UNIVERSITY OF FORT HARE

Women in Organisational Management in Zimbabwe: Theory and Practice

BY

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A Thesis submitted to the University of Fort Hare, Faculty of Management and Commerce, Department of Development Studies in partial fulfillment of the requirements for the

DOCTOR OF PHILOSOPHY DEGREE

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DEDICATION

This doctoral thesis is dedicated to my parents Annah and Edward Zikhali. To my mum, I know that you are the kindest, most generous person I have ever known, what is best in me I owe to you.

To my late father, you were taken before you could see what I have achieved. May God rest your soul in eternal peace.

To both of you, I am grateful for laying the strong foundation on which much that I do today is built.
DECLARATION

I hereby declare that this subsequent work is my own independent original work emanating from my years of hard work, pain and solitude by myself. In the best of my knowledge, this work has not been extracted from other people's work without an acknowledgement. The thesis has not been submitted to any University in whole or in parts for an award at any institution by me or anyone. The views expressed in this thesis are those of the author except where indicated by means of complete reference. Any errors and omissions remain the sole responsibility of the author.

__________________
Whitehead Zikhali
ABSTRACT

The study was premised on the truism that men have historically served in higher echelons of organizational management structures and women are under-represented. The principal objective was to explore the constraints faced by women in accessing higher leadership and senior management positions in public, private and non-governmental organisations in Zimbabwe. This study adopted the triangulation method, that is, qualitative and quantitative approaches. These mixed research methods, were upgraded by the feminist research methodologies, thereby making a contribution in the field of research. The study found out that the constraints that mostly hinder women from accessing leadership and senior management positions in public, private and NGOs were cultural practices, which represent levels of power and control that in turn hinder reforms; and women's socialisation into feminised roles. The study also found out that in most organisations, most females work under male leadership, and this traditional organisational culture, needs to be deconstructed and reversed in order to achieve gender equality. The study recommended for a human centric and integrated organizational management strategy for public, private and NGOs in Zimbabwe. The adoption of a human centric and integrated management approach should aim at gender equity and reduce women's under-representation. A human centred organizational culture has to be practiced, that would create organisational ethos that guide organizational management. An integrated organizational management approach should integrate all systems and processes into one complete framework, enabling people to work as a single unit, unified by organizational goals, shared vision and common values. The system should depend on a balanced mix of the masculine and feminine attributes. The approach should put its weight towards adoption of measures to attract, advance and empower women so as to benefit from their qualifications, experience and talent in a highly competitive environment.
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# LIST OF TABLES

<table>
<thead>
<tr>
<th>TABLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 1: Demographic data of the respondents</td>
<td>152</td>
</tr>
<tr>
<td>Table 2: Major constraints faced by women in accessing top management positions in your organisation</td>
<td>153</td>
</tr>
<tr>
<td>Table 3: Assumptions: Male versus Females in organisations</td>
<td>159</td>
</tr>
<tr>
<td>Table 4: Sex versus stated managerial traits</td>
<td>160</td>
</tr>
<tr>
<td>Table 5: Attributes possessed by women in key management positions</td>
<td>161</td>
</tr>
<tr>
<td>Table 6: Recruitment Policy-its thrust</td>
<td>163</td>
</tr>
<tr>
<td>Table 7: Education and Training versus Leadership positions</td>
<td>164</td>
</tr>
<tr>
<td>Table 8: Women are weaker, should be home managers only not organisational managers (Public organisations)</td>
<td>167</td>
</tr>
<tr>
<td>Table 9: Criteria used by organisations for promotion</td>
<td>168</td>
</tr>
<tr>
<td>Table 10: Strategies needed to curtail women's constraints in public organisations</td>
<td>173</td>
</tr>
<tr>
<td>Table 11: Policy recommendations to promote women's advancement to reduce patriarchy in Public organisations</td>
<td>175</td>
</tr>
<tr>
<td>Table 12: Demographic data of the respondents from NGOs</td>
<td>183</td>
</tr>
<tr>
<td>Table 13: Major constraints faced by women in accessing top managerial positions in Organisations</td>
<td>184</td>
</tr>
<tr>
<td>Table 14: Effects of cultural socialisations</td>
<td>186</td>
</tr>
<tr>
<td>Table 15: Assumptions: Male versus Females in management</td>
<td>189</td>
</tr>
<tr>
<td>Table 16: Attributes possessed by women in key management positions in organisations</td>
<td>191</td>
</tr>
<tr>
<td>Table 17: Organisation's recruitment policy</td>
<td>193</td>
</tr>
</tbody>
</table>
Table 18: Education and Training versus leadership position………………………………….194

Table 19: Women are weaker, should be home managers only, not organisational Managers (NGOs)........................................................................................................................................196

Table 20: Criteria used by organisations for promotion………………………………………..197

Table 21: Strategies needed to overcome women’s constraints in organisations……………201

Table 22: Policy recommendations.........................................................................................202

Table 23: Demographic data of the respondents: Private organisations………………………..209

Table 24: Major constraints faced by women in accessing top managerial positions…………210

Table 25: Male versus Females in management..................................................................215

Table 26: Sex versus stated managerial traits........................................................................216

Table 27: Attributes possessed by women in key managerial organisations.......................217

Table 28: Recruitment policy - its thrust.................................................................................219

Table 29: Education and Training versus leadership positions..........................................210

Table 30: Women are weaker, should be home managers only not organisational Managers (Private organisations)........................................................................................................222

Table 31: Criteria used by organisations for promotion........................................................223

Table 32: Benefits of gender policies to women in organisations........................................225

Table 33: Strategies needed to curtail women's constraints in organisations......................227

Table 34: Recommendations to foster gender equity in organisations...............................228
# LIST OF FIGURES

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1: Influential factors of organisational culture</td>
<td>45</td>
</tr>
<tr>
<td>Figure 2: The glass ceiling in the organisational pyramid</td>
<td>49</td>
</tr>
<tr>
<td>Figure 3: Effects of cultural socialisation</td>
<td>156</td>
</tr>
<tr>
<td>Figure 4: Is it true that most females work under male leadership in you organisation</td>
<td>158</td>
</tr>
<tr>
<td>Figure 5: Leadership positions: Males versus Females</td>
<td>162</td>
</tr>
<tr>
<td>Figure 6: Whether women in management possess requisite qualifications</td>
<td>166</td>
</tr>
<tr>
<td>Figure 7: Existence of Gender policy</td>
<td>169</td>
</tr>
<tr>
<td>Figure 8: Benefits of Gender policies to women in Public organisations</td>
<td>171</td>
</tr>
<tr>
<td>Figure 9: Is it true that most females work under male leadership in most organisations</td>
<td>188</td>
</tr>
<tr>
<td>Figure 10: Sex versus stated managerial traits</td>
<td>190</td>
</tr>
<tr>
<td>Figure 11: Who are in most leadership positions in your organisation</td>
<td>192</td>
</tr>
<tr>
<td>Figure 12: Whether women in management positions have requisite qualifications</td>
<td>195</td>
</tr>
<tr>
<td>Figure 13: Whether organisations have gender policies vis a vis employment and promotion</td>
<td>198</td>
</tr>
<tr>
<td>Figure 14: Gender policies and their benefits</td>
<td>199</td>
</tr>
<tr>
<td>Figure 15: Effects of cultural socialisation</td>
<td>212</td>
</tr>
<tr>
<td>Figure 16: Is it true that females work under male leadership in your organisation</td>
<td>214</td>
</tr>
<tr>
<td>Figure 17: Leadership organisations: Male versus Female</td>
<td>218</td>
</tr>
<tr>
<td>Figure 18: Whether women in management possess requisite qualifications</td>
<td>221</td>
</tr>
<tr>
<td>Figure 19: Whether one's organisation has a gender policy which considers gender balance in leadership, positions, promotion and advancement</td>
<td>224</td>
</tr>
</tbody>
</table>
# LIST OF APPENDICES

<table>
<thead>
<tr>
<th>Appendices</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix A:</td>
<td>Questionnaire to respondents in Public organisations</td>
</tr>
<tr>
<td>Appendix B:</td>
<td>Questionnaire to respondents in Non governmental organisations</td>
</tr>
<tr>
<td>Appendix C:</td>
<td>Questionnaire to respondents in Private organisations</td>
</tr>
<tr>
<td>Appendix D:</td>
<td>Why aren't there more women at the top of companies?</td>
</tr>
<tr>
<td>Appendix E:</td>
<td>How to keep women on the path to success</td>
</tr>
<tr>
<td>Appendix F:</td>
<td>More men must take on parenting roles</td>
</tr>
<tr>
<td>Appendix G:</td>
<td>Signing of SADC protocol on Gender deferred</td>
</tr>
<tr>
<td>Appendix H:</td>
<td>A woman’s work is never done</td>
</tr>
<tr>
<td>Appendix I:</td>
<td>All women to be included.</td>
</tr>
<tr>
<td>Appendix J:</td>
<td>Chombo calls for gender equity in local Government</td>
</tr>
<tr>
<td>Appendix K:</td>
<td>Breaking gender barrier, Muchena urges women</td>
</tr>
</tbody>
</table>
LIST OF ABBREVIATIONS

EEOL: Equal Employment Opportunities Law

HOD: Head of Department

MATW: Managerial attitudes towards women.

NGO: Non-governmental organisations

SARIPS: Southern African Regional Institute for Policy Studies

SADC: Southern African Development Community

UFH: University of Fort Hare
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abstract</td>
<td>I</td>
</tr>
<tr>
<td>Acknowledgements</td>
<td>II</td>
</tr>
<tr>
<td>List of Tables</td>
<td>IV</td>
</tr>
<tr>
<td>List of Figures</td>
<td>VI</td>
</tr>
<tr>
<td>List of Appendices</td>
<td>VII</td>
</tr>
<tr>
<td>List of abbreviations</td>
<td>VIII</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>IX</td>
</tr>
</tbody>
</table>

## CHAPTER 1: THE PROBLEM AND ITS SETTING

1.0 Introduction ............................................................................................................. 1
1.1 Background to the Problem ...................................................................................... 2
1.2 Pre-colonial and colonial epochs in Zimbabwe ......................................................... 5
1.3 Statement of the problem ......................................................................................... 12
1.4 Purpose of the study ............................................................................................... 17
1.5 Objectives of the study ........................................................................................... 18
1.6 Research questions .................................................................................................. 19
1.7 The conceptual framework of the study ................................................................... 20
1.8 Significance of the study ......................................................................................... 24
1.9 Research methodology .......................................................................................... 28
1.10 Delimitation of the study ..................................................................................... 29
1.11 Ethical Protection of the respondents ..................................................................... 31
CHAPTER II: GENDER THEORIES OF ORGANIZATIONAL MANAGEMENT: A HUMAN CENTRIC AND INTEGRATED APPROACH

2.0 Introduction
2.1 Organizational management: A conceptual analysis
2.2 An overview of organisational culture
2.3 The Functionalist Theory
2.3.1 The glass ceiling
2.3.2 Gender Segmentation and labour Power
2.3.3 How domestication undervalues women’s labour power
2.4 The Human Capital Formation
2.5 The Radical Feminist Theory
2.5.1 The Human capability theory
2.6 Towards a human centric and integrated organizational management Theory
2.7 Conclusion

CHAPTER III: THE RESEARCH METHODOLOGY

3.0 Introduction
3.1 The role of research
3.2 Research design
3.3 Research method
3.3.1 Qualitative research method
CHAPTER IV: DATA PRESENTATION, ANALYSIS AND INTERPRETATION:
PUBLIC ORGANIZATIONS

4.0 Introduction...........................................................................................................149
4.1 The research objectives......................................................................................149
4.2 Overview of the respondents in Public organizations.........................................151
4.3 Demographic data of respondents in public organizations...............................152
4.4 Constraints faced by women in organisations....................................................153
4.5 Attributes of women in managerial positions....................................................160
4.6 Composition of males versus females in public organizations............................162
4.7 How women access managerial positions in organizations...............................164
4.8 Existence of sensitive gender policies in organisations.......................................169
4.9 Strategies and policy recommendations to reverse patriarchy............................173
4.10 Conclusions.......................................................................................................176

CHAPTER V: DATA PRESENTATION, ANALYSIS AND INTERPRETATION: NON-
GOVERNMENTAL ORGANIZATIONS

5.0 Introduction...........................................................................................................180
5.1 The research objectives......................................................................................180
5.2 Overview of the respondents in NGOs...............................................................182
5.3 Demographic data of respondents in Non-governmental organizations...............183
5.4 Constraints faced by women in Non-governmental organizations......................184
5.5 Attributes of women in managerial positions in Non-governmental organizations...190
5.6 Composition of males versus females in Non-governmental organizations...........192
5.7 How women access managerial positions in Non-governmental organizations...............194
5.8 Existence of gender sensitive policies in NGOs..........................................................198
5.9 Strategies and policy recommendations to reverse patriarchy........................................201
5.10 Conclusion......................................................................................................................203

CHAPTER VI: DATA PRESENTATION, ANALYSIS AND INTERPRETATION:
PRIVATE ORGANIZATIONS

6.0 Introduction......................................................................................................................206
6.1 The research objectives.................................................................................................206
6.2 Overview of the respondents in private organizations...................................................208
6.3 Demographic data of respondents in private organizations........................................209
6.4 Constraints that hinder women from attainment of managerial positions....................210
6.5 Attributes of women in managerial positions............................................................216
6.6 Composition of males versus females in private organizations....................................218
6.7 How women access managerial positions in private organizations..............................220
6.8 Existence of gender sensitive policies in private organizations...................................224
6.9 Strategies and policies to reverse male domination in organizations............................227
6.10 Conclusion......................................................................................................................229

CHAPTER VII: COMPARATIVE ANALYSIS OF PUBLIC, NON-GOVERNMENTAL
AND PRIVATE ORGANIZATIONS IN ZIMBABWE

7.0 Introduction......................................................................................................................232
7.1 Demographic data of respondents from the three types of organizations......................232
7.2 Exploring constraints that hinder women from attainment of managerial positions……..233
7.3 Attributes of women in top management positions in three organizations…………………234
7.4 Composition of males versus females in the three organizations…………………………235
7.5 How women access managerial positions in the three organizations……………………236
7.6 Existence of gender sensitive employment policies in three organizations and benefits….237
7.7 Strategies and policy recommendations to reverse patriarchy in three organizations……238
7.8 Conclusion……………………………………………………………………………………..239

CHAPETR VIII: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

8.0 Introduction…………………………………………………………………………………………241
8.1 Summary of the study………………………………………………………………………………241
8.2 Major findings of the study………………………………………………………………………243
8.3 Conclusion……………………………………………………………………………………………247
8.4 Recommendations…………………………………………………………………………………..250
8.4.1 A human centric and integrated management approach……………………………………251
8.4.2 Equal employment opportunities Law for both sexes………………………………………..252
8.4.3 Involvement of government, public sector, private sector, NGOs and civil society……….252
8.4.4 Sensitization and education programmes at Community levels…………………………….253
8.4.5 Enforcement of gender policies and international legal instruments……………………..253
8.4.6 Assessment of gender equity in organisations………………………………………………254
8.5 Implications for future research…………………………………………………………………255

References……………………………………………………………………………………………..256

Appendices