



Cape Peninsula
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Factors influencing women leadership in the manufacturing industry in Cape Town

by

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ABSTRACT

Since the dawn of the women's liberation movement different aspects of the life structures have been affected. Waves of confusion and contradicting studies have been propagated as the quest for leadership and control of power increasingly becomes heavily politicised in workplaces, homes, churches and in government. The generality of the female researcher attributes the absence of women from senior management positions to the deliberate effort by men. Much research has been conducted on trying to identify and develop a taxonomy of the leadership styles as gender based, which often accused by other authors as the cause for the absence of women in senior management positions. Interesting most senior company leaders are the founders of the organisations they head. The Johannesburg Stock Exchange (JSE) indicates that less than 3% of the industries registered are headed by women, suggesting technical exclusion of women. Yet, though women have better opportunities of getting business loans to fund start-ups, extremely low numbers of women venture into their own enterprises. This brings in another argument that they technically exclude themselves by not owning those organisations that make it to the top. Women are few also in senior non-owner management positions for which men are blamed for keeping women out of. Using a descriptive research design, a mixed research methodology was conducted with the use of a structured and semi-structured questionnaire to collect research data. The data was captured on to an Excel Spread Sheet and illustrations drawn to assist in establishing the relationships of the variables. The findings do not point out to men as the "stumbling block" to these women's failure to climb up the ladder, the blame is somewhat muted, and they seem to accept a degree of responsibility themselves. This research has influenced another research on this topic based on what expertise and competencies do the men who make it to the top have which are not found in women.

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Thank you, Almighty God, for your continued blessings in my life.

DEDICATION

I dedicate this study to my Husband Mr. Lwando Mocksini, my mother Mrs. Lizeka Virginia Lusithi and to my late Father Makhaya Lusithi, for they are my pillars of strength, and my motivation to continue studying.

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TITLE= Factors influencing women leadership in the manufacturing industry in Cape Town.

CHAPTER 1

INTRODUCTION TO THE STUDY, LITERATURE REVIEW LEADING TO STUDY GAP, RESEARCH OBJECTIVES, QUESTIONS AND RESEARCH METHODOLOGIES USED.

Key Words

career development, critical competencies for leadership, selection and recruitment process, stereotyping against women, and effective leadership qualities.

1.1 INTRODUCTION

The absence of women in management positions compared to their proportion in the population is a global problem (Dumont, Martin and Spielvogel, 2007:2920) which seems to cut across racial, cultural and religious structures. The universal nature of this phenomenon has led to the outcry by women for equality, implying therefore they want to be involved in all operations and activities that men are involved in. Of particular interest is the absence of women in leadership in industries where they are in the majority (Eagly and Carli, 2007:1-6). This gives the impression of a gender that is inherently unable to lead and thus continuously depends on the leadership of the male counterparts. As alluded to in the preceding literature cited above, even in politics where women seem to be in large numbers, their ascension to leadership positions remains disturbingly low. The absence of women in these structures and many more is instrumental to the origin of organisations like the Women's Lib (Ely and Rhode, 2010:377-410). Women's Rights, resulting in many governments creating ministries for the promotion of women's rights and increased privileges in what is referred to constantly as the "male dominated industries or workplaces." Employment equity (EE) and Affirmative Action (AA) legislation has been promulgated to try and address these glaring abnormalities. This study seeks to identify possible "inhibitors" that militate against the development of women into senior management positions. The study focuses specifically on the manufacturing industry in South Africa in the Cape Metropolis.

1.2 BACKGROUND

Evans, (2005: 355-370) opines that the manufacturing industry is generally considered to be a typical macho industry calling for the physically fit to work therein. The nature of the tasks to be performed too often creates problems for men who may appear to be weak physically, thus those who appear muscular would generally have easy entry. Manufacturing forms the base for the development of any country, as such critical leadership is required in this area. But the industry is unique in the sense that it has specific tasks to be performed (Bix, 2013:14-43) which may be used as reasons for the exclusion of other people. The generality of the operations may entail among others, machine operations, lifting of heavy objects, climbing of ladders to effect maintenance work, climbing of tanks in oil refineries, long extended hours and many other strenuous duties associated with hard labour (Moretti, 2006:133-149). These factors also feed into the attitude of the manufacturers themselves and their expectations in the industry characterized by need for muscle to operate. Not all men are strong enough to stand the conditions in the manufacturing industry, as such daring employees find their way into the industry. Lucas and Sarah (2009:320-347) posit that the industry operations can be divided into two structures, such as management and operational staff. Consequently, women are conspicuous by their absence in the industry, and as postulated by Painter-Morland and Deslandes (2013:844-866), there is a likelihood of a continued resentment to the increase in the number of women in the industry. The advancement in technology may have reduced the need for 'macho' environment, but women still remain outnumbered by men in the industry.

South Africa's economy is driven by mining, energy and construction which are operationally focused and very few women are progressing through operational roles and on into executive roles in these industries (Hellerstein, 2005:2). There is a conspicuous gender gap in the leadership demographics that, according to Hoyt, (2010:484-498) represents a significant missed opportunity for the industry. Programmes on extended and equal education between the genders has been promoted extensively, but there have been no significant changes in the demographics. Ryan and Haslam (2005:1467-8551) postulate that the increase of the number of women embarking on tertiary studies has not yielded much of the expected

changes. This means therefore that equal education and opportunities has not allowed the envisaged balance in representation of women in top leadership positions. Other postulates suggest that leadership has been kept primarily as a male prerogative (Jogulu, Wood and Glenice, 2006:236-250) and equal education has not been a panacea to the problem, in all spheres of life, be they politics, military, manufacturing, hospitality or medical industry. Statistics show that 50% of supervisory positions are occupied by women even though this is not seen in the statistics on senior and or top management (Dumont and Spielvogel 2007:1-26).

In spite of the advances in the politicization of the human race about the readiness of women to want to participate at the same level with men in leadership, the global image remains the same. Since education has not been able to bring about the expected change, it is envisaged therefore that the problem lies outside of the levels of education as the answer (Schmitt, Spoor, Danaher, and Branscombe, 2009;49). Admittedly there has been a remarkable shift from the women as a housewife (1960s) to women taking over supervisory roles in the different industries. Whilst there is the equality concept that has been perpetuated for a long time, it must be confusing to women since they are not able to ascend to those senior decision-making structures. Women remain under-represented at the senior levels in governance, directorship, and executive leadership.

1.2.1 Women's Barriers to Positions of Power

There are numerous reasons advanced by researchers and readers as to what causes the absence of women in senior leadership (Winkler, 2000: 737-750). What is disturbing is the fact that these barriers exist in all societal structures right round the world, even amongst people who do not speak the same language or are a different levels of civilization and advancement. Bilimoria, Joy and Liang (2008:423-441) opines that women in general structurally are excluded from the role of leadership in society and in industry in particular.

1.2.2 The glass ceiling

Nora Frenkiel introduced the concept of the "glass ceiling" in reference to what is perceived as the subtle, invisible barriers that are put in the structures to prohibit women from getting to the top in the organisations (Schmitt, Spoor, Danaher, and

Branscombe, 2009;56). The metaphor signifies that the ceiling is getting shattered as is shatterable in that eventually women are breaking through this ceiling which stops women from ascending to senior positions. To date though, the ceiling still exists, and women are in small percentages in these positions regardless of the effort and negative coverage about men and the glass ceiling (Eagly and Sczesny, 2009;30). The reality of the matter is that women comprise of 54% of the population and men are 46% (Statistics South Africa, 2011), a clear indication that if the glass ceiling is to be shattered, it may take much longer than expected. After 50 years of the effort to break through this ceiling, still far less than 50% of senior positions are occupied by women globally.

1.2.3 The labyrinth

The glass ceiling has also been named as the labyrinth (Guerrero, 2011:382). Despite this effort, the Fortune 500 companies recorded less than 16% of women executives in the 2007 survey (Catalyst, 2007;1), and it is asserted that the women that occupy these positions managed to get there at a cost. No matter the process and procedures used to get the women there, they are always understood to have been there improperly. They thus carry the burden of all sorts of negative burdens such as stereotyping, prejudice, sexual harassment, tokenism, and isolation (Barreto, Ryan, and Schmitt, 2009; 9). The labyrinth implies that women have to work hard and endure the complications, exhausting problems, unnecessary impediments and endless challenges they have to experience before they break through to senior management. Rudman and Heppen (2003; 1357) argue that the underlying causes of gender inequality in senior positions may not be easy to identify and they may not be well defined. All the same, these are an experienced reality by aspirant women, whilst it may not have been easy to both identify and find a solution to the problems. Other aspects of possible causes are, cultural issues, perceptions of gender leadership abilities, and unexplainable behavior of both men and women in this challenge.

1.2.4 Cultural structures

Culture is essentially the norms within which a society operates or governs itself (Macionis and Gerber, 2011:53) thereby allowing uniformity in the way things are performed and done. The cultures differ from place to place, and whilst they may be

similarities, each culture has its own value system on the basis on which wrong or right is decided on. It is equally important to emphasise that culture is not static and as such moves with the times, the levels of education, extent of interaction with other communities (Buse, Bilimoria, and Perelli, 2013: 139–154.). Even the advancement of technology changes the rules of engagement in a society and ends up impacting on the culture. In a world where the only constant is the dynamic nature of things around (Duff, Okun and Veneziano, 2002:23). it is surprising to see that the one thing that is not going at the same pace with all other “societal shifts” is the failure of women to get to senior management. In society around the globe, the women marry and moves to live with her husband thereby changing her surname. That on its own says something about the role of the woman in the marriage, men automatically become the dominant figure. The children born in wedlock would therefore bear the father’s surname, which then constitutes the family tree. This culture is universal and accepted by both men and women. The structure of the society therefore predetermines that the woman will be in charge of the home and has specific domestic functions that she will perform (Eagly and Sczesny, 2009; 34). The men become the providers for the women and the children, technically removing the woman from industrial activities. In as much as some women researchers feel that men need to do more of the domestic activities, there are roles that only women can play, childbearing (Chigbu, 2015:334-350). This may be used by society to restrict women from occupying certain positions in the workplace as they are expected to play service functions and not leadership positions. As such most women promoted to management in organisations will most likely come from non-business backgrounds (Broughton and Miller, 2009; 14). This limits the skills they may bring into the organisations where they are employed. The same should however be said in the South African black societies where non have the experience in business for both males and females.

1.2.5 Industry structure and settings

As stated above, the manufacturing industry is generally perceived as a macho industry involving tasks, they call for certain levels of physical fitness. Women, it is generally accepted by both male and female groups that they may not have the stamina required for the tasks in manufacturing, specifically heavy-duty manufacturing in engineering industries. Ideally therefore a manufacturing factory may not have as

many women in the factory doing heavy duty or labour demanding tasks (Snyder and Adam, 2008:271-299). That becomes the reserve of men, thereby technically excluding women from such vital structures which may eventually allow for effective career development. This creates societal expectation of women being able to participate more equally and effectively in-service industries such as education, health services, hospitality, commercial (retail) social and community services (Eagly and Sczesny, 2009; 34). Some of the reasons for not getting women into these structures is the likelihood that they may get pregnant (for women in the childbearing group) and this may interrupt their career. Women will therefore need up to 6 months of maternity leave compared to the male partner who may not have paternity leave, reinforcing the position of woman as the care giver compared to the man. Other limitations may be identified as possibly the inability of women to stay for long hours at work, or long weeks away on company duties outside of their hometowns (Hamel, 2009; 239). The perception is therefore constructed which inhibits women from aspiring for higher positions given the expected demands for that relationship with their jobs as well as their family responsibilities.

1.2.6 Perceptions of gender-based leadership styles

There is seeming contraction on research findings around the ability of leadership based on gender, with most of the differences argued out on the basis of the gender of the author, sometimes. Guerrero (2011; 382) supported by Rosener (2008; 411) contest that the notion of men being able leaders is purely gender bias and is not grounded in research findings. It is perceived that women tend to adopt men's leadership styles, and as such these may be considered to be effective leaders in a sense. The argument is carried on with the classification of societal expectations into 2, namely, descriptive and prescriptive.

Prescriptive believers: these are societal expectations on how a man or woman should act when confronted with a specific situation – say by another man. When physically assaulted it is manly to fight back, but it may be expected of a woman to retreat to safety instead of getting physical with the male opponent.

Descriptive believers: it would be expected of a woman to be emotional and talk more, than it would be for a man who must be more taciturn and unemotional.

These societal expectations determine the way an individual is perceived as a leader or at least how the leadership meets the desired prototype (Jawah 2015: 40-47). The ability to lead should therefore be based on the ability of the leader to influence the followers. Using the definition; leader is one who has the ability to influence the behavior of other people and get them to cooperate towards the achievement of set objectives (Jawah, 2013:708-719). Leadership is therefore about power, which is the ability to influence others to change their behavior to fit in with the organizational expectations. Therefore, the power of the leader over followers is that which is accepted by the followers since followers have a critical role to play in the failure or success of a leader. Eagly and Sczesny (2009; 25) accept that society perceives that the characteristics shown by men are largely acceptable by the society, which is of course the source for the followers. Interestingly, Stelter (2002; 90) had earlier accepted that society has its own perceptions (expectations) about what individual behaviours constituted or allowed acceptance as precursors to effective leadership. They classified the descriptors into by society is based in the belief that women would be considered communal and men considered as agentic.

Communal traits and qualities; refer to warmth, affection and consideration of followers' condition thereby accompanied by empathy, gentleness and willingness to help.

Agentic traits and qualities; these make reference to autocracy, self-confidence and a somewhat inconsiderate approach to fellow beings, displaying high levels of task focus.

Studies agree to a large extent though that there is an element of truth in that people personalities may be generalized along gender, even though this does not make any gender better than the other. When these generalized expectations become the norm, they create breeding ground for stereotyping of employees according to gender in the workplace (Eagly and Sczesny, 2009; 24). The expectation therefore, since society tends to accept the agentic nature of men, seems to be saying that women cannot be both warm and competent at the same time. Where agentic assertiveness and playing tough is considered as leadership competency (Cikara and Fiske, 2009; 79-80), hence the notion; think leader think male effect.

1.2.7 Different styles of leadership between men and women

Amidst the confusion and argument going back and forth about the presence or absence of leadership styles that are gender based, some researchers have come up with some differences. As illustrated in the table below, it is stated that indeed there are observable differences between the way man lead and the way women lead. Table 1 below illustrates the presumed differences.

It is stated that men generally are horse-drivers and have everything around them macho, meaning power and strength is a determinant for effectiveness. On the contrary women are considered to be empathetic and transformational in their leadership. Much has been said about how effective transformational leadership compared to transactional leadership. But still, it is not clear why the industry doesn't seem to be attracted to women leadership in their ranks.

1.2.8 Leadership and it's role

According to Young (2003:65) leadership is the use of skills to energize and direct groups to willingly perform towards set goals and objectives. By implication, leadership is a skill of influencing the behavior of people towards willing obedience to perform the agreed-on tasks. To be able to influence people, leaders need power (Nieman and Bennet, 2008:100), and power by its definition is the ability to influence others. The research studies indicate that the manufacturing industry has historically been characterised by a gender imbalance in favour of men, but some progress has been made in the last few years. Westermann, Ashby and Pretty (2005:1783 – 1799) observed that when the number of women increase in an organisation, there is noticeable differences in collaboration, solidarity, conflict resolution, reciprocity, self-sustaining action, work group effectiveness and levels of interpersonal sensitivity increase accordingly. In another study Bergh and Theron (2004:81) submit that the career choices between men and women are evident at adolescence.

This is with exception for those who experience vocational identity diffusion; such are believed to be setting themselves for failure in life. In the past, women were seen as people who belong to the kitchen, men were the providers, much like they are in some instances today Gender stereotypes, and their application to the female sex, were generally acquired at a very young age (Burns, 2006:1- 9). These perceptions are rooted in traditional gender expectations and practices. For a man to display

leadership behaviors is desirable and accepted but not for women (Koenig, Mitchell and Ristiraki, 2011:616-642), which results in appropriateness of behavior's typically associated with women and descriptive and prescriptive behaviors of leaders (Eagly and Carli, 2007:1-6)

Hoyt (2010:301-333) devotes an entire research in Leadership on women and leadership section to the labyrinth and discusses the three concepts of the leadership labyrinth: human capital, gender differences, and prejudice. He also explains the levels of leadership effectiveness on individual, interpersonal, organizational and societal. His chapter goes as far as promoting effective negotiations and decreasing gender stereotyping.

James, Mahalik and Locke (2013:3-25) referred to the gender imbalance as regrettable, because how men negotiate masculine norms is a key determinant of whether they support or resist efforts to close gender gaps in the workplace. In addition to these structural barriers, individual attitudes towards women leaders and the way in which women leaders are perceived, also contribute to the gender gain in leadership position (Ely and Rhode 2010:377-410). The mystery remains as women seem to disappear from the leadership roles as the organizational structures reaches to higher levels of the hierarchy (Husu, 2010:1-352), this causes concern and lands itself as an area of particular academic interest. Women are presumably and increasingly assuming leadership roles and replacing men in many areas previously predominantly occupied by men but there is a fear of lack of competence in boardrooms if changes would take place (Tienari, Holgersson, Merilainen and Hook 2009:70).

Gender diversity is increasingly a norm in the workplaces globally, yet women in senior positions continue to be few. Research findings show little evidence of gender-based productivity (Ali, Kulik and Metz, 2009:1- 6), yet women continue to be present in low numbers. What has not been established scientifically is whether women deliberately avoid working in particular environments, either as a first price preference, or because it may have much to do with the nature of the tasks to be performed. Alternatively, simply because they are technically excluded either during selection or because of the qualifications they may prefer. Some of which may not relate or be relevant to manufacturing industries, like technical qualifications which may land them in the workshops of the manufacturing industry.

1.2.9 What is Heard and Learned-Findings – developing women into management?

Many women disappear from the paid workforce after they have children, so employers lose their skills. Others become stuck in positions below senior management, leaving many feeling frustrated and unfulfilled. Consequently, the higher ranks of power in many organizations are still dominated by men because it's perceived that women should provide more house and family care than men. Often, there is hostility at the workplace toward time off for parental responsibilities, as well as for flexible time schedules. Williams (2009: 79–117) states that the media has reported extensively, and inaccurately, on increasing tendencies for educated women who opt out of demanding jobs for more family time. Below is a model suggested to assist with the development of women into management, table 1.

This model is based on the understanding that developing competencies in people is a choice the organisation makes. Organisations can have accelerated leadership development programmes (ALDP) that will enable the development of the requisite leadership competencies. This would assist in promoting the development of women into leaders to meet the government (promulgated) employment equity targets and make the best from the talent “housed in women.”

Leadership development programs tend to focus primarily on the development of the abilities of a leader and the attitudes of the leadership apprentice. As alluded to above, the characteristics of the individual prospective leader may either assist or hinder the development of the leader (Cromwell and Kolb, 2004:449-471). This therefore implies that the prospective leader needs to understand the followership in order to create the congruence required. Understanding may not be enough but putting this into practice and thereby developing a degree of congruence between the leader and follower objectives and expectation (Jawah, 2013:708-719) to enable the individual to fit into the tasks concerned. This goes beyond knowing, it involves a deliberate effort of the individual to adjust to the demands of the task and the followership if the leader is to be successful. Jawah suggests a follower-leader equilibrium, a point at which on a moving scale there are expectations that can be predicted depending on the position on the sliding scale. The model is illustrated in diagram below.

Considered to be critical here is the ability to move on the scale with follower expectations as this attracts cooperation and loyalty to leadership. The degree of

congruence may become a critical effectiveness of the leader and thereby the success of the undertakings. It should be stated however that followers are not homogenous and not all may act in the same way or be influenced to the same extent at any one given point.

1.2.10 Factors for the absence of women in leadership in the manufacturing sector

A few hypotheses have been advanced on the possible factors responsible for the absence of women in the manufacturing sector. Chief among them are;

- Female employees in the manufacturing firms primarily work on the support side of the organisations; they often cannot attain senior executive roles, which tend to be given to those who work on the operational side.
- Because of family responsibilities women are generally not able to work odd hours creating limitations on the type of jobs they may do; thus, it is difficult for women to take other positions that may lead them to senior appointments.
- There are cultural perceptions that females may not be able leaders specifically in macho type industries, this excludes most women from developing into senior managers.

When compared to the older generation, the younger generation is more comfortable and collaborative with female employees and managers, as well as more respectful towards them. According to an audit report issued by PwC auditing firm in 2013, there are currently 23.8% South African women sitting on the boards of the Top 100 listed mining companies .There are 21.4% of South African women sitting on the boards of the Top 500 manufacturing companies “Although the global manufacturing industry is changing, it is considered too slow with only a two percent increase of female representation on boards in the past year,” says Gerald Seegers, PwC Director for Human Resources Services, Southern Africa). “The challenge is for the manufacturing industry to pick up the pace of change, embrace the changing society that we find ourselves and try to find winning solutions. Workplace segregation by education or skill and workplace segregation by race and ethnicity have the potential to be intimately connected (Hellerstein, 2005:2). Aquinas (2008:17) asserts that change has become the norm in the societies and the organisations alike. The most successful leaders are those who change with the environment and organisational culture, women included.

1.3 PROBLEM STATEMENT

Organisations in general have experienced “*genderisation*” resulting in certain jobs being assigned to people on the basis of gender. The South African experience is complicated by the history of apartheid and the segregation that promoted the non-blacks to the advantage of the indigenous population, regardless of gender. The societal structure on the other hand designated people into gender-type occupations and professions. The advent of independence brought about the much needed revamping of the previous structure, including introducing gender equality. Legislation has been promulgated with the sole intention of providing equal opportunity for the inhabitants of the country regardless of gender. Manufacturing specifically has remained largely male at all the different levels, even though the male population in the country is estimated to be 46% compared to the female population at 54%. In institutions of higher learning the number of women getting into engineering courses has increased tremendously, but that has not changed the gender demographics in the manufacturing sector. Even though, few women filter through to middle and senior management in this sector, regardless of the legislation and the presence of more women in the engineering field. This study sought to identify the possible causes of the failure by women to go through the “glass ceiling” and “labyrinth” to middle and senior management levels.

1.4 RESEARCH OBJECTIVES

Research objectives are the expectations that the researcher seeks to achieve in the research project. The objectives also impact on the decisions on the design to be used to meet the expectations of the research. The research objects primarily led to “answering” the problem statement, the research objectives here are divided into two, namely, primary research objective and secondary research objective.

1.4.1 Primary research objective

- To identify factors that limit the development of women to senior management in the manufacturing industry in general.

1.4.2 Secondary research objectives

- To identify if there are many relevantly qualified women at entry point into the manufacturing industry
- To identify the likely situation they find themselves in, in the form of discrimination during promotions

- To identify personal limiting factors, they experience by virtue of being women in the manufacturing sector
- To solicit for their suggestions for what they think will enable them to grow into middle and senior management.

To meet these objectives, there is a need for the researcher to develop questions that specifically address the issues at hand. There is a direct relationship between the objectives and the questions that seek to assist in getting answers relevant to the objectives and by derivations, the problem statement.

1.5 RESEARCH QUESTIONS

Research questions assist in demarcating the scope of the study in that they direct the construction of the research instrument. These clearly allow for gathering data specific to the research problem and research objectives. The research questions are stated below as main (primary) research question and the secondary (sub-questions) research questions.

1.5.1 Primary question

- What factors limit the development of women within the ranks to positions of middle and senior management in engineering-based manufacturing industries?

1.5.2 Secondary questions

- a. Are there many or any relevantly qualified women employed at entry level in your manufacturing firm?
- b. Are there any noticeable discriminatory practices against women promotion in your manufacturing organisation?
- c. Have you ever observed any tendencies to train women into supervisory positions in your organisation?
- d. What limiting factors to your development or that of other women that you experience in your workplace?
- e. What actions of programmes do you think are lacking which could provide opportunities for women to be managers?

1.6 AIM AND SIGNIFICANCE OF THE STUDY

Identification of the barriers may assist in developing the pre-emptive programs to allow women to rise to the senior management levels. The findings will therefore be

incorporated into the study on the development of leadership and management amongst women in the manufacturing industry. This may also assist in understanding the possible negative impact the structure has in developing other formerly disadvantaged groups into the positions of middle and eventually senior management. Such Investigation may help closing the gaps on the conflicting views in academia over women and men leadership abilities. The purpose of the literature also aims to suggest strategies which can be implemented by manufacturing companies and industries.

1.7 RESEARCH DESIGN AND RESEARCH METHODOLOGY

Jowah (2015:78) differentiates between research design and research methodology. Research design is defined here as the path or the road map to be taken by the researcher, the steps, stages and processes used in the project, this answers to the question; what is to be done? On the other hand research methodology is referred to as the how will you will effect the processes as pointed to by the research design. There are two types (if not three) of research methodologies – the how things should be done. These are listed as qualitative and quantitative, when used together, they become the mixed methods (the third research methodology). The qualitative is used widely in social sciences, but quantitative is used in natural sciences, combining the two therefore means only those wanted aspects will be used without exhausting the processes as they are. The proposed research study will adopt a mixed methods approach by implementing both qualitative and quantitative research methods. Lynn (2009:1-22) notes that ‘a mixed methods design is used to capture the best of both quantitative and qualitative approaches’. Nevertheless, most research is both qualitative and quantitative in nature. There are advantages to be accrued in both inductive and deductive approaches. Inductive allows for exploration and greater insight into the lives of those being studied, while deduction, due to tighter focus, allows for greater reliability and generalizability. David and Sutton (2004:44) postulate that all research must claim some degree of depth validity and generalizability if it is to be called research rather than art. As such the inevitability and necessity of combining qualitative and quantitative research leaves room only to ask how much such a combination is best effected in particular circumstances and in reference to particular questions.

1.7.1 Target Population

The target was large female population employed in manufacturing firms specialized in engineering. The manufacturing industries are too many different types, and the focus is only on women in engineering manufacturing only because that is where no women are found in management. The target group is therefore engineering, manufacturing and in the Cape Metropolis, it is within reach for the purposes of costs.

1.7.2 The Sampling method

The industry sites were stratified according to type of industry; engineering manufacturing firms were thus randomly selected (every second firm in the Metro doing manufacturing in engineering). For the respondents, a combination of random sampling and convenience judgment will be used depending on their availability and willingness to participate.

1.7.3 Sampling Size

The sample size was considered based on the costs and the time required for the completion of this project. Maree (2016:198) posits that the larger the sample the more accurate the results will be. The research decided on 200 respondents from the sample frame of just below 600 (590), giving approximately $\frac{1}{3}$ of the total.

1.7.4 Data collection instrument

A research instrument will be used for the purposes of gathering data on this study, the instrument comprises of three sections, namely;

Section A – Biography of the respondents, this will assist in determining eligibility of the respondents.

Section B – Likert scale, meant to measure the perceptions and attitudes on a scale of 1-5 with 1 as strongly disagreeing and 5 strongly agreeing.

Section C – Open ended questions (qualitative) and here the respondents are allowed to write, ask, any concerns or comments relating to the subject.

1.8 DATA COLLECTION

The data collection instrument was sent to a statistician for review and for assistance with establishing validity and reliability of the instrument. This assistance was provided for and the instrument was considered ready for fieldwork, 4 research assistants were trained to assist with the gathering of the data – individual / personally administering the instrument to respondents. This method was chosen because of the desire to cut on time and increase the return rate of the instrument.

1.9 DATA ANALYSIS

All the questionnaires that came from the fieldwork were cleaned, edited and coded before they were entered into an Excel Spread Sheet (ESS). This instrument was easily accessible and adequately provided the service that was required. The data that was entered was retrieved in the form of bar charts, pie charts, histograms, graphs, tables, frequency polygons, etc. These were analysed and interpreted to convert and derive meaning and show relationships between the variables that were under study.

1.10 ETHICAL CONSIDERATIONS

Individuals have rights and the researcher will take the effort to allow the respondents their rights in research. *Welman et al (2005:181)* posit that there is need to show respect for the right of individuals as a universal principle, and honesty and respect by the investigator is important. The generic principles constantly invoked in ethical considerations are;

- no harm should be done on the interviewees
- interviewees should participate freely without pressure
- no unethical questions should be asked of the respondents, and
- there will be no pressure put to a participant to answer certain questions

Assumptions made

- That the respondents were not biased and say the truth to the best of their ability and understanding
- That all the questions asked did not offend anyone, that they were well understood by the respondents when they provided answers.
- That the respondents were briefed and talked to and briefed by the researcher prior to their participation in the survey.
- That the research instrument is so tailored to allow for the respondents to provide critical and relevant information for the study.

1.11 CONCLUSION

We work in a world, where according to today's statistics, men do not think woman can make decisions, be able to effectively lead in business. Women are still underrepresented in academic leadership positions, in politics, in societal structures including disciplines where they are in the majority, teaching, hospitality, health, etc. As alluded to in the preceding literature review, women show much of the characteristics portrayed by men, although they are more communal than they are agentic. Because of the inability of the current systems and structures to self-correct, study in this area will allow for more information that could be used to correct the imbalances of the past. Failing which, the errors of the past will be replicated with the same disastrous consequences the business world has experienced (Habib, 2005; 9). The author holds the controversial view that it is not altogether correct that women are excluded from leadership because they are women. There are other factors, most probably residing in 'womanhood' that lead to this universal absence of women in senior leadership positions. To make changes in the manufacturing industry, the leaders of this industry need to see women as no less important than a major strategic or operational challenge.

CHAPTER TWO

LEADERSHIP STYLES – GENDER AND POWER PLAYS IN THE LEADERSHIP STYLES, COMPARISON BETWEEN MEN AND WOMAN LEADERSHIP STYLES.

2.1 INTRODUCTION

In the life cycle of a project, leadership styles play a very important role in the success or failure of every project and by extension, the organization. According to Katz and Kahn (2006:18), leadership style is sometimes used as if it were a characteristic of certain position, and sometimes as an attribute of behavior. Effective leadership is a result of power correctly and appropriately exerted (Bolding, 2007:4). Researchers are of the view that superior organizational performance is not a matter of luck; it is a direct result of a summation of the different choices leaders make. According to Schein (2006:1), leadership style is a dynamic phenomenon that surrounds us all the time, being constantly enacted and created by our interactions with others and shaped by leadership behavior. Leadership is currently one of the most talked about issues in both business (and organization) and in research studies. " It is nearly impossible to turn on television, open a newspaper or attend a conference without coming across numerous references to leaders, leadership style, leadership and leading" (Bolden, 2007: 1).

According to Sharpe (2012:2), leadership styles can sometimes be difficult for practitioners to understand because of their complex conceptualization, obscure terms and enormity. There are several types of leadership styles that exist and can be applied in a working environment, however in this research we look at specific leadership styles adopted and their challenges in the project life cycle. In the project life cycle, workers come from all different backgrounds and often have different views about leadership. Leadership is a process that involves influencing other people's behavior to participate in the achievement of set or agreed on objectives and goals.

2.2 LITERATURE REVIEW

According to Phillips and Loy (2008:3), understanding different leadership styles is of great importance for aspirants of leadership. The understanding of these leadership styles, their impact both negative and positive enables the aspirants to identify their own weaknesses and strengths. Nonetheless, understanding alone is only the first step to effective leadership, and that first step is generally the easiest. Mastering the many lessons of leadership is challenging, but those hoping to become effective

leaders should be able to meet the challenges and enjoy doing so. Goleman, Boyatzis and McKee (2007:5) describe simplistic definitions of leadership style abound in "how-to" leadership books in corporate, political, social, and administrative contexts. A common perspective in such books is to define leadership by one important aspect, such as the ability to influence others. The ability to change organizations, ability to provide vision, the ability to create consensus to move forward, the emotional intelligence or even the use of common sense (Cain, 2009:50) become critical components of effective leadership.

2.2.1 Leadership styles

Leadership styles and communication are inextricably intertwined, through this the leaders may affect the change in the behavior of the followers (Kouzes and Posner, 2002:5). Increasingly many leaders are functioning and leading in "flatter organizations" is an example of how changing organizations subtly but profoundly affect leadership (Sergi, 2012:10). The style of leadership should also be circumstantial, in that the situation and the tasks to be performed should determine the style of leadership to be used. Therefore, leadership styles are contextualized as the approach is informed by the tasks and the structure of the organization concerned. During a state of disaster or in military operations the approach needed and that may be effective may differ with the leadership style required when you are have a research project (Van Wart 2011: 9). There are numerous lists of overarching, contemporary challenges affecting public and private organizations and their leaders thus demanding styles appropriate to the situation (Kamensky 2006: 20).

According to Fernandez (2007: 15 - 26) leaders are not the only factor influencing organizational success, there is to be noted, stakeholder satisfaction. The stakeholder would therefore include internal stakeholders (the followership) and the external stakeholders (customers, community around and legal expectations). It is important to try and balance these if the undertaking is expected to be successful. Buckingham and Coffman (2006: 12) state that the variety of needs and expectations of followers is enormous and almost insatiable, so ensuring that well -trained and top-performing followers do not leave because of poor leadership at any level is important. Moynihan (2010: 65-66) describes that constituent satisfaction is ever changing, so leaders need to ensure that those needs are constantly being monitored for quality and adjustment. There are some important corollaries to the fact that leadership is important and

challenging. One measure of the challenge of leadership is in the harsh assessments that are noticed by leaders. If leadership were easy, more would be perceived as effective leaders (Trottier and Wang 2008: 18), yet very few of the managers we have qualify to be defined as leaders. Leadership is difficult because leaders play many major roles, with each role entailing its own competences, requirements, and challenges.

Firstly; leaders must lead in task accomplishment by effectively communicating goals, the vision, and creating the ideal space for effective productivity (Nauman and Khan, 2009: 1-14).

Secondly; listening to feedback from all stakeholders, making appropriate decisions, then providing direction towards the achievement of goals (Jayasingam and Cheng (2009: 54).

Thirdly; must balance appropriately human relations and task performance to help create an environment conducive for effective loyalty (Andreescu and Vito (2010: 567–583).

Fourthly; leaders need to facilitate change by encouraging and rewarding innovation and creativity from the followers in the workplace (Skulmoski and Hartman (2009: 242 -249).

Fifthly; leaders need to acknowledge and manage appropriately the diversity and heterogeneous nature of the organizational environment (Edewor and Aluko, 2007:194).

Finally, leaders must always lead by example in honesty, ethics, dedication, integrity and standard to create a motivating environment for workers. Leadership roles involve greatly diverse functions that may have to often conflicting and not so popular values and goals (Curşeu, 2011:3-13). Yet the leaders should be the beacon of hope for all the workforce and the rest of the other stakeholders. Leadership therefore becomes a process of trying to satisfy all the stakeholders with the understanding that unsatisfied stakeholders become a risk factor (Gudarzi and Chegin, 2011:966-985). The ever-increasing market and global terrain mean also that leaders need to lead with a vision and purpose. According to McCall (2008: 35), the expectations and challenges are so great that most leaders will derail, be overwhelmed, or stagnate as their jobs evolve. Leaders must develop a variety of skills so that they can fulfill their technical functions and be able to lead and to adjust to the circumstances and situations they find themselves in. Self-empowering should be another key consideration as this enables

for the retention of the power they need, and power is the ability to influence. Jacques (2009: 47-49) proposes that a leader with task-relevant personal power will always have prospects to rise to higher levels. The power they have will make it comparatively easy to lead at higher levels as long as they have mastered the importance of people in the process of leadership. Good leaders need to be sure that followers have what they need to do the job: direction and training, encouragement and support, participation, achievement-oriented motivation, and independence after they reach high levels of competence (Hunt, 2006: 13).

Vroom (2008: 63-64) posits that leaders need to facilitate the basics of employee motivation, give them tools to do their work, help them belief that they will succeed, and recognizing their efforts as worthwhile. If an employee is convincing that they are of value and that they are valued, that enables the process of employee engagement which inevitably leads to higher productivity (Turner and Müller, 2005:49-61). Leaders whose style is based on focusing on the development of employees and their other physiological needs are most likely to have more cooperation. New and inexperienced employees need training and assistance as they get used to the new place and or new job, leaders support is critical for such employees (Hersey, 2007:98). The focus on different aspects of the operations and human involvement has resulted in researchers coming up with different views. One agreement however is that no matter what the view may have been, leadership is about dealing with human beings and tasks to be performed (Wong, Wong and Heng, 2007:95–106). This is illustrated in table 2.1

2.2.2 Selected leadership styles

Table 2.1 Path Goal Theory

Leadership Style	Subordinate	Environment
Directive	- Want Authority Leadership - External Locus of control - Low ability	- Complex or ambiguous task - Strong formal authority - Good work group
Supportive	- Do not Want Authority Leadership - Internal Locus of control - High ability	- Simple or structured task - Weak formal authority - No Good work group
Participative	- Want to be involved - Internal Locus of control - High ability	- Complex or ambiguous task - Strong or Weak formal authority - Good or No Good work group
Achievement-Oriented	- Want Authority Leadership - External Locus of control - High ability	- Simple or structured task - Strong formal authority - Good or No Good work group

Source: Best (2010:22-33)

The Goal-Path theory illustrated above brought in new concepts in leadership theories and styles with the introduction of the directive, supportive, participative and achievement-oriented styles as shown in table above. Together with this can be added coaching.

Depending on the level of maturity in the skills of the worker, leaders' focus should be to address possible problems or concerns that the employers may have. The level also introduces some leadership styles, relevant to the level of the employee in question, it is estimated that there are about 100 leadership styles, a few selected (common in literature) are discussed below.

- **Coaching style;** Best (2010:22-33) refers to this as a tool for identification of some personality traits in leaders who believe in coaching as an effective tool of getting subordinates to perform. The understanding is that when an individual is properly coached, they both develop knowledge and confidence which enables them to want to perform.
- **Servant leadership;** Greenleaf (1977:33) this is grounded in the religious sense of leadership through stewardship in that the leader serves the congregation he is expected to be leading. Not common in politics in practice even though it is talked about that the politicians are expected to be there to serve people – instead politics has become the competition for control of the resources.
- **Laissez-faire or Free rein;** In this leadership the subordinates have the freedom to work on their own and too often at their own pace. The leader uses a heavily decentralised decision-making process that allows the subordinates to set their goals and work out their problems (Griffin and Ebert, 2010:1391-1404).
- **Task-oriented leadership;** The style involves the leader's focus on tasks – performance and delivery and show little interest on other issues within the operations. Heavily involved in solutions to any emerging problems and has work well planned and that the goals are achieved, and deadlines are met (Tabernero, Chambel, Curral and Arana, 2009: 1391-1404).
- **Relationship-oriented leadership;** is a style in which the leader focuses on the building of relationships with “workmates” and is characterised by communication (Griffin and Ricky, 2010:135-136). This is also associated with the leader spending time on the welfare of the members, thus showing consideration, trust, confidence and empathy.

According to aspects of the contingency theory, the different situations require different leadership styles, ability to adjust constitutes effective leadership. Thus, followers are a critical element of any leadership, Yammarino (2006: 16) postulated that the styles used on new and inexperienced would have to be adjusted to that. The researcher opines that the new entrants may need more coaching, mentoring and training (development), and once they are experienced a “hands free” approach could be used. Mitchell and House (2011: 37-50) concur and postulate that effective leaders choose to use the styles that will help the followers to succeed; considering the level of the followers in the hierarchy of needs. To avoid discouraging followers and or managing a despondent followership, leaders may use “directive” leadership to compensate for any other weaknesses that may exist (Thamhain, 2004.533-564). Too often there are corrections needed to harmonize the combination of, administrative, operational or relational issues which may constitute weaknesses. These may spill over to unclear descriptions of the job to be done, by who, poor instructions, or overlaps in responsibilities. Hayward, Amos and Baxter (2008.24) argue that an effective leader’s responsibility is to ascertain that all the tasks and responsibilities and the requirements of the job are clearly presented. It may also happen that jobs become difficult because of the complexity of the activities and size of the project operation, this may encourage the use of participatory styles (Taleghani, Salmani and Taatian, 2010:91-111). Let it be clear that according to the contingency theory there is no right or wrong leadership style, there is rather an appropriate style for the situation given the circumstances around (Heliman, Wallen, Fuchs and Tamkins, 2004:416).

If higher standards are required, it may be ideal to resort to achievement-oriented behavior, and focus on staff development, setting of goals and encouraging high levels of skills and competencies. When workers have more control over their jobs, achievement-oriented leadership works better than does the directive or participatory styles for instance. Some of the tasks are just downright cumbersome and unpleasant, supportive leadership may be the answer to the situation, if followers are to be motivated to perform (Anantatmula, 2010:13-22). Lack of training and education commonly calls for a more directive style, as do situations in which subordinates have a preference for structure and order; however, when workers prefer firm control over their work, a more participatory or achievement-oriented style of leadership tends to work more effectively. As the need for security grows, so does the preference for directive leadership (Crosbie, 2005:45-51), but when the need is low, an achievement

style may work better. The idea of leaders matching styles to different situational demands has universal support, and it is generally accepted in all the studies that there is no one-size-fits-all leadership style.

Stated affirmatively, good leaders create as many “high-exchange” relationships as possible (Graen and Uhl-Bien 2011: 42-45). High-exchange relationships are those in which followers receive ample attention and good assignments in return for high levels of productivity. Low-exchange relationships are those in which little interaction between leaders and followers occurs because they have fallen into patterns of distrust and followers tend to be unhappy. George (2000:1027-1055) states that low morale amongst the subordinates tends to be seen by lower levels of productivity; on the other hand, high-exchange members tend to have better attitudes, to produce more, and to be more flexible. They also change jobs less frequently (Howell 2012:16-17), advance more frequently, and are more willing to contribute to group goals. This transactional principle implicitly proposes an ideal style; ideal leaders maintain numerous high-exchange relationships (Sy, Cote and Saavedra, 2005:295-305), while poor leaders allow or even encourage many low-exchange relationships. That principle is highly articulate and well-practiced in military leadership (Campbell 2009: 19). Increasingly, contemporary leaders face “leaner” organizations, making the sidelining of low-productivity workers more problematic. The greater the diversity of the workforce, the more the challenges for leaders to ensure that workers and groups do not feel less valued because of their differences (Dasborough, 2006:163-178).

2.2.3 The balance between leaders and followers in the project execution process

Fernandez and Moldogaziev (2011:110-120) found that empowerment needs to be wisely implemented if it is to stimulate instead of discourage innovation. One of the primary functions of leaders, but certainly not the only function, is to set the parameters for employee participation and decision making in the operations processes. Vroom and Jago (2008:72-75) concur and list four types of decision making in which subordinates may be incorporated, namely;

- Decisions with serious ramifications which need specialised attention
- Decisions that may help in the promotion of the quality of the deliverables
- Decisions limited by time given the need to complete the processes timeously
- Decisions to do with the control of costs which may impact on the profitability

The degree to decentralization of decision-making processes is governed by the factors above, and other factors deemed important by leadership. Good leadership will encourage subordinate empowerment, as a need for both sustainability and motivation (Bono and Ilies, 2006:) 317–334. This style of leadership is seen predominantly among female leaders and is considered relevant to specific structures of organizational operations. Whereas, “autocratic” or directive decision making style has the tendency to be practical and useful when timeliness is critical. This is generally common among the male leaders (George, 2006778–794) and is ideal for instances when there is dissent among the participants and the leader believes that they are able to lead without or with little participation from the subordinates. If the operations are generally routine and little decision making or new problems are expected, the tendency is to be directive (Sadler, 2003:108). Except where input is likely to enhance decision quality, or when the decision is routine, and participation is likely to be bothersome than enhancing the operational needs. Leaders, on the other hand, should consult with followers if they need or want substantial input (Ola, 2017:59), individually or in groups, before making decisions. Consultation becomes more useful when timelines is not as critical, when decision centralization is important but hearing different viewpoints is useful, and/or when input is likely to increase decision quality. Joint decision making occurs when leaders allow groups to make decisions with or without veto power.

Joint decision making generally takes longer but increases decision acceptance and works well in the absence of strong discord among employees (Evans and Frank, 2003: 277-292). The quality of the decisions reached is obviously dependent on the quality of the participation and the knowledge of the participants. Delegation occurs when a leader allows others to make decisions and supports them consistently in those decisions. Transactional leadership theory holds that strong leaders promote higher levels of participation and delegation (Hansson, 2011:428–441). For this there is a need the groups, units, and workforces to be well trained, more closely aligned, and strongly self-directed. Weak leaders on the other hand, tend to overuse joint decision making (Levy, 2010: 372-373), and meanwhile they waste a lot of time, delegate responsibilities to incapable participants. If the leader will override the decisions made by the incapable subordinates, then that may lead to despondence and poor cooperation in the future. Hamori-Ota (2007:288) postulates that providing the proper amount of decision making, with the appropriate degree of centralization or

decentralization, has always been a challenge for leadership. It therefore calls for adequate ability by the leader because of the number of decisions and the difficulty in making acceptable decisions. If the leadership is to be sustainable, new solutions must be found, innovation must be encouraged, and participation must be maximized (Eagly and Carli, 2007:130-131). Yet there is expectation in the short term that the leader should have adequate and appropriate power and ability to stir the project within the triple constraints. The power of the leader is indispensable since there is need for urgent decisions to meet the pressures embedded in the nature of project execution. Jowah (2019: 264-273) asserts that whatever the decision-making process, it should be such as to consider followership, meaning therefore that considerate leaders motivate their followers. This is the theory behind the transformational leadership's popularity.

2.2.4 Gender based leadership styles

There are serious disagreements on the theory that leadership styles may be gender based, suggesting that there are certain characteristics that may be predominant in one gender more than in the other (Cliff, 2005:63–91). It is accepted however that leadership styles can be learnt, reducing the perception that leadership style is informed by gender (Kent and Schuele, 2010:52–66.). Yet there is strong evidence also that, whilst they may be considered to be minor in their impact, there are distinct differences in the way women and men respond to circumstances. This has remained a point of contention as the perceptions of these specific postulates come from opposing genders with one gender denying what the other gender says (Rosette, and Tost, 2010:221-235). This position also feeds into the personality traits theory where certain people are born (in this case-gender) with a pre-disposition to followership or leadership (Eagley, 2007: 1-12). There is no research scientific enough to establish these perceptions as they are considered to be excuses by one gender and facts by the other gender.

Example;

1. **Men's experience with women** is that they are too emotional to effectively lead in a place with different opposing views. That women also speak irresponsibly in terms of language that is not considerate of the feelings of the men in general.

2. **Women argue that men** try to use this as an excuse for leaving women out of management and allege that it is stereotyping. They also perceive that men are responsible for their failure to get into senior management, or management at whatever level.

Burns (2006:1-9) asserts that there are some marked differences which can be classified as gender based. The table below is assembled from the results of this and other researches on this subject, the differences are tabulated below (table 2.2).

Table 2.2 Comparison of gender leadership styles

MEN	WOMEN
Push for performance	Use relationship for performance
Autocratic in their style	Democratic
Focused on personal success	Thinks of the success of others
Focused on tasks and not people	Focused on relationships
Not sympathetic to subordinates	Empathetic to subordinates
Not concerned about outside feeling	Concerned about general feelings
Endures much pressure	Succumbs readily to pressure
Keeps too much to self	Opens up emotions to others
Risk takers	Risk averse
Acts alone	Believes in consensus
Inconsiderate of many issues	Analytical and meticulous

Source: own construction from literature review

The findings from different researches indicate that there is a vast difference between the behaviours in leadership as is seen in normal life. Whilst these may be ascribed to gender, it should be stated that leadership is learnt (Bodla and Hussain, 2010: 73 – 81), no one is born a leader. There are many other factors apart from the personality traits that might be ascribed to the gender of the individual, but numerous leadership behaviours are learnt and should therefore be considered. There are some men with personalities comparable to what is opined to be female attitudes and behaviour (Buckle and Thomas, 2003: 433 – 441) making it not a gender issue but an individual issue. In the same vein, there are certain women who have acquired what is generally considered to be male characteristics (Ali, Kulik and Metz (2009: 1 - 6), thereby enabling them to show the male characters. Of particular interest however is the aspect of biological factors that may impact on personality and behaviour (Cliff, 2005: 63–91), bringing about a distinction about the personality traits. It should be accepted also that the thinking of the followers as aided by experience may impact on their acceptance or rejection of certain leadership styles and personality traits (Evans and

Frank, 2003: 277-292). The interesting part is that the characteristics ascribed to women seem to agree a lot more with the stipulates of the of the Y theory. Men seem to fit neatly with the X theory, and these theories have a lot of contradiction amongst themselves. The fundamental differences between the theories are illustrated in table 2.2 below. It is interesting to see how that the attitude of leaders towards the followers affects the style resorted to by the respective leaders, be they male or female (Fielden, and Cooper, 2001: 3 – 16). These theories are based on behavioural models, they postulate that the way a leader perceives followers influences the way the leader acts towards them and by extension the way the leader leads them. The way leaders perceive their follows therefore introduces the two theories referred to as the X and Y theories.

The theories are based on assumptions by leadership and a comparison is made below in table 2.3

Table 2.3 Comparison of X and Y theories

X –theory [leader’s assumptions	Y - theory [leader’s assumptions
<ul style="list-style-type: none"> * employees hate work * employees are lazy * employees want to be led all the time * you cannot trust employees too much * you must coerce employees to work * you must always tell them what to do * employees do not think and are not creative 	<ul style="list-style-type: none"> * employees like and enjoy work * employees can find direction * employees have a human side * employees are creative when given the chance * employees love their work and have positive attitudes * employees can contribute immensely to management ideas

Source: own construction from McGregor theory

Evidently these theories can be collated to the table on the perceived women centred leadership style which promotes mentoring, nurturing and coaching. The typical produce or perish leadership style is also reflective of the men’s approach to leadership and or management. Essentially, men may fit in better as managers as compared to leaders based on the foregoing theories (Martin and Gnoth,2009: 353–367). By definition a leader is an individual who influences and directs other people (voluntarily) or a group of people [formal or informal] towards the achievement of certain / set goals (Cover, 2014). Because leadership involves other people, it is expedient then that human beings who are social by nature would respond better to relationship-oriented leadership. The ability to influence therefore involves power,

because power is the ability to influence (Griffith and Moorhead, 2001:370). These researchers suggest that there are five (5) different forms of power needed for effective leadership, and these are listed in table 2.4.

Table 2.4 Different forms of power

TYPE OF POWER	WHAT THE POWER RELATES TO
➤ Reward power	The ability to use gifts or rewards to get cooperation from subordinates based on what they will get for good behavior.
➤ Coercive power	Followership based on fear of reprisal or punishment for bad behavior, this can be dismissal, no salary increases or loss of other benefits.
➤ Legitimate power	The power bestowed in an individual on the basis of their position and thereby demand cooperation from subordinates and or followers.
➤ Referent power	The power an individual has on the basis of popularity coming from being a celebrity, in any form, sport, profession, etc.
➤ Expert power	Power coming from recognition as an expert in some form of activity, say medical doctor, electrician, pharmacist, etc.

Source: Own construction

It is opined therefore that the use of these powers constitutes or may lead to effective leadership for all practical purposes. These forms of power however need to be applied at different times, situations and type of followers if they are to be effective. What may be considered positively by one follower may be different for the next follower depending on their individual situations. Table 2.5 below predicts the likely response when the power is used, this research was carried out in a predominantly male work environment.

Table 2.5 Likely response to use of certain powers by leaders

Source of power	Commitment	Compliance	Resistance
1. Referral power	Likely	Possible	Possible
2. Expert power	Likely	Possible	Possible
3. Legitimate power	Possible	Likely	Possible
4. Reward power	Possible	Likely	Possible
5. Coercive power	Very unlikely	Possible	Likely

Source: Griffith and Moorhead (2001:370)

It can be concluded that the use of appropriate power to the appropriate followership or subordinates may yield the desired results. Using the table above, and comparing

with the postulates about women and men's leadership styles (tabulated earlier above), the X and Y theories seem to predict problems with men leadership (Kindlon and Thompson, 2000:1-20) It is not clear why men would be considered to be more effective leaders if these researchers advance such findings and postulates. But let it be made clear that the tasks that are to be performed also inform or influence the response from the followers. The type of power should be such as to be valuable and attractive to the followers, they may not be influenced by somewhat with a kind of power that they perceive to be having.

2.3 OTHER FORMS OR WAYS OF CLASSIFYING LEADERS

Numerous suggestions from different researchers have come up with many different forms of defining leaders. It can be stated that there are as many classifications as there are people trying to make these classifications as each individual has their own angle from which they think. In the classification below, the leaders are classified as considerate and initiating, and these shows marked differences between themselves. Too often, there is no individual who can be exclusively considerate or initiating in character, leaders have many overlaps of these of these different aspects of leadership.

i). Considerate Leadership Style – this is characterized by concern for employees' welfare, and is expressed in the leaders, in this the leader shows;

- Appreciation for the work done by the employees; the leader acknowledges the performance of the employee or the subordinate. This is known to have a direct impact on the self-esteem of the employee and helps in boosting self-image with the desire to want to work more.
- Realization of the abilities and limitations of employees; a leader who realises the strengths and weaknesses of the subordinate may in wisdom place the employee where they can perform best (Mehmood and Arif, 2011: 236).
- Willingness to help employees with extra work problems is typical of a hands-on participative leader who may not only direct the operations may works with the employee. Most become coaching leaders where they show the worker how best to get the tasks performed (Judge, Piccolo and Ilies,2004:36-51).
- Good remuneration based on performance of employees; too often employees who perform well may be motivated with the extra reward for excelling. These are the

characteristics of transactional leadership, but many more able performers prefer this as it distinguishes from the nonperformers in terms of better rewards.

- Encouragement and career *pathing* for the employees; to some degree every employee has hopes of being in a better position in the future if that will help boost their ego. Many employees are in those positions more by default than by design, such as people who are looking for career development (Correl, 2001:1691-1730) and are not satisfied with where they are.

The style seems to show high consideration for employees suggesting that it may be the “do it all” type of approach to and for employees. This is largely embedded in the personality of an individual which may have been influenced by upbringing, education, exposure or even religion. Interesting enough this style fits in well with the style of leadership generally ascribed to female leaders. It should also be understood that it may not be possible to have an individual leader who fits perfectly into the stipulates above. But the presence of those personality traits and considering that these can be learnt, thus suggests that women could easily learn these and lead effectively. It is true that the leader attitude or perception about the workers influences the way that the leader will behave towards the workers as stipulated by the X and Y theories. As such, women leading a team of construction workers may have a high regard for their stamina and their expected resilience and tenacity that may enable them to work harder. The female leaders would therefore be expected to be the most ideal for them. The considerate model has numerous advantages with which they may make more efficient if applied appropriately.

Advantages: this style has numerous distinguishing aspects that should fit into the work environment, the advantages are bulleted below.

- readily acceptable by the employees
- it reduces the need for coercive or legitimate power
- gets the average employees to do their best
- good cooperation and interdependence
- more productive and production-oriented groups
- a well-motivated and dependable work force
- low turnover and absence from work
- fewer disciplinary meetings and grievance complaints

ii). Initiating – Structure Leadership Style; is characteristic of leaders centered on organizing, planning, controlling, and coordinating activities. This explanation fits well into the definition of a manager; a manager is defined as an individual who is legitimately appointed to work with subordinates to achieve specific goals (Mehmood and Arif, 2011:236). By their nature traditional managers plan, control, delegate tasks and work to see to it that the tasks are done. From the definition, these are well organised, and their work is well planned in advance possibly with all schedules in place because this is who they are. They are characterised by;

- the like to assign employees to specific tasks; certain employees must do certain tasks and time schedules for complementing are put in place including the quantity of work to be done.
- They set minimum performance standards; they are specific as to what should be done, and they measure the performance of the employees based on the completion of the tasks given as per the expectation of the manager.
- They set standard performing standards of tasks, suggesting that everyone has or must at least have the same abilities (minimum) for which they are paid or should be paid equally.

Whilst the concept of manager and leader gives the impression that the leader is most prepared for effective execution of tasks (Buelow, Zuckweiler and Rosacker, 2010:10-17). The researchers postulate that the initiating structures have their own advantages and have relevance to certain situations, namely;

2.3.1 Advantages of the initiating structure

- prepares all the work for employees; all the work and the rest of the modalities are done by the leader manager. This reduces the pressure from the employee and helps cuts done on likely deviations that may feed into risk factors.
- has set standards easy for employees to follow; generally, there are clearly defined rules and operational policies which become easy for the leader / manager to monitor and evaluate compliance.

and work is done quickly; because the tasks are already clearly defined no extra time is taken or wasted on deliberating on what should be covered for the day and how this can be achieved and in what time.

There are certainly specific types of operations that would fit well into such arrangements, but cognizance should be taken of the type of followers involved. It

might be difficult for the manager to know exactly how much work can be done in what time with what speed, but different employees work differently. Some workers may have more vigor than the others, whereas some would want to be innovative and do the task to get the same results but differently. All these factors are critical to consider as the tasks, the environment and the individuals performing the tasks may impact on what approach of management should be adopted.

iii). Production – Centered Leadership Style (Beynon, 2002:75-97).

This, if used on its own cause a lot of grievances amongst the employees and may de-motivate employees. Research shows that effective leaders use both considerate and initiating leadership styles (Morioka, 2013:1-20). If employees consider their leader to be considerate also, they may not react negatively to the production-oriented approach from the leader.

Leaders who use production-centered leadership style tend to;

- set standards for the employees to live up to
- organize and supervise closely for compliance
- supervise closely to maintain production schedules
- lay emphasis on results and obedience to instruction

These leaders work well with targets and the tasks are clearly defined and no room is allowed for any deviations from planned schedules. The focus is on what needs to be done and has nothing to do with who will be doing it and what are their conditions.

Leaders who use employee centered leadership style tend to

- allow employees to take certain decisions at their stations
- encourage employee innovation and creativity in the processes
- care about employees and their welfare – employee focused
- worry about the working conditions and environment - ergonomics
- generally managed high-performance teams – a happy employee performs
- establish very good working relationships with the employees – have loyalty
- allows employees to set their own performance goals – determine their destiny

Such leadership is based on the understanding that work is done by people through for people. Consequently, the human element becomes a critical aspect of the effectiveness of leadership based on loyalty and employee engagement.

2.4 BLAKE AND MOUTON / THE MANAGERIAL GRID MODEL

The managerial grid model identifies five leadership styles, and these comprise of; country club style, team style, middle-of-the-road style, impoverished style, produce or perish style;

- **Country-club style** > high concern for employees and less concern for production
- **Produce – or – perish** > have little consideration for employees needs but wants high production
- **Middle – of – the road style** > balance between workers' needs or goals and organizational goals, enough morality to keep workers productive
- **Team style** > high level concerns for both production and the needs of the employees
- **Impoverished style** > low concern for both production and the employees or followers

It is not easy to have one explanation for what causes the differences in the approach to leadership, different people see things differently. Hypothesized; the way a manager is appointed (recruited) and the type of power (including personal power) may impact on how they manage. Many leaders are as a result of mixtures of experiences, cultural formations and sometimes the sudden unexpected ascension to a position influences behavior. The follower perceptions about that particular leader and the ability of the leader to develop congruency with the followership (Jawah, 2013:708-719) will also inevitably impact on style. Sometimes (too often) the level of the leader in the organization and the instructions from senior management may also inform the eventual leadership style.

2.5 EMPOWERMENT MODELS (Zimmerman, 2000:43-63).

This reflects leaders' sharing of influence and control with employees which promotes employee engagement and high productivity. The leader involves employees together with the teams thereby developing synergy. The research has constructed a tabulated summary of this type of leadership in table 2.6 below.

Table 2.6 showing characteristics of an empowering model

Deciding how to reach organizational goals	A leader sharing the plans with the followers or subordinates is likely to have strong bonds with them and more cooperation. This is likely to motivate subordinates and result in high performance which equals effective leadership.
Giving employees a sense of meaning and competence	Empowering employees or followers by using both participative and directive leadership. An empowered workforce is knowledgeable and may do many things on their own. They are more likely to be effective and reduce pressure on the leader.
Self-determination and career pathing	Empowered employees have a degree of self-determination and ability to stand alone – such subordinates can identify and work on a career path for themselves. The presence of such a leader may result because the leader cares for the subordinates and mentors and coaches subordinates.
A sense of achievement and satisfaction	When employees have a sense of achievement, they feel wanted, valuable and may want to stay with the organisation. Such employees will need little supervision and may help in cutting down wasted production time in conflicts with leadership and other employees.
Self-managing and self-leading	An empowered, motivated employee does not need micro-management and makes decisions on their own. Besides, such employees become productive and lead themselves, too often they are innovative and show high levels of <i>intrapreneurships</i> .

Source: own construction

These models allow for the development of the employee leading to an empowered, independent and motivated productive employee. This may lessen the burden on the leadership, reduce pressure on management and cut operational costs leading to a highly profitable operation – all other things being constant. Leadership is not a one-size-fits-all phenomenon (Jawah, 2015:040-047) considering all the complexities and differences that have been discussed extensively in the chapter. This underscores the indispensable imperative for a well natured good leader, and not just another manager. The differences between leader and manager are discussed in table 2.7 below.

Table 2.7 Comparison of leaders and Managers

MANAGER	LEADER
Believes people must be pushed to perform	Influence people to work and excel better
Focused on completing tasks and results	Focuses on relationship building for workers

Cares very little about employee problems	Empathises with employees' predicaments
Separates personal life from work roles	Knows happy employees perform better
Focused on planning and scheduling	Focused on worker empowerment/coaching
Believes in policies and procedures	Believes in contingency behaviour patterns
Spends more time in conflict resolutions	Spends more time in building relationships
No innovation everything is standard	Allows creativity and supports the worker

Source: own construction

Using the table above, again it clearly indicates that leadership involves relationships which is supposedly more effective and attracts responses. Again, going by this, it is clear that leadership is more related to the characteristics portrayed by women (Kunovich and Paxton, 2005:505-552). However, the comparison shows a little contradiction in that women are known to be risk averse whereas men are known to take risks. Managers are here referred to as never taking risks (never change things unless something goes wrong), contrary to leaders who take risks. It might be safe to safe women leading men are more appreciated (acceptable) by men if they take risks because that is in the nature of men.

These are the basic functions of the manager, and they include amongst other things as stated in preceding page, these below.

- a). assigning employees to particular tasks
- b). they establish standards of performance
- c). they instruct employees on what is required
- d). stick on to schedules and need results
- e). leaves no room for innovation –standard procedures.

Studies have shown that if these management practices are used alone without taking into account the contingent factors, this leads to increased (1) employee grievances, (2) employee absenteeism, (3) labour turn over, (4) low job satisfaction, and (5) apathy towards productivity. Research confirms that good leaders exhibit both considerate and initiating structure leadership styles and use them at appropriate times or occasions.

2.6 CONTINGENCY MODELS

Another theory of leadership focuses or is classified as the contingency theory or models. Contingency Models of Leadership postulate that the situation decides or

influences the style of leadership. It can be suggested here that there are many factors that affect the situation a leader may find themselves in. It can be postulated, aided by the theory of implicit theory of leadership that the type of followership may actually impact on the style the leader has to use. This is further supported by the theory of situational leadership (Story and Academia, 2005:38-39), which concurs with the understanding that leaders changing their behaviour depending on the situation. A military operation would inevitably look for more autocratic and dictatorial tendencies given the type of tasks to be performed. Acceptance of this theory may create a problem considering the perceived nature of women which is caring and democratic. By implication therefore women may not be ideal for military operations if they are risk averse (Tosh, 2011:38-39), relationship oriented (Francis, 2007:163-185) and democratic (Roper, 2005:57-72) in their leadership styles. This therefore brings about new thinking on this score that may suggest that most of these behaviour are not necessarily genetic and can therefore be learnt or unlearnt given experience and exposure to situations.

Situational leadership is therefore considered to be dependent on some factors, namely; maturity of followers, leader traits, task structure, types and uses of power, Leader – follower relations, and employees' needs. These are considered to be factors that if applied in appropriate amounts and at appropriate times, may enable a leader to be effective. These are the characteristics of transactional leadership.

2.6.1 Transformational Leadership Style:

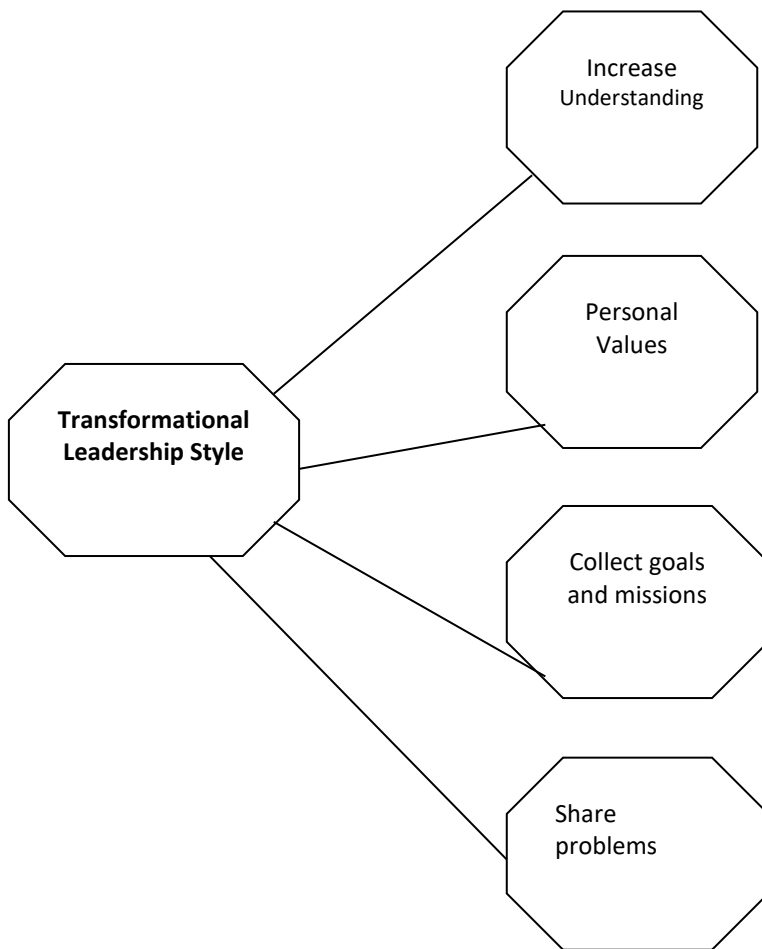
At its core, transformational leadership is primarily focused on the management of matters relating to organizational change. Javidian and Waldman (2013:85) found that, similar to transformational leaders in the private sector, transformational leaders in the public sector tend to have four major characteristics, namely; energy and determination, vision, provision for challenge and encouragement for subordinates, and an appropriate degree of risk taking. These have been expanded on below;

1. energy and determination,
2. vision and mission of the undertakings,
3. provision for challenge and encouragement for subordinates, and
4. an appropriate degree of risk taking.

Just as transactional leadership suited the more static public management from the 1950s to 1970s, the focus of transformational leadership on change especially suits a more tumultuous world. Neither complexity (Uhl-Bien, Marion and McKelvey, 2007: 15-18) nor chaos (Kiel 2006: 80) in contemporary organizations shows any sign of lessening for their leaders. Indeed, complexity and chaos show every sign of not only continuing but also of fomenting change—at times, dramatic change (Pollitt and Bouckaert 2011:63). A number of corollaries follow from the preceding conclusion.

Transformational leadership has a great impact on performance of individual followers; it can enhance motivation and empowerment of direct followers and increase their level of development but not necessarily internalization of values and active engagement (Isaksen and Tidd, 2006:127). Bommer et al (2005:738) argued that Transformational leader identifies viable new opportunities for his or her work group through persistence, vigorous and clear expression of a vision of the future. The competence in personality characteristics and leadership styles of a project manager may determine the success factors of a project. Muller and Turner (2006: 61) also show that Project manager's success at managing his or her project is dependent on competency shown. Some of the critical elements of expected are particularly the leadership style comprising of emotional intelligence, management focus, and intellect. His or her leadership styles can be measured using psychometric tests (Dudink, 2012:5-18), but we can also ask whether such differences are predictable from easily measured demographic factors. Westerveld (2003:411) also demonstrated a link between success criteria, critical success factors by identifying the six groups of success criteria, namely project results (time, quality and cost), and appreciation of the client, project personnel, users, contracting partners and stakeholders. Success factors are grouped into leadership and team, policy and strategy, stakeholder management, resources and contracting. Bertels, Rath and Strong (2003:141) argued that strong cultures in a project is seen as providing organisational members with a sense of their distinctiveness, sense of purpose and the glue which bind people together. Much of this if not all of this is learned behavior, would it therefore be difficult or impossible for women to learn these and become successful and senior leaders in the manufacturing industries? This is illustrated in figure 2.1.

Figure 2.1 Demonstration of Transformational Leadership Style



Source: own construction

2.6.2 The role of leader as change facilitators

Effective leaders ensure that things get done and that employees are appropriately empowered, but also take the organization into the future. The environments of organizations are always changing, so the roles of their leaders adjust to ensure that the organizations will institute changes as they become necessary (Behn 2008: 41 - 44). A charismatic personality may help lead people to change, but it is not necessarily the all-in-all structure where transactional methods are needed informed by the tasks and the subordinates levels of maturity (Bennis and Nanus 2010: 36). As the state of affairs and circumstances change there is an inevitable need for change of leadership behavior and the style used to fit into the new structure. Roberts and Bradley (2007: 20-22) concur and posit that the implementation of change is more a science, the basic steps of which may be easily explained. Fernandez and Rainey (2006: 12) observed that various studies have found that public managers are critical for “reinvention” at

the federal level (Hennessey 2007: 63), as well as for innovation at the state and local levels (Borins 2010: 27). This is in agreement with Wright, Moynihan, and Pandey (2012:16) who postulated that a contemporary challenge lies not only in the quality of technical design that guides the change but also in the clarity. It is here that transformational leaders excel, in that they are known to communicate goals, communicate (including listening as well as speaking) with followers, and minimize political constraints (Moynihan, Wright, and Sanjay 2012: 55).

2.6.3 How transformational leadership complements transactional leadership;

Surveys in the public sector routinely show that leaders need both, even if leaders tend to demonstrate more competence in transactional skills than in transformational skills (Trottier, Van Wart, and Wang 2008: 55 - 60). Research also indicates that using change management techniques alone does not lead to success without effective general management skills, strategic planning, performance metrics, and skills for collaborating with external resources (Kelman 2011: 10 - 12). Indeed, studies of local government find that “red tape” in the form of performance management metrics improves leadership performance, despite the outcry against bureaucratic rulemaking often expressed in the mainstream literature (Wright and Pandey 2010: 32).

Depending on the circumstances and on the personality of the leader, change can be top down, bottom up, or horizontal. When major legislative changes occur or an agency is rocked by scandal, definitive or bold top-down changes may be necessary (Tichy and Devanna, 2006: 7 - 10). More often, when the changes are meant to be a part of the culture, to enhance efficiency and effectiveness or simply to adapt to contemporary needs, acceptance from the bottom up is needed, support must be generated, and input for execution must be elicited (Kouzes and Posner 2007: 20). Some research indicates that the acceptance of change is even more important in the public sector than in the private, where chief executive officers have more power to drive reforms through unilaterally (Nutt and Backoff, 2006: 15 - 16). The driver for effective change as stated here continues to be relationships and communication, and literature has confirmed that this is a strong point for women ((Currie, Grubnic and Hodges, 2011:9). Why then would women be conspicuous by their absence in these areas where their traits are in abundance?

Contemporary leaders encounter several additional challenges about their roles in the change processes.

Firstly, because of market penetration and the pressure of structural reform, the guidelines for what constitutes “good” change are more open to opinion and debate. Headstrong leaders can neglect democratic values (Denhardt and Campbell 2006: 66), resulting in their being perceived as insensitive or egotistical when, in fact, other influences are more critical.

Secondly, contemporary leaders must deal with heightened public consciousness of public sector problems, scandals, and crises and with a willingness of the media to judge harshly implementation errors or lone ethical violations (Boin et al, 2008:15-17). Such harsh judgments may cause leaders to be so cautious that they fail to institute needed changes.

2.7 CONCLUSION

What complicates leadership is the presence of people who have minds and change their perceptions and feelings with time. Each follower carries a baggage of their own, and each one has their own objectives and expectations from a leader. The leadership argument between women and men is yet to be resolved, as the world continues to change, the followership continues to change too. The contingency theory suggests that leaders should fit into a situation to be effective, and the global changes demand leadership styles that should change. Negotiation this change requires communicators and relationship-oriented people, of which women inherently have those traits. Arguably, leadership (sometimes made to be synonymous with management) is the most studied discipline in the humanities. Yet, it has always been difficult to come up with a one-stop-leadership-style that fits all the circumstances and all the time. The reasons are too numerous to mention, but among them are, namely; the culture of people to be led, the nature of the tasks to be performed, the perceptions of the followers about acceptable leadership, power of the led against the leader, the leader’s attitude towards leadership and many other interrelated issues. Consequently, it is difficult to identify one reason why some people can and why some cannot, the gender debate and the ability or availability of women to lead becomes a study point. However, people’s characters are shaped by the many factors including education, interaction and other learnt behavior.

CHAPTER 3

SOCIETAL STRUCTURES THAT IMPEDE WOMEN LEADERSHIP

3.1 INTRODUCTION

On the average the population of women global is almost always higher than that of men with South Africa having 54% of its population as females. The figures do not tally as we move from the general population count to leadership in the public sphere, where women's numbers dwindle to levels of none-existent in other Sectors. In the global politics sphere very few women are ever elected to be presidents, they themselves rarely compete for political power. Of the 54 countries in Africa, only two countries have women presidents, and this same situation is repeated in other continents. Asia has 50 countries with 4 female presidents, the Americas (both south and north) there are 2 female presidents, Europe with 27 countries has only 2 female presidents. Clearly something is out of order, if people of diverse cultures, speaking different languages and too often enemies have one thing in common; insignificant role played by women in public life. This suggests or implies that there are things that are inherently human (good or bad) that are shared by the human race worldwide. The many studies in this field have been inconclusive in that there is no one-size-fits-all explanation to this phenomenon. Many theories and hypothesis have been advanced, the most common among them is that men are responsible for the exclusion of women from leadership positions. But we also know that in general elections where women have contested, there has been a higher from men for than there has been for women voting for other women. This chapter is a general review of all these factors (whatever they may be) as they are recorded in the existing literature today.

3.2 GLOBAL STRUCTURE OF WOMEN EMPOWERMENT

Studies reveal distinguishable differences between the behaviours of men and women and the way these impact on the outcomes of the leadership styles. These behaviours inevitably shape and influence the decision making system and by extension the outcomes of the leadership styles employed. Leadership theories have highlighted the different theories of leadership and how these have been developed over the decades with increased understanding.

3.2.1 Basic statistics on women in industry

The countries that have been in gender equality movements for much longer still have disturbing figures in terms of their numbers. The world's largest stock exchange New

York Stock Exchange recorded that there are 12% companies owned by women or where the chief executive officers were women. Considering that this is the world's largest economy, with a history of liberation of women, the number of women chief executive officers (CEOs) is disturbing. The Chinese stock exchange (Shanghai Stock Exchange) considered the world's second largest economy has minimal businesses with women CEO. It may be necessary to mention here that the Chinese industries were largely owned by government even though there is marked transition with increased individual ownership of industries (Heilman, 2012:113-135). The world's second largest population resides in India (Asia) and their stock exchange reports that only 4% of the businesses are owned or run by women. It may be important to state that Indira Gandhi, a woman was prime minister of India for a total of 18 years, surely they could have made drastic improvements. In Europe, great countries like Britain and Germany that have been run by women heads of state still remain at low levels of women in either business or government. Suggesting that the 12 years rule of Margaret Thatcher and of Theresa Mayor did not help in changing the status of women in terms of ownership. South Africa with all its pro-women policies has a women presence at the JSE standing at an estimated 3% even though the ANC government has a policy of 50/50 between men and women in the cabinets.

3.2.2 Women starting their own business – numbers

One sure way for women to rise to the CEO levels is by them starting their own businesses, from whence they can rise to CEO positions. Statistics records that approximately 90% of the medium to large industries in South Africa are managed by their owners (Statistics South Africa 2011), suggesting that they grew the businesses over the years. The government has developed a structure for the financing of businesses through the NYDA and Umsobomvu Youth Fund, apart from financing for cooperatives. Records show that extremely few women are keen to start their own enterprises because they fear failure (Noguera, 2015:341–355) and are not prepared to take risks. The solution to poverty eradication amongst the poor in this country lies in the establishment of new businesses to create jobs for the unemployed millions. Entrepreneurship is the way forward for any country (Heilman, 2012:45-54), and this should be the answer to the quest for getting to senior management by the women in the country. The entrepreneurship formula, it should be understood, is universal and this includes black men that aspire to be CEOs. Only 4% of the businesses that are

registered in the country are owned by women (Duflo, 2012:1051-1079) even though there is special provision for women. The greatest puzzle is why women are not prepared to start their own businesses, considering the talk about their ability to lead. As alluded to in preceding literature review, the effectiveness of a leader enables the workers and the organization to perform well (Radovic-Markovic, Nelson-Porter and Omolaja, 2012:113-135). Or can the absence of women from business be explained in terms of male impact or socialization coming from societal and cultural structures as impediments.

3.3 CULTURE AND SOCIAL STRUCTURE

There are as many philosophies and hypotheses about women and their predicaments as there are people discussing these issues. One of the postulates is that the social and cultural structure of society is what socializes women into being what they are (Smith, 2005:49-53). Suggesting that if the girl child was taught to be a boy. The sociology of gender is a study on social interaction, and one critical component of this study is, status, which determines how the society will treat you (Neculăesei, 2015:31-35). Gender (sexuality) appears to be amongst the important statuses, and it is perceived that some people are treated in a particular way because of their perceived gender. The gender of an individual includes many characteristics, namely; one's appearance, the speech, and the way an individual moves (Fausto-Sterling, 2000:7). Society classifies people as male and female, not as a social construct by a biological construct, one is born either female or male thereby determining their status in society. The society is also bombarded with the objectification of women, too often as sex objects which are common in advertisements (Strate, 2004: 533-543). This has put a serious image problem about women in the process of interaction with men, suggesting that women have a specific place to be in or specific functions to perform. Thus, it is argued, that the gender differences are reinforced by society through a process of rewarding gender-appropriate behavior. Those who do not behaviour like their gender is expected to (deviant behaviour), will then be punished for not behaving as be societal expectations (Greening, 2004:8). The direction of study seems to negate the biological effects that may have a role to play in determining behaviour. McHale, Updegraff, Helms-Erikson and Crouter (2001: 115–125) are of the view, as reported from their studies, that without parental instruction, sibling influence and societal behaviour framework a baby girl or boy would behave in the same way. Yet

there are suggestions from biological studies that state that there is physiological differences between the boy and girl child (Kalaitzi, et al 2017:457-474). The argument advanced by the natural scientists is that the hormones in their bodies (boys and girls), which are different, influence certain behaviours different from each other (Williams, 2013:253-267). Even though parents may influence behaviour of their children, but there are gender specific traits which are informed by their physical state. Influencing behaviour is one thing, but one cannot be socialised into have the different production genitals and hormones, different from each other (Welling, Shackelford and Todd 2019:432-441).

3.3.1 Gender and the division of labor

The division of labour appears to have been the traditional way of life, the oldest book in the world (Bible) had the males were herdsmen, carpenters, iron smiths, etc. There is no known record of women having been involved in these responsibilities, probably answering the puzzle on why couples always wanted to have a boy child. When industrialisation started, most businesses that operated in homes (Williams, 2013: 253-267), the businesses were moved to the factories and away from families. The home that was previously the centre for enterprise, became the place to go to after work, thereby a significant change in gender relations, gender roles and gender discourse (Neculăesei, 2015:31-35). Women then became home keepers and men the bread winners supplying food and shelter for the, entrenching the gender role structure. The division of labour during the industrial revolution was intended specifically to get people to do what they could do best, and that too in the industry was among men. This may have been the origins of the gender stereotypes of men and women (Heilman, 2012:113-135). If this would be translated into all spheres of work life, then it would suggest that men are the best suited for higher positions and women are perceived to be unable. It may be necessary to indicate also, as an obvious fact, that there are many men who have failed to occupy the senior positions, not because they were women, but that they were considered less qualified than their competitors.

3.3.2 Women's perception about status quo; Women empowerment

Kabeer (2005: 13-24) defined women empowerment a deliberate undertaking that is intended to enable women to have control of their destiny. This may also be taken as giving to people what they need which they have not always had, thus a process is

embarked on to try to give them that “power.” Mosedale (2005:243-257) concurs and suggests that the women empowerment is the single most critical item on the agenda of any country that wants to develop. It is alleged that women are also left out of the decision making processes and thus have been disempowered by men who monopolise the power. They daily suffering of women is believed to be perpetuated by their exclusion from participating in the political structures platforms where decisions are made (Rahman, 2013:9).

Empowerment means that people are able to access systems and structures that enable them to make use of opportunities for their own benefit. Among the opportunities required are, education, professional skills, employment and funding to start their own business. Bayeh (2016:38) opines that empowered women will bring equality between the genders and will facilitate the rate of sustainable development. The empowerment that women are looking for is (according to them) what has been denied them by society, and that is the ability enjoy their rights, to control and benefit from the resources, assets and income according to their wish (Gupta and Yesudian, 2006:365-380). The empowerment of women is treated as an economic imperative in that it increases the quantity of the human resources available which might positively impact the quality. Empowerment of women is in itself a human rights issue and needs to be addressed globally if the world is to benefit the most from much of its resources left to waste. All processes of sustainable development point to environmental protection, economic development and inevitably social development.

This, it is opined would not be achievable without bringing women into the arena as it is believed widely that equal participation of both men and women is necessary. This was identified as far back as 1997 at the Beijing conference that women remain a key components of sustainable development for any economy (Mehra, 1997: 136–149). It is surprising that there was no remarkably urgency put in this issue to facilitate the empowerment of women which in turn would serve as a drive for sustainable social and economic development. Society has remained stuck in its belief and practice of disempowering and stereotyping women, and two types of empowerment for when have been identified, namely; economic empowerment and political empowerment (Duflo, 2012:1051-1079).

3.3.3 Barriers encountered by women

Parker (2003:257-291) asserts that most of the problems and barriers that women face is part of the cultural and or societal norm. It is believed that many women feel these barriers but they are accustomed to them, becoming a norm they have accepted. It is stated that they (the women) are treated as inferior to men, with no assistance or willingness from authorities to change the status quo (Mosedale (2005:243-257). It is alleged that some of the barriers are gender related, such as listed in table 3.1 below.

Table 3. 1 Barriers faced by women

sexual harassment	unequal pay with men	children bearing
unfair hiring practices,	no mentoring to lead	excluded from training
career progression,	left out in decision making	gender stereotyping
destined feminine jobs	considered incompetent	exclusion from leadership

Source: own construction

The table above lists some of the things that women refer to as barriers to their progression to senior management in the organisations. Whilst some may not appear to be of primary importance, depending on who is looking at the concerns, these are perceived to be real with and amongst the women.

- **Sexual harassment;** defined as the use of explicit or implicit unwelcome and inappropriate promise or offer of any form of reward in exchange for sexual any form of sexual favours. This includes various types of the overtures be they verbal and or in the form on signs or actions to that effect (*Anderson and Suris, (2013:264-269)*). This may impact on their self-perception and affect their confidence in themselves as people or individuals who can perform. O'Donohue and Bowers (2006:47-74) stated that this makes women think that they are treated as objects by their fellow men considering that all the men see in them is sexual attraction. Whichever way it may be, sexual harassment is not always a perception, but a reality that exists and it is at times difficult to prove.
- **Unfair hiring practice** = is a prejudicial design or actions to hire an individual that otherwise is not the best or should not have qualified. When this done for sexual

favours, it offends women (Mortimer, Uggen and Blackstone, 2011:89–105). This is somewhat subjective in many cases because the selection system may never be objective, largely because it is a competition or contestation of the applicants. Too often the applicants do not know how the other candidates are selected thereby causing disgruntlement. If a man is appointed when he was contesting with women candidates, the likelihood is that it will be viewed as discrimination because of gender (Tripp and Kang, 2008:338-361). Whereas if in the selection process a woman is selected, the most obviously thing would be it is because she has some relationship or because it is part of women empowerment.

- **Career progression;** like any employee women also aspire to develop in their careers, whilst the expectations may differ by individuals. It needs to be noted that, even amongst men, not everyone that aspires for progression necessarily gets it. But the serious imbalance between the gender representations is what is concerning. The appointment of women on a quota basis, does it really develop and empower women remains difficult to say. The reality however is progression in a career increases the confidence of the individual (if they deserve it) and allows for effective empowerment (Tinker, 2004: 531–546). The position of women is that they are not assisted or prioritised so that they may be able to move faster in the organisational hierarchy by providing them with special programs. A bit dicey too because there is no scientific evidence to the fact that men are career-progressed in the systems because they are men (Haas and Hwang 2007:52-79). Evidence is needed, but what is known in our literal interactions is that there are many other men complaining that they are discriminated against, for whatever reasons. A progressive organisation provides career-pathing for its employees, but the question to ask is – how many do that? The reality remains, that women who comprise the larger part of the population remain largely underrepresented in senior management.
- **Designated women’s jobs;** one other barrier observed is that there a certain jobs that are reserved for women, by implication, there will be those reserved for men only (Swamy, Knack, Lee and Azfar, 2003:191-224). With much of the stereotyping going on around, it is likely that people may consider certain people or specific gender to be suitable for a certain type of position. Correctly or wrongly, but, one would assume that no one would want to give a woman to run / push a wheelbarrow

loaded with bricks at a construction site. Besides, women also make choices on what job they would not take or what they are prepared to take.

- **Unequal pay with men;** the general practice in most organisations is that salaries are confidential and no one knows what the other earns (Acker, 2006: 441-464). Salaries are generally negotiated and the salary differences may not necessary have anything to do with gender. Sad to say that this may be used by management to discriminate against women and pay them less, but we have evidence of better qualified men earning less than less qualified women. As indicated in existing literature, Kenworthy and Malami (1999: 235-268) highlighted this anomaly many years back, and this continues to be the complain of women. It may be difficult to tell in most South African companies because salaries are treated as confidential, sometimes dependent on how well one can negotiate for their earnings.
- **No mentoring for women;** generally, organisations mentor people considered to be critical for promotion or because of their need to perform better (Portillo, 2007: 103–113). However, again there has been no scientific evidence of women who were earmarked for mentoring and did not receive that service. Admittedly, the selection process for positions is basically flawed and subjective, and not always that a candidate is chosen on merit (Kalbfleisch and Keyton, 2012: 189–212), Most appointments have too much of political meddling and the best individual is not always selected, and this goes for both genders.
- **Excluded in decision making;** most decisions are made by management suggesting therefore that people outside of management do not participate in making decisions (Patton, 2009: 510–537). May be this need to be elaborated on, that objectively speaking there are fewer women in management, for many reasons, too numerous to state all of them. It can be supposed that if more women started their own businesses they could quickly rise to those levels where they make decisions (Portillo, 2007:103-113). Besides, not many women get to management level because of family commitments, child birth or simply because they do not have the required education.
- **Child bearing;** getting married, getting pregnant are choices that women make, and these go with their own commitments (Darroch and Sing, 2013: 1756–1762). Too often once women staff having children they have little time to focus on self-development, which reduces the number of women eligible for positions.

Sometimes jobs are identified as demanding and not convenient for married women or those that are single parents (Portillo, 2007: 103–113). Little can be done in these cases except if the women sacrifice other family commitments to develop their careers. These are biological factors for which little can be done except where the woman forfeits those to pursue a career.

- **Exclusion from leadership;** this also may involve the decision making machinery, but safe to say not everyone in an organization gets to the level of leadership (Kalbfleisch and Keyton, 2012:189–212). Safe to say in heavy duty industries where women are in small numbers, most people who become the leaders are those who came through the ranks. They equally have aspirations like everybody else that they will rise to a higher level someday. The higher the position, the fewer the numbers required and the tougher the competition becomes (Stebbins, 2004:820-822), and many people are left disappointed.
- **Gender stereotyping;** over the years and with whatever experiences people have stereotyping has grown and there is no one single source. Women themselves have their own stereotypes about men and that is how men perceive it (Varia 2016:33-40). The disadvantage of the woman at the workplace is that certain responsibilities may not be offered to women because it is assumed that they may not qualify. Kent and Schuele (2010:52-66) submits that whilst there is stereotyping along gender lines, it should not go unnoticed that there are certain positions that women would choose not to take.

The barriers met by women are not altogether exclusively towards women, in as much as these are regularly highlighted as gender based. There are many men who feel that they have been treated unfairly because they were never given the opportunity to rise. (Rosette and Tost, 2010:221-235). Some for political reasons, racial reasons or simply personality clashes that prohibit the development of other people because they are considered “uncontrollable.” This does not in anywhere suggest that the practice is not there, but it is definitely felt differently by women as any such occurrence is perceived as because of their gender (Chandra, Copen and Stephen, 2013:1–18)

3.4 SKILLING – WHERE IS THE WOMAN

The skilling of women has been touted as one way of effectively getting women involved in the eventual decision-making levels. There is also a need to understand that “including a woman” equals success for the organisation, the firm still has to deal

with the realities of the business and its environment (Correll, 2001: 1691-1730). Cognizance should take also of the fact that not all women may like all the skilling programmes going on, and that might affect the pool of women who would make it on the list for interviews. The higher you go in organisations the fewer the women you'll have in the pool of those who should be eligible (Eagly, 2003:151-169). It may be objective enough to trace the growth path in education of the girl child.

3.5 GENDER DIFFERENCES = CHOICES MADE BY WOMEN

3.5.1 Personal Differences

Whilst we debate the stereotyping, its origins and the eventual impact on women and their development into senior management. Researchers seem to agree to a large extent that there are differences between men and women in both their leadership style and the decision-making processes. A few of those differences are tabled below (table 3.2) below and discussed in some detail after the table.

Table 3.2 Observable differences between men and women

PERSONAL DIFFERENCES	PROFESSIONAL DIFFERENCES
Confidence:	Risk perception and reaction:
Bluffing:	The influence of context and neurology
Social Risk:	3 Testosterone and risk taking
Emotional and facial recognition:	Evolutionary reasons
Emotions and actions	Effect of same-sex and mixed environments: Culture:

Source: own construction

There are noticeable differences between men and women in their behaviour and responses to situations and circumstances. Whether the knowledge of such differences is the primary source for the much complained about gender stereotyping, it has to be scientifically interrogated. Croson and Gneezy, (2009: 448-474) assert that what is clear however is that researchers have identified and somewhat come to the realisation and agreement that these differences are more than perceptions. The observations are classified and divided into two types in this study, the personal differences and the professional differences. The personal differences include among others, confidence, bluffing, social risks, emotional and facial recognition, and emotions and reactions.

Confidence: Bengtsson, Persson, and Willenhag (2005: 199-203), posit that men show more confidence than women, especially in matters pertaining to financial decisions that need to be made. The confidence levels in men cannot be understood well as to why there is that confidence, either because they are generally risk takers (men) which be from high testosterone levels or not (Barber and Odean, 2001:261). These sentiments are confirmed by Correll (2001:1691-1730) who supports the view that because of the confidence levels men tend to trade in greater volumes (take risks) compared to women. Consequently, men would make large losses if their “gumble” doesn’t work well, whereas, according to Robinson and Stubberud (2011:92-154) women, because of the lower confidence run businesses with very low profitability. This low confidence translates into risk aversion on matters to do with finance and business decisions, and they are more apologetic than men because of low self-confidence (Schumann, 2011: 1-94).

Bluffing: Possibly because of the high levels of confidence among men, there is a marked willingness for men to bluff and this boosts their optimism and positivity in the judgments and projections. Guidice, Alder and Phelan (2009:535–553) made a comparison of men and women on their willingness to bluff the results showed that men are more willing to bluff than women. But a research on the same topic by Holm (2005:13-43) could not identify and marked gender-based differences for bluffing but noted that men thought that they were better and winning. The study also revealed that both genders are made more easily lie to a woman than to a man.

Social Risk: Studies have consistently shown that women are high risk takers on social issues even though they are considered to be risk averse (Weber, Blais, and Betz, 2002:263-290). Among those social risks where high risk taking was prevalent was opening differing with others on tastes and preferences. Much more issues to do with emotions like marriage, entertainment and other social activities that involve immediate gratification of self (Harris, Jenkins, and Glaser, 2006: 48-63). Matters to do with society that would attract attention towards the woman and are expected to be uplifting emotionally were generally amongst the highest. Men showed the opposite, they tended to be more conservative and risk averse on social issues and yet more aggressive on financial and physical issues.

Emotional and facial recognition: Hoffman, Kessler, Eppel, Rukavina, and Traue (2010: 278-283) observed that women are by and large great social risk takers, it is hypothesized that this may be because they have greater social sensitivity. They

appear to be more able to handle social uncertainty compared to their male counterparts who shy away from social risks and cannot handle social uncertainty. Women can pick and notice facial expressions quickly even if the expressions are quick and brief (Hall and Matsumoto, 2004: 201–206), allowing for social awareness. Studies in neurology provides evidence and concurs with the forgoing that when assessing the the emotions of other people women have higher activation mirror neurons (Schulte-Ruther, Markowitsch, Shah, Fink, and Piefke, 2008:393-403). A neuron is defined as “a particular type of neuron that discharges when an individual performs an action, as well as when he/she observes a similar action done by another individual” (Rizzolatti, 2005:419). This works in the social cognition situation also in as much as it had been, they had been noted to function in as motor function. Enticott, Johnston, Herring, Hoy, and Fitzgerald, 2008:2851-2854) assert that the mirror neuron system has critical applications in helping in the understanding and simulation of others intentions including to a degree, the other person’s state of mind.

Emotions and actions; Wester, Vogel, Pressly, and Heesacker (2002:630-652) observed that generally women show greater emotional intensities when they react to a situation, they may perceive to be negative. This finding was confirmed many years later in a different study by Madison and Dutton (2019;1-4) who stated that women seem to pick negative signals quickly and with a lot of emotions. Subsequent studies (Derks, Fischer, and Bos, 2008:766–785) show that men and women are different in impulsive base-reaction, men tend to respond through action women tend to respond through feeling. When the brain is not engaged in serious issues and is at rest, different parts of the brain of men and women are activated. In men the reptilian part of the brain associated with the instinct for survival (fight-or-flight response) whereas in women it is the limbic system that controls emotions (Gur, Gunning-Dixon, Bilker, and Gur, 2002: 72-80). In response to stimuli, the immediate reaction of women is to feel whereas men’s response is to act by fighting or fleeing. This explains why men are more confident and optimistic, when women show higher social sensitivity because they have better developed mirror neurons. So, men react by action and women react by feeling.

3.1 PROFESSIONAL DIFFERENCES

Much study into the gender differences in the personal life space has been extended to the professional space. Most meta-analytic reports state clearly that women are risk averse (Niederle and Versterlund, 2007:1067–1101). Later studies have confirmed

also that women are more risk averse for abstract gains, consequently women invest less in risky assets compared to their male counterparts who take risks. Women are also recorded as having little preference for competitive environments suggesting the possible reason why fewer of them want to start their own businesses (Charness and Gneezy, 2012: 1067-1101).

3.6.1 Women respond differently to risk?

Risk perception and reaction: Women seem to perceive risk in a different way, possibly because it may create different emotional reactions. In another research it was demonstrated that women perceive probability differently because risk is a binary concept to them. They overestimate the probabilities to gain and overestimate the probability to lose and hence become more risk averse (Fehr-Duda, de Gennaro, and Schubert, 2006: 283-313). The exact reason to the gender based differences in risk taking and risk aversion has not been clearly explained, but Croson and Gneezy (2009:448-474) opine that the difference might be due to the difference in emotion intensity. Lighthall, et al (2012: 36-41) highlight other differences cited in many studies, namely;

- when there is uncertainty - women show fear but men show anger
- fear reduces the willingness to take risks, but anger fuels the risk taking
- diminishes the risk taking and anger increases it (Lerner and Keltner, 2001).
- when stressed women reduce decision speed, whereas men increase
- when stressed women have less risk taking, men increase the risk taking

This may explain the differences in the response between men and women to the same stimuli, the parts of the brains involved are different (reptilian and limbic). Whilst men become aggressive because of the stressful situation, it weakens women and makes them avoid exposure to any form of risk. Hence the men will act but the women will feel.

3.6.2 Context and neurology

Ladenburg and Olsen (2010: 1-23) state that women are likely to respond to a situation in a much more emotional manner as they are considered more perceptive to the environment. This will inevitably lead to women experiencing more biases in comparison to what the men counterpart would have. The context of an issue becomes primary in the woman's limbic system and as such context is a critical determinant of how a woman is likely to respond (Cohen and Kudryavtsev, 2011:31-53). Studies in

neuroscience had shown a marked difference between the women and men structurally and in functioning of the brain with men favouring the right brain, women favour the left brain (C.Gur, Gunning-Dixon, Bilker and E. Gur 2002: 998-1003)

They further elaborate that right brain is mostly focused on logic, detail and is linear, whereas the woman's left brain focuses on holistic, intuitive and abstract. Generally women would have a greater interconnectedness of the two hemispheres. This interconnectivity explains the high levels of emotional and facial recognition which is predominant in women showing that to women risk is related to emotions.

3.6.3 Testosterone and risk taking

There is a great link between the biological and the behavioral aspects of the human being, in that testosterone male hormone is directly related to financial risk attributable to men (Gur, Gunning-Dixon, Bilker and Gur, 2002:998-1003). The studies also showed that increase of levels of testosterone in women increased their financial risk taking behavior, linking this hormone to behavior. Evidence further shows in men as they grow older and testosterone levels decrease (with age) the risk taking behavior shows reduction.

3.7 PERCEIVED GENDER STEREOTYPES

3.7.1 What are stereotypes?

Many definitions have been advanced relating to stereotyping, and too often the word is used loosely without properly differentiating between fact and stereo typing. There appears to be no scientific meaning of what a stereotype is, except to say it is a perception held by an individual or a group of individuals about certain behaviors of an individual or a group of individuals (Eagly, JohannesenSchmidt, and van Engen, 2003: 569-591). As such what may be considered to be negative stereotyping may also be a description of certain phenomenon observed by different individuals from a separate perspective. Arguably these stereotypes will have origins, subjective or objectively evaluated by some to be as such (De Martino, Kumaran, Seymour and Dolan, 2006: 684-687). There are observations that have been made by women on men and men are thus perceived as such by women, in the same way that man have made their observations about women. The different stereotyping of men and women towards each other are illustrated in figure 3.1 below.

Figure 3.1 Men and women stereotypes



Source: (Cliff, 2005:63)

The contrasts between men and women as shown in the table above creates a lot of thinking and may give mixed feelings about things. It is always expected that mother would be the one to be more considerate when there is a problem with the children at home (Cliff, 2005: 63–91). Therefore, all things to do with suffering tends to affect mum more than dad type of situation, and when hard core duties and responsibilities day seems to have the necessary aggression to combat that. The question rises; is it because of stereotyping or is it biological and the society reinforces an existing difference? Dobbins and Platz (1986:118-127) posits that these stereotypes lead to certain expectations and convictions about the other gender, which for all purposes becomes what society describes as their reality. In other studies, for instance in marketing, women are classified as emotional buyers (Charness and Gneezy, 2012: 83, 50-58), hence you will find more shops selling women goods than men’s clothing. Children’s clothes are also sold alongside women’s clothes, as it is perceived

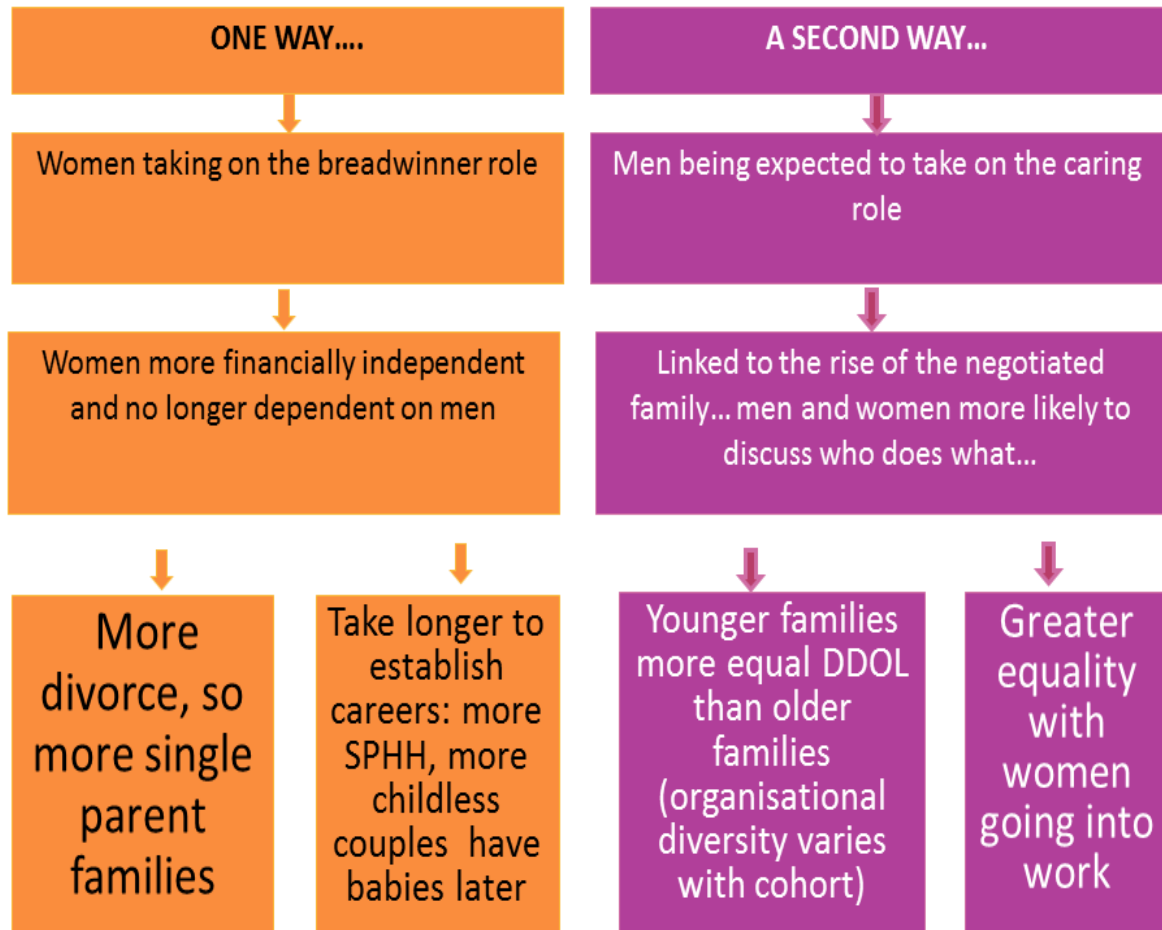
generally the buying of clothes for the children is a woman's responsibility (Cohen and Kudryavtsev, 2011:15-52). Society has developed to that extent that the clothes worn by women are logically different from those worn by men because of the different shapes of the bodies. The dress, the behavior and the rest of the persona is therefore determined by the way society expects an individual to behave for them to be classified as men or women (Correll, 2001:1691-1730). As alluded to earlier there is an argument going on between the protagonists for gender as a social construct and gender as a biological design. Whichever way it is one thing undeniable is that there are noticeable differences between women and men in the way they respond to situations, perceive things, too often, how they are affected.

3.7.2 Eradication of gender stereotypes

Since the women's liberation movements in the 1950s to date, efforts have been made to "eradicate" the supposed stereotypes of gender. Women perceive these stereotypes as barriers to their access to resources in the society, including among other things, leadership and ownership of the resources (Croson and Gneezy, 2009:448-474). It may be difficult to assume that any drastic changes have taken place since the debate is raging on over these (De Martino, Kumaran, Seymour and Dolan, 2006:684-687). Suffice to say, it is women who seem to feel affected the most as they feel that they are excluded from the resources purely based on the fact that they are women. On the other hand, it may sound normal amongst both men and women that there is an understanding of what men's duties are and what are women's duties (Forret and Dougherty, 2004: 419-437). The roles played by the different genders are clearly defined by society and women seem to spend much of their time trying to "break those barriers." It may be difficult to eradicate effectively the "gender stereotypes" until it is possible to identify the sources and origins of these (Enticott, Johnston, Herring, Hoy and Fitzgerald, 2008: 2851-2854) and pre-empt them from the source. Clearly all baby boys are born and bred by mothers who are women, suggesting that the values they have may most likely have been transmitted to them through their mothers. It is difficult to understand what these young men see in their mothers that would make them have the supposed stereotypes (Fehr-Duda, de Gennaro, and Schubert, 2006:283-313). The question arises again as to whether or not the differentiation between the genders is a human made social construct or biological design. The effort to eradicate the stereotypes has encouraged researchers

to make predictions of what it would be like to eradicate these barriers. If the gender stereotypes and situations were removed, and all the barriers removed the roles were mixed or interchanged, the result of the relationships would be like as illustrated in the diagram (figure 3.2) below.

Figure 3.2 Non gender stereotyped society



Source: Sapienza, Zingales and Maestriperi (2009:15-26).

Increasingly more women are in the job market and are either complementary bread winners or primary bread winners in the families. The **ONE WAY** in the model above suggests that if women take on the breadwinner role, they may become financially independent and may see no need for having a man. This may lead to more divorces and more single parents, mostly women, which becomes stressful for the women themselves. Some statistics has confirmed that 85% of male inmates come from a single mother headed home without a father figure suggesting that the separation has negative repercussions. Alternatively, the women may postpone childbearing till later in their lives when they have established careers, or may never have children at all. A **SECOND WAY** would be men taking care of the children at home that would lead to

negotiated processes and roles at home with greater equality. If the stereotypes are anything to go by, then the next problem might be emotional flare ups which might be a source of disgruntlement with the man. This structure might have problems of the man's ego if indeed the differences are social constructs because of the society around. This may also be a problem area considering the biological argument and the approach of men being testosterone driven (Sapienza, Zingales and Maestripieri, 2009:15-26).

3.8 PERCEIVED WOMEN'S ADVANTAGE

Women are considered to be facing leadership challenges in the business world today, and some researchers have made business cases for women. The expectation is that since women comprise half of the population, too often more than men, it makes business sense to unlock the potential of half of the population. Vince Cable (2013 – UK Business Secretary) suggest that the business case for women in leadership would be, women are;

3.8.1 The largest economic opportunity:

Silverstein and Sayre (2009a:48) asserted that women have a higher potential to boost the economy more than China and India combined, considering these two countries account for nearly 3 billion of the world's population. In 2009, women worldwide earned US\$13 trillion which was double the GDPs of India and China combined and in the next decade the earning capacity is expected to rise upto US\$18 trillion. Commonwealth countries alone have 30% of the world's women population which translates to approximately US\$5 trillion earnings.

3.8.2 Global majority consumers are women

Silverstein and Sayre (2009a:48) opine that if women were involved in larger numbers in the boards of these large corporations, they would significantly improve the company earnings by introducing products and innovations that suit women. As women knowing what the women buy, that would give these corporations competitive marketing advantage as this would reflect on the diversity of the customer base. It is estimated that in some countries' women are responsible for 70% of decisions on household spending and have many of their needs not met.

3.8.3 Women have a longer life expectancy than men;

Though generally in the society women are married by men older than them, women tend to live longer suggesting an expanded period of contributing to the economy. The

figures may differ from country to country, in South Africa men expectancy is 59 years and women's life expectancy is 69 years (Bor, Abraham, Herbst, Newell and Bärnighausen, 2013:961-965). The women's market is a growing economy and the involvement of women in these processes would allow more sustainable development and unemployment reduction in most countries, specifically the underdeveloped and developing countries.

3.8.4 Presence of women in corporate boards;

Forsyth (2006:351-377) compared and contrasted the Fortune 500 companies and their representation or inclusion of women on their corporations' boards. There was a significant difference between those with women and those without women of their boards, with those that included women performing much better in all aspects. The more the women were involved the high the corporation performance was recorded. On the average, Return on Equity (ROE) went up by 53% from the previous and Gross Contribution Margins (GCM) went up by 42% with the Return on Invested Capital increasing by 66%. The companies that performed well had a minimum of 3 women as board members in them. (De-Church and Mesmer-Magnus, 2010:32-53) concurred with the findings and noted that companies that had teams that were diversified performed better in all the above standards.

3.8.5 More women are getting educated;

Increasingly more women are graduating in the universities and this is an increasing global phenomenon (Ely, 2011:4). In the UK 54% of postgraduates in a year are women, and this would differ from country to country, most third world countries have lower numbers of women postgraduates compared to their male counterparts. Saudi Arabia surprisingly has a growing increase in women postgraduates, and this trend will continue and possibly influence this trend in other countries.

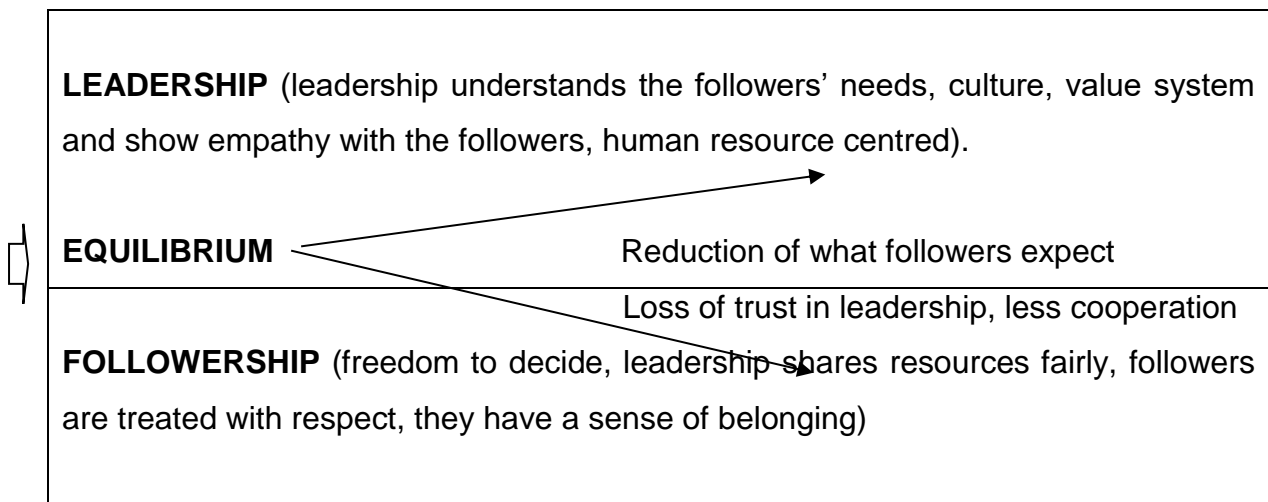
3.9 WOMEN LEADERSHIP STYLES

The effectiveness of a leader is not necessarily determined by the gender of either the leader or the follower but rather by what the leader offers. All people when they are given to head an institute are met with mixed feelings from the followers who have their own implicit theories and beliefs of what constitutes a good leader (Kent and Schuele, 2010:52-66). Whilst some may have "leadership traits" that may enable them to start on a good footing, the reality is how well the new individual will be able to lead or to manage.

Young and Dulewicz (2008:17-32) differentiate between leaders and managers, suggesting that leaders are relationship focused and are generally sensitive and empathetic to the conditions of the followers. Managers are known for adherence to set rules, policies and regulations to control any deviations and get their tasks done. Anyone wanting to be an effective leader has to understand that their effectiveness is directly a result of them being able to use a style ideal for the task, the people and the prevailing structures (Lam, Michalak and Yatham, 2009:166-187). Contingency in leadership is the only way any one leading people has to identify, accept, learn and apply if they are to be effective. Jowah (2013:708-719) suggests that there should be an equilibrium of sorts between the followers' expectations, the leader's style and the organizational objectives.

Leaders should be learning all the time, and one critical element of their learning is they need to be learning the followers all the time. The behaviour and response of the followers largely determine how things will be done and how they may be led best if they are to perform to the desired standard (Kelley, 2008:5-15). The attitudes, the perceptions, the beliefs and the values of the followers are what informs their behaviour, which the leader needs to understand and manage well. This therefore suggests that followership patterns can be plotted and used by the leader to know what should be done to have the greatest impact on the followers. This is illustrated in figure 3.3 below.

Figure 3.3 Jowah's leader-follower congruency



SOURCE: Jowah (2013:708-719)

Reaching that congruency with the followers means then that the leader can influence the behaviour of the followers positively. The concept of female and male leadership styles should not appear as long as the contingency theory is operational (Pratono, 2016:368-382). There is no one-style-works-always formula in leadership hence the subject has been understudied and will continue to be. If female leaders want to be effective, let them understand followership, the powers that they (followers) have and what powers the leader has and workout a meeting pointing in view of the tasks to be performed and the organisational objectives (Seyranian, 2009:152-156). A level of congruency or equilibrium needs to be attained to produce stability, a point at which conflicts between followership and leadership is minimal.

This should be a win-win state where work gets done, the followers are satisfied with job, the work environment is conducive to increasing productivity and the leader delivers the “goods to senior management or board.” People or relationship-oriented leadership must be the ideal (Moghaddam, Ghanbari and Hosseinzadeh, 2011:160-172) to get the cooperation and loyalty of the employees. Managers have subordinates and leaders have followers, and that makes a mighty difference in operational efficiency, any woman can do that. It is the effectiveness of the followers that brings about high productivity and performance, because effectiveness of the leader is derived from cooperation of the followers (Arana, Chambel, Curral and Taberero, 2009:1391).

An African proverb; “You are who you are because of other people.”

3.10 CHAPTER SUMMARY

The gender relationships in a family have a lot to do with what the family intends to come out with, considering the diversities between men and women. The proposed stereotyping is not only towards women, but women have their stereotyping of men too. Whilst this debate rages on, the situation remains dire, undeniably not utilising the 50% of the human resources at any country’s disposal is suicidal. The reality of the matter is that prejudices against women can only be effectively removed if women stood up on their own to start and grow their own enterprises. The South African government have provided financial opportunities for women, and the commercial

banks have those programmes, but very few women take these up. There is seems to be some unwillingness by the same women who demonstrate against exclusion of women from the economy. If women stand up in their numbers, start businesses and grow them, that will on its own eradicate the biases that are talked about consistently. On the other hand, the successful performance of women in their own businesses serves as a model for other women to follow, apart from informing men that women can do it too, if not better. Whilst much is discussed about the social constructs, it can equally be argued that they are brought about by perceptions that are planted into the minds of the people that women cannot perform. Disappointingly women do not believe in themselves as evidenced by their inability to choose and vote for a woman president even though women are in the majority (Hillary Clinton – Democrats – USA; Dr. Nkosazana Zuma – ANC South Africa) and the list goes on. All political parties started by women in South Africa had more men members than women, all new church formations in South Africa are formed by men, even though women have the same conditions. The turning point for the effective entry of women into business, politics and or religion is only when they start and grow their own since they are in bigger numbers.

CHAPTER 4 RESEARCH DESIGN AND RESEARCH METHODOLOGY

4.1 INTRODUCTION

Based on the research question, the problem statement and the objectives that were to be achieved, a particular research methodology was chosen. The problem statement sought to understand and establish the possible causes of the low number of women managers in the manufacturing industry. Literature review pointed out what is covered and known to date, which in this case was not specific to the manufacturing industry, but to private industries in general. In this problem statement, the emphasis and the objectives with the expectations of establishing the probable factors responsible for the exclusion of women from manufacturing industries. A couple of arguments for and against that men were responsible were advanced, and this necessitated the research methodology adopted for the study. The focus was put on the experiences of women and how they feel about the structures and their prospects to advance in the industries.

4.2 PROBLEM STATEMENT

“*Genderisation*” is increasingly becoming the buzz word in the country as the drive for the promotion of women to senior management positions increases. The introduction of the Employment Equity (EE) and Affirmative Action (AA) promulgations are an indication of the government’s push for increasing the women’s presence in senior management. As alluded in the literature review there is a marked change in most sectors of the society with the expectations getting higher amongst women. The societal structure on the other hand designated people into gender-type occupations and professions. The advent of independence brought about the much needed revamping of the previous structure, including introducing gender equality. Manufacturing specifically has remained largely male at all the different levels, even though the male population in the country is estimated to be 46% compared to the female population at 54%. In institutions of higher learning the number of women getting into engineering courses has increased tremendously, but that has not changed the gender demographics in the manufacturing sector. This prompted the curiosity that led to the intentions to understand the causal factors for the absence of women in this industry. This study identified the causes of the absence of women as a result of the “glass ceiling” and “labyrinth” particularly in the manufacturing industry.

It was also stated that whilst women have better opportunities of getting government funding to start businesses, very few women venture into business.

4.3 RESEARCH OBJECTIVES

Research objectives were identified as the expectations that the researcher had or wanted to achieve (Jowah, 2015:65), and the objectives had been classified as thus, namely; primary and secondary objectives. The research objectives created the scope for the research questions designed to answer the problem statement, which itself was developed as a study gap during literature review.

4.3.1 Primary research objective

- To identify factors that limit the development of women to senior management in the manufacturing industry in general.

4.3.2 Secondary research objective

- To identify if there are many relevantly qualified women at entry point into the manufacturing industry.
- To identify the likely situation they find themselves in, in the form of discrimination during promotions.
- To identify personal limiting factors they experience by virtue of being women in the manufacturing sector.
- To solicit for their suggestions for what they think will enable them to grow into middle and senior management.

To meet these objectives, there is a need for the researcher to develop questions that specifically address the issues at hand. There is a direct relationship between the objectives and the questions that seek to assist in getting answers relevant to the objectives and by derivation, the problem statement.

4.4 RESEARCH QUESTIONS

Research questions assisted in demarcating the scope of the study in that they directed the construction of the research instrument. These clearly allowed for gathering data specific to the research problem and research objectives. Following were the research questions constructed for this study.

4.4.1 Primary question

- What factors limit the development of women within the ranks to positions of middle and senior management in engineering based manufacturing industries?

4.4.2 Secondary questions

- Are there many or any relevantly qualified women employed at entry level in your manufacturing firm?
- Are there any noticeable discriminatory practices against women promotion in your manufacturing organization?
- Have you ever observed any tendencies to train women into supervisory positions in your organisation?
- What limiting factors to your development or that of other women that you experience in your workplace?
- What actions of programmes do you think are lacking which could provide opportunities for women to be managers?

4.5 DIFFERENTIATING RESEARCH DESIGN FROM RESEARCH METHODOLOGY

Too often the discussion confuses research design with research methodology, though these are closely related, they are not the same. Research design is defined as the road map or the path followed by the research process (Jowah, 2015:78), thus indicating the steps that are taken. It identifies;

what should be done in the research process,

- thus enabling the research to plan on what tools to be used,
- leading to what time is required to effectively execute the planned process
- what resources are necessary to expedite the full operations objectively, and
- whatever else may assist in the facilitation of the project execution process.

These steps are scientifically aligned to allow for a gentle flow which will assist in aiding to the validity and reliability of the processes and hence the findings. In other words, the research design answers the golden question – what is to be done to come up with a good, valid, reliable and repeatable research project. **Research design;** Research design is described as a framework or action plan that gives direction concerning steps and procedures that are required to see the study to its fruitful conclusion (Churchill, 2002:144). It is a plan by which research participants are obtained and information is collected from them (Welman, Kruger, Mitchell, 2005:52). It describes what will be done with participants in order to reach conclusions regarding the research problem (Welman *et al.*, 2005:52). In order to ensure that the current study was successfully

concluded, the researcher adopted a survey approach, a descriptive research design was chosen because it would allow for the use of mixed research methodologies ((Welman *et al.*, 2005:52). There has always been confusion amongst researchers on the use of words research design and research methodology, these are contrasted in table 4.1 below

Table 4.1 Differences between research design and research methodology

Research design	Research methodology
Strategic master plan	Operational or execution plan
Emphasizes the road to be walked	Emphasizes how the walking is done
Emphasis on what results are expected	Emphasis on tools/techniques for results
Guided by research problem / question	Guided by the tasks and work packages
Focuses on rationality of research	Focuses on procedures and processes
Focuses on the “what should be done?”	Focuses on “how should it be done?”

Source: Jowah (2015:77)

It was decided that a descriptive research design would allow for the use of specific research methodologies which were deemed critical. Generally, two types of research methodologies are used, namely quantitative and qualitative. These two methods are generally considered as opposed to each other and scientist have always argued over these. One school of thought posits that qualitative research is subjective and not scientific and can thus not be used for the purposes of decision making. The others school of thought admits that there are inherent weaknesses in the qualitative methodology but argue that the scientific methodology (quantitative) is not able to quantify and or explain behavioral patterns of the human being. Because of the nature of the study to be conducted, the researcher decided therefore to make use of both methods, considering that each one of them has benefits to the type of research that was to be conducted. The two methods are discussed and contrasted / compared below in table 4.2 for the benefit of the reader and to help justify the final decision.

Table 4. 2 Comparison of qualitative and quantitative research

Quantitative [positivist approach]	Qualitative [anti-positivist]
1.Focus on observable behavior	1.Focus on laws of relationships
2.Focus on universal relationship laws	2.Focus on human experience
3.Focus on causes of phenomenon	3.Focus on experience of phenomena

<ul style="list-style-type: none"> 4. Uses the natural science model 5. Is aided by firm checks and balances 6. emphasis measurement and analysis 7. have natural science-built structures 8. emphasizes causal relationships and the variables 9. ideal for objective data with numbers 10. uses rigidly structured methods 11. tries to understand from outside 12. needs a static environment 13. uses of particularistic approach 14. uses large samples 	<ul style="list-style-type: none"> 4. Uses the experiential model 5. Does not have firm checks and balances 6. emphasise investigating processes 7. have socially built nature of reality 8. focuses on relationship of object to researcher 9. uses subjective data from opinions 10. uses flexible exploratory methods 11. tries to be involved with subjects 12. work with non-static realities 13. uses holistic [wide data] approach 14. samples are small
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Source: Jowah (2015:77)

These two methodologies were considered to have advantages and benefits that would be applicable to the research, as they would complement each other. Qualitative was deemed necessary because the research involved the behavioural regularities of everyday situations amongst individuals or groups. The descriptive approach was, therefore utilised since the study was concerned with frequency / regularities with which something occurred between independent and dependent variables. The quantitative approach was adopted as the study sought a relationship between the independent variables (Kobus,2008:259).The data gathering instrument, namely the questionnaire (in this case), was structured with a range of predetermined responses to questions that were included in the questionnaire. A quantitative approach was also utilised because of the relative ease and speed with which the research can be conducted (Cooper, 2002:114). There is a direct relationship and a working together between the research design and the research methodology. The research design guided and directed on the type of the methodology that was used. It is important to show the differences of the two methodologies on the basis on which the decision on what to do and how to do was based.

Hussey and Hussey (1997:54) posited that;

Positivism as a research philosophical system only recognises scientifically verifiable processes capable of logical or mathematical proof.

Anti-positivism, also referred to as interpretivism or negativism, as a process is based on the philosophy of the social realm cannot be interpreted on the basis of natural sciences methods as it applies to the natural world.

4.5.1 Quantitative research methodology

Quantitative research methodology is predominantly used by natural scientists to help in descriptive associations of phenomenon. This is also known as positivist approach to research because of its characteristics, chief among which are, as listed in the table above; use of large data samples, hypothesis testing and reliability is considered to be high. The larger the sample the smaller the margin or error.

4.5.2 Qualitative research methodology

Qualitative is used predominantly in social sciences where the research may focus on immeasurable factors like attitude, belief, opinion, perception, and other abstracts. This is characterised by, among other things, use of small samples, use of in-depth interviews, research is carried out in natural habitat and the low reliability of findings. This research cannot be repeated with the same results.

4.5.3 Combination (Mixed research methods)

Because of the nature of the research, too often it is most appropriate to use both quantitative and qualitative research methods. Such a research, like the one that was conducted here employed a variety of methods to investigate and analyse social phenomenon. These methods that were used are based on both sociology and statistics as stated above - positivism and *anti-positivism*. The decision to use these combined methods was largely because of the intended purpose for the research. The *anti-positivist* approach was considered as a systematic process where an “outsider observer” made observations to understand the industrial culture of these participants in their own conditions. So, meaning is to be derived from these interactions to understand the causal factors for the seeming inability of the manufacturing industry to take women into senior management. There is a marked increase in the use of mixed methods in research today, except that the extent is determined by the expectations from the research.

4.6 TARGET POPULATION

Because the study involved a high degree of the perceptions and experiences of the women, the focus was on women employed / working in manufacturing industries. It

was assumed that they have an inside understanding of the structures, situations, systems and all the information on the operations. Further to this, it was deemed important to check on personal experience in relation to the way they perceive the treatment given to them and their male counterparts.

4.7 SAMPLE FRAME

The sample frame defined as the total number of people who would qualify for the research was established using Human Resource Departments of the different participating units. These are the custodians on all information relating to employees including among other matters, the jobs frequently vacant, the organograms, the decisions and assessments taken during interviews. The total sample frame was given as 150 (total of all the women) in the respective organisations.

4.8 SAMPLING METHOD

The people who qualified were identified (women in manufacturing industries) and since the population was known, the interviewers combined convenience and random sampling. Not all people were available all the time, and time was also a factor on both the interviewer and the respondents to the survey. No opportunity was lost to approach anyone women who worked for these manufacturing industries were research permission was granted.

4.9 SAMPLE SIZE

Of the 150 people (women) who were employed by the 11 manufacturing organisations used for the survey, 101 of them were interviewed. This constituted just over $\frac{2}{3}$ of the total number of people who qualified, thus giving a high probability of getting correct answers. This was also informed by Cresswell (2008:67) and Mouton (2011:29) who concur with each other and posit that 20% of a population may be adequate enough to allow for a generalisation which is statistically valid.

4.10 DATA COLLECTION INSTRUMENT

The researcher opted to use a standard tool to collect information using a standard tool to increase on the reliability of the findings. A questionnaire was therefore designed for the purpose, and this was done in three (3) stages.

1. The first draft was piloted on 10 respondents in different manufacturing units to assist the researcher in identifying possible weaknesses and or strengths.
2. With the help of the statistician aspects of the questionnaire were corrected and the statistician assisted in establishing the validity and reliability of the instrument

3. The final stage involved in the development of the instrument (ready for fieldwork) with the three parts on it; biography (10 questions), Likert scale (30 statement) and open ended questions (total 20 answers could be provided).

The questionnaire was specifically designed for this research because questionnaire designing is integral to the research process (Kobus, 2007:158). Questionnaires have become a standard for research by many researchers for various reasons and has been a popular means of collection of data in many surveys. The decision to conduct a questionnaire survey was because;

- The researcher had looked at all pros and cons thereby culminating in the conviction that the questionnaire would be the most effective and dependable way to gather the needed data.
- The questionnaire could be used to differentiate or show the relationships between the variables as the questions would enable the respondents to differentiate these (Welman, *et al.* 2005:174).

According to Badenhorst (2008:127), questions stimulate thoughts of the respondent, they help differentiate and define the tasks. With this, the questions may be used to identify issues to be focused on, and provide the direction of the research based on the objectives of the researcher. It can be stated that research is all about asking questions systematically with a known and purpose driven goal or expectation. In the process the responses differ from individual to individual, and this is the beauty of the research in that questions help the researcher see and understand the diversity of human thinking and behavior.

4.11 DATA COLLECTION

The data was collected using the data collection instrument constructed and piloted as stated under the data collection instrument section above. People were personally approached for the responses, and the purpose for the direct approach was primarily to;

1. Maximise the return rate of the questionnaires,
2. Attend to any areas that may have needed help,
3. Give the assurance of confidentiality to respondents, and
4. To speed up the process of filling in the questionnaires

Three people assisted with the coordination of the collection of data after undergoing a training to assist in effectively facilitating the process. Individual respondents

randomly selected (and instance – convenience sampling) were briefed on the expectations of the survey, the ethics issues with special reference to “willing and voluntary participation.” The individual respondents were assisted to go through the questionnaires, the completed research tools were collected. All the documents (questionnaires and extra information provided) were brought together, counted and made ready for the next stage.

4.12 DATA ANALYSIS

Once data is collected, something should be done with it in order to turn it into useful information (Hofstee, 2006:116). Data analysis investigates variables, as well as their effect, relationships and patterns of involvement with the world (Welman, *et al.*, 2005:211). Therefore, data should be analysed in a manner that ensures that research questions and hypotheses are addressed to ensure that the research objectives are achieved (Anderson, Sweeney and Williams, 2001:97). The collected questionnaires were edited, cleaned and then coded before they were captured on to an Excel Spread Sheet (ESE) to help with construction of illustrations. Welman, *et al.*(2005:211) postulates that the illustrations (graphs, bar and pie charts, histograms, frequency polygons, etc) help to establish the relationship between the variables under study. The illustrations constructed were deliberately chosen to enable easy comparison by the reader as well as provide adequate information as required by the researcher. The illustrations had to clearly show the relationships with little complication considering that all readers are not mathematical or statistical in their literateracy.

Tables were used for data presentation, interpretation and discussion. Data presented in the form of tables portray a flash view of what the writer wants to pass on to the targeted audience, reduces the amount of data to be presented, and makes it easy for comparison (Welman *et al.*, 2005:211). In order to enable ease of interpretation and discussion of findings, the table below (Table 4.3) shows mean intervals and have meanings attached.

Table 4.3 Evaluation of the five Likert scale section of the Questionnaire

Scale	Mean interval	Meaning	
5	4.51-5.00	Best	Strongly agree
4	3.51-4.50	Better	Agree
3	2.51-3.50	Good	Neutral
2	1.51-2.50	Fair	Disagree
1	1.00-1.50	Poor	Strongly disagree

Source: Researcher's own construction

The structure used for analysis was meant to encompass all know methodologies to enable for effective data gathering taking advantage of all the positives of the systems used. The Likert scale helped with the evaluation of all the perceptions, attitudes and opinions of the respondents in regards to the study. An open ended section allowed for extra issues that may not have been covered during the survey, and the contributions

4.13 ETHICAL ISSUES

Ethical behaviour is important in any research particularly when it involves human subjects. Principles that underlie research ethics are universal and concern issues such as honesty and respect for the rights of individuals (Welman, *et al.*, 2005:181). General principles usually invoked in codes of research ethics are:

no harm should befall the research subjects; and
subjects should take part freely, based on informed consent.

Welman *et al.* (2005:181) revealed that ethical considerations come into play at three stages of a research project, namely:

- when participants are recruited;
- during intervention and / or the measurement procedure to which they are subjected; and
- in the release of results that are obtained.

The researcher followed Welman *et al.*, (2005:181) advice on being ethical in carrying out the research study and in the process ensured that:

- the purpose of the research was explained in detail to the prospective respondents before they were asked whether or not they wanted to
- Only those who wanted to / were interested to participate in the survey were given to fill in the questionnaire pertaining to the research
- Respondents were informed that because this was voluntary, they were free to withdraw at any stage without giving reasons
- Respondents were also told to omit questions they were not comfortable with without having to explain anything to anyone
- They were told not to write their names or any markings that may be used to identify them as the writers of that particular questionnaire
- They were informed that all the information was confidential, no authority would have access to the report and that they were protected

4.14 CHAPTER SUMMARY;

The research process went on smoothly without any glitches, more people were prepared to participate even though there had to be limits. The difficult and time consuming part was having to explain to individuals and allow them to ask questions before they decided otherwise. On a few occasions the management suggested that the research team meets with all the women at the same place and time during break and or lunch. The team would therefore be introduced to the gathering, soon after management left, and the researchers would start on the explanation. At the end of the session an appeal would be made for those interested from which random sampling (and sometimes convenience sampling) would be conducted. There was always over excitement from the sample frame and everyone felt they had something to say, enough room was always provided for that. All the questionnaires administered were collected at the end of the exercise, the return rate was estimated to be 100% and the team wished more companies had been involved in the research. The next chapter (5) provides details of the research findings in diagrammatical form with explanations on variable relationships provided.

CHAPTER FIVE DATA RECORDING, ANALYSIS AND INTERPRETATION

5.1 INTRODUCTION

The whole research only serves its purpose and have a meaning if data collected is analysed and interpreted into usable information. In this chapter the literature reviewed which provided information on what was necessary in the construction of the research instrument. The research instrument (the questionnaire) was then taken into the field to collect the data based on the theoretical reviews that guided the research. This research instrument was (all the questionnaires) was brought together, cleaned, edited, coded and the data was captured onto an Excel Spread Sheet from whence the illustrations were constructed. The illustrations are comprised pie charts, bar charts, histograms, tables and frequency polygons where it was seen to aid in the analysis. The purpose of the illustrations was make comparison of the data and the relationships between the variables understudy easy to compare and contrast. This chapter therefore discusses the illustrations constructed from the data collected including their analysis and interpretation, the details thereof are recorded. The recording format is deliberate, intended to give equal focus on every item that was asked for in the research instrument. These are recorded and explained item by item in their chronological order, this to enable a full understanding of different aspects of these questions.

This starts with the first section, Section A – biography, second Section B – Likert scale and the third, which is Section C – Open-ended questions. The last section was meant to allow for extra discussion around the topic in the event that some important aspects of this study may have been omitted during the construction of the research instrument. The objectives of the research (the expectations of the researcher) were, from the beginning of the study, namely;

- To identify if there are many relevantly qualified women at entry point into the manufacturing industry

- To identify the likely situation they find themselves in, in the form of discrimination during promotions
- To identify personal limiting factors they experience by virtue of being women in the manufacturing sector
- To solicit for their suggestions for what they think will enable them to grow into middle and senior management.

The research questions were derived from the research objectives as these were developed from the problem statement, thereby allowing for alignment. The research questions and statements (for the Likert scale) are thus a conversion of these objectives into questions, and these follow in the section of the findings.

5.2 FINDINGS

As alluded to above and in the previous chapter, the questionnaire was divided into three (3) sections. The findings are provided in detail in the following sections, but the summarized edition will be in the closing chapter when the summary of the findings, the conclusions and recommendations will be discussed.

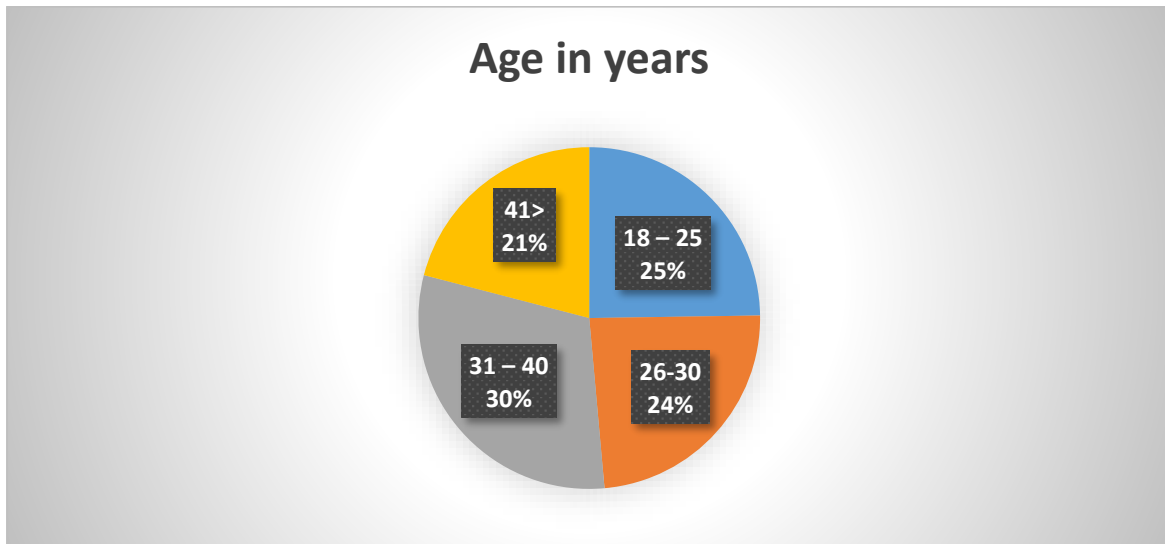
5.2.1 SECTION A – Biography

The biography was considered important as it is necessary and helpful for the reader to know or have some information on the respondents. This will assist in evaluating both the relevance of the interviewees as well as what they said considering that they belong to a particular group. This section specifically dealt with the biography of the respondents for the study, mainly to identify whether they were suitable to participate in the survey. Because the study involved a high degree of the perceptions and experiences of the women, the focus was on women employed / working in manufacturing industries.

QUESTION 1: How old are you this year?

RESPONSE; This question sought to identify the possible length of time these women were involved or affected by the situation, it was assumed that they will have interacted fairly extensively and may have come to understand some other factors and or limitations over the years. They would also most likely know about the choices or limitations of women in the manufacturing space.

Figure 5.1: Age range for the respondents



Source: Own construction

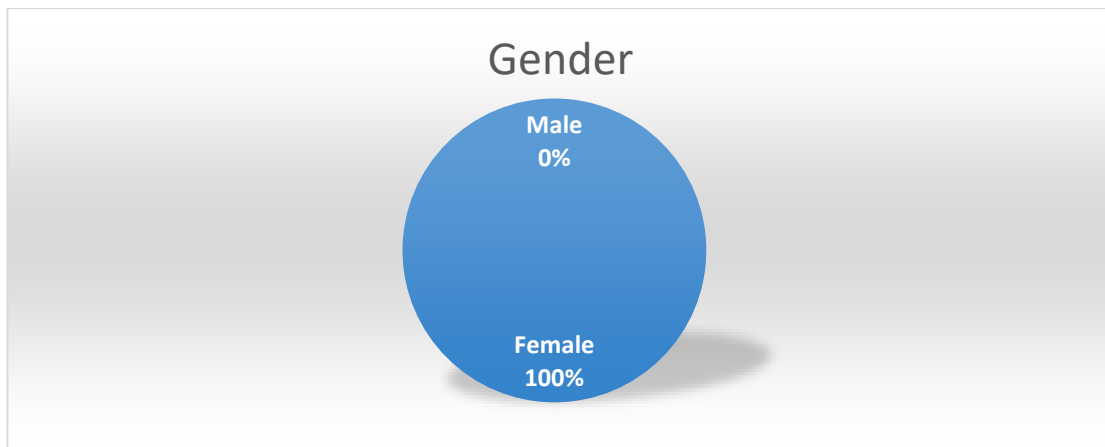
The ratio of women in these age groups was fairly close, with the highest of 30% coming from the age group 31-40 years. These would most probably be family people or at least with some children and may have attained qualifications to their satisfaction. The second stage is the 18-25 age group at 25%, suggesting that $\frac{1}{4}$ of the respondents were actually early starters in their careers. This age group would most probably be people who have just completed their schooling and possibly up to degree level. The 26-30 age group, known generally to be actively trying to establish families and scouting for careers, is at 24%, just one below that of first time entries into the workplace. The least is the 41 years and beyond, who should be stable, and possibly may not be having new pregnancy issues and consolidating their careers where necessary. It would appear that there is a fair number of women in the industry, even though this stage did not require information on “number of years in manufacturing.”

QUESTION 2: State your Gender?

RESPONSE; The research focused exclusively on women, but care was made to identify any other none females that may have been given to participate. Since the

study is based on women in manufacturing industry, only females were considered for the study. The results of the research are illustrated in figure 5.2 below.

Figure 5.2: Gender of participants



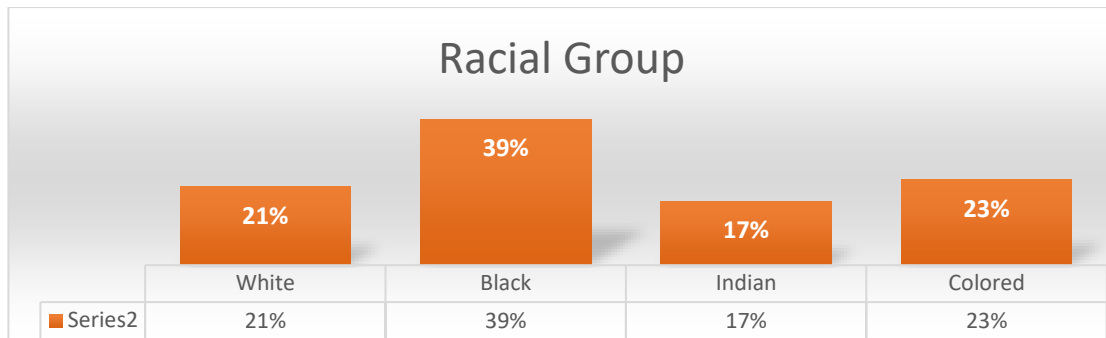
Source: own construction

The research was focused on women, so no males (except if they were disguised) were allowed to participate and deliberately all men were isolated from the survey. It was made explicitly clear that the study focused on women and their perceptions about why they are not in senior management in manufacturing industries. The participants were exclusively (100%) females.

QUESTION 3: What racial group do you belong to?

RESPONSE; The race element was found to be important because, although females in general were discriminated against in the previous dispensation. It is equally true that the status in terms of both opportunity to study and to be employed differed according to the racial profiles. Most (if not all) manufacturing industries are owned and run by white males, who may find it easy to promote their own women in the industry. The responses are illustrated in figure 5.3 below.

Figure 5.3: Groups by race



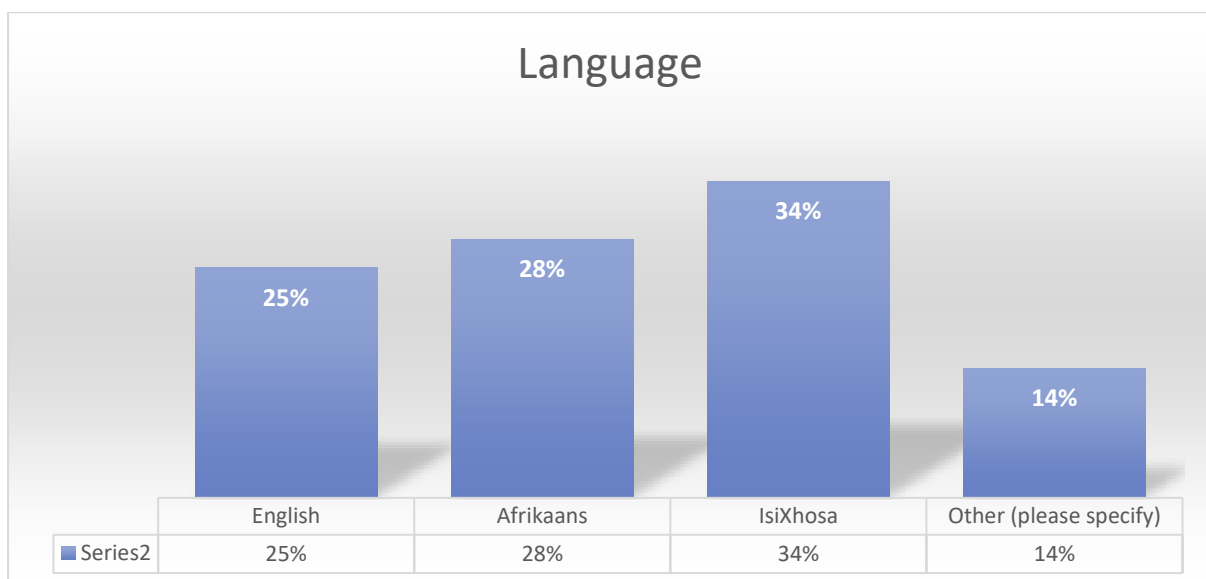
Source: own construction

The participants (as illustrated above) shows a serious skew in that in the City Metropolis where the research was carried out, the racial demography is given as; coloureds comprise 48% (yet only 23% are coloured women), blacks are at 40% (39% is insignificant as a difference), whites are 10% (yet they are just above double at 21%) and Indians at 2% (these at 17% are more than 8 times their demography). It is clear that in the industry manufacturing industries studied, coloured women are under-represented, whites and Indians are over represented.

QUESTION 4: Language group?

RESPONSE; Too often the language groups are aligned according to the racial group, except you may have a small group of whites speaking English as mother tongue, most Indians would call English their mother tongue or first language with most groups. The results are recorded in figure 5.4 below.

Figure 5.4: Language groups by race



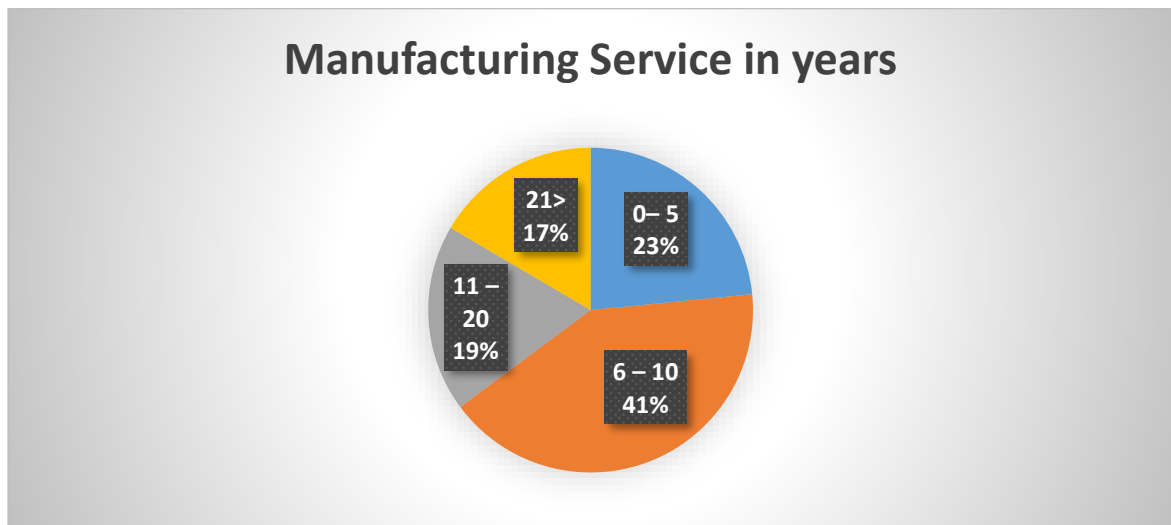
Source; own construction

Those identifying Xhosa as their first language are 34% and comparable to the 39% of the black participants. Coloureds mostly speak Afrikaans, and the language differentiation between those speaking English (25%) and Afrikaans (28%) is interesting. The other is at 14%, but this was not identified, it could include other South African language groups or other foreign nationals working in the industry.

QUESTION 5: How long have you been working in the manufacturing Industry?

RESPONSE; the length of time in the manufacturing industries would assist in explaining the rate at which people (specifically women) are moving up in the structures. It is understood that no one gets immediate promotions, and the qualification at entry point also determines how far someone may go in the firm in a given time. The number of years' service / experience is recorded in figure 5.5 below.

Figure 5.5: Manufacturing Industry Service



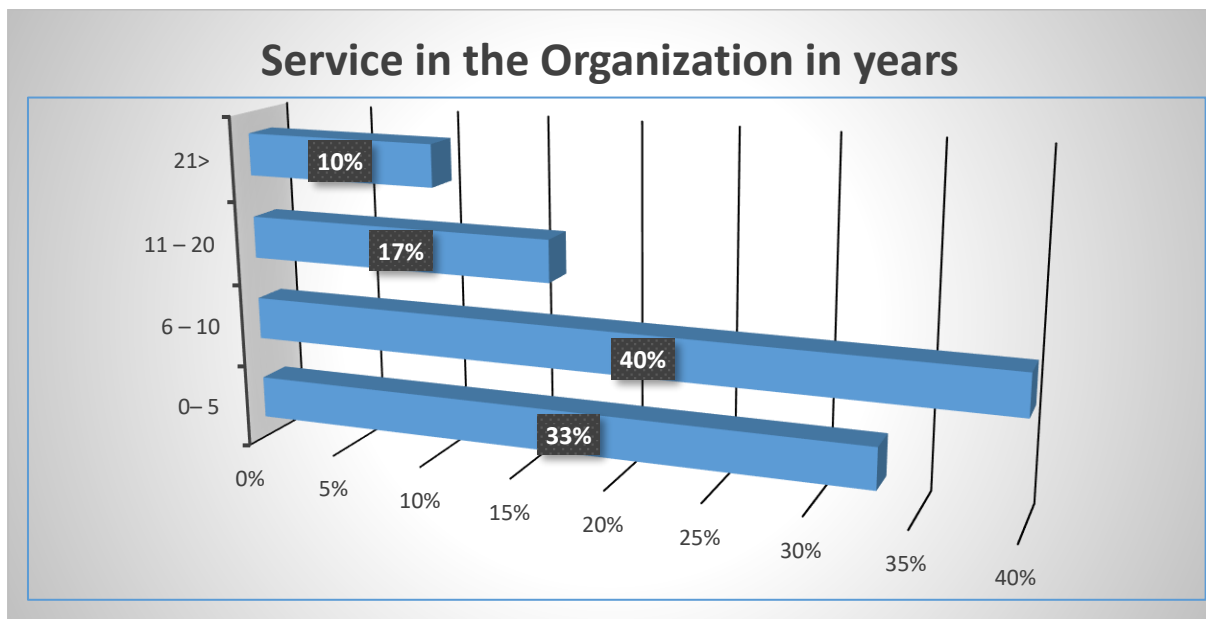
Source: own construction

The largest number of respondents at 41% were in the 6-10 years range, suggesting that recently there was an increase in the employment of women. Those who have been in the system for 0-5 years accounted for 23%, just over a 1/5 of the respondents. The lowest is those who are 21 years and above at 17%, either that the company did not always have women, or some may have resigned / retired along the way. No provision was made for this possibility. Only 19% have been in manufacturing for a period of 11-20 years in manufacturing.

QUESTION 6: How many years have you been working in the organization?

RESPONSE; Working in the same organisation may allow for eventual promotion, dependent on the qualification and sometimes the availability of the openings. Some individuals work to upgrade themselves during this period, some may be chosen by the firm, or they may simply not be considered for any position. The respondents provided information on their stay at the particular organisation, and this is below in figure 5.6.

Figure 5.6: Organization Service



Source: own construction

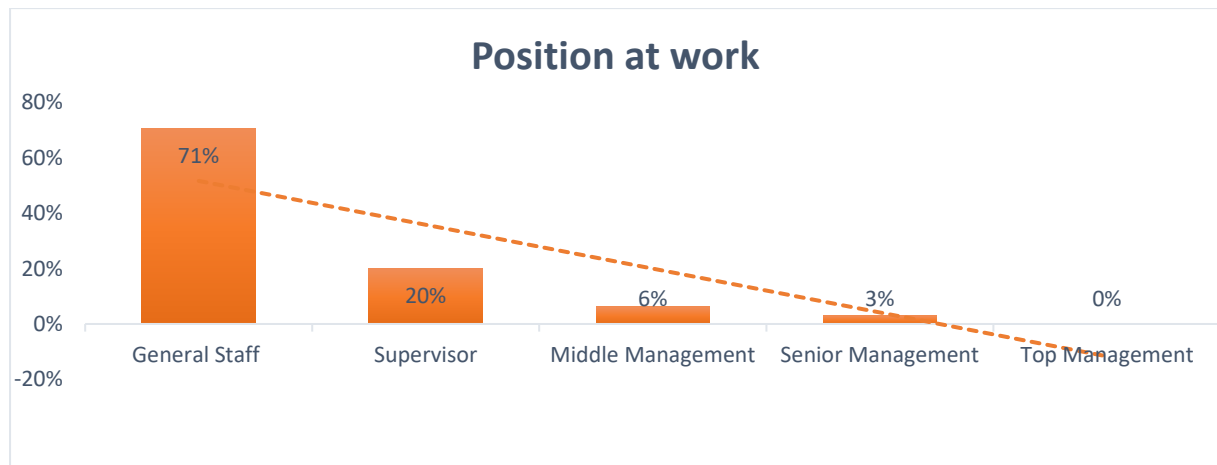
The largest part of the respondents at 40% have been in the organisation for 6-10 years continuously, whereas those that are 21 years and above are only 10%. It could be because of high turnover, or that few women were generally employed in these organisations. The 0-5 years range scored a 33% of the respondents, possibly an increase (change in women numbers) who are now in the firm. The only problem however is it is not indicated as to what level the employees are at and how long it may take long they may be developed enough for promotion.

QUESTION 7: What is your position in the organization?

RESPONSE; It is of primary importance, and this question is the first measure of what positions women generally occupy in these firms, on the basis on which we may access the policy on the promotion of women. It is expected that there will be large numbers of lower staff than there will be middle and senior management, and this

applies through the genders. Yet, the numbers may indicate also if there is a serious under-representation of the women in these manufacturing organisations. The distribution of work-levels amongst the women according to the participants are put below in figure 5.7.

Figure 5.7: Work Position



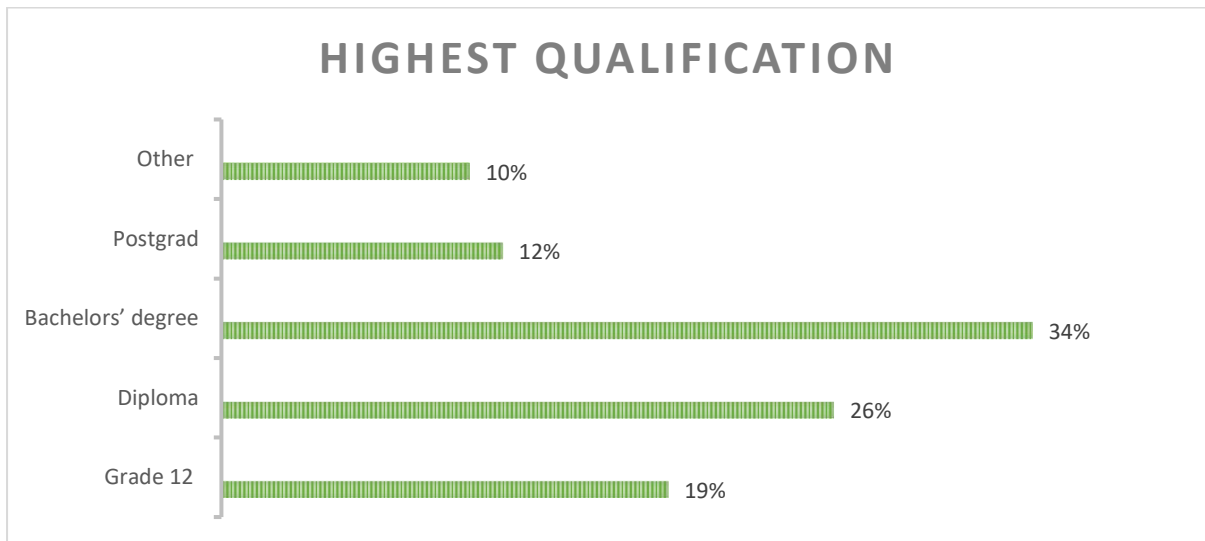
Source: own construction

Close to 71% of the respondents indicated that they were classified as general staff, there is no specific classification as to what general staff is. Some may have been administrators or team leaders, no provision was made for this in the questionnaire, and unfortunately there was no provision made for “other.” Supervisors are at 20% and this does not come say where they are supervising, they could be supervisors for cleaners. Middle management is at 6%, and senior management is at 3% with none (0%) at top level management, considering that the population of women in the country is 54%.

QUESTION 8: What is your current or highest qualification?

RESPONSE; The qualification of the respondents is also important, in that we could be able to assess if there is a deliberate side-lining of women from promotion. On the other hand, it is not clear [(not known) what the pool of qualified women was during recruitment and how often there are openings. It cannot be ignored that women still have a right for them to choose what professions to go for and what work they want to do. The responses are in figure 5.8 below.

Figure 5.8: Highest Qualification



Source: own construction

It was interesting to note that 34% of the women claimed that they had degrees at bachelors level, 26% at diploma and 12% at postgraduate level making a total of suggesting that 82% of them have tertiary qualifications. No mention was made or requested as to what specifically their qualifications were in to decide on the qualification-job-fitness. The remainder have matric or other, but the other was not specified, there is still the expectation that a considerable number of them should have been fairly well positioned. Anywhere, the supervisors are at 20% (figure 5.7 above) which may suggest an upward trend in the employment of women in management positions.

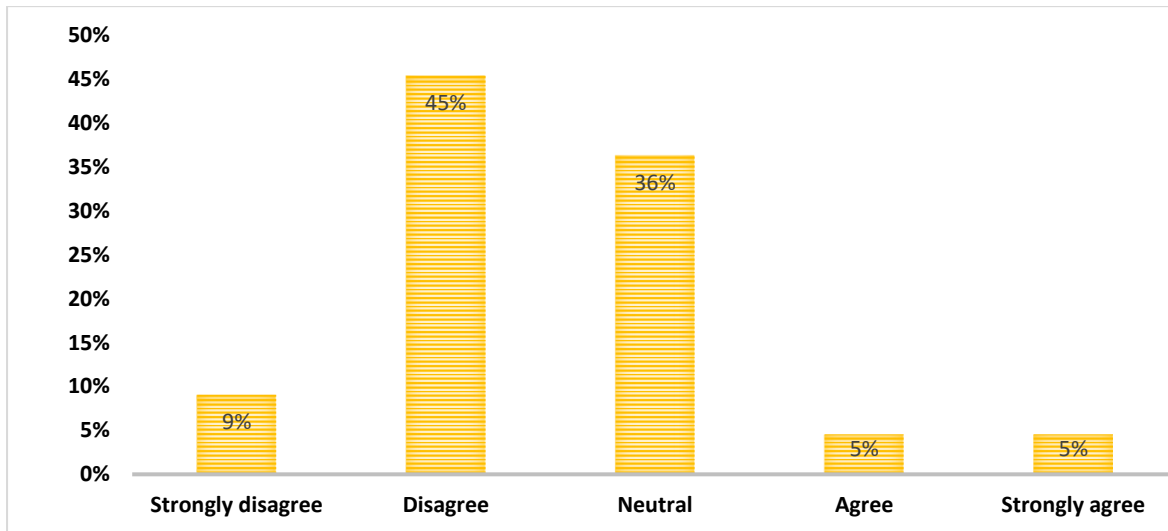
5.2.2 SECTION B

This section is the Likert scale which is supposed to measure the feelings and perceptions that the respondents have about the workplace situation. Because perceptions are difficult to measure, the scale was constructed with the range of 1-5 classified as; 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. The statements will be restated as they appear on the research instrument, and responses per item will be provided in the chronological order in which they appear.

STATEMENT 1: My work place is biased against women career growth

RESPONSE; People have their own perceptions about the situation and the activities around them, whilst this may not be factual, perceptions are the realities that the people live by. Here then is a tool (scale range) that is used to measure the people's realities – the respondents aired their views as recorded below in figure 5.9.

Figure 5.9 Perceptions about attitudes towards women in the workplace



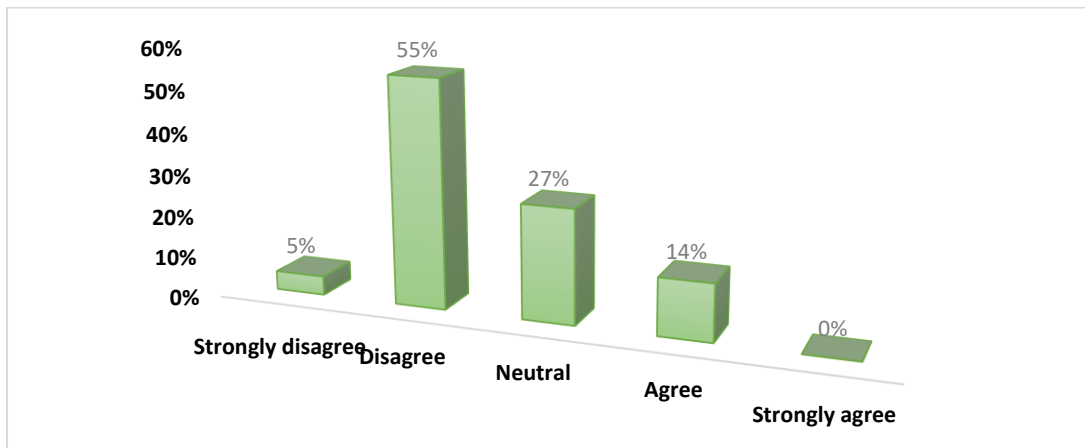
Source; own construction

There is a disturbing ambivalence (neutral) at a 36% high, this is too high and is more than 1/3 of the respondents, these are indifferent. Only 10% (5% agree and 5% strongly agree) that there is bias against women in the workplace. A good 54% (strongly disagree and 45% disagree) suggesting that the majority of the respondents do not think that the environment is not anti-women.

STATEMENT 2: No direct effort is made to promote women to leadership

RESPONSE; Too often people who are perceived to “previously disadvantaged” expect that there should be special attention to their own development. It should be stated here that black males also feel left out because there has been no special focus on their development after all these years of discrimination. The feelings of the women responding to these statements are expressed in the diagram (figure 5.10) below.

Figure 5.10 Perceptions about deliberate women targeted for leadership

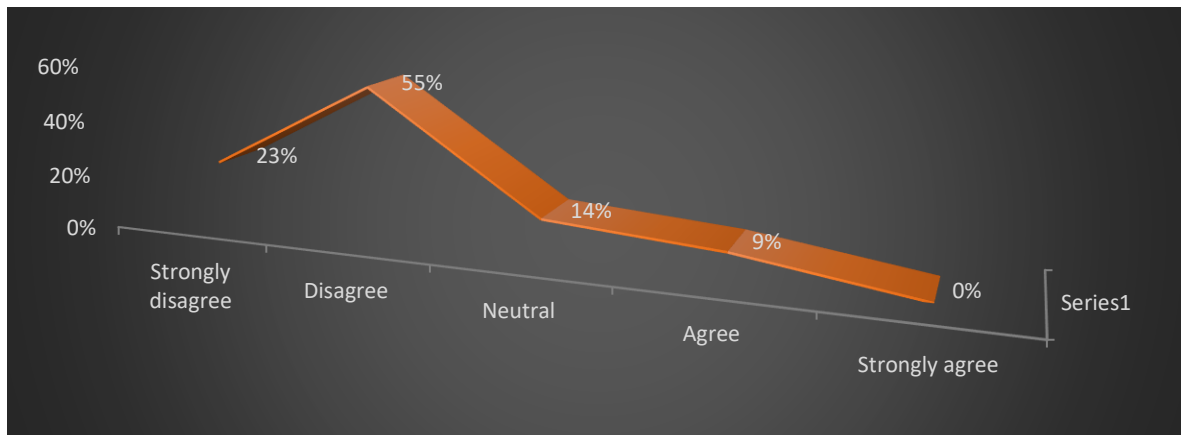


Source: own construction

Neutral is high at 27%, suggesting that there are some people who are not clear as to what they believe and what the situation is. Interesting, again there is a 60% of these women respondents who disagree that there are no special programs put for the development of women into management. Only 14% think that there is no focussed effort to develop women into the management positions, allowing a generalisation that firms do put effort into the development of women.

STATEMENT 3: I have never been promoted in my workplace since I started
RESPONSE; There are many factors that come into play when we think of promotion, promotion may be considered because there is an opening if someone resigns, or a new position is created. Whilst there may be subjectivities involved in the promotion, too often the individual to be promoted must have the requisite qualifications. Unless if there is a special leader development programme targeted to certain people as an organisational policy. Figure 5.11 below is the response from respondents.

Figure 5.11 Promotion of the individuals at the workplace



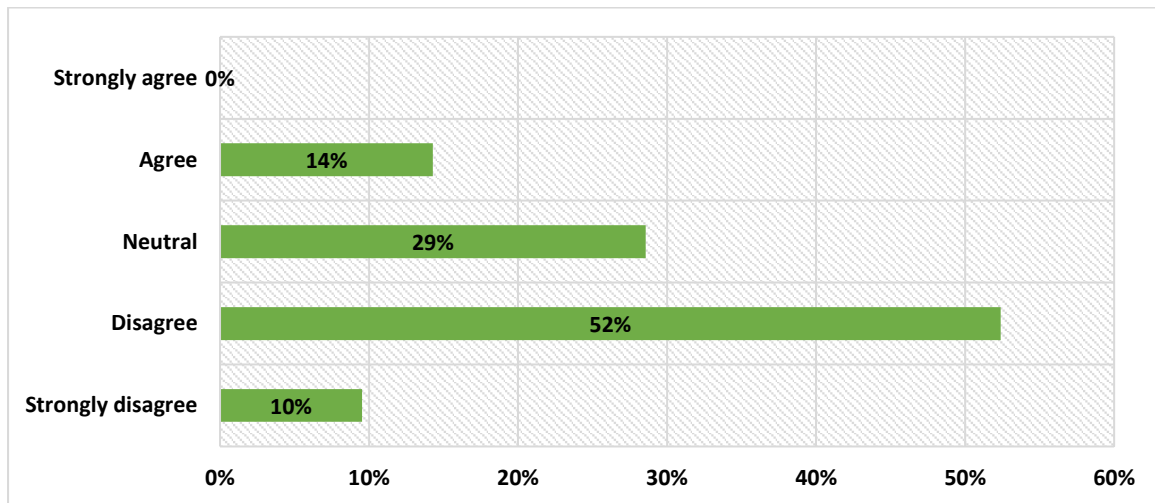
Source: own construction

A resounding 78% of the respondents (23% strongly disagree and 55% disagree) are of the view that they have been promoted (they disagree that they have never been promoted), again suggesting and confirming earlier reports. There does not seem to be a deliberate bias against female employees in the manufacturing industries within the Cape Metropolis. Neutral is low at 14% with only 9% saying that they have not been promoted in the organisation, this could be compared to the 12% and the 10% of those responding as other under the qualifications.

STATEMENT 4: I am not happy with the company system

RESPONSE; Happiness of satisfaction with the organisation sounds rather too general a term since there are many other things the individuals may be happy about. The assumption however was that since the respondents knew the context (they were briefed from the start) it was clear that the happiness requested for had to do with gender equity at work. The respondents had this to say, as illustrated in figure 5.12 below.

Figure 5.12 Happiness with their organisation



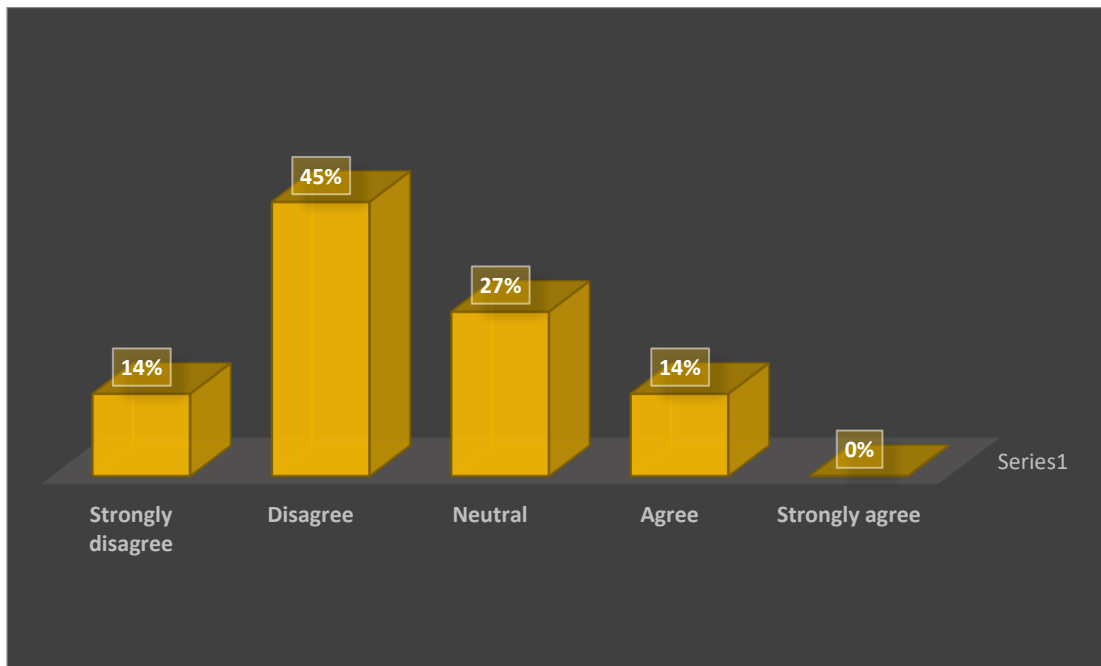
Source: own construction

The respondents who were indifferent (neutral) were high at 29%, almost 1/3 of the total responding, this causes some concern. Only 14% of the respondents say that they are not happy with their organisations with a total of 62% (52% disagreeing and 10% strongly disagreeing with the statement) that they are not happy with their organisation. This can allow for a generalization that most females are generally happy with their organisations, this though creates a new problem; could it be that they are not desirous to get into management?

STATEMENT 5: I am not happy with the culture at my company

RESPONSE; Culture would speak to the values and practices in the organisation, the norms within which the organisation operates. The question was a continued interrogation on whether there was any practices in the organisations that would affect the women negatively. The respondents voiced their feelings as shown in figure 5.13 below.

Figure 5.13 Feeling about the culture in the organisations



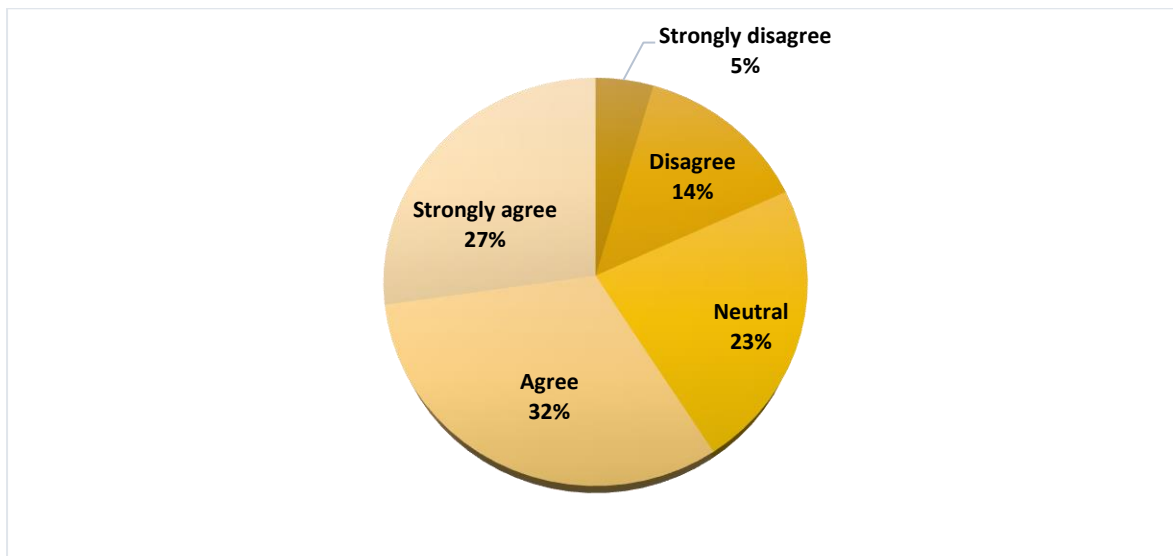
Source: own construction

The combined strongly disagree (14%) and disagree (45%) totalled 59% of respondents implying that they are happy with the culture in their respective organisations. Contrary to expectations (again) where it has always been perceived that women feel discriminated against at the workplaces. Of those responding, 27% were ambivalent and could not commit themselves to anything with only 14% showing displeasure with their organisations. This figure is comparable to the one above (figure 5.12), with no one strongly agreeing that they don't like the culture in their organisation.

STATEMENT 7: I have been promoted during the time I have been working for the organisation

RESPONSE; This question was asked earlier, but in the negative, it is essentially the same statement but put from a different (positive) approach about having been promoted. When individuals get promoted at a workplace, that serves as acknowledgement of their worth and recognition by the organisation. That may become a motivating factor and may improve on employee engagement in the organisation, hence the statement was posed. The respondents expressed their feelings and perceptions in the figure 5.14 below.

Figure 5.14 Promotion during the length of service for the firm



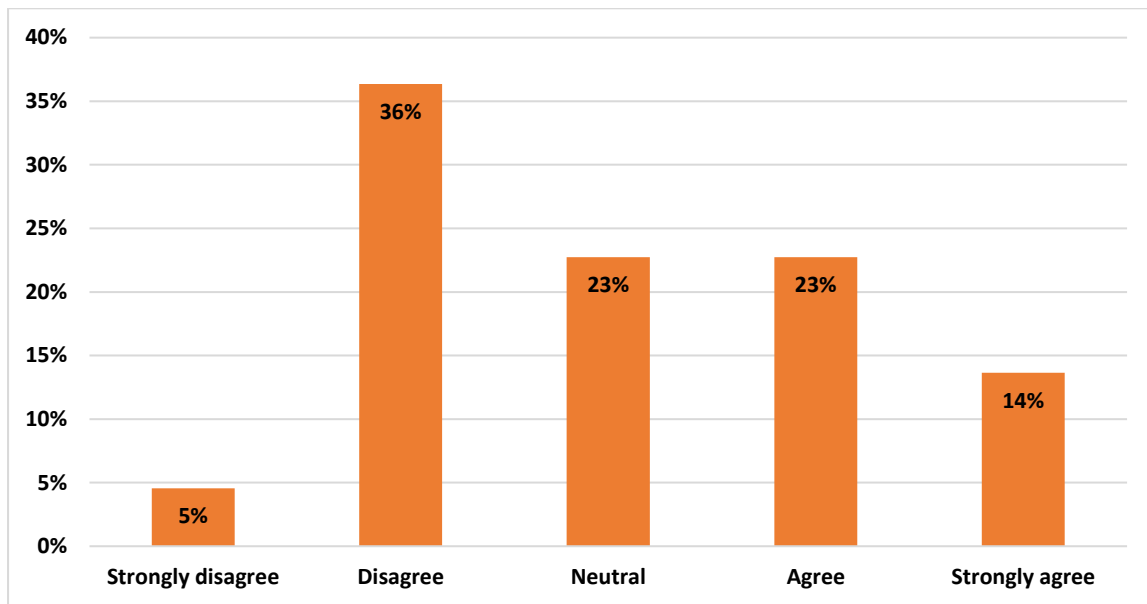
Source: own construction

The respondents who are not clear about their situation are 23%, it's not easy to understand why they wouldn't know if ever they were or were not promoted, On the other hand, 59% of the participants say that they have been promoted (27% strongly agree and 32% agreed) and compare this with the 78% from figure 5.11. It is not clear why there is this disparity, but, all in all, the respondents claim that they have been promoted during time when they have been employed by their organisation. Only 19% total claim that they have not been promoted in their organisation, it can be generalized that women have been considered for promotion in these organisations.

STATEMENT 8: Current Manufacturing Policies are biased against women

RESPONSE; Manufacturing industries tend to employ technically trained or experienced people of some one form or another. The tendency would also tend to be the promotion of these technical people into senior positions including supervisory and middle management. The policies, depending on the firm's operations, may have some bias towards certain people in view of the type of tasks to be performed in that industry. The illustration below in figure 5.15 is the participants' perceptions about the policies in the manufacturing industry.

Figure 5.15 Bias of the manufacturing policies against women



Source: own construction

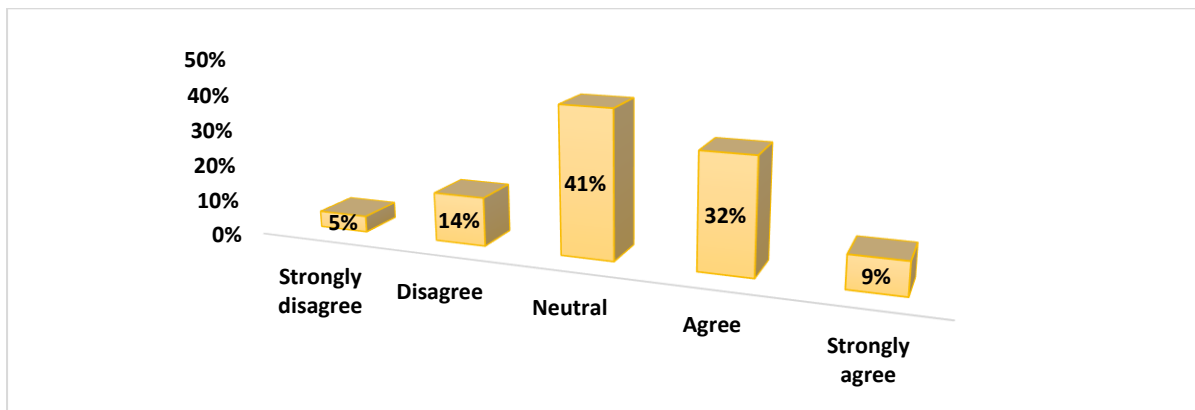
It is surprising that the ambivalent (23%) are at the same level with those that agree (23%), with those strongly agreeing at 14% giving a total of 37% of those agreeing that the policies are biased against women. On the other hand, those who disagree with this are at 41% total (5% strongly disagreeing and 36% disagreeing) thus leaving no room for generalization. Of particular concern is the fact that all along the women respondents did not have anything negative about their organisations.

STATEMENT 9: I am satisfied with the state of the company overall

RESPONSE; Many things bring about satisfaction to the employees, with some, the simple fact that they earn can be reason for the satisfaction as they are grateful to have an income at least.

Those with other ambitions may not be satisfied if they are not able to reach their intended objectives. But, this statement was requesting for an overall view, and this is what the participants said, as illustrated in the figure 5.16 below.

Figure 5.16 Overall satisfaction with the organisations



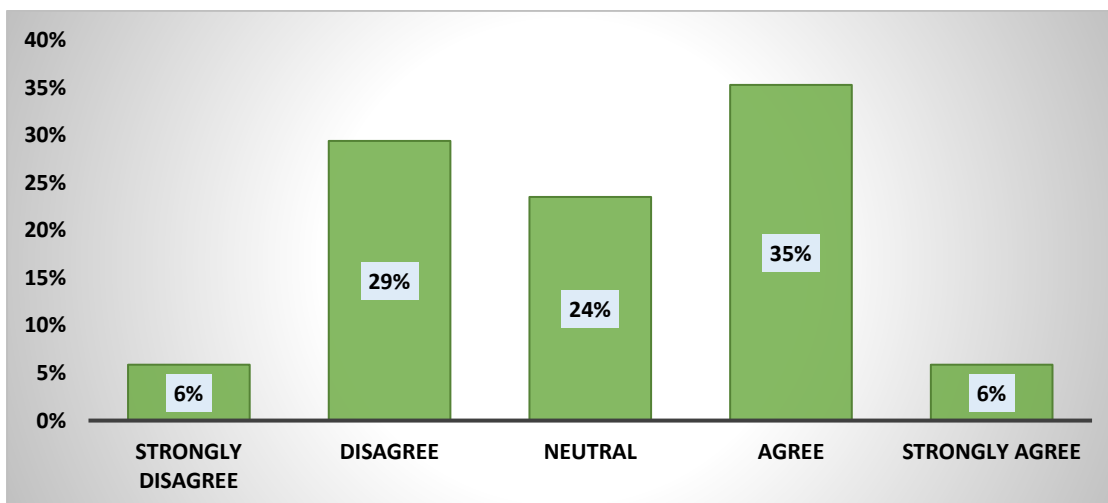
Source: own construction

There is an all-time high on ambivalence (41%) making it difficult to understand what the problems with the organisations are. It is difficult to try and surmise what the likely cause would be considering that all the foregoing statements were positively viewed +/in favour of the organisations. It is of paramount concern as to what the likely reasons for this ambivalence are, however, no generalization can be made on this statement.

STATEMENT 11: Women are properly represented in Management

RESPONSE; The earlier figures at the beginning in the biography gave a gloomy picture about women in management positions, it would be interesting to see what the respondents say. It is stated also that very contrary to common perceptions, it appears as if we never consider the fact that women also choose what to be. Figure 5.17

Figure 5.17 Representation of women in management positions



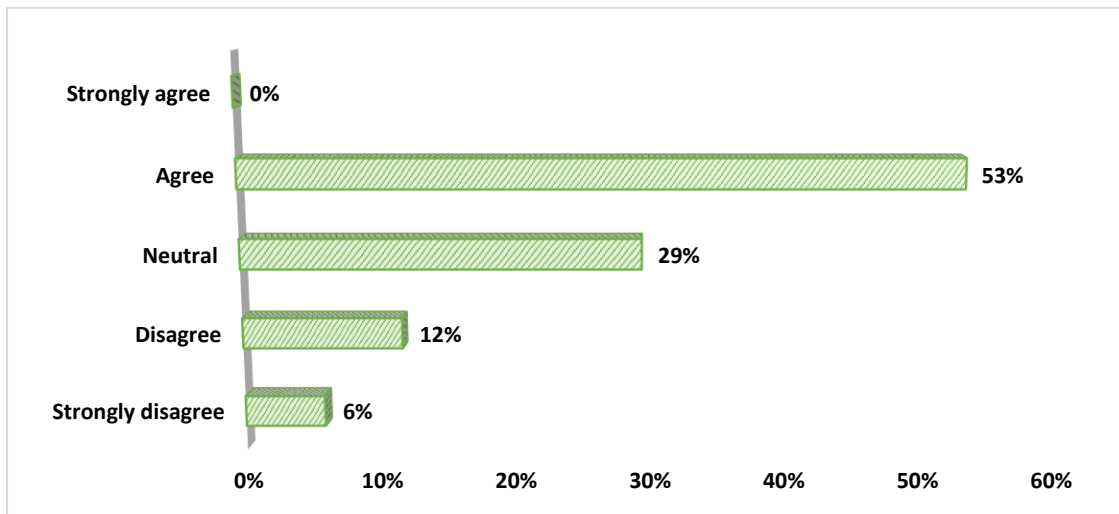
Source: own construction

Another form of ambivalence (24%), just under ¼ of the respondents as if to say that the respondents do not know if women are properly represented in management. No generalization can be made as those disagreeing (combined total – 6% strongly disagree and 29% disagree) stand at 35%. Those agreeing (35%) and strongly agreeing (6%) totaling 41%. It would have been fair to have a form of generalization, but the respondents are divided on this issue, as if to say there is no concern about women representation in the management positions of these businesses.

STATEMENT 12: There is Gender balance within the Organisation

RESPONSE; Getting gender balance in the organisation is always a bit difficult, specifically in manufacturing where many women may not choose to go for heavy duty technical skills. It can be argued that women may be excluded because of bias, but it should also be highlighted that women may choose not to take up certain skills. Whichever way this may be, there are other factors to do with starting of families and women taking care of children or going on maternity leave, etc. the respondents had this to say; figure 5.18.

Figure 5.18 Gender balance in the organisation



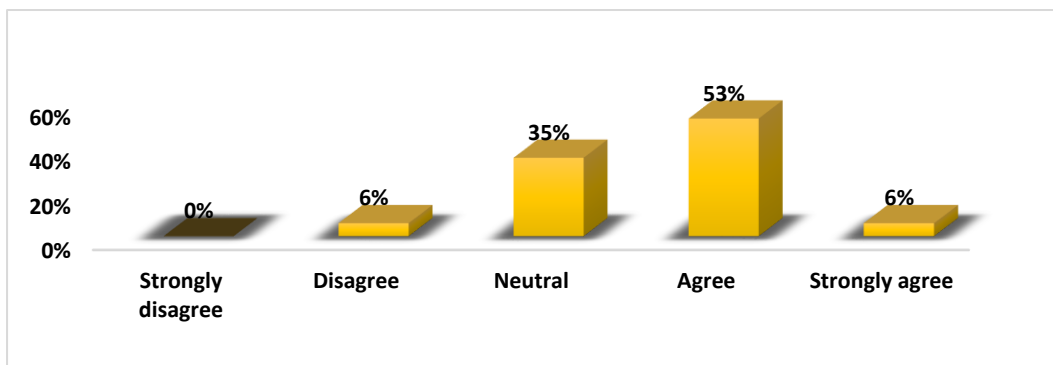
Source; own construction

There is room for generalization now in that, though neutral is high at 29%, those agreeing that there is gender balance account for 53% of the lot. Only 18% are opposed to the view of gender balance in the organisation, all the while there is the perception that there are more males than females in manufacturing.

STATEMENT 13: Men at our firm work well with women without any prejudices

RESPONSE; It is interesting how women fit in comfortably into male dominated environments, and too often without grumbling. Yet, most women movements propagate the thought that men are always prejudiced against women in the workplace. Largely, depending on their perceptions and expectations, some women believe that they are not treated fairly by men. In this survey, the respondents had their own views reported in figure 5.19 below.

Figure 5.19 Men and prejudices against women



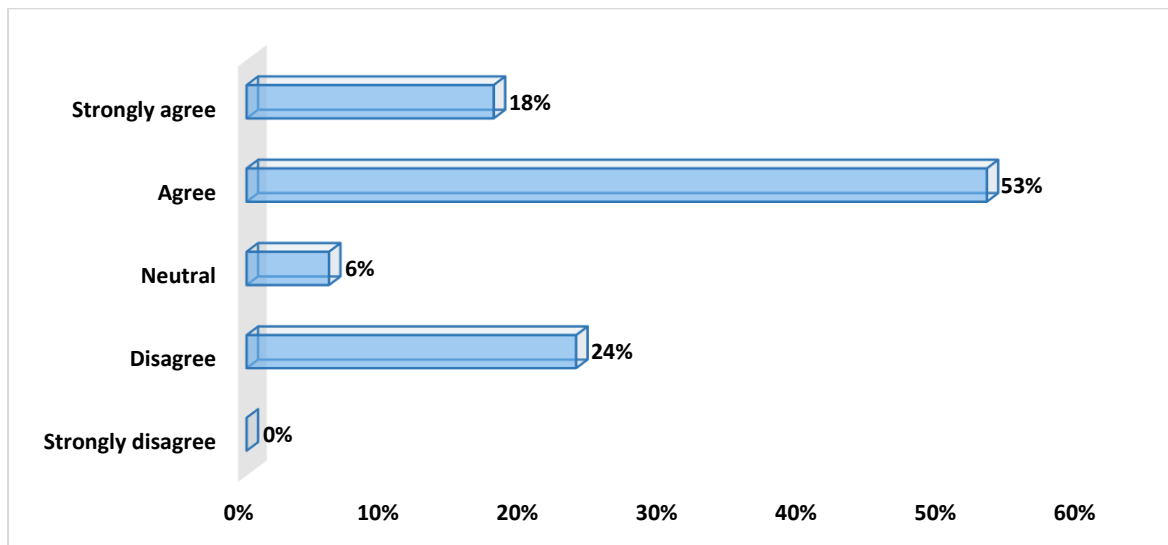
Source: own construction

Another generalization, at 59% (53% agreeing and 6% strongly agreeing) that the men work well without prejudice against women in their workplaces. Neutral is at 35%, which from the researcher perspective is not ideal for the information required. It is not clear why these people would show and or share a view on this issue when they are impacted on positively or negatively. Either there is harmony or the common practice is acceptable as the norm, but there appears to be some form of agreement at least.

STATEMENT 19: Everyone in my company is conscious of diversity

RESPONSE; Diversity is broad and it should be clearly understood that many other things in which people are different may be taken for granted. Workplace diversity here may include among other things, education, race, apart from gender which is the focus of this study. It is assumed that since the respondents were briefed and new the context in which the research was carried out, they considered gender as the diversity in point. Below is what their feelings were about the diversity statement as illustrated in figure 5.20.

Figure 5.20 Conscience about gender diversity at the workplace

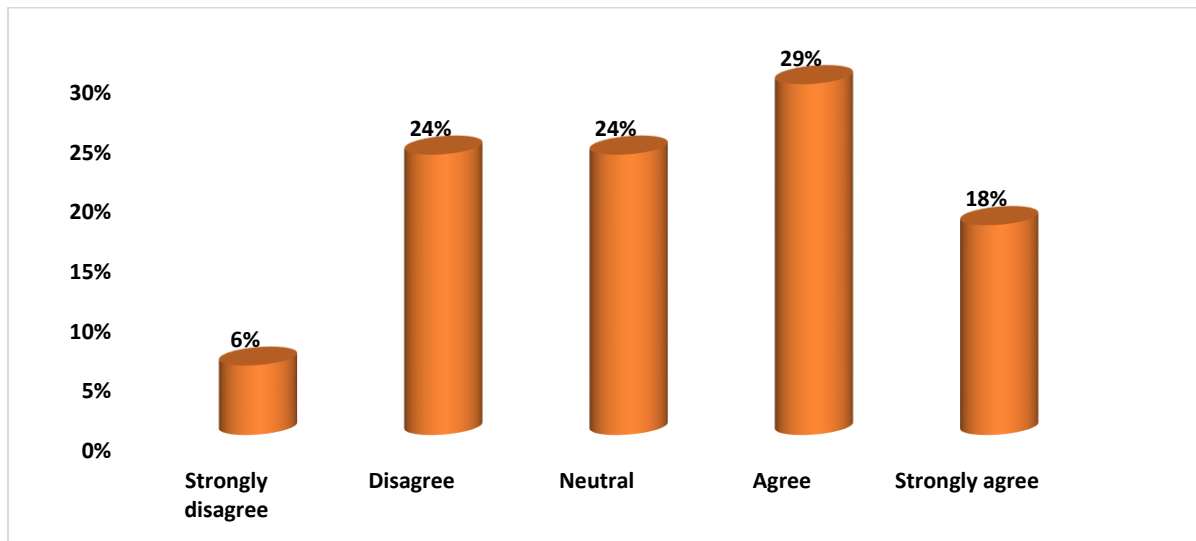


Source: own construction

For once in a long time neutrality is remarkably at 6%, and those disagreeing about gender awareness stand at a total of 24% with none strongly disagreeing. This allows for a generalization that the workplace is well conscientised about gender diversity with 71% agreeing (strongly agreeing at 18% and agreeing at 53%). Almost $\frac{3}{4}$ of the respondents indicate that gender sensitivity is a common thing in the organisations that is impressive and agrees with responses in the earlier stages of the statements.

STATEMENT 16: Everyone in my company works to harmonise diversity
RESPONSE; As stated earlier diversity is too broad and it may be difficult to generalize, whilst there may be acceptance or tolerance of one form of diversity, yet there may be intolerance of other forms of diversity. Working towards diversity or harmony amongst the diverse people become a cumbersome task as it is multi-faced in its nature. The respondents' views are recorded in figure 5.21 below.

Figure 5.21 Everyone works towards diversity harmonisation



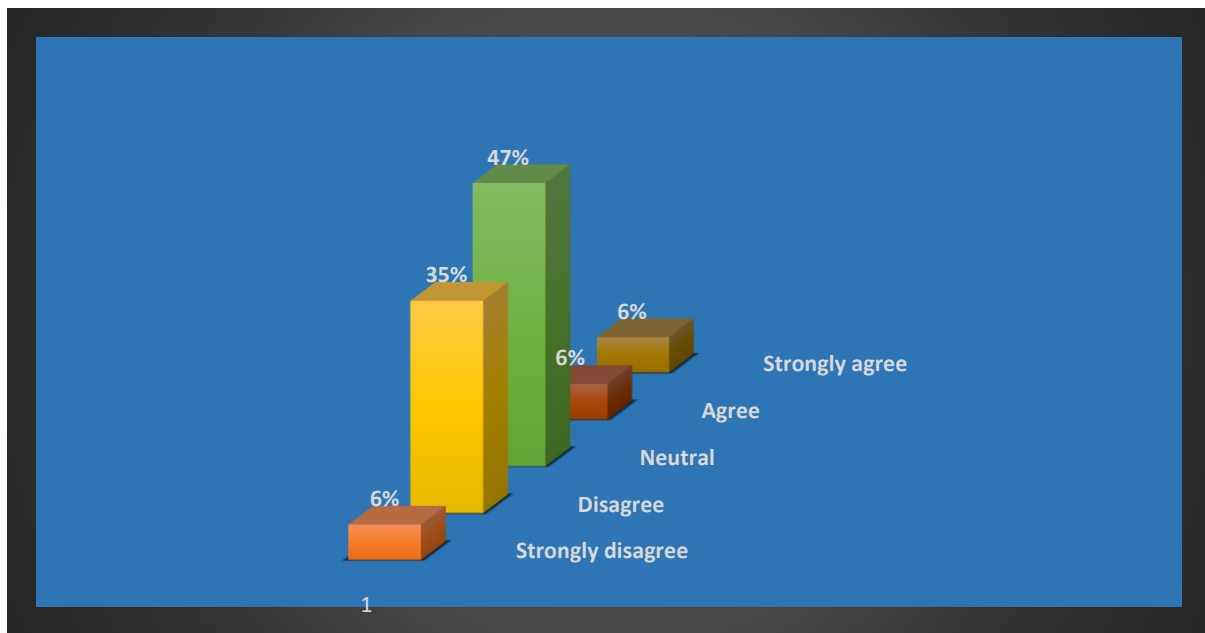
Source; own construction

Every workplace will have a degree of diversity and there is no society or group of people that will be homogenous. We all have to learn to accept our differences as people and work to do our best within those restrictions, and the manufacturing industry is no different. The respondents were ambivalent at 24% with those agreeing that everybody works towards diversity harmonization at 47% total, below the halfway mark. On the other hand those disagreeing scored a total of 30%, no generalization can be made from this.

STATEMENT 17: Men think that there are jobs reserved for men not females

RESPONSE; It is a societal structure, not sure how well grounded it may be that suggests that some things may be better suited for men and not for women. Much contestation has been gotten into on this, and it still divides people as to whether all jobs are suitable for everyone and anyone. The female respondents had this to say (figure 5.22) about their male counterparts in this regard.

Figure 5.22 Jobs reserved for men only in the workplace

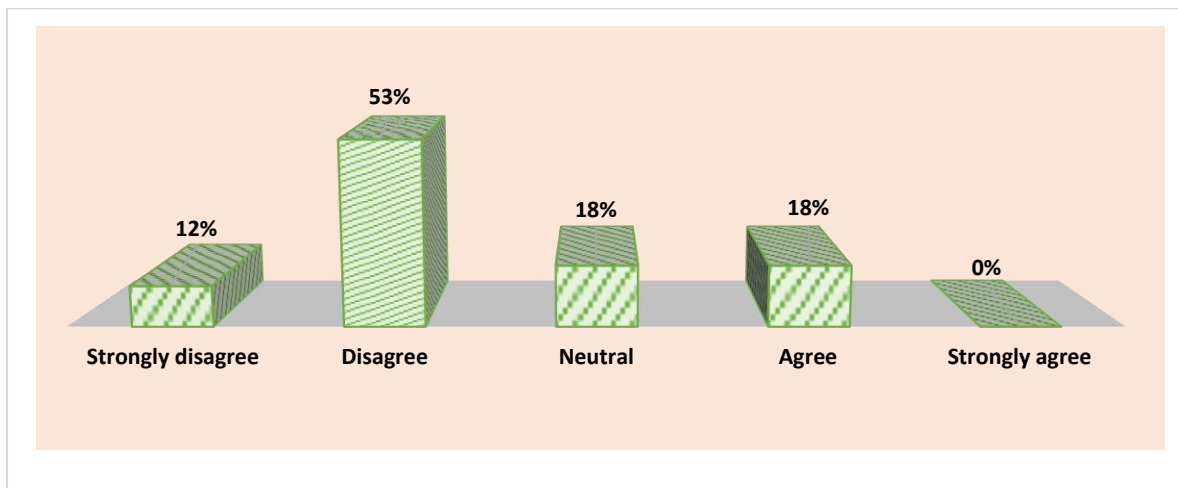


Source: own construction

It would appear that almost half the respondents (47%) do not know or do not want to say anything around this issue – that men think that there are jobs reserved for men only. No generalisation, as the next lot of 41% (total) disagree that men believe that there are jobs fit for or to be reserved for men alone. Those agreeing constitute a minority with a total of 12% only, it is not clear what the situation is as there is no overwhelming response in the positive or negative.

STATEMENT 18: Some jobs are better suited for men than they are for females
RESPONSE; The same question asked differently attracted a different response from the one that is just gone by now. This time however the question is directed to the women themselves measuring their perceptions (on what they think and not what men say), their views are catalogued in figure 5.23 below.

Figure 5.23 Women's perceptions about jobs prescribed for men only



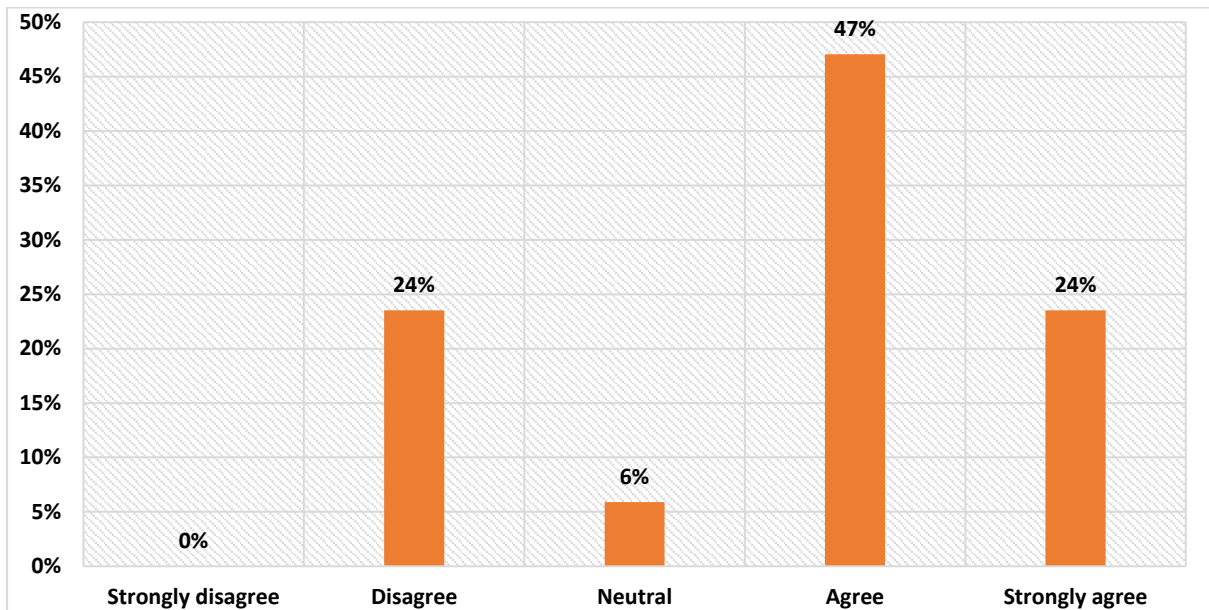
Source: own construction

The view of the women is that there are no jobs that are or should be fit for men only (65% = 12% strongly disagree and 53% disagree) with neutral at 18%, acceptable somewhat considering previous ambivalence. Neutral and those agreeing form a tie at 18% apiece with no one strongly agreeing, no question or statement was given however to confirm if there are certain tasks that women do not want to perform. It would be interesting to check if women never make choices as to what jobs and or tasks they may not want to perform.

STATEMENT 19: There should be no gender roles, everybody can do everything

RESPONSE; This is another follow up question in a sense to try and confirm the sincerity or reliability of the penultimate statement. This critically brings to the core the need to know if women never make choices of the tasks they want to perform. There may be tasks that may need working long shifts in manufacturing, and is it equally that women would do that even if they have young ones to take care of at home. Their feelings are recorded in the figure (24) below.

Figure 5.24 No gender roles at the workplace



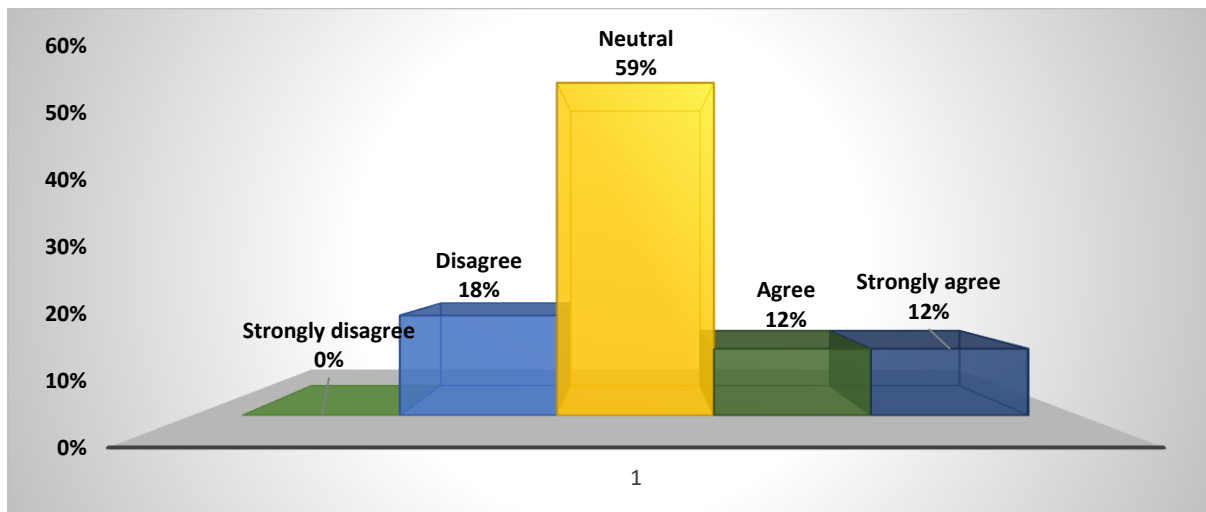
Source: own construction

There should be no gender roles or roles intended specifically for a particular gender is what 71% of the females responding said. Of these, those agreeing that there should be no gender roles were 47% with 24% strongly agreeing that no tasks or roles should be based on gender. Neutral is low at 6% with the remainder disagreeing (24%) allowing us for a generalization that the bulk of the women do not believe that tasks should be “genderised.”

STATEMENT 20: There is no gender based salaries in my organisation

RESPONSE; This is a somewhat difficult one in many ways, most companies keep salaries private and confidential, thus it may be difficult to know. Besides, most employees negotiate salaries when they get employed, and it is to the extent of one’s bargaining and the need for the company at that time. Few organisations have fixed structures that employees fit into. However, it should be interesting to try and see what the perceptions about gender and salaries are amongst the female respondents. The perceptions are recorded below in figure 5.25

Figure 5.25 Gender salary differences



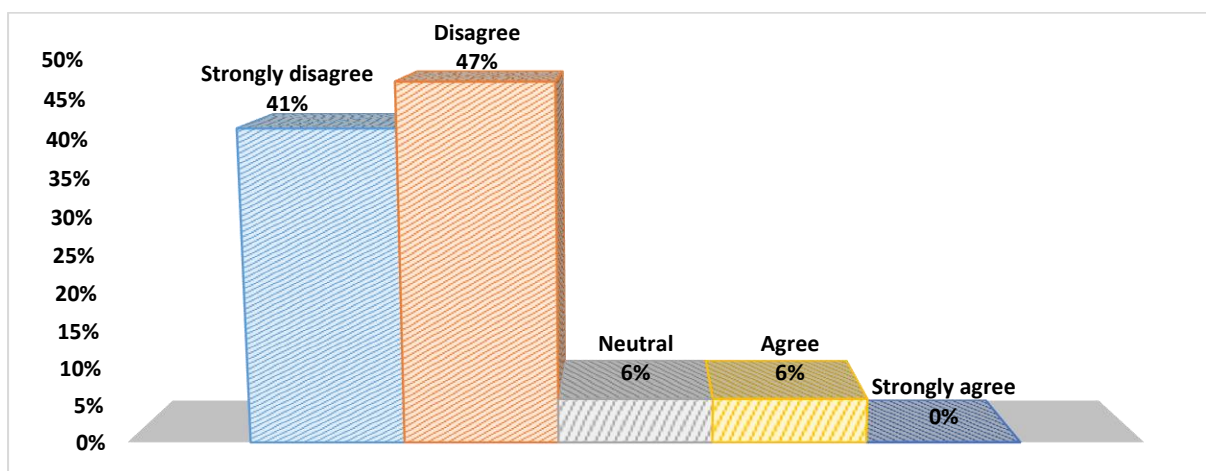
Source: own construction

As expected, it would not be easy for the respondents to know the salaries of their counterparts, specifically the male colleagues. As such it is understandable when the neutral is pitched at 59% since salaries are private and confidential. It can be generalized that employees do not know if the salaries are structured according to the gender since salaries are considered private and confidential.

STATEMENT 21: I am not happy working in the manufacturing industry

RESPONSE; There are fairly well fewer manufacturing organisations in the country, but they are the critical backbone to production of goods in the country. They are in a class of their own, and may not be as ordinary other businesses, hence the question of the respondents' perception about these. These are in figure 5.26 below.

Figure 5.26 – Liking for manufacturing industry

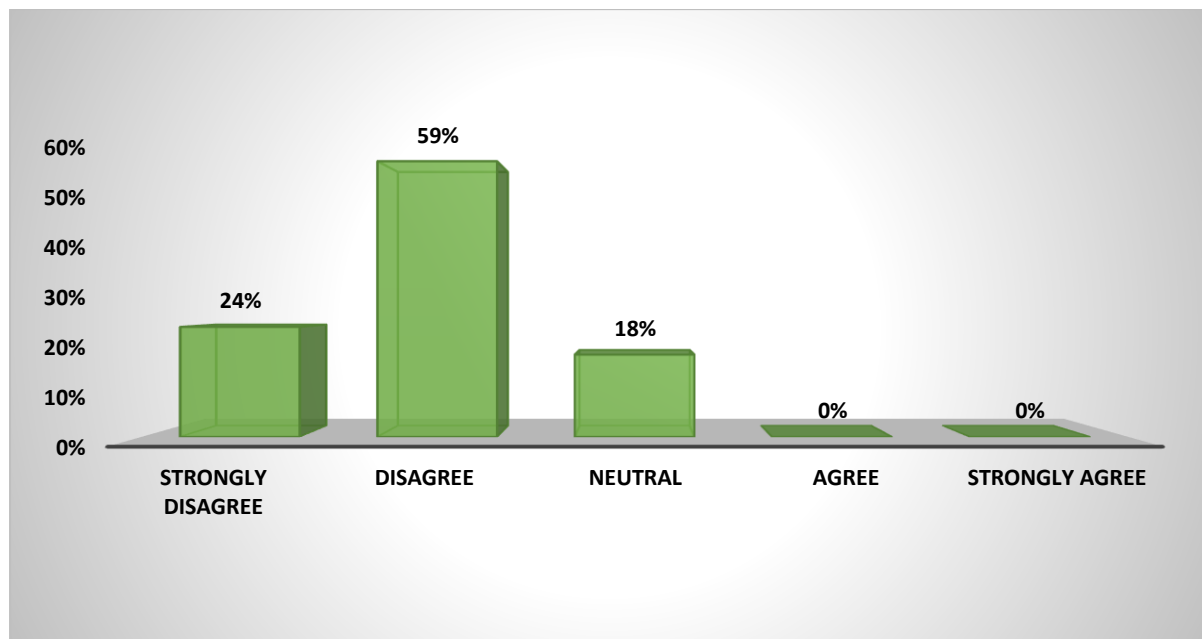


Source: own construction

Openly the respondents showed their liking for the manufacturing industry, no reason was advanced as to why they would overwhelmingly like manufacturing. A strong showing of 88% (41% strongly disagreeing and 47% disagreeing) that they hate / don't like manufacturing industry. The remainder is shared amongst 6% neutral, 6% agreeing that they hate and none strongly agreeing that they don't like manufacturing. It can be generalised that the respondents overwhelmingly love the manufacturing industry.

STATEMENT 22: I prefer working in an industry where there is no manufacturing RESPONSE; Same question as above and asked in reverse, the manufacturing industry is structured very differently from the other industries. It is at the coal-face of the country's economy and has many demands and specifications to be met. The government safety and health are always at the door checking on the standards and compliance with the ISOs and other standards. With this, there is too much demand on quality, and this may be a cause for disgruntlement amongst the employees. The respondents had their own views expressed in figure 5.27 below.

Figure 5.27 Preference for none manufacturing industry



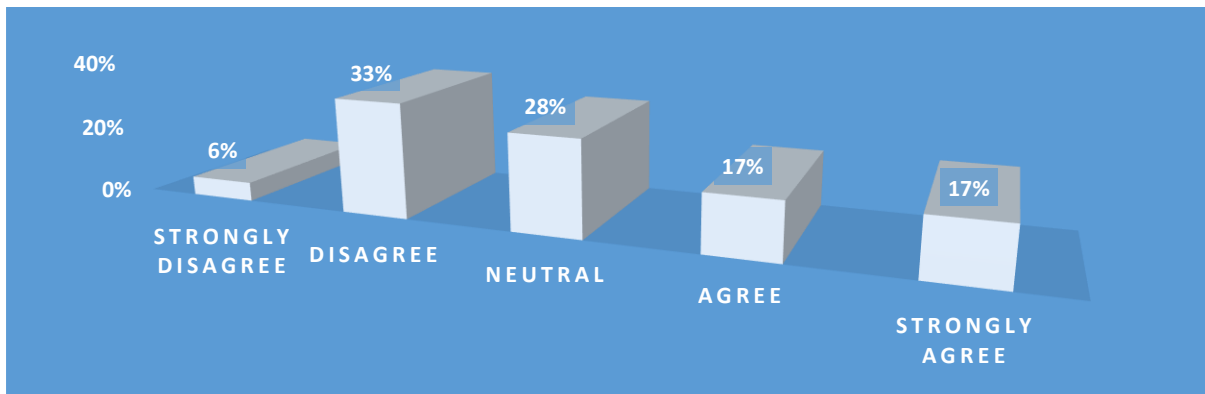
Source: own construction

It is interesting to note that increasing the levels of neutrality (18%) are not that high any more, or at least not on this item. Those suggesting or agreeing that they don't want to work in a manufacturing industry are actually 0% for both agreeing and strongly

agreeing. Clearly the majority of the respondents (83%) are happy / comfortable with working, it can be generalized that these employees are happy in manufacturing.

STATEMENT 23: My firm does not have women career development programs
RESPONSE; This question was asked earlier in the research, and it would be interesting to know if the earlier responses can be considered reliable. The push for the promotion of women is a global cry, and the development of women is now a political score point. Some organisations have opened up for the promotion of women in the workplaces, when others have left it to organic development. The respondents here have their own views about what they think is the situation in their organisations figure 5. 28 below illustrates that.

Figure 5.28 Women career development programs in my firm



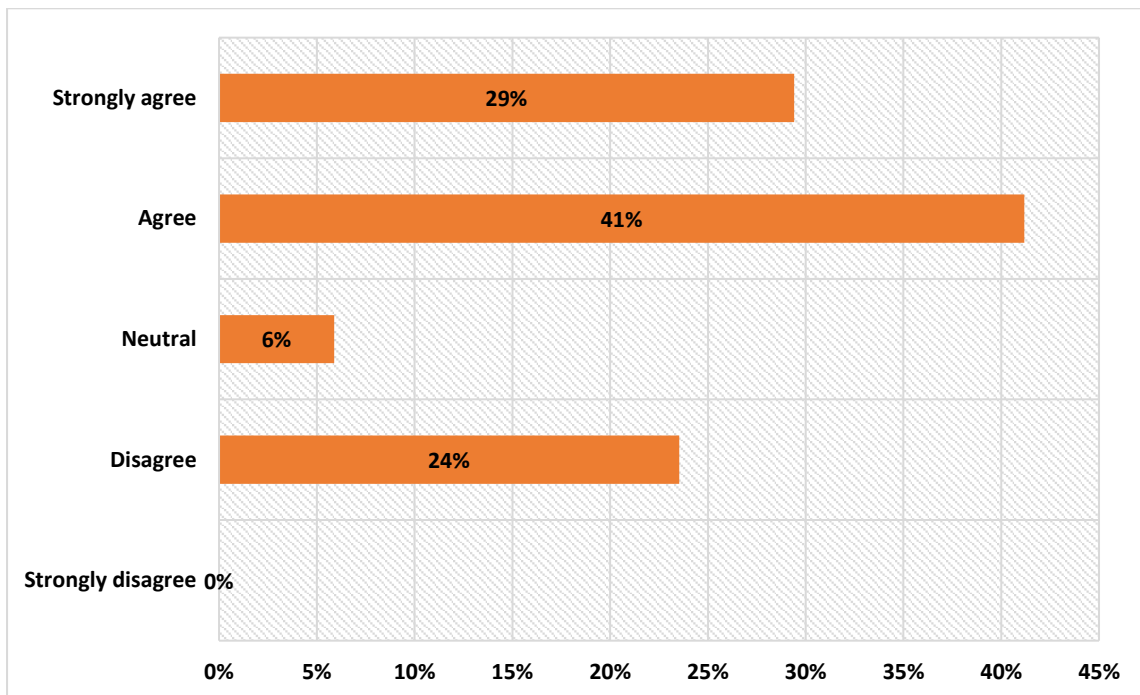
Source; own construction

Again there is no generalisation, neutral is at 28% with those agreeing scoring a combine agree (17%) and strongly agree (17%) making a total of 34%. Those who disagree have their score at 6% strongly disagree and 33% disagreeing totalling 39% which is close to the 34% agreeing. The respondents are divided and there is no generalisation to be made, it can't be definitely stated that these firms in the majority are working towards the development of women.

STATEMENT 24: I want an environment where I am treated fairly like all others

RESPONSE; It is in human nature that when one feels accepted and given a fair chance to survive people tend to get some satisfaction. Unfortunately, too often employees are treated clearly as assets – means to an end and once the end is achieved they can be ignored. When people feel that they are wanted, they tend to be more productive and put their best into their tasks, even though not all people would behave thus. To this the respondents said as put in figure 5.29

Figure 5.29 I want to be treated fairly like everyone



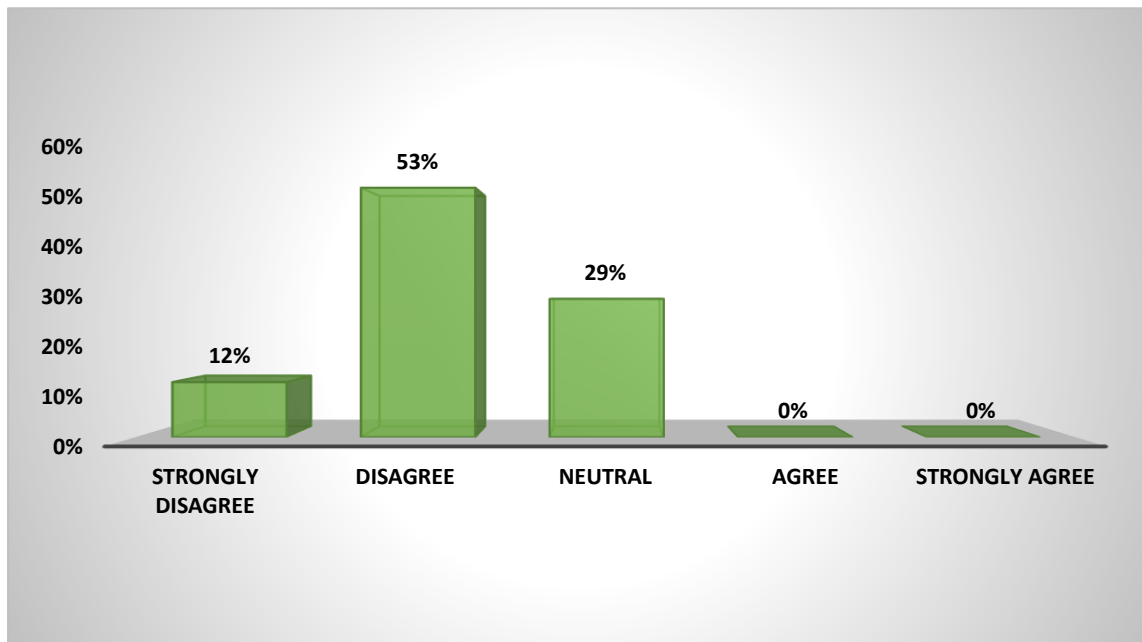
Source; own construction

As expected the majority of the respondents want to be treated fairly, at least like everybody else (79%). The remainder is comprised of neutral at 6% (understandably even though it could have been better at 0%) and 24% disagreed. It is not sure what they want to express exactly, but it can be generalized that the employees responded to not expect special favours but prefer to be treated like everyone.

STATEMENT 25: My firm does not support women’s efforts at all

This was asked earlier in a somewhat different way, this time it suggests that there is no support for women at all. No specific efforts are mentioned here, but the perception of the respondents would have to do with based in whatever effort women may put on to be recognized. The respondents in their wisdom responded to the statement as stated in figure 5.30 below.

Figure 5.30 No support for women effort

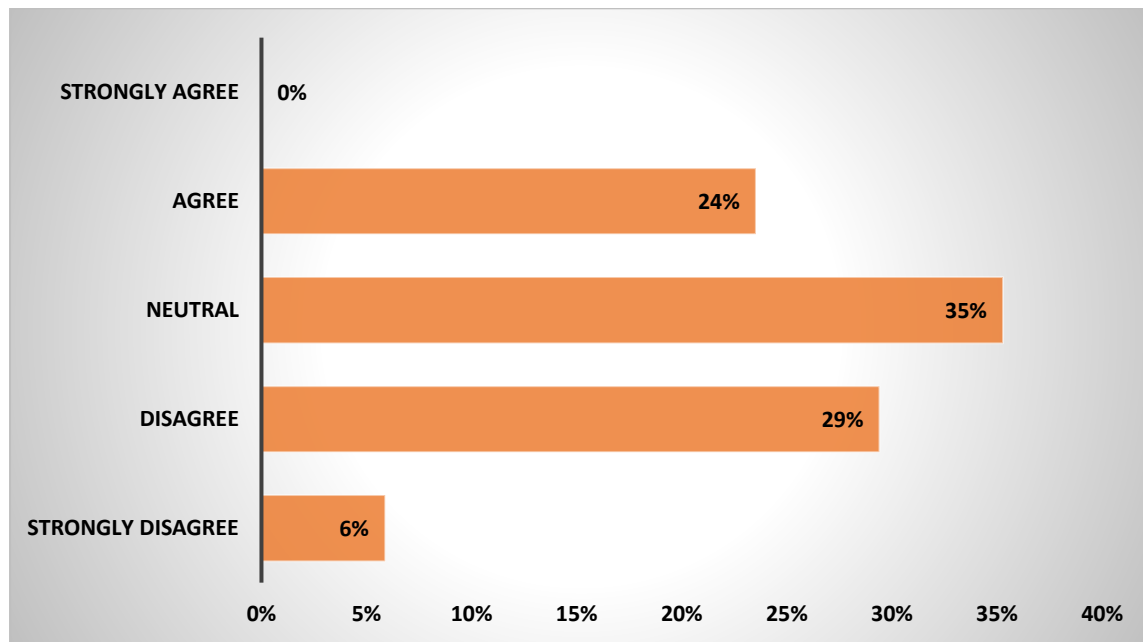


Source: own construction

A good majority of 65% (12% strongly disagreeing with the statement and 53% disagreeing) suggesting that there is support for the effort that women put in their workplaces. Neutral is high at 29%, but all the same generalisations can be made with the 65%, no one agreed or strongly agreed with the statement. This suggests that the 65% consider that women effort is actually recognized at the workplace.

STATEMENT 26: Manufacturing Industries favour men against women always
RESPONSE; When individuals fail to get what they want or fail to compete favourably, there is always the perception that someone somewhere might be working against them. The tag of war between men and women during promotions will always be there, if a woman is appointed it has always been because this is an affirmative action appointment. If a man is appointed women are quick to say because the management is comprised of men so women are automatically disadvantaged. You never win, this statement however allowed for an opportunity to hear the position of other women in the manufacturing industry. Their response is captured in figure 5.31 below.

Figure 5.31 Favour men against women always



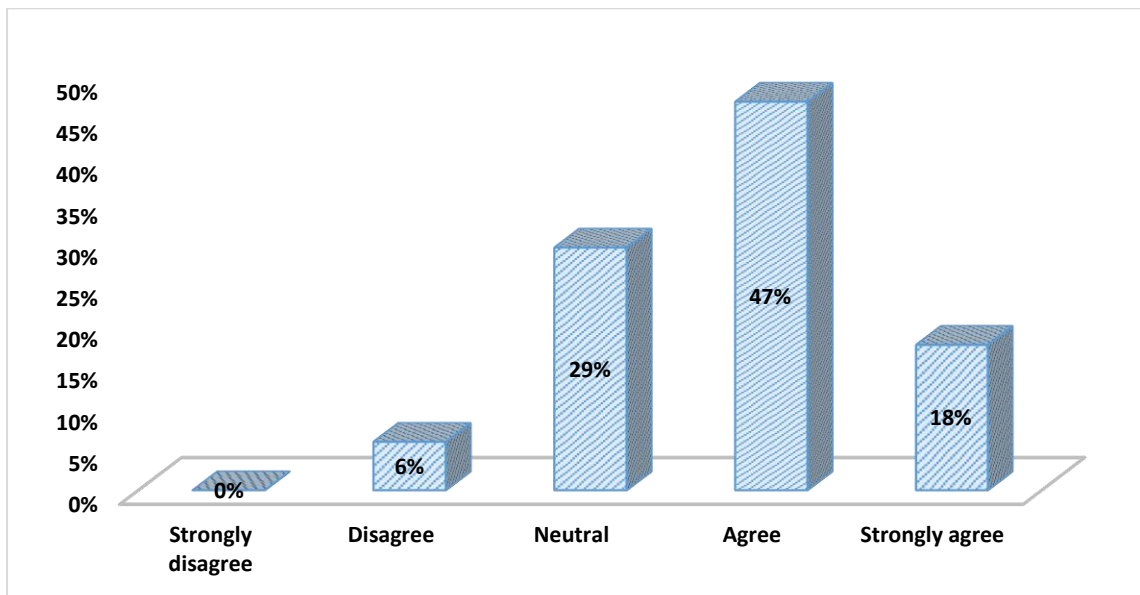
Source; own construction

A high 35% of the respondents decided not to commit themselves on this issue, whether because of uncertainty or because they felt it was somewhat leading, we shall never know. Only 24% agreed with the statement suggesting that men are generally favoured at the expense of women. The total number of those disagreeing with the statement is at 35% (29% disagree and 6% strongly disagree) which is the same as the value for ambivalence. No generalization can be made except to say that the notion that men are generally favoured is actually disputed by most respondents in the research.

STATEMENT 27: My organization recognizes women leadership

RESPONSE; Effective leadership is a function of congruency between the leader and the followers based on the tasks and the relationships between the same. Different theories of leadership speak to the need for the leader-follower-fit, more than it is to do with gender. It cannot be denied that there is evidence that certain leadership styles may be predominant among women and others among men. The acceptability of a woman leader may therefore not be cut-out in the gender more than in how she is perceived to be leading in the situation she finds herself in. People always have views about things, and the views of the respondents are diagrammatically presented in figure 5.32 below.

Figure 5.32 Recognition of women leadership in manufacturing industry



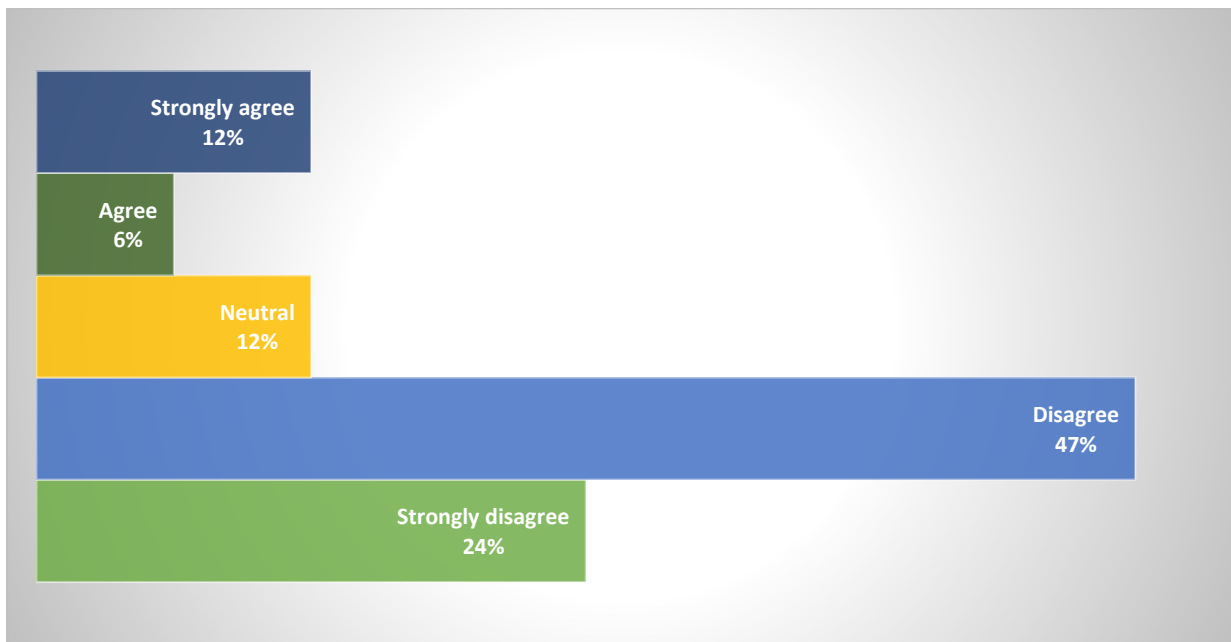
Source: own construction

Whilst ambivalence is high at 29%, it is interesting to note that only 6% of the respondents claimed that women leadership is not recognised in the manufacturing industry. The remainder, which is 47% agreeing and 18% strongly agreeing (totalling 65%) that women leadership is acceptable in their organisations. Again, contrary to expectations that men generally don't like women leadership, it can be generalised here that men in manufacturing have nothing against women leadership. Leaders should be relevant to the tasks, the situation, and take cognisance of the reality that there must be a leader-follower-fit, if any leader is to succeed.

STATEMENT 28: There's a lot of bullying of women by men at my firm

RESPONSE; Workplace bullying is defined in different forms by different researchers, but the all in all of it is that it refers to seniors that use threats on juniors. Ordinarily the bully needs to be in a position to use coercive power on the individuals they work with or who reports to them bullying can also be amongst peers who may think they have the right to "threaten a colleague and to put them in their place" type of mentality. The respondents had this to say, as illustrated in the figure 5.33 below.

Figure 5.33 Bullying of women by men at my firm



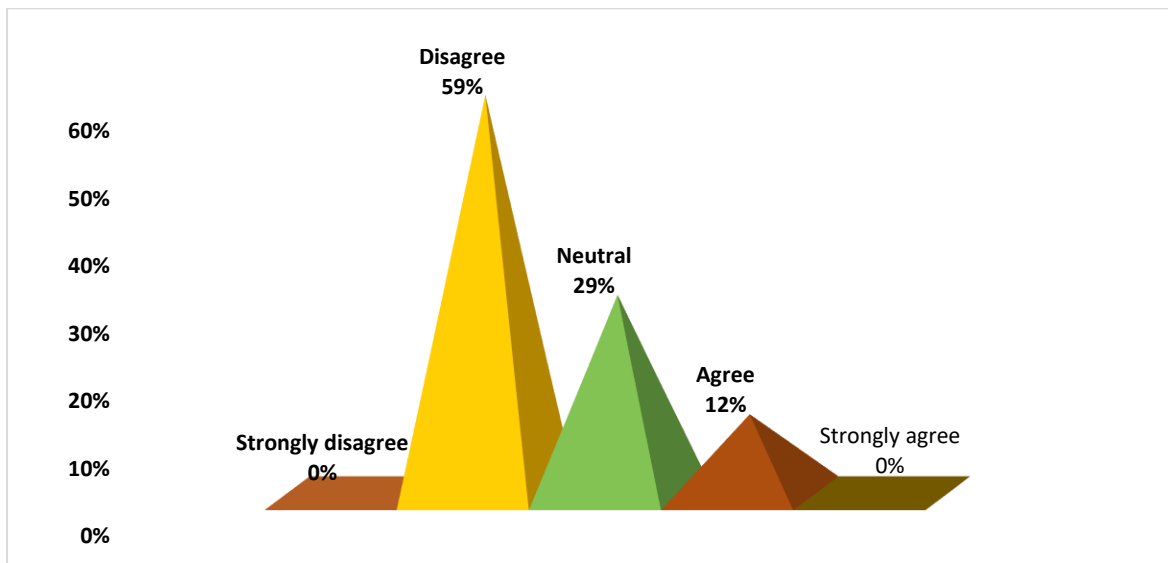
Source: own construction

The majority of the respondents rejected categorically the notion that men bully women at the workplace with a total of 71% (24% strongly disagreeing and 47% agreeing). Neutral is low at 12%, indicating that the respondents knew what they were trying to put across – men do not bully their female counterparts. Only 18% of the women claimed that men bully women, which is too insignificant, and the generalization made hereby is that women don't feel that men bully them at the workplace in the manufacturing industry.

STATEMENT 29: Women don't look motivated to develop careers at my workplace.

RESPONSE; A tricky one in that it is women themselves to evaluate themselves, it would have been better for this to be asked from men who are outsiders. All the same the respondents had to make an evaluation of their own motivation to develop themselves into senior positions. It is general knowledge that no one would fight against getting a better salary even if it is without promotion, but better still when an individual develops within the organization and gets recognized for developing themselves. The respondents had their views as indicated in figure 5.34 below.

Figure 5.34 Women don't look motivated to develop



Source: own construction

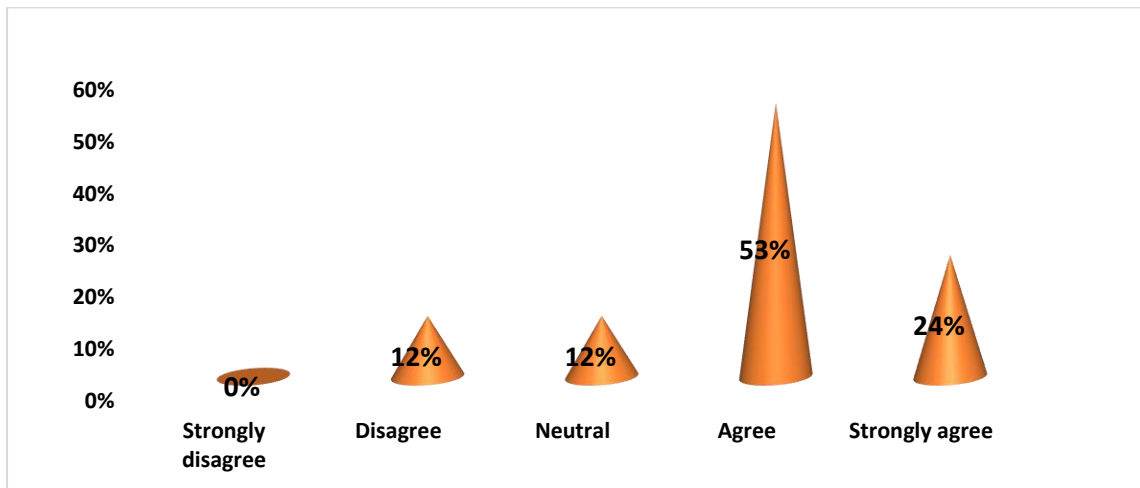
The respondents had a very different view suggesting that as far as they are concerned they are motivated enough to develop their own careers. It would have been of interest to try and understand why there was little movement in their qualifications for their career development as indicated in the biography. Whilst they indicated that most have remained at the same levels of qualification many years after they started working, it is not clear why they did not improve their qualifications. Neutral stood at a 29% high, this is disturbing for the researcher since it is difficult to read the motives behind the indifference, considering everyone knows whether or not they are motivated. A 12% agreed that women are not motivated, but a resounding rejection came from 59% who say that women are motivated about career development. This may be of particular interest for further research considering the contradictions indicated in the biography.

STATEMENT 30: Women must take their position in the society to be recognized

RESPONSE; It is not specified exactly what the women's position in society is, and one doesn't know how the women understood that statement. The much talked about from women's leagues has always been that men disadvantage and thus do not allow women to occupy their space. Some contradictions come up in that few women ever start their own enterprises so that they can be their own bosses in the different spheres of life. Whilst this is raging on, others have asserted that, "in fact women are better leaders than men" even though there has been never a scientific research on this.

What we know is the best leader is the one who finds the best fit between the leader, the follower and the tasks to be performed. Leaders who have succeeded elsewhere have failed in other situations, clearly indicating that there is no right way to lead, there is an appropriate way to lead. The respondents stated their position below in figure 5.35

Figure 5.35 Women must take their positions to be recognized



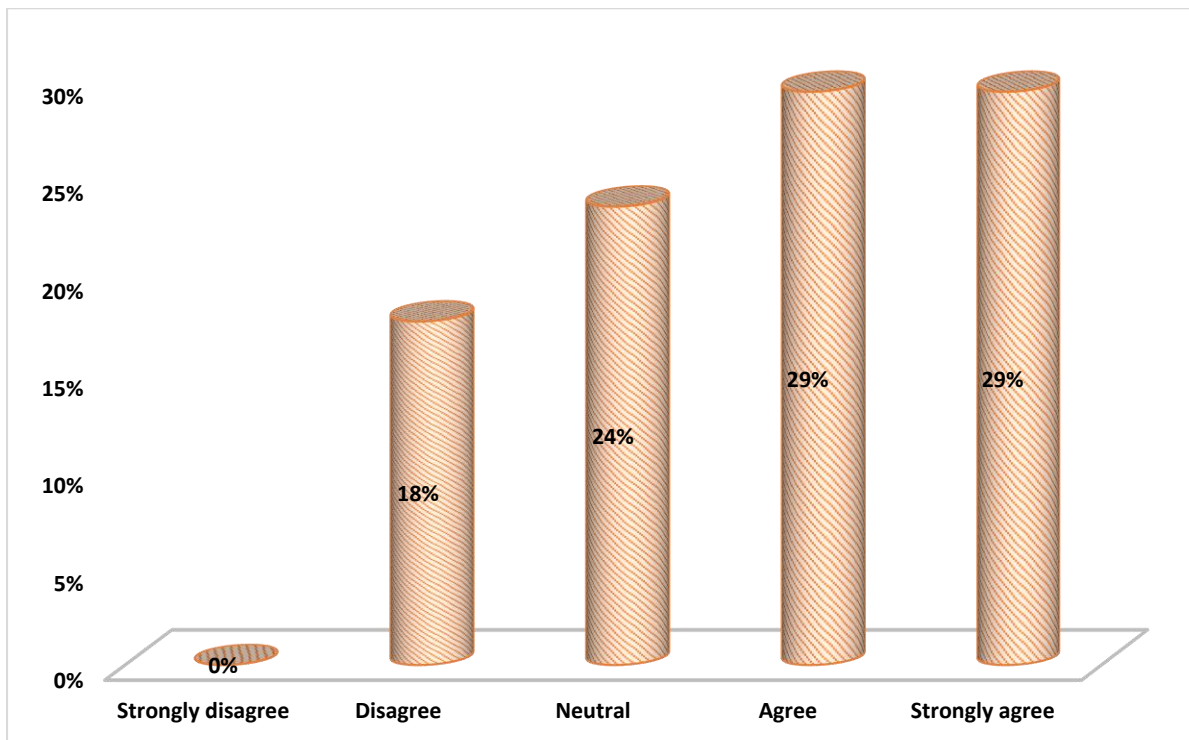
Source; own construction

Neutral again at a low of 12%, suggesting that the respondents were largely not in doubt about what their position in this matter. Those disagreeing were equal to the neutral at 12%, but those decided and in agreement were 77% with 53% agreeing and 24% strongly agreeing to the statement. It can be generalized that women think overwhelmingly that they have to take a position for them to be acknowledged and recognized.

STATEMENT 31: If you keep quiet no one will fight for you so woman must fight

RESPONSE: There is the acknowledgement that if you do not complain then everyone will think you are satisfied; one has to raise their voices to be heard. Not clear exactly raising voices in relation to what particularly, but this contradicts the notion that “it’s no use complaining” because no one will care. To this the respondents expressed their views, and this will make interesting comparison with the penultimate statement. In figure 5.36 the respondents showed their thinking around this issue.

Figure 5.36 Complaining gets the others to bear with you



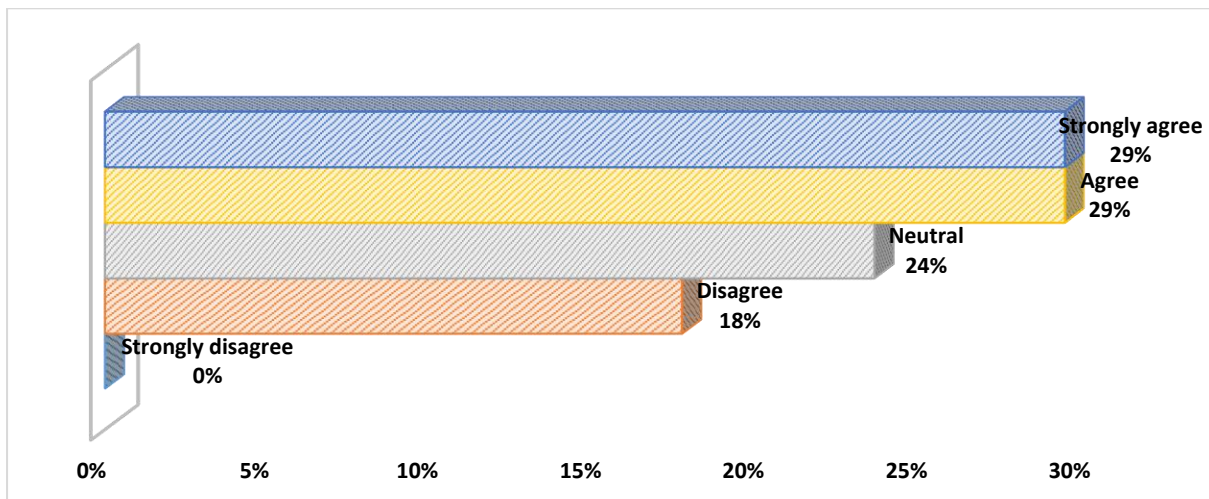
Source: own construction

Only 18% disagreed with the assertion that you need to be heard through your voicing concern over situations you may not be happy about. Perceptions are the realities most of us live by, and if they (respondents) believe that they are not treated fairly, that should be reason enough to protest or complain. The participants expressed their views, neutral was 24%, but those agreeing were 29% and those strongly agreeing stood at another 29%, this totaled 58% allowing for a generalization.

STATEMENT 31: Women do not need to fight because these men are our brothers and fathers

RESPONSE; Possibly meant to establish if they (participants representing the views of other women) have the same view that they need to trust that the male leaders here are their “family” after all. The reality is that the work environment brings in a degree of competition especially when there are prospects of promotion or recognition. The respondents expressed their views and beliefs in the figure 5.37 below.

Figure 5.37 Need to fight brothers and fathers.



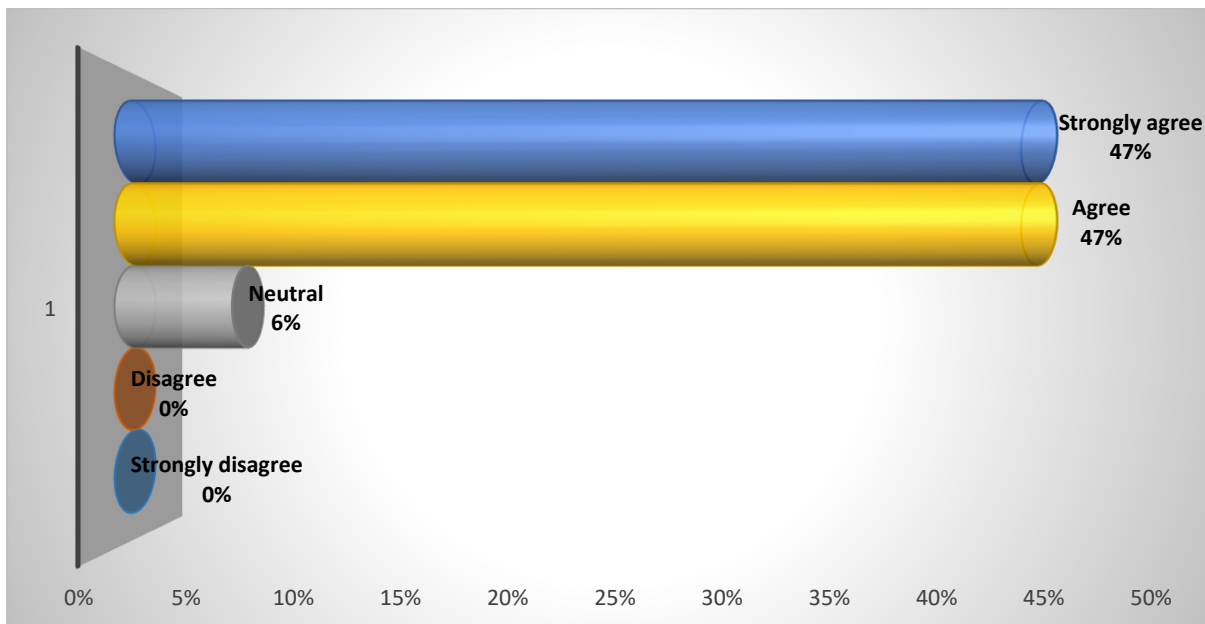
Source: own construction

The score is exactly the same with or as the one from the previous statement even though these were not referring to the same thing. Those suggesting that there shouldn't be any fighting are 29% for the both those agreeing and those strongly agreeing which adds to a total of 58%. Neutral, exactly as in the previous is at 24% with 18disagreeing and none (0%) strongly disagreeing. It can therefore be generalized that the women do not want to fight their brothers and fathers. This may be either a sign of hopelessness or trusting that the brothers and fathers will treat them fairly.

STATEMENT 31: Men should take charge of the career development of women

RESPONSE; This would call for a high degree of trust, but evidently in the political sphere men tend to be pushing for women upliftment compared to instances when women are in leadership. It could also be the hopelessness may be caused by acknowledgement that the women may not have the same skills that the men (technical skills, etc) and as such they leave themselves at the mercy of the men in charge. The answer is illustrated in figure 5.38 below.

Figure 5. 38 Women entrusting their career development to men



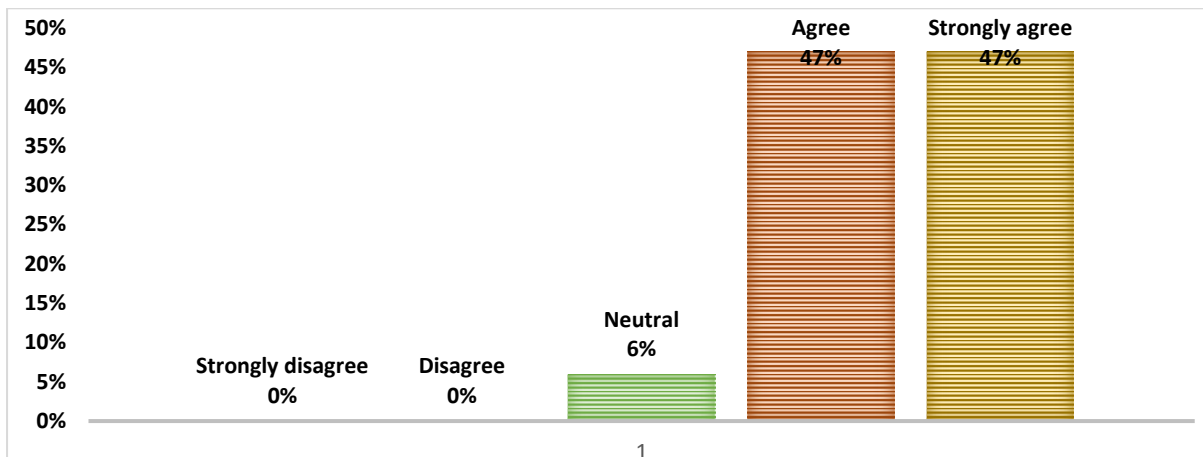
Source: own construction

Neutral is low, very much to the liking of the researcher, high ambivalence are disturbing as they don't help provide information on why these would not understand these situations. An unprecedented high of 94% of the respondents giving the men charge over the development of the careers for the women, it can be generalized without further ado that women entrust their career destination to men. This suggests that women are not keen on fighting with men, most probably they expect that they treated better by men by fellow women.

STATEMENT 32: Women should take charge of their own career development

RESPONSE; The previous chart showed that women would have no problem with men taking charge for the development of the women's careers. This time around the statement is about women taking charge of their career development, and it will be interesting how they would respond after the foregoing. The response is in the illustration (figure 5.49) below.

Figure 5.39



Source: own construction

The response (score) is equally the same as from the preceding diagram in measurements, even though this is in reference to something somewhat contradictory. An overwhelming 94% (47% apiece) are in agreement that women should take charge of their own career development. It will be generalized that women should take charge of their destiny even though they trust that men should or can do it for them. The only dissenting voice is the 6% neutral, which in this case is of no statistical significance considering the score in favour of the statement.

5.2.3 SECTION C- Open ended questions

This section was intended for discussion with the respondents including information outside of the structured instrument. The respondents were asked to fill in as much information as they had to discuss in relation to this subject. This this section the respondents were asked to list issues that they think would be of particular interest in the process of developing women in manufacturing industry. Less than 10% of the respondents filled in the spaces, and mostly an idea or two, it was expected that the respondents will discuss and highlight other issues that may have been overlooked.

REQUEST 1; State below in point form your experience what your organisation is doing to promote women to senior management.

Not much was discussed except to say that the organisation always told women to know that they are;

1. Equal employees at the workplace and that any discrimination or gender based unfairness was to be reported immediately to Human Capital

2. They should take the pain to identify growth areas for themselves and that it was important for them to discuss career pathing if need be.
3. Responsible for their own performance and the organisation will fairly reward performance regardless of the gender of the individual.

REQUEST 2; List problems you encounter that may be responsible for keeping you from being a unit manager in the manufacturing industry.

1. The company does not train us to have technical skills they recruit mostly males who have the technical skills and these become managers
2. The firms always think that we can't manage people in operations where most promotions take place because we are not qualified technicians
3. The companies must start special technical skills training for women so that we can be able to manage technicians also.
4. The decisions on who to employ is done by men sitting alone in the operations units and so they employ fellow men who are technicians.

REQUEST 3; List any suggestions in order of importance that you think need to be done to enable women to develop themselves

1. Women should be taught to take up technical skills training at lower levels so that they can compete with their male counterparts at work.
2. Men must understand that we have family to take care of and cannot always work long shift hours because of extra responsibilities
3. It is unfair to compare men and women in the appointment of managers because no one helps women to be technicians and then managers

REQUEST 4; Anything else you want to mention about women and management in manufacturing, please state below in point form.

1. Some women should be groomed to become senior managers, no one was bone with knowledge so men must train women to manage
2. The government must make it a law that every company must have 50% each of the genders at all levels if they should be allowed to operate.

This section was expected to take the form of discussions between the respondents and the research assistants, but very little information came out. A few items had been submitted for the section though which may be necessary for insights into how and what women feel about the manufacturing workplace. Of interest is the mention that

manufacturing industry recruits mostly technically skilled personnel, very few women are likely to have such qualifications. This requires a total revamp of the education system nationally and the changing of attitudes amongst women towards certain skills.

5.3 CHAPTER SUMMARY

The results emanating from this survey are somewhat eye opening in the same way that they portray a different picture altogether. The impression given by the protagonists for women leadership paints a pretty ugly picture about men being responsible for the failure or absence of women in management positions. It cannot be denied that some men may have their prejudices about women leadership, the source of which is a subject of research. The general feeling from this research gives the impression overall of the two genders working together harmoniously, not forgetting that conflicts are human. The sources of these conflicts and disagreements will have as many origins as there are the conflicts. The research should have also focused on the total number of employees (both men and women) in the manufacturing in order to ascertain the gender distribution in the industry. Besides, most of the women participating may not have been those who are fighting for recognition, trying to get into management. It would be interesting in future studies to focus only on those women who are in middle management where their aspirations may be to occupy senior or higher positions.

CHAPTER 6

SUMMARY OF THE FINDINGS, CONCLUSIONS, LIMITATIONS OF THE STUDY AND RECOMMENDATIONS

6.1 INTRODUCTION

Since the dawn of the women's liberation movement as human rights too different aspects of the life structures have been affected. Waves of confusion and contradicting studies have been propagated along with the development of leadership theories. The quest for leadership and control of power has increasingly become heavily politicised in workplaces, homes, churches and in government. The writing of Evans and Frank, (2003:277-292) and others has categorically attributed the failure of women to be in management to oppression by men and the presumed prejudice that men have towards women leadership. In deed most industries and societal structures are headed by men to the exclusion of women (Kunovich and Paxton, 2005:505-552) and this is given as evidence of the deliberate campaign by men to exclude women from power. Much research has been conducted on trying to identify and develop a taxonomy of the leadership styles as gender based and as such that being the cause for the absence of women in senior management positions (Tripp and Kang, 2008:338-361). Of tremendous interest is the fact that most senior company leaders are the founders of the organisations they head. The records on the Johannesburg Stock Exchange (JSE) indicate that lest than 3% of the industries registered there are headed by women suggesting technical exclusion of women. Yet, in other review, though have better opportunities of getting loans to fund their business operations, very few of them want to venture into their own enterprises. This therefore excludes them from occupying top positions in the market place and as the founders of they want to keep and run their enterprises. Easily 92% of top managers in the industries are run by the founders of those establishments. The focus of this study was on the empowerment of women in these existing enterprises which already have owner managers in them.

Of special interest is the structure in the manufacturing sector which is traditionally dominated by men. Many reasons may be advanced as to the reason for low numbers of women in the manufacturing industries of the country.

1. Firstly, it should be accepted that manufacturing industries are generally fewer in number compared to other industries.

2. Manufacturing is generally associated with technical hard skills an area not favoured by many women
3. Thirdly; the work schedules including shifts work and long hours may not be desirable by many women with children
4. Fourthly; women themselves never venture into the starting up of manufacturing businesses, if ever they get into business.

This chapter is a culmination of 5 chapters that went by, the first was the proposal converted to chapter one. The next two chapters (2 and 3) were focused on the literature around leadership, women leadership and women involvement. The fourth chapter discussed the research design and research methodologies applied in the field work which was covered in chapter five. With this chapter (5) it came with data collection, data analysis and reporting and interpretation. This chapter (6) now discusses the final details and information emanating from both the literature review as well as the empirical field work conducted by the researcher. From the title of the study and the objectives that the researcher set out to come up with, there isn't much that can be identified as outstanding which will need corrections.

THE TITLE; Evaluating limiting factors to the development of women into leadership in the manufacturing industry in Cape Town, South Africa.

Primary research objective

- To identify factors that limit the development of women to senior management in the manufacturing industry in general.

Secondary research objective

- To identify if there are many relevantly qualified women at entry point into the manufacturing industry
- To identify the likely situation they find themselves in, in the form of discrimination during promotions
- To identify personal limiting factors they experience by virtue of being women in the manufacturing sector
- To solicit for their suggestions for what they think will enable them to grow into middle and senior management.

The aims and objectives of the research have not been fully met even though much light on other issues has been provided, this will be supplied in detail under the findings.

6.2 FINDINGS

The summarisation of the findings follows the same pattern used in the foregoing chapter with question, statement and request format followed by a response. This is meant to enable good detail per every item without grouping them together in a general statement. As discussed in the previous chapter the questionnaire was divided into 3 (three) sections, namely; section A – Biography, Section B – Likert scale and Section C – open ended. The summary therefore follows pattern as listed below.

SECTION A Biography

6.2.1 SECTION A BIOGRAPHY

The biography helped in the screening of the participants and validating their suitability for this research. All the respondents were females employed in manufacturing industries at different levels of occupation and education. In the process this helped in understanding the type of respondents involved and how they think, clearly opening up new thoughts on how the next research should be conducted and what the composition of the respondents should be. The questions from the questionnaire are repeated, followed by the conclusion and the recommendations.

QUESTION 1: How old are you this year?

RESPONSE; At least 75% of the respondents were 26 years and above, presumably they had some working experience and would understand well any forms of discrimination in the work place. In the society in general these are they who have just started family or may be contemplating that, such have career ambitions as they try to shape their future.

CONCLUSION; The population group is considered ideal and that most of them, having considerably middle-level education, would be able to identify any sinister discrimination or otherwise.

RECOMMENDATIONS; The selection of just any woman in the manufacturing industry may not have produced the type of information that is required to identify the limitations that women come across. It is recommended that future studies should focus specifically on women at a particular level, with certain aspirations as these may voice more openly what they perceive to be problems.

QUESTION 2: State your Gender?

RESPONSE; The gender was predetermined because the focus was on women in the manufacturing industry, the question was merely for convenience and confirmation purposes only.

CONCLUSION; All the participants were legal as the population was “stratified” along gender and it had to be exclusively females and nothing more.

RECOMMENDATIONS; May be in future it may be necessary to have a “side research” checking on men’s perceptions about women leadership since men are accused of discriminating against the development of women into leadership.

QUESTION 3: What racial group do you belong to?

RESPONSE; The South African workplace is still dogged with elements of racism, considering that most businesses are owned and run by whites. It was considered important to try and identify the racial spread in the industry, with specific emphasis on the female workforce.

CONCLUSION; It can be concluded that the racial mix does not reflect accurately the racial demographics of both the country and the province, suggesting that whites still are over-represented in the workplace.

RECOMMENDATIONS; Future studies may need to stratify the female population along the racial dynamics and try to identify and establish if there is no relationship between promotion of women in the workplace and the racial grouping as well as education levels. Blacks were 39%, coloureds 23% (under-represented), Indians 17% and whites 21%, both of which are over-represented according the provincial demographics.

QUESTION 4: Language group?

RESPONSE; Language is a distinguishing cultural factor in the South African context, and the province being largely coloured may have been expected to have more Afrikaans (most of them prefer Afrikaans), but only 28% compared to Xhosa at 34%.

CONCLUSION; This may in a sense suggest that there are slightly more Xhosa females in the manufacturing industry. It is encouraging that there is a sense of racial redress.

RECOMMENDATIONS; It would be recommended that future studies stratify according to both race and levels of education, this will help the researchers to get to both depth and breadth of the situation.

QUESTION 5: How long have you been working in the manufacturing Industry?

RESPONSE; Time would be expected to be a true determinant of whether or not there are growth prospects within someone's career.

CONCLUSION; Participants had lived in the system for fairly long, but there does not seem to be marked differences in terms of career development.

RECOMMENDATIONS; It is best that the study should focus on the skills of the females under study to confirm if lack of movement is because of discrimination or purely lack of the skill that would permit the development of the individual.

QUESTION 6: How many years have you been working in the organization?

RESPONSE; Working in the same organisation may allow for eventual promotion, dependent on the qualification.

CONCLUSION; The firms either have not been in existence for a long time or have a high labour turnover considering that only 10% of the employees have worked in the firms for 20 years.

RECOMMENDATIONS; There should be a way of checking on the profile of the respondents to ascertain if there is a relationship between staying long and getting promoted. 73% of the respondents have been in the industry for less than 10 years.

QUESTION 7: What is your position in the organization?

RESPONSE; The respondents were largely general staff at 71%, with few supervisors and 20% of whom are supervisors, but it does not say at what level.

CONCLUSION; The researcher concludes that the sampling should have been done focused deliberately at women at a certain level and higher to get a correct understanding of the situation.

RECOMMENDATIONS; This research in future should, if possible be purposive sampling targeting specific women who may be in a position to compete for positions leading to management.

QUESTION 8: What is your current or highest qualification?

RESPONSE; The qualifications are impressive with a total 72% at diploma and above, it would have been interesting to know what individuals do.

CONCLUSION; The figures do not explain the places where these people operate and may make it difficult for the researcher to get better insights into the plight of the women in the industry.

RECOMMENDATIONS; Future studies should also categorise women according to technical skills (hard skills) as that will give a better picture of the position. It is not

clear for instance what general staff means, these may be machine operators with technical skills.

6.2.2 SECTION B

Because perceptions are difficult to measure, the scale was constructed with the range of 1-5 classified as; 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. The findings have been summarised into a tables to facilitate the process of evaluating the relationships between the variables. All the statements are transferred to one table which is therefore The statements will be restated as they appear on the research instrument, and responses per item will be provided in the chronological order in which they appear.

Table 6.1 Likert Scale Feedback Summary 1

	Strongly disagree	Disagreed	Neutral	Agree	Strongly disagreed
My work place is biased against women career growth	9	45	36	5	5
No direct effort is made to promote women to leadership	5	55	27	14	0
I have never been promoted in my workplace since I started	23	55	14	9	0
I am not happy with the company system	0	14	29	52	0
: I am not happy with the culture at my company	14	45	27	14	0

STATEMENT 1: My work place is biased against women career growth

CONCLUSION; Ambivalence at 36% gives the general view that the respondents are either confused with the situation or were reluctant to take a position. The total confirming that there is no discriminating against women is 54%, though this can be used for generalisation, it is concerning to see that 1/3 of the respondents are indifferent.

STATEMENT 2: No direct effort is made to promote women to leadership

CONCLUSION; Neutral is high at 27%, there are respondents who were not clear or did not want to commit themselves to anything. However, 60% of respondents disagreed with the statement – it can be concluded (generalised) that the workplace has some programmes to develop women.

STATEMENT 3: I have never been promoted in my workplace since I started

CONCLUSION; It can be generalised that women are promoted in their workplaces in the manufacturing industry (78%). A fairly high number was promoted, evidence that there are efforts to enable women to develop. Neutral is low at 14% suggesting that the respondents were clear about promotions in the companies.

STATEMENT 4: I am not happy with the company system

CONCLUSION; When people are not happy in an organisation, they either leave if they have better prospects, or simply under-perform. Though the ambivalence is high at 29% again, it can be concluded that the majority (62%) of the respondents are happy in their companies. This allows for a generalization, this though creates a new problem; could it be that they are not desirous to get into management?

STATEMENT 5: I am not happy with the culture at my company

CONCLUSION; The respondents say that there they are happy with the culture of their organisations with 59% confirming, the context of cause had to do with discrimination or acceptability of women. It can be concluded that the environment and culture is not against women.

The general feeling with the summary above is that there is nothing indicating that there is disgruntlement amongst the respondents. It would appear the relationship is cordial and the employees work harmoniously with much of gender differentiation. The next level is also described and structured as one before it and detailed below.

STATEMENT 6: I have been promoted during the time I have been working for the organisation

CONCLUSION; The respondents who are not clear about their situation are 23% but it can be concluded that some respondents were promoted during the years of their service with 59% confirming

STATEMENT 8: Current Manufacturing Policies are biased against women

CONCLUSION; There are mixed feelings about the bias towards women with none of them getting to half-way along. A close between those agreeing and disagreeing at 37% and 41%, not generalisation can be made on this point – the ambivalent stand at 23%. It cannot be said that there is no form of bias with such close figures. Surprisingly, till this point there was no indication that the women were despondent about and over anything.

STATEMENT 9: I am satisfied with the state of the company overall

CONCLUSION; It can be concluded that there is something not in order somehow considering that 41% of the respondents remained neutral, after all the positives recorded earlier. Again no conclusion can be made as both sides do not seem to make any significant score to allow for generalization. It is of paramount concern as to what the likely reasons for this ambivalence are, however, no generalization can be made on this statement.

STATEMENT 11: Women are properly represented in Management

CONCLUSION; No generalization can be made as those disagreeing (combined total – 6% strongly disagree and 29% disagree) stand at 35%. Those agreeing (35%) and strongly agreeing (6%) totaling 41%. The biography had given a gloomy picture about the representation of women in management from supervisor level up to top management.

STATEMENT 12: There is Gender balance within the Organisation

CONCLUSION; Getting gender balance in the organisation is always difficult for firms to achieve as operations determine who is brought in except where the skills are common amongst the genders. Though neutral is at 29%, 53% believe there is gender balance within the organisation itself.

Table 6.2 Likert Scale Feedback Summary 2

	Strongly disagree	Disagreed	Neutral	Agree	Strongly disagreed
I have been promoted during the time I have been working for the organisation	5	14	23	27	32
STATEMENT 8: Current Manufacturing Policies are biased against women	5	36	23	23	14
I am satisfied with the state of the company overall	5	14	41	32	9
Women are properly represented in Management	6	29	24	35	6
There is Gender balance within the Organisation	6	12	29	53	0

The manufacturing industry has always been classified as the domain of men, most probably because manufacturing involved use of hard skills in many instances. There

has been gradual shift in that many women have increasingly taken up what was predominantly a male trade, it would be expected that more women will join in the technical aspects of the manufacturing industry. Some of the statements measured here are therefore based on what the prevailing thoughts are about women in manufacturing. The next section also speaks to the same situation albeit differently worded.

STATEMENT 14: Men at our firm work well with women without any prejudices

CONCLUSION; largely, depending on their perceptions and expectations, some women believe that they are not treated fairly by men. It has been concluded by 59% of women that they work well with men and that men have or show no prejudice against women.

STATEMENT 15: Everyone in my company is conscious of diversity

CONCLUSION; The context of the diversity referred to was clear for the respondents since they knew that the study was on gender issues at the workplace. A generalization is made that everyone is conscious of gender diversity according to 71% of the respondents, an overwhelming almost $\frac{3}{4}$ of the respondents.

STATEMENT 16: Everyone in my company works to harmonise diversity

CONCLUSION; Working towards diversity or harmony amongst the diverse people can be a cumbersome task if there is no buy-in from other parties. It can be concluded that there is uncertainty about working towards harmonisation of diversity with no outstanding perception amongst the respondents.

STATEMENT 17: Men think that there are jobs reserved for men not females

CONCLUSION; Too often when hard labour is involved it is also perceived that women will not be able to like the type of tasks. There is a high ambivalence of 47% and no outstanding opinion on this – it cannot be generalized.

STATEMENT 18: Some jobs are better suited for men than they are for females

CONCLUSION; It can be concluded that 65% of women do not agree that there are some jobs that are best suited for men, confusing considering what has just happened in the previous statement. It could be some answers may be structured to pass a certain message at particular times when it appears suitable to.

STATEMENT 19: There should be no gender roles, everybody can do everything

CONCLUSION; There should be no gender roles or roles intended specifically for a particular gender is what 71% of the females responding said. It is therefore concluded

that women do not agree with the notion of certain jobs being reserved for men and others for women.

Table 6.3 Likert Scale Feedback Summary 3

	Strongly disagree	Disagree	Neutral	Agree	Strongly agreed
Men at our firm work well with women without any prejudices	0	6	35	53	6
Everyone in my company is conscious of diversity	0	24	6	53	18
Everyone in my company works to harmonise diversity	6	24	24	29	18
Men think that there are jobs reserved for men not females	6	35	47	6	6
Some jobs are better suited for men than they are for females	12	53	18	18	0
There should be no gender roles, everybody can do everything	0	24	6	47	24

Economic empowerment of women has gained increased attention on a global scale and most governments have moved to get more women in management positions. The real cause for the failure of women may not be an easy “men problem” especially because very few women venture into starting of their own businesses. Gender equality in the workplace should be viewed as an economic imperative, but it is necessary to say that women also need to pull up certain aspects of their workplaces and start owning businesses if they are to realize growth amongst themselves. The next greatest concern is the secrecy around how people are appointed into positions and the salary remunerations that are entered into. This raises a big concern on the fairness of the remuneration system.

STATEMENT 20: There is no gender based salaries in my organisation

CONCLUSION; This is a somewhat difficult one in many ways, most companies keep salaries private and confidential, thus it may be difficult to know. As such it is understandable when the neutral is pitched at 59% since salaries are private and confidential. It can be concluded that employees do not know if salaries are structured according to the gender since salaries are considered private and confidential.

STATEMENT 21: I am not happy working in the manufacturing industry

CONCLUSION; There are few manufacturing firms in the country, but they are the backbone to the economy of any country. A strong showing of 88% (41% strongly

disagreeing and 47% disagreeing) that they hate / don't like manufacturing industry. It can be generalised that these respondents overwhelmingly prefer working in manufacturing industries.

STATEMENT 22: I prefer working in an industry where there is no manufacturing

CONCLUSION; There is too much demand on quality and safety standards sometimes making it “boring” having a supervisor breathing over your neck also. It can be concluded that the majority of these respondents (83%) are happy to work in manufacturing industries.

STATEMENT 23: My firm does not have women career development programs

CONCLUSION; Some organisations have opened up for the promotion of women in the workplaces, when others have left it to organic development. There is no consensus on this issue and it can be concluded that the respondents have no decided position on this issue.

STATEMENT 24: I want an environment where I am treated fairly like all others

CONCLUSION; It is in human nature that when one feels accepted and given a fair chance to survive people tend to get some satisfaction. Unfortunately, too often employees are treated clearly as assets – means to an end and once the end is achieved they can be ignored. As expected the majority of the respondents want to be treated fairly (79%).

STATEMENT 25: My firm does not support women's efforts at all

CONCLUSION; The respondents concluded that their firms actually show support for the effort that women put, good majority of 65% (12% strongly disagreeing with the statement and 53% disagreeing). Neutral is high at 29%, but generalisations can be made from the 65%.

STATEMENT 26: Manufacturing Industries favour men against women always

CONCLUSION; Almost without fail the promotion or appointment of a man instead of a woman is always considered to be “favouring man against woman” regardless of the qualifications. Evidenced by the respondents on this issue, 35% of the respondents were indifferent, and there is no generalization to be made as the views are split in between.

STATEMENT 27: My organization recognizes women leadership

CONCLUSION; Different theories of leadership speak to the need for the leader-follower-fit, more than it is to do with gender. The acceptability of a woman as a leader

is not be cut-out in the gender more than leader-follower-task congruency. There is a 65% acceptance of women leadership in the industry, leaders need to be relevant to the tasks, the situation, there must be a leader-follower-fit, if any leader is to succeed.

Table 6.4 Likert Scale Feedback Summary 4

	Strongly disagree	Disagreed	Neutral	Agree	Strongly agreed
There is no gender based salaries in my organisation	0	18	59	12	12
I am not happy working in the manufacturing industry	41	47	6	6	0
I prefer working in an industry where there is no manufacturing	24	59	18	0	0
My firm does not have women career development programs	6	33	28	17	17
I want an environment where I am treated fairly like all others	0	24	6	41	29
My firm does not support women's efforts at all	12	53	29	6	0
Manufacturing Industries favour men against women always	6	29	35	24	0
My organization recognizes women leadership	0	6	29	47	18

The different forms of leaderships and management styles have also come up with certain styles and leader / manager behaviours that are not tolerant of follower views. Commonly practiced by ill-informed leaders with typical X theory mentality, most people using legitimate power (authority) tend to bully their subordinates. Bullying is defined as the use of threats by an individual in a position to exercise coercive power on the other. Complaints have come from female groups also about bullying, suggesting that the only reason why they are bullied is because they are females. There has been no scientific evidence to that effect, but the talk is a reality on the ground in businesses and companies.

STATEMENT 28: There's a lot of bullying of women by men at my firm

RESPONSE; Workplace bullying is defined in different forms by different researchers, but the all in all of it is that it refers to seniors that use threats on juniors. Ordinarily the

bully needs to be in a position to use coercive power on the individuals they work with or who reports to them bullying can also be amongst peers who may think they have the right to “threaten a colleague and to put them in their place” type of mentality. The majority (71%) rejected that men bully women in the workplace.

STATEMENT 29: Women don't look motivated to develop careers at my workplace.

CONCLUSION; More a self-evaluation by the women. It is general knowledge that no one would fight against getting a better salary, with or without promotion. Surprisingly neutral stood at 29%, but 59% opined that women are motivated about their own career development.

STATEMENT 30: Women must take their position in the society to be recognized

CONCLUSION; Whilst this is raging on, others have asserted that, “in fact women are better leaders than men.” The majority of the respondents (77%) agree that women should take their position so that they can be recognized.

STATEMENT 31: If you keep quiet no one will fight for you so woman must fight

RESPONSE; There is the acknowledgement that if you do not complain then everyone will think you are satisfied, one has to raise their voices to be heard. Neutral was 24%, but those agreeing totaled 58% allowing for a generalization.

STATEMENT 31: Women do not need to fight because these men are our brothers and fathers

CONCLUSION; The reality is that the work environment brings in a degree of competition amongst employees jostling for promotion and or recognition. A total of 58% (with a neutral of 24%) indicate that they do not want to fight their brothers and fathers. This may be either a sign of hopelessness or trusting that the brothers and fathers will treat them fairly.

STATEMENT 31: Men should take charge of the career development of women

CONCLUSION; It could also be the hopelessness by women and they therefore leave their destiny into the hands of the men? Or merely trust that men could be able to help better, an unprecedented high of 94% gave men the thumbs up over the development of the careers for the women.

STATEMENT 32: Women should take charge of their own career development

CONCLUSION; This time women should take charge of their career development, and the same score for men taking charge of women’s career development with an overwhelming 94%. Neutral is at its lowest, 6% only. Women seem to want both the both taking charge of the women career development, but at the same time they also want to have control of their career destinies. The scores in table 6. AAAA below.

Table 6.5 Likert Scale Feedback Summary 5

	Strongly disagree	Disagreed	Neutral	Agree	Strongly agreed
There’s a lot of bullying of women by men at my firm	24	47	12	6	12
Women don’t look motivated to develop careers at my workplace.	0	59	29	12	0
Women must take their position in the society to be recognized	0	12	12	53	24
If you keep quiet no one will fight for you so woman must fight	0	18	24	29	29
Women do not need to fight because these men are our brothers and fathers	0	18	24	29	29
Men should take charge of the career development of women	0	0	6	47	47
Women should take charge of their own career development	0	0	6	47	47

6.2.3 SECTION C- Open ended questions

The final section of the survey instrument had an open-ended questions that required the respondents – free thinking around the topic at study. The open ended questions are listed below as they appeared in the instrument used for the collection of data for the research project. This section was intended for discussion with the respondents including information outside of the structured instrument. This this section the respondents were asked to list issues that they think would be of particular interest in the process of developing women in manufacturing industry. Less than 10% of the respondents filled in the spaces, and mostly an idea or two, it was expected that the respondents will discuss and highlight other issues that may have been overlooked.

6.3 FINAL CONCLUSION FOR THE STUDY

The impression given in the different quarters and by the women's movements in terms of anger against the system gives the impression that women are angry. Contrary to these sentiments, there is a general feeling that there is no animosity between the two genders, and high levels of trust and dependence from the female respondents. As indicated from the itemized responses, the employees seem to work harmoniously together, suggesting that programmes may be introduced to assist with the changes needed. It can be concluded also that it would be most ideal also if the management introduced "change management" as they increasingly get women. There are a few issues however that may be needful for the management to take cognizance of as stated in the requests below.

REQUEST 1; State below in point form your experience what your organisation is doing to promote women to senior management.

4. Equal employees at the workplace and that any discrimination or gender based unfairness was to be reported immediately to Human Capital
5. They should take the pain to identify growth areas for themselves and that it was important for them to discuss career-pathing if need be.
6. Responsible for their own performance and the organisation will fairly reward performance regardless of the gender of the individual.

REQUEST 2; List problems you encounter that may be responsible for keeping you from being a unit manager in the manufacturing industry.

5. The company does not train us to have technical skills they recruit mostly males who have the technical skills and these become managers
6. The firms always think that we can't manage people in operations where most promotions take place because we are not qualified technicians
7. The companies must start special technical skills training for women so that we can be able to manage technicians also.
8. The decisions on who to employ is done by men sitting alone in the operations units and so they employ fellow men who are technicians.

REQUEST 3; List any suggestions in order of importance that you think need to be done to enable women to develop themselves

4. Women should be taught to take up technical skills training at lower levels so that they can compete with their male counterparts at work.

5. Men must understand that we have family to take care of and cannot always work long shift hours because of extra responsibilities
6. It is unfair to compare men and women in the appointment of managers because no one helps women to be technicians and then managers

REQUEST 4; Anything else you want to mention about women and management, please state below in point form.

3. Some women should be groomed to become senior managers, no one was born with knowledge so men must train women to manage
4. The government must make it a law that every company must have 50% each of the genders at all levels if they should be allowed to operate.

This section was expected to take the form of discussions between the respondents and the research assistants, but very little information came out. A few items had been submitted for the section though which may be necessary for insights into how and what women feel about the manufacturing workplace. Of interest is the mention that manufacturing industry recruits mostly technically skilled personnel, very few women are likely to have such qualifications. This requires a total revamp of the education system nationally and the changing of attitudes amongst women towards certain skills.

6.4 RECOMMENDATIONS

The manufacturing industry is characterized by the need for technical skills from which the manufacturing processes are derived. The focus of manufacturing is the conversion of raw material to finished products, so, ideally anyone coming to work in the industry, in the operations section, will ideally need a technical qualification. Whilst there are other aspects of the business that offer support services (HR, Accounting, etc), in the operations units people working there need the technical knowledge. Further to that, these people expect to be promoted within the context of their skills and operations, which is ideally what it should be to keep them motivated.

It is recommended that the managers start focusing on the employment of females who have technical qualifications relevant to the industry. These may then be the breeding stock towards the future development of female managers within the manufacturing industry. It should be stated that women also make choices not to take some of these technical training schemes, for whatever reason they may give. The more technically oriented women there are, the more the chances of eventually getting them into management and eventually senior management. It would be most ideal

also for the women to start their own manufacturing enterprises from which they may eventually become the senior and or top managers.

6.5 FUTURE STUDIES AND LIMITATIONS

The study may be more interesting if the respondents are carefully chosen, even if it be by using purposive sampling. Too many of the respondents were classified as general staff, suggesting that they may not have been with technical skills and therefore no ambitions to get into management. The people affected by discrimination from getting management positions may therefore be those already at supervisory, team leader or, idle manager positions. These may give more insights into the situation within the management and the competition for those managerial positions. The study was therefore restricted or included people who may not have been the “ones” who feel the gender segregation as they aspire to manage.

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APPENDICES
Appendix A: Consent letter



Chevron South Africa (Pty) Ltd
No 5 Century Boulevard
Century City, 7441
P O BOX 714, Cape Town, 8000
Tel: + 27 21 403- 7911
Fax: + 27 21 403 0538

08 October 2020

To Whom It May Concern

This letter serves to confirm that Fundisa Lusithi is employed by Chevron South Africa

I also confirm that Fundisa has discussed her research requirements with me in respect of completing her study entitled "*Factors influencing women leadership in the manufacturing industry in Cape Town*"

I am aware that this project involves empirical research and the process includes interviewing staff personnel for the purpose of gathering data for the analysis.

As her supervisor, I hereby grant approval for her to carry out her research.
Please feel free to contact me if you have any further questions



Yours faithfully

Lungie Klaas

Manager Supply South Africa
Supply, Trading & Optimization

021 403-7644

083 274 5264

Chevron South Africa (Pty) Ltd
5 Century Boulevard, Century City, 7441 South Africa
P O Box 714 Cape Town 8000
Tel +27 21 403-7911 Fax +27 21 403-7508
corporate@chevron.com

S Rabbipal (Executive Chairman), M N Donohue (Chief Executive Officer -British Citizen)
Executive Directors: L L Jacobs, R Machumi, B Daries, V Bester, L MinNon-Executive Directors: M E Ramano, M I Scott, K Canoa
Reg.No. 1911/001154/07
Vat No. 4460101563

Appendix B: Questionnaire
QUESTIONNAIRE

Factors influencing women leadership in the manufacturing industry in Cape Town

The target population is the female staff, specifically those in manufacturing industry in South Africa. Your identity is protected; please do not make any markings that may be used to identify you, You only fill in this form if you are interested in participating in this study.[VOLUNTARILY].

SECTION A. BIOGRAPHY

Please cross the applicable boxes

1. How old are you this year, please use table to indicate your age range

18 – 25 years	26-30 years	31 – 40 years	41- above
---------------	-------------	---------------	-----------

2. State your Gender

Male

Female

3. What racial group do you belong to? Please indicate in the boxes below.

White	Black	Indian	Colored
-------	-------	--------	---------

4. Language Group

English	Afrikaans	IsiXhosa	Other (please specify)
---------	-----------	----------	------------------------

SECTION B.

This section is conducted in various companies in Manufacturing Industry and wants to establish the working experience, service, career growth.

5. How many years have you working in the manufacturing Industry? _____ years
_____ months

6. How many years have you working in the Organization? _____ years _____ months

7. What is your position in the organization?

General Staff	Supervisor	Middle Management	Senior Management	Top Management
---------------	------------	-------------------	-------------------	----------------

8. What is your current / highest qualification to date?

Grade 12	Diploma	Bachelors' degree	Postgrad	Other
----------	---------	-------------------	----------	-------

	<p>Section C:</p> <p>Please rate your agreement each of the following statements by placing a cross in the appropriate column</p>	Strongly	Disagree	Neutral	Agree	Strongly agree
9	I feel that my work place is biased against women career growth	1	2	3	4	5

	Section C: Please rate your agreement each of the following statements by placing a cross in the appropriate column	Strongly	Disagree	Neutral	Agree	Strongly agree
10	There is no direct effort in my company made to promote women to leadership	1	2	3	4	5
11	I have never been promoted in my workplace since I started	1	2	3	4	5
12	I am not happy with the company system	1	2	3	4	5
13	I am not happy with the culture at my company					
14	There is no distinction in treatment between men and women here	1	2	3	4	5
15	I have been promoted during the time I have been working for the Organisation?	1	2	3	4	5
16	Current Manufacturing Policies are biased against women	1	2	3	4	5
17	I am satisfied with the state of the company overall	1	2	3	4	5
18	I am happy with the company recruitment policies	1	2	3	4	5
19	Women are properly represented in Management	1	2	3	4	5
20	There is gender balance within the organisation	1	2	3	4	5
21	Enough is done on improving women's equality of opportunity in our company	1	2	3	4	5
22	Men at our firm work well with women without any prejudices	1	2	3	4	5
23	Everyone in my company is conscious of diversity	1	2	3	4	5
24	Everyone in my company work towards diversity					
25	In my company men think that there are jobs reserved for them and not for females	1	2	3	4	5
26	Some jobs are better suited for men than they are for females	1	2	3	4	5
27	There should be no gender roles; everybody can do everything	1	2	3	4	5
28	There is no difference between the salaries of men and women in my organisation	1	2	3	4	5
29	I am not happy working in the manufacturing industry	1	2	3	4	5
30	I prefer working in an industry where there is no manufacturing	1	2	3	4	5
31	My firm does not have women career development programs	1	2	3	4	5

	Section C: Please rate your agreement each of the following statements by placing a cross in the appropriate column	Strongly	Disagree	Neutral	Agree	Strongly agree
32	All I want is an environment where I am treated fairly like all others	1	2	3	4	5
33	My firm does not support women's efforts at all	1	2	3	4	5
34	Manufacturing industries favour men against women at all times	1	2	3	4	5
35	My organization recognizes women leadership	1	2	3	4	5
36	My firm does not have women career development programs	1	2	3	4	5
37	There is a lot of bullying of women by men at my firm	1	2	3	4	5
38	My organization rewards women leadership	1	2	3	4	5
39	Women don't look motivated to develop careers at my workplace	1	2	3	4	5
40	Women must take their position in the society to be recognised	1	2	3	4	5
41	I feel that I am not I am treated fairly like all others in my company	1	2	3	4	5
42	If you keep quiet no one will fight for you so women must fight	1	2	3	4	5
43	Women do not need to fight because these men are our brothers and fathers	1	2	3	4	5
44	Men should take charge of the career development of women	1	2	3	4	5
45	Women should take charge of their own career development	1	2	3	4	5
46	My firm does not recognise women's efforts at all	1	2	3	4	5

47. State below in point form your experience what your organisation is doing to promote women to senior management.

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

48. List any suggestions in order of importance that you think need to be done to enable women to develop themselves

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

49. Anything else you want to mention, please state below in point form

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

Appendix C: Plagiarism Report

Evaluating limiting factors to the development of women into leadership in the Manufacturing industry in Cape Town, South Africa.

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GRAMMARIAN CERTIFICATE

22nd July 2020

TO WHOM IT MAY CONCERN

This certificate serves to confirm that I edited the language / grammar for the student **Fundisa Lusithi [Student No; 198101317]** of the Cape Peninsula University of Technology, M. Tec; Business Administration in Project Management.

The title of the dissertation is; “Factors influencing women leadership in the manufacturing industry in Cape Town.”

Recommendations for corrections were made and the student duly corrected as per the language editor’s recommendations. I am satisfied with the corrections made and hereby award a language / grammarian certificate.

Sincerely yours,



P. Y. Mabhuro

M. A. Linguistics chimotov8@gmail.com; 0828155210