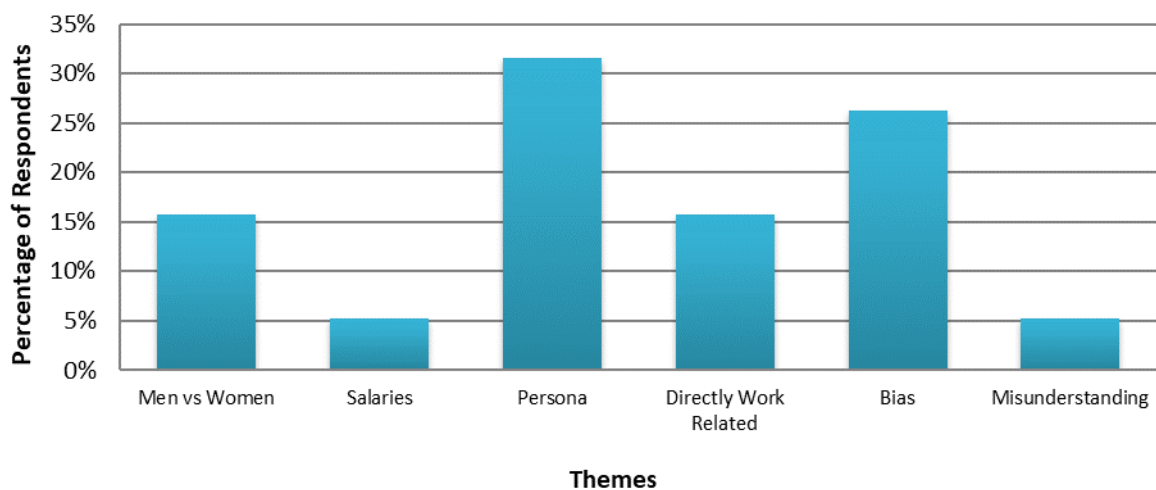
Figure 5.4.2- Reasons why women might feel they are being unfairly treated

Source: Own Construction

The bar graph above shown on Figure 5.4.2 shows that, out of the participants that responded to this question; 32 percent provided answers which were related to persona. 26 percent have provided answers relating to bias, 16 percent provided answers which were directly work related and another 16 percent was men versus women. Salary and misunderstanding related responses were 5 percent each.

Table 5.4.3- Comments on study

Themes	Codes	Themes	Statistics (Frequency)	Themes	Proportion
Persona	P	Persona	2	Persona	29%
Bias	B	Bias	3	Bias	43%
Company	C	Company	1	Company	14%
Questionnaire	Q	Questionnaire	1	Questionnaire	14%
		Total	7	Total	100%

Source: Own Construction

The graph below represents the responses received from a request of commenting on any other things the participants may have viewed as important to the study. The majority of responses to this request for comments are related to bias.
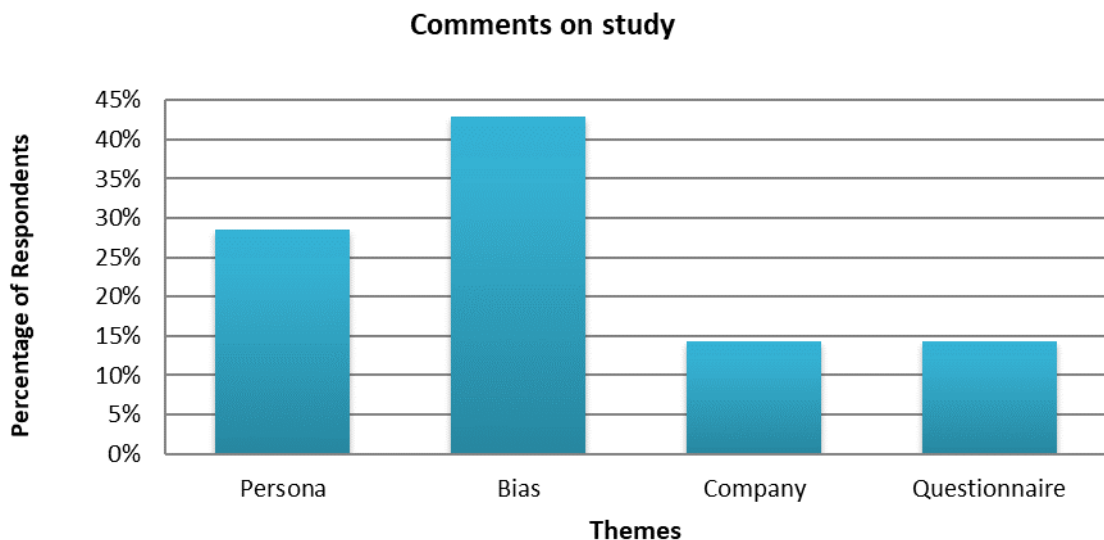
Figure 5.4.3- Comments on study

Source: Own Construction

The graph shows that, 43 percent of the responses were related to bias followed by 29 percent persona related responses then by 14 percent of company related answers and another 14 percent were related to the questionnaire.

5.5   Chapter summary

As in the formulated questionnaire, in this chapter questions are listed first then responses are reflected in table format thereafter are represented in a chart or graph format. The research findings from the study have reflected that many of the respondents seemed to be unsure of their responses as a pattern of indifferent responses has been shown. Statements

which spoke to the importance of education in the particular company for managerial positions are amongst the responses which were "indifferent".

Some of the respondents may have provided contradicting responses as some statements that are hand in hand received opposite responses. In the statement "it is uncultural for women to lead in an organisation with men" only a few respondents agreed with this yet with the statement that" we are brought up with the knowledge that only men can lead" more agreeing responses were provided.

The following chapter will provide a summary, conclusions and recommendations to the study and its findings. At the end of the chapter there will also be some limitations and bases for further research.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This piece of work seeks to establish impediments to the progress of women to senior management in projects. This chapter is going to provide a summary of the study together with a conclusion which will reflect the outcome of the questionnaire which the researcher had used as basis of feedback to obtain results from respondents. These findings are carried out in graphic form in the previous chapter.

The main objectives of this chapter are to achieve the goals for which the study was set on, which include used in developing ways that women may move forward in their careers and eventually reach positions of senior management.

6.2 Literature findings

There is evidence that both men and women prefer to have a man as a manager (Ridgeway, 2011: 5). Business is evolving and rules of fair treatment for all have been put in place, yet women are not quite ripping the seed of this rule evolution. According to (Bac, 2018: 1) in 2017 and 2018 there is 29percent of women in the whole country that hold senior management positions. When looking at different variables within a project, women project managers are treated differently as compared to their male colleagues and this treatment is not just carried by male colleagues but by female colleagues as well (Ndinda and Uzodike, 2012: 136).

6.3 Empirical research findings

6.3.1 Section A: Biography

Question 1: What is your marital status?
The data shows that out of the respondents 50 percent of the female managers which responded to this research are married and another 50 percent is married.

Question 2: Other
None of the respondents have respondents indicated other.

Question 3: Do you have children?

Figure 2 has shown record that None of the managers have 5 children or more, 15 percent of them have indicated they have between 3 and 4 children another 30 Percent has indicated that they have no children and 55 percent has indicated that they have 1 or 2 children.

Question 4: How long have you been managing projects?

A 35 percent majority of the female managers have responded to having been managing projects for 6 to 10 years, also another 35 percent of the managers have responded to 0 to 5 years in the management projects. 25 percent have been in management for 11 to 15 years while 5 percent has been doing so for more than 16 years.

Question 5: What is your highest educational qualification?

35 percent received a degree and 30 percent responded to technical and technical training. 20 percent of these women responded to the diploma, while 15 percent received a doctorate, and none reported any qualifications below the material level.

Question 6: What is the number of people working in your projects?

Research has revealed that 30 percent had about 51 or more people in their projects, the second highest 20 per cent, responded to between 21-30 people working under them. 15 percent had 11-15 people another 15 percent 16-20 people working under them. 5 percent responded to 0-5 people while 5 percent did not answer the question. None of the respondents reported having between 31 and 50 people working under them.

Question 7: What is the gender of your mentor?

The study shows that 10 percent of the respondents do not have mentors, 40 percent of them have female mentors while 50 percent have male mentors.

Question 8: Have you ever been treated unfairly at work?

A large percentage of 70 percent of the respondents have responded to only sometimes being treated unfairly at work while 30 percent has responded to not being treated unfairly at work.

Question 9: Which gender do you best like to work with?

The study has found that only 25 percent of women prefer working with other women while, 75 percent the respondents prefer to work with male counterparts.

Question 10: What industry are you involved in? Please indicate in the boxes below.

25 percent of female managers responded to this research in the area of finance another 25 percent representation is of engineering managers, while another 25 percent is involved in information technology. 15 percent of respondents did not respond. 5 percent responded to construction.

Question 11: If other please specify;

5 percent responded to their presence in other areas.

Question 12: Any other information you may want to provide, please write below

There was no response from participants in this question.

6.3.2   Section B: Likert Scale

The major question which was asked on the questionnaire was; to what extent women are hampered developing to senior managers in the project environment. Other sub-questions under the above question were asked and they are as shown below;

Statement 1: Men have a problem with the way women lead

A majority of people at 55 percent have agreed that men have a problem with the way women lead, 35 percent has shown to be indifferent while 10 percent disagrees with the statement.

Statement 2: Women have a problem with the way other women lead

50 percent of people have agreed that women have a problem with the way other women lead while only 5 percent have disagreed there is also 45 percent of those that remained indifferent to the above statement.

Statement 3: Women lead differently from the way men lead

Respondents totalling to 75 percent agree that women lead differently from the way that men lead while a total of 25 percent neither agree or disagree with this statement.

Statement 4: Women are better leaders because they lead by consensus

According to 45 percent of respondents, women are better leaders because they lead by consensus where 15 percent thinks differently. 35 percent of the respondents are indifferent while the remaining 5 percent had not responded to the question.

Statement 5: I prefer to be led by men during difficult times

40 percent of the respondents has disagreed that they prefer being led by men during difficult times. 45 percent has shown to be indifferent to the statement while only 15 percent of the respondents agree.

Statement 6: It's uncultural for women to lead in an organisation with men

The analysis of data in the above chapter showed that 60 percent of respondents disagree with the statement above, 30 percent of them showed to be indifferent while, only 10 percent were in agreement to the statement.

Statement 7: Because of emotions culture does not allow women to lead

Data analysis has shown that 60 percent of those that responded to the study disagree that; because of emotions, culture does not allow women to lead. 25 percent has responded to be indifferent and another 15 percent agrees.

Statement 8: We are brought up with the knowledge that only men can lead

Out of the respondents that participated in the study, 30 percent of them disagree that they were brought up with the knowledge that only men can lead, 35 percent were indifferent while 40 percent have agreed that they were brought up with the knowledge.

Statement 9: Women don't want to lead because it is stressful to lead

45 percent of the respondents have disagreed to the statement that they cannot lead because leading is stressful, 25 percent of the women have remained indifferent, while 30 percent have agreed to the statement.

Statement 10: There is no culture that teaches that women cannot lead men

The study has shown that 70 percent of the respondents do not agree that; there is no culture that teaches that women cannot lead men while 25 percent is indifferent. It is only 5 percent of the respondents that strongly agree to this.

Statement 11: Most women in this organisation do not have senior degrees

The data shows that out of the respondents 30 percent think that most women have senior degrees while 40 percent of them chose to be indifferent, another 30 percent has shown to be in agreement that most women in the organisation do not have senior degrees.

Statement 12: Most men managers in this organisation do not have senior degrees

Only 15 percent of the respondents have agreed that most men managers in the

organisation do not have senior degrees, 55 percent of them has shown to be indifferent to the statement and 30 percent have shown disagree.

Statement 13: Education is not important for promoting men in this place

Only 15 percent of the respondents have agreed that education is not important for promoting men organisation, 55 percent of the respondents has shown to be indifferent to the statement and 30 percent have shown disagree.

Statement 14: Education is important for promoting women in this place

Data analysis had shown that, 30 percent of the respondents disagree that education is important to promoting women while 45 percent is indifferent to the statement. 25 percent agree that it is important to be educated in order to be promoted within the organisation.

Statement 15: There are many educated women who are never promoted to senior management level

35 percent of respondents have shown to be in disagreement with the statement that there are many educated women who are never promoted to senior management level, 30 percent of people responded to the statement are indifferent while another 35 percent agrees to the statement.

Statement 16: There are no programs intended to assist women into management

The data analysis has revealed that 65 percent of women disagree to that there are no programs intended to assist women into management. 5 percent of the respondents are indifferent and 30 percent of the respondents agree that there are no programs which are intended to assist women.

Statement 17: There are no differences in the way women and men are treated

According to the study of the above statement stating that; there are no differences in the way women and men are treated. 35 percent disagrees to the statement while another 35 percent agrees to the above statement; there is 30 percent which is indifferent or neutral to it.

Statement 18: Promotion depends on your connections in the senior management

According to the study, the majority of respondents at 70 percent disagree with the statement that promotion depends on your connections in the senior management. 15 percent of the respondents are indifferent while 15 percent agrees to the statement.

Statement 19: The firm has programs meant to promote women empowerment

The evidence from study shows that many people believe that the firm has programs meant to promote women empowerment. 45 percent of the respondents are indifferent or neutral and 35 percent is agreeing. 20 percent disagrees to the statement.

Statement 20: The firm wants to help women but few women are available

Out of the respondents that participated in the study, 10 percent of them disagree that the firm wants to help women but few women are available, 55 percent were indifferent while 35 percent have agreed to the statement.

Statement 21: Women are not capable of doing work required at senior managerial level

According to the study 70 percent disagrees that women are not capable of doing work required at senior managerial level. 15 percent agrees with the statement. Another 10 percent remains indifferent as to whether the statement is true of false while 5 percent had not responded to the statemet.

Statement 22: Men are more confident in carrying out tasks

45 percent of people have agreed that men are more confident in carrying out tasks while 35 percent have disagreed there is also 20 percent of those that remained indifferent to the above statement.

Statement 23: Priorities outside of work prevent women from taking senior managerial positions

The analysis of data in the above chapter showed that 25 percent of respondents disagree with the statement above, 35 percent of them sowed to be indifferent while, 40 percent were in agreement to the statement.

Statement 24: Men apply for positions even if they do not qualify fully

The majority of those that responded 50 percent agreed that men apply for positions even if they do not qualify fully for them. A total of 15 percent of respondents disagree with this and 30 percent of the respondents have decided to remain indifferent to the statement.

Statement 25: Women do not desire to occupy senior managerial positions

A total of 35 percent disagree that women do not desire to occupy senior managerial

positions. Another 35 percent is indifferent to the statement above and 30 percent is agreeing that women do not desire to occupy senior managerial positions.

6.3.3   Section C: Open-ended

Question 1: List 5 reasons why women do not occupy senior management positions.
35 percent provided answers which were related to persona. 18 percent have provided answers relating to time and another 18 percent provided answers which were directly work related while leadership related responses were 12 percent. Education, Men (bias) and salaries each received related responses of 6 percent.

Question 2: List 5 reasons why women might feel they are not being treated fairly.
32 percent provided answers which were related to persona. 26 percent have provided answers relating to bias, 16 percent provided answers which were directly work related and another 16 percent was men versus women.   Salary and misunderstanding related responses were 5 percent each.

Question 3: Comment on any other things you think may be important for this study.
43 percent of the responses were related to bias followed by 29 percent persona related responses then by 14 percent of company related answers and another 14 percent were related to the questionnaire.

6.4   Conclusions

Companies are evolving and fair treatment rules are being implemented for all, but women are not completely breaking through the development of this rule. The main objective of this study was to identify factors hindering women into senior management positions.

According to the study, most female managers have male mentors. A majority of women say that they do not face constant unfair treatment in their work place. Most of these women prefer to work with their male counterparts rather than fellow females and most of the women may have a problem with the way other women lead.

Some women however do believe that the way women lead is better than the way which male leaders lead as a majority of women have indicated that they have no preference of being led by their male counterparts during times of difficulty. When it comes to culture and leadership; women in the organisation had said they were brought up being taught that it is only men that should lead and can lead, however, these women strongly believe that other women can also lead both in the presence and absentia of their male counterparts.

It is believed that women are not capable of doing work required at senior managerial level, however; the study has shown that this may not always be the case as some of the women have been in managerial positions longer than 16 years and there are also programs which are put in place in order to assist women into management.

Amongst the reasons why women do not make it to senior management positions is that; positions may already been filled by male counterparts even though they did not qualify for the position. Some of the females may choose not to apply for a managerial position because of commitments outside of work.

Although not focused much on the income in the study, some women have responded to the pay gap between males and females stating that; it is not fair for them to be performing the same or even more duties and having the same responsibilities but male managers are still receiving more income than them.

Due to the encouraged culture of masculinity which is found within corporations, a simple change in culture is not guaranteed to occur because of an enlarged women presence within the environment.

6.5   Recommendations

Companies should be given an obligation of reporting figures of gender equality by the government. Quotas should be set in each industry and companies that do not meet them should be held accountable.

Organisations must use structured evaluation techniques. This will reduce uncertainty, since all official staff decisions will be addressed through a structured program that ensures that men and women are evaluated with the same criteria.

Organisations should develop policies aimed at providing support to women when it comes to their flexible needs at work, and their goal should be to develop family-friendly policies, especially for parents.

Women should venture out into starting up their own businesses, this way; they will be able to encourage other women in the same position to do the same. In doing so, less experienced women may find mentorship and learn to rely more on other women.

Women should not rely on being liked by others in order to receive what they deserve, instead they should be the ones who take initiative in trying to get what they think they deserve.

Men who are not used to working with women in management may feel uncomfortable with having one amongst them. These men need to be engaged when women enter the management post in order to fight bias.

6.6   Limitations

The study was limited to members of one organisation. Similar studies are recommended targeting managers from more organisations and industries irrespective of whether they have project management experience or not.

There were fewer respondents during the course of this study due to branch disbursements the researcher could not get hold of all the relevant people. The intended respondents were either unavailable or could not part take in the study.

6.7   Further research

The study strongly recommends that further work should be structured to include male managers in the study in order to compare their view in comparison to the womens' view.

Further work should be undertaken on a larger scale, in different companies including management from all departments of the company. In order to verify that responses are not influenced by an organisations way of thinking.

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Appendix A: Questionnaire

QUESTIONNAIRE

The perceptions about the progress of women in management of projects in Traffic Management Technologies Cape Town.

This questionnaire seeks to find out to what extent women are hampered developing to senior managers in the project environment. <u>Please do not write your name on this questionnaire</u>. Information provided here will not be passed to any authorities and your response is treated with confidentiality. **REMEMBER;** this is voluntary, it is not a must that you participate.

SECTION A. BIOGRAPHY

Please tick the applicable boxes

1. What is your marital status?

Single	Divorced	Married	Living with spouse	Other

2. Other – please specify …………………………………………………………………….

3. Do you have children? If yes indicate the number of children

0	1-2	3-4	5>

4. How long have you been managing projects?

0 - 5 years	6 – 10 years	11 – 15 years	16 – more years

5. What is your highest educational qualification?

Below matric	Matric only	Matric + technical	Diploma	Degree

6. What is the number of people working in your projects?

0 – 5,	6 – 10,	11 - 15	16 – 20	21 – 30	31 – 50	51+

7. What is the gender of your mentor?

None	Female	Male	Both

8. Have you ever been treated unfairly at work?

No	Sometimes	Fairly regularly	Always

9. Which gender do you best like to work with?

Female	Male	Lesbian	Gay

10. What industry are you involved in? Please indicate in the boxes below.

Engineering	Information Technology	Finance	Construction

11. If other please specify; ………………………………………………………………

12. Any other information you may want to provide, please write below

………………………………………………………………………………………………………

………………………………………………………………………………………………………

……………………………………………………………………………..

SECTION B. [Likert scale]

Please read each of the following statements and rate it as it applies to your organisation:-1 to 5 on an increasing scale (1 = strongly disagree, 2= disagree, 3= neutral, 4 = agree, 5 = strongly agree)

		Strongly disagree	Disagree	Indifferent	Agree	Strongly agree
	LEADERSHIP STYLES	**0**	**0**	**0**	**0**	**0**
1	Men have a problem with the way women lead	1	2	3	4	5
2	Women have a problem with the way other women lead	1	2	3	4	5
3	Women lead differently from the way men lead	1	2	3	4	5
4	Women are better leaders because they lead by consensus	1	2	3	4	5
5	I prefer to be led by men during difficult times	1	2	3	4	5
	CULTURAL PRACTICES	**0**	**0**	**0**	**0**	**0**
6	It's *uncultural* for women to lead in an organisation with men	1	2	3	4	5
7	Because of emotions culture does not allow women to lead	1	2	3	4	5
8	We are brought up with the knowledge that only men can lead	1	2	3	4	5
9	Women don't want to lead because it is stressful to lead	1	2	3	4	5
10	There is no culture that teaches that women cannot lead men	1	2	3	4	5
	LACK OF ADEQUATE EDUCATION	**0**	**0**	**0**	**0**	**0**
11	Most women in this organisation do not have senior degrees	1	2	3	4	5
12	Most men managers in this organisation do not have senior degrees	1	2	3	4	5
13	Education is not important for promoting men in this place	1	2	3	4	5
14	Education is important for promoting women in this place	1	2	3	4	5
15	There are many educated women who are never promoted to senior management level	1	2	3	4	5
	PROMOTION POLICIES OF THE ORGANISATION	**0**	**0**	**0**	**0**	**0**
16	There are no programs intended to assist women into management	1	2	3	4	5
17	There are no differences in the way women and men are treated	1	2	3	4	5
18	Promotion depends on your connections in the senior management	1	2	3	4	5
19	The firm has programs meant to promote women empowerment	1	2	3	4	5
20	The firm wants to help women but few women are available	1	2	3	4	5
	WOMEN DON'T TAKE POSITIONS THEY FEAR FAILING	**0**	**0**	**0**	**0**	**0**
21	Women are not capable of doing work required at senior managerial level	1	2	3	4	5
22	Men are more confident in carrying out tasks	1	2	3	4	5
23	Priorities outside of work prevent women from taking senior managerial positions	1	2	3	4	5
24	Men apply for positions even if they do not qualify fully	1	2	3	4	5
25	Women do not desire to occupy senior managerial positions	1	2	3	4	5

SECTION C

1. **List 5 reasons why women do not occupy senior management positions.**

   * ....
   * ....
   * ....
   * ....
   * ....

2. **List 5 reasons why women might feel they are not being treated fairly.**

   * ....
   * ....
   * ....
   * ....
   * ....

3. **Comment on any other things you think may be important for this study.**

   * ....
   * ....
   * ....
   * ....
   * ....

Appendix B: Ethics Certificate

Cape Peninsula
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Office of the Chairperson Research Ethics Committee	Faculty:	**BUSINESS AND MANAGEMENT SCIENCES**

At a meeting of the Faculty's Research Ethics Committee on **19 February 2019**, Ethics **Approval** was granted to **Naledi Nobaza (211285242)** for research activities of **M Tech: Business Administration in Project Management** at Cape Peninsula University of Technology.

Title of dissertation/thesis/project:	**FACTORS INFLUENCING THE PROGRESS OF WOMEN INTO SENIOR MANAGEMENT POSITIONS IN A SELECTED TRAFFIC MANAGEMENT COMPANY IN CAPE TOWN** Lead Researcher/Supervisor: Dr. L. Jowah

Comments:

Decision: Approved

	19 February 2019
Signed: Chairperson: Research Ethics Committee	Date

Clearance Certificate No | 2019FBRE625