FACTORS INFLUENCING THE ADVANCEMENT OF WOMEN TO SENIOR
MANAGEMENT POSITIONS IN THE PROVINCIAL TREASURY, PROVINCE OF THE
EASTERN CAPE

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DECLARATION

I, Nomvelwano Mavis Madikiza hereby declare that, unless otherwise indicated on the contrary, this treatise is the result of my own work, except to the extent that assistance from others in the research conception, or in style, presentation and linguistic expression is acknowledged. Furthermore, I declare that, contents thereof have not been submitted to any university in fulfilment of the requirements for another degree.

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ABSTRACT

In 1998 the Department of Labour promulgated the Employment Equity Act, which aimed at ensuring that the designated groups were represented in the workplace at all levels. The designated groups that were to be given preference for appointments were women, disabled and Black people. The Department of Public Service and Administration issued a directive to all government Departments to ensure the achievement of 50/50 gender representation at Senior Management levels by 31 March 2009. However, the Provincial Treasury in the Eastern Cape did not achieve this target and is still lagging behind. There are barriers in the workplace, which pose challenges to the progression of women to management levels. These barriers are commonly referred to as ‘glass ceiling’ by some scholars.

This study used a qualitative approach in gathering data. The study employed non-probability, which adopted the purposive sampling approach. Questionnaires were administered to middle management and Senior Managers were interviewed to gather empirical data. Questionnaires were administered to sixty Middle Managers, both males and female, and interviews were conducted with seven senior managers. The reason for targeting Middle Managers was that they are at a level that is next in line in the hierarchy to advance to senior management positions.

The purpose of this study was to investigate factors inhibiting the advancement of women to senior management positions in the Provincial Treasury in the Province of the Eastern Cape. The problem identified was that there were numbers of females at middle management who had the required qualifications and experience, but were not considered when appointments were made to fill in vacant senior management posts. The other problem that was identified was that often senior management positions were filled by candidates who were not from within the Department. The performance of
female internal candidates is not recognised, which may be indicative of the flaws with the performance management system. It emerged from the empirical survey that preference is given to men compared to their female counterparts. The study revealed that there were factors that contributed to non-advancement of females to senior management such as the existence of stereotypes and perceptions.

The stereotypical beliefs view men as hard workers than their female counterparts. It was also revealed that women suffered from low self-esteem that impacted negatively on their confidence levels. This subsequently discouraged women to apply for advertised vacancies as they doubted their own capabilities. It also emerged that the Department did not empower newly appointed persons through the mentoring and coaching programmes. This study also revealed that no training was offered to newly appointed persons.
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CHAPTER ONE: GENERAL OVERVIEW

1.1 INTRODUCTION

The South African government, which came into power in 1994, inherited a public sector that was male dominated, especially in top management positions. In her Inaugural speech to the Gender Indaba on 18 August 2008, Geraldine Fraser-Moleketi (former Minister of the Department of Public Service and Administration in South Africa) indicated that there were less than 10 women in Senior Management Service (SMS) in 1994 in the South African Public Service. In terms of the Annual Report for 2010/11 financial year i.e. as at 31 March 2011 Provincial Treasury had fourteen (14) females as against thirty two (32) males. This number shows that the department is still male dominated at senior management level. According to the White Paper on the Transformation of the Public Service (1995:26), representation of women in Senior Management Service was 8% in March 1995. These figures show that women were not visible in the decision-making levels. The White Paper on the Transformation of the Public Service sets a target of 30% for women at decision-making levels, as well as special measures to be implemented to realise this target. All government departments were expected to employ 30% of women in the senior management positions by 31 March 2008.

In his State of the Nation Address (February 2003), former President Thabo Mbeki stated that “Within government, we will continue to insist on implementation of the National Framework for Women’s Empowerment and Gender Equality. Concretely, we will soon introduce a system through which gender representation targets and content of programmes become part of the core performance criteria of every government institution and manager.” This statement by the former President showed seriousness of government to implement gender equality. On 22 April 2008, a Head of Department’s Action Plan in promoting women’s empowerment and gender equality within the Public Service was issued by the Department of Public Service and Administration. One of the key performance areas of the said action plan of a Head of Department’s Action Plan is “ensuring women’s full participation through the employment of 50% of women at all levels of the SMS (www.dpsa.gov.za).
The performance agreements of Heads of Departments are expected to incorporate gender equality (www.dpsa.gov.za/employment). The efforts by government and this inclusion are aimed at ensuring that gender equality is achieved in each government department.

The Constitution of the Republic of South Africa (Act 108 of 1996) states that the citizens of South Africa should enjoy equal rights and no discrimination should take place. The Employment Equity Act was passed into an Act of law in 1997 by the South African Government. According to the EE Act (No. 55 of 1998), designated employers are required to implement affirmative action measures for people from designated groups. These measures must be designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce. These must include:

- Measures to identify and eliminate employment barriers which adversely affect people from designated groups;
- Measures designed to further diversity in the workplace based on equal dignity and respect of all people;
- Making reasonable accommodation for people from designated groups in order to ensure that they enjoy equal opportunities and are equitably represented in the workforce of a designated employer; and
- The retention and development of people from designated groups and implementation of appropriate training measures.

With the promulgation of the Employment Equity Act (Act 55 of 1998), women representation took a centre stage in terms of employment in senior management positions. In terms of the Act, institutions and companies are required to report to the Department of Labour regarding the progress in employing women and other categories. The Employment Equity Act mandates departments to develop Employment Equity plans, which would outline the targets and numerical goals that companies would like to achieve. The targets and numerical goals that are stipulated in the Employment Equity plan set the tone for compliance. The targets and numerical goals need a clear definition of what the company wants to achieve in terms of race and gender. The
development of an Employment Equity Plan requires a focused approach to ensure that the organisation recruits right employees in order to meet the targets (www.labour.gov.za/employment equity). Targets are only achieved when management is dedicated in ensuring that they are met.

On 30 November 2005, Cabinet adopted a revised employment target of 50% women at all levels in the SMS by 31 March 2009 (Cabinet Memo dated 30 November 2005 file number CM86A/2005). The Department of Public Service and Administration issued a circular in 2005 urging departments to ensure that 50% of women are represented at levels of senior management level by 31 March 2009, in line with the aforementioned Cabinet Resolution (www.dpsa.gov.za/diversity management). Some government departments did not take this call seriously, judging by the rate of non-compliance within the public sector. Government departments continue to employ males at senior management levels, despite the legislation. The Provincial Treasury in the Eastern Cape, in particular, did not perform well either in terms of adhering to the said documents. According to the Eastern Cape Provincial Treasury’s Annual Report for 2004/05, there were four women in senior management positions within the department. In 2005/06, there were six women, eight women in 2006/07, eight women in 2007/08, and also eight women in management echelon in 2008/09 period. In 2009/10 the department had nine (9) females as against twenty nine (29) males whereas currently in 2012 the department has twenty six (26) females and forty nine (49) males. Men are therefore still in the majority at 66% whereas women are at 34%. There are many arguments put forward on the inability of government departments to attract and retain women in top management positions. The Strategic Framework for Gender Equality within the Public Service (2006 – 2015) states that there are many barriers that hinder women’s mobility in the workplace, particularly access to entry into management positions, which can be attributed to culture, politics or gender relations.

The barriers that prevent women from ascending to senior management positions in large corporations have been described by the metaphor “glass ceiling”, which refers to a transparent barrier that prevents women from moving up the corporate ladder past a certain point (Morrison, White and Van Velse, 1987: 21).
This implies that women encounter obstacles in moving up the corporate ladder, unlike men. According to Oakley (2000:321), in male-dominated and predominantly male-led large corporations, women’s inputs and voices are often stifled. There are various contributing factors. Lamsa and Sintonen (2001:255) argue that women often choose careers in fields dealing with nurturance and caring as a result of their socialisation processes. The society for decades had seen the role of women as child minders and their careers were associated with caring for others. Women linguistic styles are often misrepresented or devalued by men, and less aggressive and assertive forms of communication associated with females may be particularly unacceptable ways of communicating in the senior management of many corporations (Oakley, 2000, 322). This implies that male domination in the workplace has relegated the role of women to lower levels of intellectual capability as they misinterpret their communication styles.

The underestimation of the power of women can be attributed to various factors such as tokenism, which is seen as a compliance route taken by companies in trying to portray them as progressive by employing women who do not qualify. The promotion of women to higher positions is often labelled as tokenism by society which implies that they are not qualified enough to be in the positions of authority Slachmuilder (1993:80). This terminology of “window dressing” is another way of fabricating progress where women or black people are promoted to senior positions, but denied decision-making abilities and executive powers.

The Employment Equity Act: 1997 requires companies to set targets in order to achieve the numerical goals to ensure employment of women. The government has failed to meet the targets it has set for the employment of women in senior management positions. The barriers to women in top management positions have to be investigated so that corrective measures can be taken. Government departments identify the barriers in achieving targets, but there are no recommendations. The government has not yet found solutions to the barriers that appear to hinder the employment of women in senior management positions.
1.2 CLARIFICATION OF CONCEPTS AND TERMS

“affirmative action” means ensuring that qualified designated groups have equal opportunities in the workplace.

“designated groups” means black people, women and people with disabilities.

“Vulindlela” is a computer system used for reporting statistics in the public service.

1.3 PROBLEM STATEMENT

The Provincial Treasury in the Eastern Cape continues to employ many women at middle management, but not at senior management level. This continues to happen despite the promulgation of the Employment Equity Act in 1997 which prescribed that people from designated groups should receive equal opportunities in employment. The Department of Public Service and Administration also prescribed that departments should achieve 30% of women at senior management by 31 March 2008 and 50% by 31 March 2009. The department had achieved 22% and 78% males employed at senior management level as at 31 March 2008. By 31 March 2009 the department had eight (8) females which constituted 24% and twenty five (25) males which comprised 75%. Currently, men still dominate the senior management of the department with 66% as against 34% females. As at 01 April 2007 to 31 March 2012 the department only managed to promote three females internally to top management positions compared to five (5) males who progressed to higher positions. Males seem to receive preferential treatment in terms of employment to senior management positions at Provincial Treasury. As a result of this non-compliance with the prescribed legislation, the majority of officials at senior management level are men. The promotion of males within the Department has impacted negatively on the morale of women in the department. Women in the middle management within the department are said to be not applying for advertised positions at senior management level. This is attributed to the perception that the Department prefers the employment of men in senior management positions than females. There is also a perception that the department favours external candidates than the internal staff members for promotion to senior management positions.
1.4 OBJECTIVES OF THE STUDY

- To establish the reasons why the Provincial Treasury appears to be lagging behind in terms of the implementation of the Employment Equity Act.
- To assess the reasons why 50% representation of women in senior management echelon is not achieved in the Eastern Cape Provincial Treasury, despite several instructions from the government.
- To investigate the reasons why the Provincial Treasury has not achieved the 50/50 gender representation by 31 March 2009.
- To determine perceptions of managers about the senior management positions of the Department.
- To investigate the reasons why women are not considered for employment by the departmental senior management.
- To identify the barriers that prevents women from progressing to higher levels, despite their level of education and experience.
- To examine the reasons why the department prefers external candidates for promotion to senior management than its own employees at middle management.
- To provide constructive suggestions that will act as guidelines to management practices, which will enable them actively and creatively to manage the progression of women to senior management positions.

1.5 AIMS OF THE STUDY

The study will to explore and describe the perceptions and assumptions that people have about women in management. The study will also provide a chance to women who are the next in line to progress to senior management to air their views regarding their promotional opportunities. The views of female middle managers will give some pointers to the management of the department on how the situation can be remedied in order to improve the situation.
1.6 MOTIVATION FOR THE STUDY

This research determines the barriers that hinder advancement of women to higher positions can be discovered and dealt with. Several interventions have been made to capacitate women in the provincial administration such as management development programs for middle managers but this does not seem to encourage females to compete at higher levels. In order for progress to be made in recognizing the contribution of women these barriers need to be addressed as a matter of urgency. The Vulindlela report for the month of April 2010 shows 47 females at middle management level whereas there are 52 males. This report reflects that there are females at middle management that could be promoted to senior management positions but this is not happening. This state of affairs does not only show that there is a problem but also shows that there could be matters that would have to be rectified in the organization. This report raises many questions such as whether the management of the department have no confidence to the capabilities of women. This study wants to establish whether women are discriminated against in the department or not.

1.7 RESEARCH QUESTIONS

The sub-questions to be answered are the following:

Why are there few females employed at senior management level at Provincial Treasury?
Why are internal female staff members at middle management level not advancing to senior management positions?
How can female managers within the Department be mentored and capacitated so that they progress to senior management positions?

1.8 RESEARCH METHODOLOGY

Firstly officials will be requested to indicate their willingness to participate in the study. A consent form will be filled by the relevant officials. Females who are at middle management at Provincial Treasury will be approached to participate in the study and they will to agree by signing a consent form. The researcher will visit the relevant
officials who have no objection to being interviewed. The sample shall consist of females who have a tertiary qualification and at least three years as a middle manager. A questionnaire with statements will be compiled so that all respondents may respond. Senior Managers will be interviewed and a set of questions will be asked and a tape recorder will be utilized to capture their responses. These responses will be analysed at a later stage.

1.9 DELIMITATION OF THE STUDY/SCOPE OF THE STUDY

The study will be undertaken at Provincial Treasury, in the Eastern Cape Province. The reason for conducting this study in this department is because of the increasing number of males that are appointed despite the directives from the Department of Public Service and Administration (DPSA) to achieve 50/50 gender representation at senior management level by 31 March 2009. In addition to this, the area is will be more accessible to the researcher thereby curtailing costs associated with the research.

1.10 ETHICAL CONSIDERATIONS

Views shall be presented on an anonymous basis to protect the identity of the respondents. The Head of Department of the Eastern Cape Provincial Treasury shall be approached to grant permission for the researcher to undertake this research in the Department. Respondents shall be requested to fill in a consent form before the interviews can be conducted to get their willingness to participate voluntarily in the research. The ethical clearance form shall be filled and submitted to the NMMU Ethics committee. An introductory letter to the participants shall be compiled whereby they will be assured of their anonymity and the right to withdraw at any time of the study should they so wish to do so. The researcher will conduct the research and report on the outcomes honestly so as not to compromise her standards and those of her supervisor. All the sources consulted shall be acknowledged honestly.
1.11 CHAPTER ORGANISATION

Chapter 1: General Overview

This chapter will give a background to the problem to be researched, what causes it and the implications thereof. This chapter will also incorporate background to the study which means it will deal with the development of the problem. The objectives of the study will also highlight the intentions behind the study. The rationale behind the study will detail why the conducting of the study is deemed important. The motivation behind the study will specify the reasons for the researcher intending to explore the problem.

Chapter 2: General Theoretical Framework

This chapter shall analyze books and articles with regard to the topic in order to ascertain the understanding and views of writers around the problem identified.

Chapter 3: Research Methodology

The research method will be stipulated in this chapter. This chapter shall consist of the research question, the research population, sampling, data collection techniques and tools to be used.

Chapter 4: Analysis of the empirical findings

The findings on what the study has yielded in terms of the responses provided by the subjects. The discussions on what the study has achieved will be undertaken.

Chapter 5: Conclusion and Recommendations

In this chapter the recommendations on what can be done to resolve the problem will be specified. The conclusion drawn from undertaking the study will be detailed.

1.12 CONCLUSION

The foregoing chapter is an introduction to the problem and it gave a background to the problems faced by women. The research problem and the research questions were outlined. The objectives, delimitations of the study and the research methodology to be
followed were specified. Clarification of terms to be used throughout this document were incorporated in this chapter. The following chapter will explore the literature reviewed in this study.
CHAPTER TWO

2 GENERAL THEORETICAL FRAMEWORK

2.1 INTRODUCTION

Everyone is equal before the law and has the right to equal protection and benefit of the law (RSA Constitution, 1996:2). The Constitution further states that equality includes the full and equal enjoyment of all rights and freedoms. This therefore suggests that all citizens of this country should enjoy equal employment opportunities. Women have only recently begun to receive equal rights to that of their male counterparts. Since way before colonial times, black women were undermined by two oppressors, namely the racist regime and the patriarchal society of the time. They were expected to take care of their families while men worked in the mines. Women had to stay at home and wait for their husbands to come back home after a year of being away working for their families. Life was incredibly tough as women struggled to feed their families. Missionary churches emerged and women found solace by attending them (Burger & White, 1999:34). Women had to fend for themselves whilst they were waiting for their husbands to provide financial support for their families. While formal jobs open to women remained extremely limited, they retained their hold in petty trade, marketing produce and prepared food, brewing beer, and selling various combinations of domestic services (Berger and White, 1999:36).

The above scenario has only changed slightly in modern South Africa. Women are beginning to assume significant roles in the workplace and entering domains that were previously dominated by men. This has created a new set of challenges that both husbands and wives must face together. Women are recognised as contributors to the economy and as such, the South African government saw a need to emancipate women and issued laws and regulations to ensure their employment equity (Block, 2004:34).
2.2 South African Government’s Role in Empowerment of Women

During the apartheid years, women voiced their dissatisfaction with the government as their husbands and children were killed by the apartheid forces as they rebelled against those who were in authority. They even marched to protest against pass laws of the apartheid government. When the new government came into power, there were high hopes that discrimination of women would be dealt with (Berger & White, 1999:39). The present government has made great strides in addressing gender equity in the workplace and introduced the Employment Equity Act of 1997, which has the following objectives:

- The implementation of employment equity programmes to redress the effects of past discrimination on specifically designated groups.
- The creation of a diverse workforce which broadly represents the demographics of the South African nation.

In terms of the Act the designated groups are Africans, Indians, Coloureds, women and persons with disabilities. The present African National Congress government has even promised to target a 50/50 representation in top management positions. Cabinet took a decision that set the target of 50% of gender representation at all levels of the Senior Management Service by March 2009. According to the Government Gazzette (2009:9), the Office of the Status of Women was created to promote, facilitate, coordinate and monitor the realisation of the rights of women, children and people with disabilities. In 2008, the introduction of the new assessment criteria for Heads of Departments by the Department of Public Service and Administration was issued, whereby the progress made in filling senior management posts by females became a point of evaluation in terms of their performance assessment (www.dpsa.gov.za). The employment of women at senior management is now included in the performance agreements of Heads of Departments.

In addition to the above, Cabinet approved the development of a longer term strategy for women empowerment and gender equality in the Public Service, namely the Gender and Governance Plan of Action (DPSA, 2006:2). Despite the directives from the government, the Eastern Cape Provincial Treasury continues to employ mainly males in
senior management positions. This shows flagrant refusal to adhere to the law and while this may be construed as misconduct, nobody is prepared to take a lead in terms of holding those in senior management positions to account for the omission or failure to comply with the directives from the government. According to the 2011 Women in Corporate Leadership Census of the Business Women Association, women hold only 4.4% of Chief Executive Officer (CEO) or Managing Director positions, 5.3% of Chairperson positions, and 15% of all Directors (www.thepresidency.gov.za). President Zuma, in his address on the occasion of the 2nd National Conference of Progressive Women of South Africa on 06 July 2012, stated that gender equality is not just about opening up opportunities in leadership positions for women, but is also about improving the quality of life of women in general and recognising women’s rights and human rights. In 2009, the present government created the Department of Women, Children and People with Disabilities portfolio to fast track the Gender Equality Bill, so as to enforce gender parity measures across all sectors of society (www.presidency.gov.za).

2.3 The policy and legislative framework

Chapter 2, Section 9 of the Constitution of South Africa (1996: 7) states as follows:

- Everyone is equal before the law and has the right to equal protection and benefit of the law.

- Equality includes the full and equal enjoyment of all rights and freedoms. To promote the achievement of equality, legislative and other measures designed to protect or advance persons, or categories of persons, disadvantaged by unfair discrimination may be taken.

- The State may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth.
- Discrimination on one or more of the grounds listed in subsection (3) is unfair unless it is established that the discrimination is fair.

The Constitution is the supreme law of the country and also citizens have to abide by it. Any deviation in terms of its application is viewed as non-compliance which is challengeable in the courts of law. In drawing up recruitment policies and procedures Departments are advised that, targets should be set for achieving specified employment equity objectives, and in particular for achieving race, gender and disability balance, as well as for achieving the skills necessary to meet the Department's operational needs (White Paper on Human Resource Management, 1997: 15). The prescripts were designed to guide employers in ensuring the achievement of gender equity in the workplace.

In his address on the occasion of the celebration on National Women’s day on 9 August 2012 President Jacob Zuma stated that the representation of women at the senior and top management levels of the public service remains inadequate (www.the presidency.gov.za). Although gender discrimination has been removed from labour laws, this has not been sufficient to achieve equality in women’s participation in the paid labour force (White Paper on Gender Equality, 1997:17). In terms of the Public Service Act (1999:65), the national Department of Women, Children and People with Disabilities was instituted to monitor other government departments to ensure the mainstreaming of gender, children’s rights and disability considerations into all programmes of government and other sectors. This will help government to respond to issues of these targeted groups in an integrated and coherent manner.

The White Paper on Gender Equality (1997: 4) states that whilst theoretically women currently have access to a broader scope of position in the labour market, these new opportunities are accessible to a narrow pool of women who have had access to skills development, education and training. In large measure, women’s employment remains either within the traditional female occupations or within the domestic and farming sectors often as casual workers. They are concentrated within positions that are low
paying and which have high rates of turnover. The Promotion of Equality and Prevention of Unfair Discrimination (2000: 7) states that no person may unfairly discriminate against any person on the ground of gender, including:

(a) Any practice, including traditional, customary or religious practice, which impairs the dignity of women and undermines equality between women and men, including the undermining of the dignity and well-being of the girl child.

(b) Any policy or conduct that unfairly limits access of women to land rights, finance, and other resources.

(c) Discrimination on the ground of pregnancy.

(d) Limiting women’s access to social services or benefits, such as health, education and social security.

(e) The denial of access to opportunities, including access to services or contractual opportunities for rendering services for consideration, or failing to take steps to reasonably accommodate the needs of such persons.

(f) Systemic inequality of access to opportunities by women as a result of the sexual division of labour.

The abovementioned Act prohibits any kind of discrimination and not only in the workplace, but in society in general as women are also recognised as full citizens of South Africa who must be respected as such.
2.4 BARRIERS AGAINST WOMEN ADVANCEMENT IN MANAGEMENT POSITIONS

There are many barriers that hinder the progression of women to management positions.

Following hereunder are some of the problems encountered by women.

2.4.1 Lack of mentors

Collins (1979:10) defines mentoring as “a one-to-one relationship between a more experienced and an inexperienced person and only until the latter reaches maturity. Women learn from men how to lead in senior management positions as they have been exposed to these positions for a long time. The greatest obstacle to women advancement is lack of female mentors, lack of day care facilities for children, male attitudes towards working women, lack of part-time employment, insufficient maternity benefits and re-entry to market place (Human Resource Management, 2003: 34). It is reported that although managers are accepting affirmative action in relation to blacks, it is not regarded in the same light when it came to women in South African organisations” (Morrison, White and Van Velser, 1987:76). Resulting from this, there are a number of barriers hindering the progress of women. Lack of mentors or role models is evident in the whole country as the advancement of women continues to be a challenge. Women are forced to look up at men as their role models in the workplace, although they are totally different when it comes to management styles (Human Resource Management 2003: 35). In many instances, people were (and still are) hired according to the similarity of those employing them, which perpetuates male domination (Human Resource Management (2003:39). Thus, since men are in the majority in the workplace, they are responsible for making recruitment decisions and tend to prefer other males for employment.
While engaging in ideologies that frame womanhood in terms of family, home and unpaid work, women managers also are marginalised by a work situation characterised by mostly male peers. This is especially true of women in senior management positions who often lack peer support and mentoring (Davies-Netzley, 1998:341). Burke and McKeen (1990:323) state that women often lack mentors or sponsors who can be instrumental in their career advancement. Lack or unavailability of role models for women lead to their non-progression to senior management positions as they do not have people similar to them to look up to. Women protégés at lower levels in the organisation need more encouragement than their male colleagues (Burke and McKeen, 1990: 323).

Noe (1988:72) identified six potential barriers for the establishment of cross gender mentorships. One was lack of access to information networks, that is, women may not develop mentorships because of limited contact with potential mentors, which and this may result from a lack of knowledge of how to develop informal networks from a preference for interaction with others of similar status or deliberate exclusion of women by male managers. A second factor was tokenism, whereby potential mentors may be unwilling to take women on as protégés because of they are seen as incapable of learning. Women promoted to meet affirmative action goals (given preferential treatment) may be seen as a threat to potential male mentors (Noe, 1988:72). Women themselves may lack the motivation for establishing mentorships under these conditions since they may believe that their success is the result of policy decisions and not their own ability (Noe, 1988:73).

The third factor was stereotypes and attributions. Negative attitudes about women’s abilities to manage, shared by both men and women, may make it more difficult for cross-gender mentoring to occur. Women may be excluded from mentorship because they are perceived as not possessing characteristics necessary for managerial success. Noe (1988: 73) also notes that even good performance may be seen as the exception than the norm. A fourth factor was socialisation of practices whereby women may be socialised to develop personality characteristics and behaviours that are contrary to
those necessary to be a successful manager. A fifth factor was norms regarding cross
gender relationships. A concern about the public image of the relationship may cause
male managers to avoid establishing mentorships with women. In addition, male
mentors may prefer developing protégé relationships with males than females because
men prefer interacting with men.

The sixth factor that is identified was reliance on ineffective power bases by women.
Men and women differ in their use of various influence strategies. The influence tactics
or power bases commonly used by women may result in not being sought for
mentorships. From the above analysis, it is clear that there are problems associated
with mentoring, especially between males and females, but for women to progress to
higher levels, they have to learn from those who are knowledgeable about the job, that
is, men.

2.4.2 Perceptions
There are many perceptions on leadership capabilities of women. Women who have
made it to senior management positions are expected to support and mentor others to
climb the corporate ladder, but this has proved to be challenging. There are also
perceptions in society that women do not support each other, but instead they gossip
about each other, and suffer from the “pull her down syndrome”, “sister rivalry” or
“queen bee syndrome”. All these terms refer to the tendency of women to despise each

Mavin (2006:3) argues that in order to change the experiences of women in
management, rather than masking or ignoring the tensions and complexity embedded in
different perspectives and experiences of such women, these should be discussed
openly and transparently in order to raise consciousness. The introduction of awareness
campaigns where problems of this nature can be discussed maybe could assist. In the
past, the reasons that were advanced for the failure to employ women in the top
management echelons were that they did not have the required qualifications. Women
in the last decade equipped themselves by studying and attended women
empowerment programmes as much as possible, yet they continue to be discriminated
against in the workplace. Individual, organisational and social barriers influence the whole representation of women in senior management positions, even though they are just as talented, educated and committed as men to their careers (Booysen, 1999:38-39).

Oakley (2000:4) states that there are two categories of causation concerning the lack of women in senior management positions. In the first category, the causes of gender imbalance are that often of males are favoured over females in terms of recruitment, retention and promotion. In the second category, explanations are behavioural and cultural causes that are rooted in issues of stereotyping, tokenism, power, preferred leadership styles and the psychoanalysis of male/female relations. There is also a misconception that women do not show leadership potential, behave differently from traditional male leaders, in way which could be detrimental to themselves and their organisations (Mathipa and Tsoka, 2000:126-127). This study therefore sets out to expose the underlying causes and possible consequences of non-employment of women in senior management positions.

2.4.3 Gender Stereotypes

A stereotype can be described as group shaped image of another group, or category of people (Mathipa and Tsoka, 2000:130). Negative female stereotypes see women as weak people who cannot hold positions of power. Sanal (2008:12) states that gender stereotypes may play an active role in prejudice and discrimination against women. In general, according to the traditional gender roles, men are seen as dominant, independent, competitive, and capable of leadership and interested in business. Women, on the other hand, are seen as submissive, dependent, caring, good at domestic tasks and child rearing, less competent than men and unsuited for authority or leadership (Geis, 1993:63). Consistent with these gender stereotypes, in the traditional gender roles, men are seen as the breadwinner and women are seen as the homemaker in the family (Sanal, 2008:12). Society has concluded that women need to assume the role of being mothers and therefore cannot make any impact in the boardroom. The gender stereotypes also affect the type of work which is considered
appropriate for women. Women managers often confront patriarchal ideologies that link womanhood with unpaid work, marriage and the family, and justify women in lower management positions with limited authority and opportunity (Crowly & Himmelweit, 1992:337). Managerial positions are defined in terms of “masculine stereotypes” and therefore are seen as suitable for male employees (Sanal, 2008:14). Women are seen as most suitable for human service jobs such as nursing, teaching, social work and domestic work. Whereas for men, the most suitable jobs involve leadership and strength-management, politics and manual labour (Basow, 1992:13). In general, top management positions represent high-salary, high status and high-power and require leadership skills which are seen as masculine, and are seen as appropriate for men. The barriers for women get stricter as they reach higher positions (Beydogan, 2001:33).

These prejudices are based on established judgments of sexuality. Men are considered to be successful managers, which leads to fewer numbers of women managers at higher levels. It is commonly accepted that women are different from men and they could not be efficient managers. Some of the other prejudices against women are:

- They are not eager to work.
- They are not devoted to their career as men are.
- They are not strong and resistant enough.
- They could not work for long hours or they could not stay for work falling beyond a staff member's normal, regular job assignment.
- They do not have the capacity to decide, they are very sensitive (Ataay, 1997:12 as quoted by Sanal, 2008: 3).

Stereotypes that women are unable to adapt to the hard working conditions of a manager's life, and that they cannot integrate their responsibilities at home and at work, are further prejudices against women (Soyutürk, 2001:39). According to Hill and Ragland (1995:331), it is due to lack of self-confidence that there are not many women administrators. The reasons why women do not move into the higher echelons of executive positions may also be related to pressures inherent in the job situation. Morrison, White and Velser (1992: 56) outline three major sources of pressure that are
unique to women managers’ experiences. Firstly, there are the pressures of the job itself, for example long work hours, a frantic work pace, responsibilities, demands, and the burden of making important decisions. Secondly, there are the pressures associated with the pioneer role of being a woman in a managerial position (i.e., as a role model for other women, being a minority responsible for representing women as a group). Thirdly, there is the pressure of family obligations in addition to the pressures on the job (e.g., managing demands in life outside work, work-family dual roles, and work non-work role conflicts). These pressures may discourage women from taking administrative positions (Celikten, 2005:46).

Cultural issues in the Eastern Cape tend to take a centre stage as women are still seen as care givers and that certain issues that cannot be dealt with by them or are out of the jurisdiction as women. According to Scanlon (2007:121), women are encouraged to display an interest in problems of nutrition, childcare and family control. Mathipa and Tsoka (2000:126-127) mention that there are some barriers to the promotion of women in various careers, which form a vicious circle. These barriers include culture, tradition, prejudice, stereotype, lack of promotion and employment. Prejudice is the act of judging a situation even before asking the actual assessment of what the real state of facts is or even before gathering evidence around an issue in question (Mathipa and Tsoka 2000:128).

Lamsa and Sintonen (2001: 7) argue that prejudice and administration are often considered inseparable and a natural pair and that women often choose careers in fields dealing with nurturance and caring as a result of their socialisation process. People, women among them, often express dubiousness about women as leaders, frequently give higher ratings to work produced by men and thus choose men over women in hiring and promotion (Lips, 2003:22). This shows that there is often a vote of no confidence in the work that is produced by females. If indeed women cannot function optimally they need to be trained to be on par with men. The International Labour Organisation (ILO, 2006:27) recommends the following strategies to speed up the advancement of women in the following areas:
• Enacting equality laws and rendering complaint procedure more effective.
• Providing family care assistance.
• Revaluing feminine occupations.
• Moving women into scientific areas.
• Insisting on objective criteria in recruitment and promotion.
• Questioning organisational structures in terms of their efficiency and treatment of both men and women.
• Building networks.
• Raising awareness and changing social attitudes.

From the above ILO recommendations, it is clear that something needs to be done to eliminate the barriers that prevent women from climbing the corporate ladder and not to be hindered by the glass ceiling that seems to be holding them down. Women who have a “no nonsense”, autocratic, directive leadership style are judged more harshly than men with a similar style, and women who promote their own competence are judged less likeable than men who do the same (Lips, 2003:24). This points to the problem of stereotypes where men, even though they may be exercising autocratic leadership style, are seen as strong leaders who are able to provide direction.

A double bind comes into play when women try to exercise authority. A double bind is a behavioural norm that creates a situation where a person cannot win no matter what she does (Lips, 2003:25). A typical double bind for women in leadership positions is that they must be tough and authoritative (like men) to be taken seriously, but are perceived as being ‘bitches’ if they act too aggressively (Morrison, White & Van Velser, 1987:6). Females who try to be more assertive often face harsh criticism from both males and females. The stage of male dominated culture is interpreted by women in two ways, for some women it means being patronised or not taken seriously by men, and for others it is a feeling of not being heard and lacking true confidence or the desire to be assertive enough to make be inspirational (Naidoo, 1999:20). Women therefore, have to behave in a certain way that is acceptable to men make an impression. According to Gorman (2005:703), organisational decision- makers are likely to have the impression that male
candidates possess stereotypically masculine characteristics such as decisiveness and assertiveness, whereas they are likely to see female candidates as possessing stereotypically feminine characteristics such as friendliness and willingness to cooperate.

2.4.4 Sex Discrimination

Discrimination on the basis of gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, their status, conscience, belief, political opinion, culture, language or birth is prohibited by the Employment Equity Act (Erasmus, Schenk, & Van Wyk, 2000:164). Discrimination is defined as the unjust or prejudicial treatment of different categories of people, especially on the grounds of gender. Harassment of any of the above mentioned groups is regarded as unfair discrimination (New Oxford Dictionary, 1998:528). It is still evident that female-male differences hold implications for work performance abilities and this leads to sexual discriminatory management practices (Pillay, 2006:17). Women are therefore undermined and employers often doubt their ability to perform well in management positions. Although women are advancing in the workplace, sexual segregation is still rife and well maintained by their male counterparts (Clutterbuck & Devine, 1987:2). People often conclude that women cannot manage or take decisions, but men due to the historical role of being the fathers, husbands and heads of the houses are automatically seen as capable to fill in management positions.

2.4.5 The Glass Ceiling Concept

There is a metaphor that is often used by gender scholars, namely glass ceiling and pertains to the barriers that prevent women from ascending to senior management positions in large corporations. This barrier is transparent in that it prevents women from moving up the corporate ladder past a certain point (Morrison, White & Van Velser, 1987: 21). This implies that women encounter obstacles in moving up the corporate ladder, unlike men. According to Oakley (2000:321), in male-dominated and predominantly male-led large corporations, women’s inputs and voices are often stifled. Britton and Williams (2000:4) state that the glass ceiling has become a short hand
expression for describing the myriad of obstacles that prevent women from being promoted to high positions of authority, prestige and pay. The very existence of such a metaphor suggests that there are indeed obstacles that hinder the progress of women to senior management positions. The glass ceiling is a form of discrimination affecting women in organisations and is an important factor in women's lack of access to power and status in organisations (Myrtle, McLaughin, & Sequeria, 2002: 68). The persistence of a predominantly male culture in most organisations makes it difficult for those women who have penetrated the "glass ceiling" to ensure that their voices are effectively heard (Gender Equality Framework, 1997:18).

2.5 EMPLOYMENT OF WOMEN

The promulgation of the Employment Equity Act has led to a perception that women get preferential treatment since the employer has to ensure that the previously disadvantaged groups, such as women, are employed. This has been viewed negatively by society in general and resulted in problems associated with the employment of females.

2.5.1 Tokenism

The under-estimation of the power of women can be attributed to various factors such as tokenism. According to the Cassels Concise Dictionary (2006: 1547) a token is a symbol or a sign, an evidence or indication whereas tokenism is the practice of making only a token effort especially as a political gesture. This explanation therefore suggests that tokenism is seen as a compliance route taken by companies in trying to portray themselves as progressive by employing women who do not qualify for the position held. There is a terminology of 'window dressing' which is another way of fabricating progress where women or black people are promoted to senior positions, but denied decision-making abilities and executive powers (Yoder, 1993:81). Some organisations appoint women in an endeavour to comply with legislation, although they are not convinced that they are capable of performing at an acceptable level. Yoder (1993:82) further states that tokenism is often the most expedient route taken by companies trying to portray themselves as progressive. Tokenism is one of the insulting terms in the
advancement of women, which puts a damper in efforts to emancipate women. Nowadays, appointment of women to senior management echelons is often associated with tokenism, but males do not suffer such criticism. Historically, as women enter into new occupations, there are problems of adjustment as those already employed either accept, accommodate or oppose the entrance of new categories of workers (MacCorquodale and Jensen, 1993:583).

2.6 CONCLUSION

The present government noted the discrepancies in the employment of people in the workplace. This dated back to the apartheid years and also during the colonial rule. In order to address this and bring about gender equality legislation was promulgated focusing on the employment of women. The exploration of the literature on the challenges to the employment of women in leadership positions, it has been noted that there are various factors that are prevailing in societies in general regarding their capabilities. The factors that affect the employment of women are due to perceptions whereby women are viewed in a certain way such as being soft leaders. There is also a “glass ceiling” effect whereby women are encountering hindrances that prevent them from moving upwards. There is also a concept of tokenism wherein women are seen to be appointed to meet the numbers as required by the government which is also referred to as “window dressing”. There are also prejudices, which make people conclude that women are weak managers without having proven it, that is, gender stereotypes.

It is clear that women still face barriers that prevent them from advancing to senior management positions. These may be attributed to sexual discrimination, glass ceiling effect, gender stereotypes, perceptions and lack of mentors. The issue of tokenism is also a problem as people do not see women as capable of leadership, but view them as appointed in order to comply with legislation. A woman has to prove herself in the workplace by working very hard to gain recognition from both males and females. The laws of this country prohibit any kind of discrimination against women in the country as whole. Women therefore enjoy the same rights as men in society and in the workplace. Any kind of discrimination is therefore punishable and there are government structures that were created to ensure that all discrimination practices are eliminated in the
workplace, such as the Department of Labour. The next chapter focuses on research design and methodology used in gathering empirical data for the study.
CHAPTER THREE

3 RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

Research methodology aims to give a clear idea on how the researcher is carrying out his or her research. The research methodology is therefore a platform for the researcher to map out his or her research work relating to the researched area. According to Leedy (1997:103), research method used should be chosen with cognisance of the data which will be gathered to solve the research problem. This chapter aims to detail the data collection instruments employed and also state the research design, research paradigm and data analysis techniques. In this chapter the method used to choose the units of analysis or subjects to participate in the research project will be described. The names of participants have not been mentioned due to the confidentiality of the whole exercise. It is also in this chapter that the process relating to access to the respondents will be specified.

3.2 RESEARCH PARADIGM

Barbie and Mouton (2009:49) mention three broad methodological paradigms which are quantitative, qualitative and participatory action paradigms. They state that quantitative approach has been linked to positivism, whereas qualitative approach is linked to phenomenology, and participatory action research is linked to the critical paradigm in metatheory. While the positivists aim at uncovering general laws of relationships and causality that apply to all people at all times, the phenomologists are concerned with understanding social and psychological phenomena from the perspectives of people involved (Welman and Kruger 1999: 189). Nueman (2006: 28) contends that the ultimate goal of participatory action research is to allow local research participants to assume an active role in the knowledge creation process, reveal injustices, highlight the centrality of social conflict and emphasize the importance of engaging in collection action to alter social structures. The participatory research mostly involves the communities.
In this research, a qualitative approach has been adopted to study human action. The primary goal of studies using qualitative research is defined as describing and understanding, rather than explaining human behaviour (Barbie and Mouton, 2001:270). According to Neuman (2006:151), qualitative researchers often rely on interpretative or social science as they apply logic in practice, and they speak a language of cases and contexts. This is mainly due to the fact that interviews conducted will be interpreted.

This study investigates contributory factors that pose obstacles to the advancement of women to senior management positions in the Provincial Treasury in the Province of the Eastern Cape.

3.3 RESEARCH DESIGN

Barbie and Mouton (2009: 74) describe the research design as a plan or blueprint of how one intends to conduct the research. In research design the kind of a study to be employed and results are explained and also focuses on the logic of the research.

3.3.1 Methodology

There are various techniques that can be utilized in studying a phenomenon. Each researcher chooses the one that will ensure that results are obtained. Sampling is one of the methods that are used in many research projects.

3.3.2 Sampling

A sample is a smaller set of cases that is selected from a larger pool and generalizes to the population (Nueman, 2006: 219). This suggests that not everyone participates in a research, but a small select group. The sample therefore represents the total population. Barbie and Mouton (2009: 173) state that the ultimate purpose of sampling is to select a set of elements from a population in such a way that descriptions of those elements (statistics) accurately portray the parameters of the total population from which the elements are selected. The population is the study object which may be individuals, groups, organisations, human products and events or the conditions to which they are exposed (Welman and Kruger, 1999:47). There are two types of samples, namely probability and non-probability. Probability sampling consists of
various designs such as simple random samples, stratified sample, systematic samples and cluster samples. Examples of non-probability samples are accidental or incidental samples, purposive samples, quota samples and snowball samples. In the case of probability sampling, it can determined the probability that any element member of the population will be included in the sample, whereas in the non-probability sampling by contrast probability cannot be specified insofar as it does not exceed zero, that is, some elements have no chance of being included (Welman and Kruger, 1999: 48). In this instance, the researcher chose the non-probability or non-random sample. The reason for choosing it is because of limited knowledge about the larger group or population within which the sample was selected. Purposive sampling was the most appropriate type of sampling as it provided a better platform to do an in depth investigation on the causes of non-advancement of women to senior management positions in the Provincial Treasury. Neuman, (2006:22) states that purposive sampling or judgemental sampling is a non-random sample in which the researcher uses a wide range of methods to locate all possible cases of a highly specific and difficult to reach population. The topic chosen required one to explore various areas and to use judgement in understanding the phenomena. This type of sampling is mostly useful in cases where the outcome will be informative and it was then viewed to be fitting in this area of interest.

3.3.3 Subjects

In the public sector, for an employee to move to the senior management echelon, he or she must have three years’ experience and a tertiary qualification. The Provincial Treasury currently has 47 females and 52 males in middle management as at 31 March 2010. Middle managers, that is, Deputy Directors who have three years of experience as managers, who are also in possession of a tertiary qualification, were issued with e-mailed questionnaires to complete. At least 30 female and 30 male managers were issued with questionnaires. The importance of female middle management to respond to the questionnaire is because they are the employees who are next in line for advancement to senior management positions. There are currently 15 officials who are at senior management level, that is, Directors and above in the Department at Head Office in Bhisho. These officials have been in the Department for more than three years
and have been involved with the appointment of other senior management members. Seven senior management officials were interviewed. In total there were 67 officials who were selected for this study.

### 3.3.4 Access to Participants

A permission to conduct the research was obtained from the Head of Department for Provincial Treasury that is, the Superintendent-General. Females and males at middle management of the Provincial Treasury were approached to participate in the study and signed the consent form. The sample consisted of females and males who have a tertiary qualification and at least three years’ experience as a Middle Manager. Officials were requested to indicate their willingness to participate in the study by completing a consent form. Questionnaires with various statements were e-mailed to the Middle Managers for them to complete and return them on or before the specified date. Middle Managers were requested to either e-mail back the completed questionnaires or submit by hand to the office of the researcher. The respondents did as directed and used the two options to return the completed questionnaires.

Appointments were made with Personal Assistants of Senior Managers in order to schedule time for the interview. Consent forms were also submitted to the offices of Senior Managers. Only three Senior Managers availed themselves for interviews and the other four officials, through their Personal Assistants, requested that the questions be emailed to them. Consent forms were signed by the participants before the interviews commenced. Senior Managers were re-assured that the information would be used solely for study purposes. A tape recorder was used to record interviews with Senior Management and their responses to questions. A permission to record interviews was sought prior to recording. The responses of subjects were analysed and compared in order to decipher definite answers to the problem and stipulate how the answers are related at a later stage.
3.4 DATA COLLECTION METHODS

There were various methods that were used in order to ensure that the study yielded informative results. Data had to be collected using various instruments and procedures which are discussed hereunder:

3.4.1 Research Instruments

There are various instruments that can be used to collect data from participants. The most important factor is that the tool that has been chosen must be understandable to the subjects and that at the end the information should be usable by various stakeholders for decision-making. There are a number of instruments that one has to choose from when deciding on a research such as questionnaires, interviews, focus groups etcetera. Questionnaires and interviews were chosen for the purposes of this study. The relevance of these instruments will be discussed below.

3.4.2 The questionnaire

A questionnaire which contained a number of statements was formulated and respondents were required to agree or disagree with the statements as provided. The questionnaire was designed to gather information on the advancement of women to senior management positions in the Provincial Treasury. A questionnaire with a set of questions for middle managers was compiled. All respondents that were issued with questionnaires are working for Provincial Treasury. The reason for choosing Middle Managers is because they are the level which is expected to advance to the Senior Management echelon. Middle Managers are therefore a feeder to senior management levels. Middle Managers who have been in the Department for three years and above and in possession of a tertiary qualification were targeted.

3.4.3 Semi-structured Interviews

Interviews were used for officials in Senior Management. The reason for interviewing Senior Managers is that they are responsible for taking decisions in the employment of other Senior Management officials. In terms of the Public Service Regulations
the Selection Committee should “consist of at least three members who are employees of a grading equal to or higher than the grading of the post to be filled or suitable persons from outside the Public Service or in which both such an employee or employees and such a person or persons are represented. However, the Chairperson of the Selection Committee, who should be an employee, should be of a grading higher than the post to be filled”. This means that officials who are ranked below the post of senior managers cannot form part of the interviewing panel for the posts of Senior Managers. A semi-structured interview was used for the Senior Managers to gather facts and their attitudes towards employment of female employees. A permission to use a tape recorder was requested from each senior manager was granted. A tape recorder was used to capture the information as per the responses of the subjects. Those Senior Managers who were interviewed were very frank in responding to the questions. Some Senior Managers, who due to their busy schedules, could not avail themselves for the interview and were furnished with a list of questions which they fully answered and submitted to the office of the researcher in closed envelopes.

3.4.4 Data collection procedures

The data collection instrument used was a set of questions issued to female and male employees at middle management level. The questionnaire was sent to middle management through e-mail. Middle Managers were requested to fill in questionnaires and a submission date was specified. Those who wished to return their questionnaires by email were encouraged to do so. In addition, structured face-to-face interviews were conducted with Senior Managers. The reason for conducting face-to-face interviews with Senior Managers was because of their busy work schedules. It took approximately 30 minutes to interview each of the three Senior Managers who availed themselves for the interview.

Officials who had three years’ experience as Managers and in possession of a tertiary qualification were selected as participants to the research. The names of officials who satisfied the requirement were requested from the PERSAL Manager, which is an official responsible for managing the payroll system of the Department. The letter
granting access of the researcher by the Head of Department was shown to the PERSAL Manager. This was done to ensure that the Departmental information was not used illegally.

### 3.4.5 Data analysis

Neuman (2006:322) states that data analysis is a technique for the gathering and analysing the content of the text. The responses to the questions were analysed to establish factors that act as obstacles to the advancement of women to senior management positions. The results are presented in terms of what the majority of subjects say about the management of the Department or maybe the Provincial Treasury environment, which may have an impact on un-attractiveness of the Senior Management positions of the Department.

### 3.5 VALIDITY AND RELIABILITY

The validity and reliability of information is what everyone who does the research strives for, but this is not achieved at times. Both ideas help to establish truthfulness, credibility or believability of findings (Nueman, 2006:188). This implies that the researcher should ensure that the information provided is reliable and therefore it can be depended upon and can be confirmed to be true and correct by various stakeholders. Nueman (2006:188) further states that validity addresses the question of how well the social reality being measured through the research matches with the constructs used to understand it.

Leedy (1997:41) states that there are several types of validity criteria that can be utilised and these are listed hereunder:

- Face Validity, which relies basically upon the subjective judgment of the researcher.
• Criterion-related Validity, which employs two measures of validity, the second one as a criterion check against the accuracy of the first measure.

• Content Validity, which is the accuracy with which an instrument measures the factors or situations under study.

• Construct Validity, which is the concept such as honesty that cannot be directly observed or isolated.

• Internal Validity, which is the freedom from bias in forming conclusions in view of the data.

• External Validity, which is concerned with the extent to which the conclusions that are reached can be generalised from the sample that is taken and used to clarify other cases.

It was ensured that the information that was collected and reported honestly and accurately. The sample was selected purposefully in order to ensure the validity of conclusions.

3.6 ETHICAL CONSIDERATIONS

Ethical considerations were taken into account throughout the research process. Following hereunder are the considerations that were undertaken:

3.6.1 Permission from the gatekeeper

The Head of Department of the Eastern Cape Provincial Treasury was approached and granted permission for the researcher to undertake this research in the Department. A written response granting access to the researcher was obtained.
3.6.2 Consent, Anonymity and Confidentiality

Neuman (2006: 136) states that informed consent statements contain the following:

- A brief description of the purpose and procedure of the research, including the expected duration of the study.
- A statement of any risks or discomfort associated with participation.
- A guarantee of anonymity and the confidentiality of records.
- The identification of the researcher and of where to receive information about subjects’ rights or questions about the study.
- A statement that participation is completely voluntary and can be terminated at any time without penalty.
- A statement of alternative procedures that may be used.
- A statement of any benefits or compensation provided to subjects and the number of subjects involved.
- An offer to provide a summary of findings.

In line with the above requirements, a letter of consent was designed. The respondents were requested to fill in a consent form before the interviews could be conducted. Those respondents whose questionnaires were emailed were also informed that their participation was on a voluntary basis and were therefore not obliged to participate in the study. They were also required to fill in a consent form. Ethical clearance was also obtained from the Nelson Mandela Metropolitan University Ethics Committee before conducting the survey. An introductory letter to the participants was compiled which assured participants of their anonymity and the right to withdraw at any time of the study should they so wish to do so. Anonymity is the ethical protection that participants remain nameless, their identity is protected from disclosure and remains unknown (Neuman, 2006:139). In keeping with the aforementioned statement the questionnaires did not have any names and this was done to ensure anonymity of participants.

Confidentiality was emphasized throughout the process of the research. Nueman (2006: 139) states that confidentiality is the ethical protection for those who are studied by holding research data in confidence or keeping them secret from the public, not
releasing information in any way that permits linking specific individuals to specific responses. The notes taken during the interviews and the filled in questionnaires that were delivered to the office of the researcher and those emailed by participants were seen and used by the researcher only. A tape recorder was also used to capture the information received from the interviews and the permission to use the tape recorder was sought from participants prior to commencement of interviews. This tape recorder is kept in a secured locked steel cabinet in order to ensure privacy of the responses of the participants. Nobody was forced to participate and all subjects participated willingly. All the sources consulted throughout this research were acknowledged.

3.7 CONCLUSION

A qualitative research was employed in this research as it was viewed as the most suitable considering the fact that the researcher wanted to establish some facts. The researcher opted for purposive sampling method. The instruments that were used for the research were questionnaires that were issued to Middle Managers. Senior managers were interviewed and some opted to answer the questions on their own. Consent forms were issued to the participants for them fill it in as a sign of their willingness to participate in the research, voluntarily and giving them the assurance that they were free to withdraw from the process anytime. The Head of Department for Provincial Treasury gave permission to the researcher to conduct the survey in the Department. This approval ensured that the researcher conducted the research lawfully. The issues of validity and reliability of the information were also taken into account throughout this research project. The next chapter focuses on interpretation and analysis of empirical findings.
CHAPTER FOUR

4 ANALYSIS AND INTERPRETATION OF EMPIRICAL FINDINGS

4.1 INTRODUCTION

This chapter aims to analyse the information that was collected using the qualitative research methodology. The results will be analysed in this chapter and the barriers that have been confronted whilst doing the field research will be detailed. This chapter will also detail whether the hindrances had any impact on the overall research project. After the analysis of the information, the results will be interpreted in order to establish whether the objectives have been met and most importantly the linkages with the problem identified. It is in this chapter where conclusions regarding the findings will be stated.

4.2 RESPONSE RATE

Sixty (60) questionnaires were distributed to Managers of the Provincial Treasury, including males and females. Seven (7) Senior Managers were consulted for interviews and four of them requested that questions be sent electronically to them instead of being interviewed. Only three (3) Senior Managers were interviewed. The other four Senior Managers submitted their responses through email. Of the thirty questionnaires sent electronically to male Managers, twenty one (21) returned the completed questionnaires, which is 70% of the sampled Managers. Thirty (30) females were also issued with questionnaires and twenty two (22) returned the completed questionnaires, which is 73% of the sampled officials.

There were twenty one (21) questions in the questionnaire. An EXCEL program has been used to interpret the data.
The questionnaires were distributed in terms of gender in order to get the views of both males and females on the issues relating to the advancement of females to senior management positions at Provincial Treasury. The survey sought to establish whether there were reasons as to why women were not advancing to senior management levels in the Provincial Treasury.

4.3 EMPIRICAL FINDINGS

The statements as provided in the questionnaire for Managers were grouped into themes. This was done to provide an analysis of related statements and to ensure a more focused approach is followed. The themes that were allocated were qualification, perceptions, confidence, tokenism, stereotypes and the role of Human Resource Management (HRM) in the recruitment of females. The statements relating to experience and suitability of officials to be appointed in senior management positions were grouped together and termed as ‘qualification’. The issues relating to assertiveness and abilities of females to take decisions were allocated a term, ‘confidence’.
All areas that were based on assumptions, that the Department was discriminating by gender and favoured females from other institutions were grouped together as perceptions. The statements relating to the promotion of women whilst they did not have the necessary skills were given the name, ‘tokenism’. Stereotype was the terminology that was used in summarising the statements that related to authoritative nature and efficiencies of males, as against gentleness and multiple roles of females. The awareness of whose responsibility it was to ensure the employment of females at senior management and the implementation of the Employment Equity Plan was allocated a name, the HRM function. Figure 4.2 below illustrates the responses of Managers per category:

Table 4.2: Summary of findings per category or theme

<table>
<thead>
<tr>
<th>Categories</th>
<th>Avg per Category % (Males)</th>
<th>Avg per Category % (Females)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualification</td>
<td>63</td>
<td>32</td>
</tr>
<tr>
<td>Confidence</td>
<td>55</td>
<td>43</td>
</tr>
<tr>
<td>Perceptions</td>
<td>56</td>
<td>41</td>
</tr>
<tr>
<td>Tokenism</td>
<td>63</td>
<td>32</td>
</tr>
<tr>
<td>Stereotypes</td>
<td>55</td>
<td>43</td>
</tr>
<tr>
<td>HRM Function</td>
<td>57</td>
<td>43</td>
</tr>
</tbody>
</table>

Following hereunder is the analysis of the findings as per the groupings of the questionnaires:

4.3.1 Qualification

In terms of the Code of Remuneration in the Public Service, one must possess three years'
experience and a tertiary qualification in the relevant field. In terms of figure 4.2 69% of male Managers felt that they met the criteria to progress to the senior management levels. Ninety seven percent of females were of the view that they qualified to advance to higher positions. Males at 73% are of the view that females are encouraged to apply for advertised posts, whereas 91% of females are in agreement with this statement. Seventy one percent of males fully agree that the same criterion is used for the appointment of males and females to senior management positions in the Department. Eighty two percent of females believed that the same criterion is used in appointing both males and females in the Department.

4.3.2 Confidence

Since the introduction of the Employment Equity in 1998, Departmental reports to the Department of Labour reveal that women do not apply for advertised senior management positions in the Department. It was also interesting to note that 76% of females think that the reason for non-advancement of females to senior management was due to low morale that was caused by the lack of promotional opportunities within the Department, whereas only 49% of males concurred with this statement. In this area females and males differed on their understanding on whether women had low morale due to lack of promotional opportunities in the Departmental.

There have been arguments that have been put forward in various quarters which suggested that females in general were less confident about themselves, hence they were poorly represented at senior management levels. A question was posed which wanted to test the confidence levels of females. Males were required to rate the confidence levels of females according to their own assessment and 40% stated that females were less confident than their male counterparts. Forty eight percent of females believed that females were less confident than males. The outcome of low percentage numbers who agreed with this statement was against the popular belief that suggested that females did not possess the assertiveness required for one to be able to progress to another level. Forty one percent of males suggested that women were on par with males when it comes to the knowledge of business process and only 38% believed this
statement. Again, societies are of the view that women are not knowledgeable about business processes and the results of this study revealed a contrary view.

4.3.3 Perceptions

Perceptions are the views of people and they can either be correct or wrong. In this regard, respondents were asked whether the Department favoured the appointment of females internally or not. Only 32% of males believed that the Department ensured that it promoted from within the Departmental pool of qualified females. The majority of males at (68%) viewed the Department as not focusing its efforts to promote staff from within the Department. In all, males noted that the recruitment of females was dominated by people who were from other departments, other spheres of government or in the private sector. Interestingly, the majority of females were in the affirmative at 65% and indicated that the Department favoured the appointment of females. This may be attributed to the fact that females who were in the Department for a long time were promoted to various levels of senior management during the past six years.

Approximately 61% of females in the middle management were of the view that males work harder than females. Males at 50% also perceive that females who were newly appointed to senior management positions were not given the necessary support to excel in their jobs. The Department was seen to be lacking in providing the much desired support in terms of mentoring and coaching. Failure to render support to officials who are newly appointed into positions can lead to poor performance. A newly appointed official in the Public Service is required to serve twelve months’ probation. The probation period is meant to ensure that the performance of a new employee is monitored and assessed. Quarterly assessments have to take place between the employee and his or her supervisor. Dismissal during the probationary period should be preceded by an opportunity for the employee to state a case in response and to be assisted by a trade union representative or fellow employee. This means that the probationer’s performance must be monitored from day one, and any shortcomings in work performance must be addressed. An employee must be given the necessary evaluation, counseling, instruction, training and guidance in order to assist him or her to
achieve and maintain the required work performance standard. In addition, the employee must be given an opportunity to state what he or she thinks is the cause of the non-performance, and what he or she thinks should be done in order to overcome the problem. In the end, the employer must be able to show that the evaluation, counseling, guidance and training has taken place before any decision to dismiss can be taken. This means that the employee must be given a reasonable opportunity to state his or her case and to state what he thinks is the cause of the problem, and to state and implement what measures he or she suggests are required to rectify the problem. The indication by both males and females that the Department was not doing enough to develop its newly appointed employees meant that the probation in terms of the above procedures was not adhered to. Therefore, this perception must be managed appropriately as failure to do so may be a serious indictment for the Department.

4.3.4 Tokenism

Tokenism is one aspect where people believe that employers hire staff that does not necessarily possess the skills required for the post. This is supposedly done to impress those who have the responsibility of monitoring compliance with regard to employment equity. Approximately 63% of the females surveyed believed that women who are appointed in senior management positions did not qualify, but were placed there as tokens. Men, representing 32%, disagreed with the notion that females appointed in senior management posts were placed in those posts for compliance purposes. This suggests that males have trust in the employment practices of the Department. This contrast between the belief systems of females and males in the same institution could indicate that females do not believe in honest employment practices in the Department and may suffer from the notion of a ‘pull her down syndrome’. This refers to situations where females do not support each other and, instead, suffer from jealousy of the achievement of other women to a point that they may try to cause each other to fail.

4.3.5 Stereotypes

According to the assessment of males with regard to stereotypes, most men believe that stereotypes are the cause of the non-advancement of females in the senior
management positions. At least 52% of males see themselves as authoritative and able to ensure that work is done. This suggests that they have reservations about the capabilities of women as they still see themselves as more authoritative than females. However, the responses of males seem to be contradictory as they do not see females as too gentle or submissive or that multiple roles of females at home contribute to poor performance at work.

Fifty five percent of females feel that males are more suitable for senior management positions due to their authoritative management style, which ensures that work is done efficiently. Approximately 61% of females were of the view that other females in senior management positions prefer to surround themselves with males instead of females. This means there was a rivalry between females and instead of complementing each other, they often compete with each other. Generally, women do not support or help each other or not responsible for pulling each other up. On average, 55% of females alluded to the existence of stereotypes in their work and seem to be affected by them.

### 4.3.6 The Human Resource Management (HRM) Function

The HRM unit is responsible for ensuring that all prescripts are adhered to. In government departments, this unit is required to monitor and redress all barriers that hinder the progression of females to senior management positions. All employers who employ fifty or more employees are required to submit by 1 October a yearly report on progress in ensuring Employment Equity is adhered to. This unit is also responsible for ensuring that females are capacitated with skills that will enable them to move to higher levels in terms of development programmes. Generally the responsibility of ensuring the employment of staff is that of line management. HRM provides advisory and secretariat services to line management during the recruitment process. In this study, the questionnaire was to determine whether the employment of females in the Department was viewed as the responsibility of HRM. Forty five percent of males were of the view that it was not the responsibility of HRM to appoint females at senior management level and 55% believed that the Department was serious about implementing Employment Equity in the Department. The majority of females (57%) agreed that it is HRM’s
responsibility to appoint females and also think that the Department is serious about the implementation of the Employment Equity policy.

4.4 RESPONSE OF SENIOR MANAGERS

The senior management of the Department was also interviewed. All seven officials who were sampled provided the information through interviews and some responded in writing to the questions posed. The responses to the questionnaire have been summarised according to the following sub-headings:

- Availability of competent females at middle management
- Confidence and assertiveness
- Empowerment of females
- Stereotypes
- The HRM function

4.4.1 Availability of competent females at middle management

Senior Managers who were interviewed all agreed that the Department has competent female staff members occupying the posts of Managers. However, this does not show in terms of recruitment numbers of internal appointments at Senior Management levels. The reason that women did not apply for advertised vacancies within the Department was because they were discouraged by not being appointed even though they were often shortlisted. The shortlisting leads to being called for an interview; after-which the successful candidate is offered employment within the Department. This means that departmental females were interviewed, but were not successful to be appointed to senior management positions.
4.4.2 Confidence and assertiveness

The interviews also revealed that there was a lack of confidence with the way in which management handled appointments. It was mentioned that there was a lack of recognition for good performance and that those employed often felt as though they did not deserve their jobs or did not perform well. Some Senior Managers believed that women avoid applying for positions that carry great responsibility, which place undue demand on their time. This was based on the fact that some women prefer to spend time raising their children and being with their families than in highly pressured jobs. Thus, the claim that they did not apply due to disgruntlement was refuted and the interviews revealed that women lacked faith in their own abilities and had a tendency to believe they could not deliver in higher positions. Also, the respondents pointed out that women at times incorrectly assumed that posts were only for male candidates. Even though women were as qualified as men due to their nature, they were often less competitive or assertive in the workplace.

4.4.3 Perceptions

With regard to the prevalence of negative perceptions towards the employment of females, Senior Managers stated that these differed from organisation to organisation. Some thought that females were not sufficiently yet emotionally mature to handle work pressures and they can be affected by family related issues. Thus, the capability of women to hold senior management positions was doubted and women were seen as not able to cope with multiple roles of being mothers or wives. However, they were of the view that females can handle certain pressures better than their male counterparts. Some females felt that they could not lead while men were present, because they felt shy at the responsibility of leading or taking responsibility in front of men. Some women were seen to have been indoctrinated to be subservient to men. The backgrounds of both males and females therefore played a crucial part in the belief system of both genders. Respondents also mentioned that many people find the ideas of men more acceptable than those of women, and pointed out that men were given more attention due to their talkativeness, whereas women tend to be more reserved in meetings and also in interviews.
With regard to the perception that females did not like appointing other females in Senior Management positions, other Senior Managers agreed with this as they stated that most females when they appoint other females to same level positions, tended to have strained relations and conflicts often occurred amongst them, thus creating an impression that females cannot work together.

4.4.4 Empowerment of females

All newly appointed individuals have to undergo probation, which is a process whereby all new employees are to be trained in order to ensure that they perform at their best in their jobs. It is expected that newly appointed Senior Managers are exposed to this training in order for them to excel in their jobs.

The interviews revealed that often mentoring and coaching was not offered to newly appointed females. This has resulted into the failures of these women to perform to the satisfaction of the organisation. Respondents felt that the Department does not empower its female Senior Managers to excel in their jobs and believed that a much focused approach to train Senior Managers would yield better results. The respondents also agreed that more could be done by the Department to empower females, especially during the probation period and that currently there is a lack of support for females to grow, and in order to be able to occupy higher positions.

4.4.5 The Human Resource Management (HRM) Function

Senior Managers felt that HRM should not only play an advisory role when it comes to employment of females at Senior Management but should also ensure that compliance is enforced. All Senior Managers felt that management has to work together with HRM to achieve the desired representation in the Department. Respondents felt that line management did not know about the prescripts governing the employment of personnel. HRM therefore should take a lead in ensuring the implementation of government policies. The respondents also pointed to the need for capacity building or empowerment programmes to educate line management about the targets of the Department to achieve the 50/50 gender representation at Senior Management level.
4.5. LIMITATIONS OF THE STUDY

This study was conducted at the Provincial Treasury in Bhisho where the researcher is also working. One of the critical areas that pose limitations to the researcher was that the respondents took time to respond to the questionnaires issued to them. Due to constant reminding, some may have filled in the questionnaire without providing due diligence which may have an impact on the reliability of the study.

The researcher is currently working at the Human Resources (HR) Unit, which is an office that deals with employment of personnel and also the processing of service benefits. Some of the participants saw the filling of a questionnaire as a platform for voicing their unhappiness with the departmental employment practices, although the purpose of the study was clarified beforehand. The fact that the researcher is in the HR office could have somehow contributed to the feeling of uncertainty on participants as an assumption could be that the information might be used against them. Moreover, the fear of intimidation by the respondents could have an impact on the authenticity of the responses, as some employees might have responded in a way which they thought would be acceptable to the researcher. The potential consequences therefore could be the influence in the analysis and interpretation of the findings.

There was misinterpretation of instructions and failing to answer certain biographical information questions in the questionnaire by a limited number of middle managers who responded through e-mail. In cases where it was noted that the information was missing, relevant officials were contacted to provide complete information. This further caused some uneasiness on the part of respondents, but they were re-assured of the confidentiality of the exercise and were informed that everything relating thereto would be used for study purposes only. The potential impact of these follow-ups would be the provision of incorrect information, which could negatively affect the validity and authenticity of the findings.
4.6 IMPLICATIONS FOR FUTURE RESEARCH

This research study could be expanded in future research which could:

- Study trends of promotions of women in the Eastern Cape Provincial Administration. For example, Human Resource Managers from all provincial departments could be interviewed to gain a broader view from the people who are at the forefront of employment in various government departments. This could assist the provincial government to understand the barriers that prevent women from progressing to senior management levels and then design and implement programmes to eliminate them.

- Another area of future research could be in-depth interviews with women in senior management on how they managed to break through the ‘glass ceiling’. Such a study could obtain their views on whether they need support or are able to perform efficiently without assistance in these positions.

- The study of the employment of women in terms of race can also be pursued. Such a study could focus on current perceptions of employment of women in terms of racial groupings and could assist to determine whether race is a discriminatory factor in employment of women to senior management positions.

- The Department of Labour is a critical stakeholder in managing employment equity by all the employers. This Department is responsible for the development, monitoring and evaluation of the legislation pertaining to the employment of personnel, both in government and in private sector companies. Government Departments and private companies submit information on the achievement of their employment equity targets, including the employment of women at senior management positions. In terms of the prescribed reporting forms, each employer is required to state the barriers that it encounters in the employment of females in management positions. Further research therefore can be done by analysing the reasons provided by various companies for not employing females.
at senior management. This study can provide a good overview of what could be the problem facing the country as a whole in the employment of females at senior management levels. From such a study, the government can develop a policy that would enforce compliance by all employers.

4.7 FINAL CONCLUSION

The categories that were identified and discussed were qualification, confidence, perceptions, tokenism, empowerment of females and the HRM function. Males and females differed in their understanding the issues of tokenism and perceptions. ‘Sister rivalry’ and ‘pull her down syndrome’ were picked up in the analysis of the views on females. Most males saw females as able to perform at high levels, but women tended to doubt their capabilities. Training for newly appointed females was suggested as one intervention that could assist women to gain confidence. Human Resource Management was seen as a critical stakeholder in raising awareness and to assist line management in decision-making towards the achievement of a 50/50 gender representation in the workplace. The following Chapter wraps up the discussion of this study by providing conclusions reached in relation to empirical findings, suggestions and recommendations are espoused.
5.1 INTRODUCTION

The objectives of this research were mainly to establish the reasons why females with Provincial Treasury did not progress to senior management levels. This study also wanted to establish the reasons why the Department did not achieve the 50/50 gender representation at Senior Management level. Furthermore, the Senior Management of the Department continues to be dominated by males, despite the promulgation of the Employment Equity Act of 1998. This study provided a platform to investigate the issues relating to the non-advancement of females to Senior Management positions at the Provincial Treasury.

The aim of this chapter is to summarise the main issues raised by this study emphasizing on aspects relating to the advancement of women to senior management positions in the Provincial Treasury. It became clear from the results of the study as outlined in chapter 4 that there were barriers associated with the progression of women to senior management positions. The findings of this study revealed that there is indeed a ‘glass ceiling’ that hinders women from progressing to senior management positions in the Department. Following hereunder are the factors that were seen to have contributed to the non-advancement of women to senior management positions in the Provincial Treasury.

5.2 SHORTCOMINGS THAT POSED CHALLENGES TO THE ADVANCEMENT MANAGEMENT POSITIONS AT PROVINCIAL TREASURY

The following section provides a discussion on the shortcomings or challenges experienced by Provincial Treasury to achieve 50/50 gender representation at senior management level.
5.2.1 Low self-esteem

It emerged from the empirical findings that women who showed potential to do well were not considered for senior management positions. Females were found to be as lacking self-confidence and assertiveness. There is a general view that females doubted their capabilities and this is attributed to the historical background whereby women are seen as having no place in boardrooms, but belonged to the kitchen. This background seems to be embedded in the minds of females even in this day and age as they seem to be taking a back seat even in meetings. Women in the Department are exhibiting low self-esteem as they do not apply for vacancies.

5.2.2 Non-compliance with Legislation

The Employment Equity Act (1998: 10) stipulates that a designated employer must prepare and implement an employment equity plan, which will achieve reasonable progress towards employment equity in that employer’s workforce. The researcher observed that there is no Employment Equity Plan in the Department, although this is prescribed in the Act. The Act further prescribes that there must be an Employment Equity Committee to oversee the implementation of the plan, however, it was discovered that there was no existence of such a structure in Provincial Treasury. There is no structure to monitor and report progress on whether the Department was meeting its targets or propose corrective measures where hindrances were identified.

5.2.3 Non recognition of internal staff members

There is a strong existence of stereotyped belief that a women are not able to perform at the same level as men. There is a general view that the Department preferred employment of females from other organisations than internal candidates. The Annual Reports of the Department ‘paint’ a gloomy picture of an institution that is dominated by females, but at lower levels. Promotion of staff from within the Department is seldom practiced. This points out to non-recognition of the potential of staff members within the Department. There are a number of experienced and highly qualified Middle Managers within Provincial Treasury but they do not progress to higher levels even though there are vacancies that are often advertised.
Conclusions could be drawn that the Department’s Performance Management system is not functional. This system is utilised in the Public Service to monitor performance and reward good performers in the process.

5.2.4 Inadequate organisational structure

The organisational structure of Provincial Treasury does not have a unit that is responsible for the implementation of Employment Equity. This function is supposed to reside within Human Resource Management (HRM). It has been observed that his function is performed on an ad hoc basis for compliance purposes. The views of all respondents towards the role of HRM in employment of females is that they should play a leading role and assist line management to achieve the 50/50 representation at senior management level. There has to be a unit that is responsible for all the functions that relate to Employment Equity, including the rendering of advisory services to line management and the design of development programmes for designated groups.

5.3 RECOMMENDATIONS

In order to ensure meaningfulness of the study, recommendations have to be drawn. These recommendations will assist in terms of understanding what needs to be done in order to address the gaps. It is against this background that the following measures are recommended:

5.3.1 Establishing a Women’s Forum

There are women who have made it and therefore broken through the glass ceiling and those who are aspiring to progress in terms of their careers to higher levels of decision making, must learn from these women. It would assist if in the Department a women’s Forum could be established. This forum would be a platform to encourage women to value their abilities and to deal with the problems that they experience on a day to day basis.
5.3.2 Mentoring and Coaching

It came out strongly from the study that women required mentors to take them through the process of development. Collins (1979:10) defines mentoring as “a one-to-one relationship between a more experienced and an inexperienced person, and only until the latter reaches maturity”. The ideal picture of mentoring would be finding a female, mentor to empower another female but due to the limited numbers of women who have made it to senior management, this is not possible. There is no other alternative, but to engage men to assist with mentoring females as they have been occupying senior management positions for a long time and are considered to be experienced and bold in taking decisions. Coaching would also assist aspirant women managers as they need role models to hold their hands and show them how things are done. Coaching and mentoring are critical programmes that can be implemented to enhance the skills of females at all levels. It is also recommended that these empowerment programmes must start early so that young women can be able to learn as they grow because it becomes difficult to change the belief systems of mature persons.

One of the areas that were mentioned as a barrier to women advancement was the inability to control emotions. Women were said to be either too harsh in order to prove a point that they can be on the same level as their male counterparts, or they become too gentle and submissive. Women are associated with being emotional and, as such, they need to learn how to control their emotions. Exposure to emotional intelligence programmes would assist them to cope with the day-to-day challenges. A programme in emotional intelligence would also assist women with coping mechanisms relating to their multiple roles such as being mothers and wives. This would assist them in terms of finding a balance in all the roles that they have to play.

5.3.3 Strengthening the Human Resource Management Roles

Human Resource Management components are responsible for recruitment of staff for their institutions. These units are the custodians of prescripts and know what is wrong and right. They need to partner with line management to identify programmes that would assist in the empowerment of females in their organisations. Fortunately funding
is provided to all institutions through the Skills Levy Act for the development of human resources. Also, the appointment of females in senior management positions has to be enforced by Human Resource Management. They need to keep line management in the loop on the progress in meeting the Employment Equity targets regularly. This therefore requires the discussion of this item in management meetings in order to raise awareness and to get a “buy-in” in terms of implementing some programmes. Human Resource Management should be involved in career management of employees so that even women at lower levels could be empowered.

Induction programmes should be used effectively to promote the advancement of females and encourage them to participate in the departmental development programmes. Change management programmes should also focus on changing the culture of undermining women and instil a sense of equality amongst employees. Human Resource Management must assist women in the organisation with subscription to women development programmes.

5.3.4 The implementation of the Performance Management and Development System (PMDS)

In this study, it was found that women at middle management who were doing well were not recognised by means of performance incentives and offered promotional opportunities when there were vacancies. The PMDS is meant to manage and reward good performance. Poor performance is also detected early and is addressed if this system is utilised properly. If this system was fully functional Middle Managers who are performing well would be earmarked for promotion to higher levels within the organisation. Good performers must be earmarked and be developed through training programmes so that they can be ready for promotion when vacancies are arise.

5.3.5 Development of Employment Equity and Succession Plans

The non-existence of an Employment Equity Plan reflects badly on the image of the Department which suggests lack of seriousness on achieving employment equity. This also means that the achievement of a 50/50 gender representation is not a priority for the Department. It has also been observed that there is no succession plan in place to
ensure that when the men who are occupying the senior management positions vacate them, a female is ready to take over. This can assist in ensuring that there is continuity of government activities. A succession plan which identifies women as next in line for promotion has to be developed.

5.4 FINAL CONCLUSION

Scholars have been arguing for a long time that there is an existence of a ‘glass ceiling’ that prevents women from advancing to certain levels of management in organisations. This concept was investigated in this study and literature was widely consulted to understand such an existence. It was found that there are indeed barriers to advancement of women to senior management positions. It was also noted that this problem applies to many organisations, but this research concentrated on Provincial Treasury in the Eastern Cape. The advancement of women to senior management positions is a serious matter that needs attention as the government has also issued prescripts to empower and guide institutions. In this study, it was discovered that many factors contributed to this problem. The main conclusions are poor self-confidence, existence of perceptions and stereotypes, and women sometimes were seen to be appointed as tokens in order to comply with legislation. The lack of mentors and coaches is identified as a problem in the advancement of women to senior management positions. Human Resource Management units is seen not be doing enough to raise awareness on Employment Equity and to advise line management on issues relating to employment of women in senior management posts.

There were shortcomings that were identified within the Provincial Treasury that contributed to the non-advancement of women to senior management positions, such as low self-esteem of female Managers. The low self-esteem of females in middle management contributed to low morale as they did not submit applications when vacancies are advertised. The Department did not implement the Performance Management and Development System that is meant to recognize good performers. This pointed to the non-recognition of internal staff members’ contributions. The Department also did not comply with legislation as there is no Employment Equity Plan and Committee in place to monitor and report on achievement of goals.
There are recommendations that are to be considered by employers in order to deal with this shortfall permanently. In this chapter, it is recommended that employers should establish Women’s Forums, expose women to mentoring and coaching programmes. It is also recommended that employers should implement Performance Management and Development System, development of Employment Equity and succession plans and strengthening Human Resource Management units to play an active advisory role and organise programmes to empower women in their organisations. Employers should implement programmes that would empower women who are even at junior management level, in order to build their confidence levels from their early life stages.
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Books


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**Legislation and Government Articles**


**Journals**


Online References


APPENDIX A: FACTORS INFLUENCING THE ADVANCEMENT OF WOMEN TO SENIOR MANAGEMENT POSITIONS IN THE PROVINCIAL TREASURY, PROVINCE OF THE EASTERN CAPE

Middle Management Questionnaire

This questionnaire is meant to gather data on issues relating to the employment of women at senior management positions. Please mark with X on the number that best represents your opinion, based on the scale provided. Please mark one number in a row and ensure that you mark all rows. This exercise will not take more than fifteen minutes to complete.

Gender:

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
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| Strongly Disagree (1) | Disagree (2) | Neutral (3) | Agree (4) | Strongly agree (5) |

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
<tr>
<td>1. I possess a tertiary qualification and have three years experience in the post.</td>
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<tr>
<td>2. Women are encouraged to apply and that is specified in the departmental advertisements</td>
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<tr>
<td>3. Females are qualified for senior management positions as men</td>
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<tr>
<td>4. The same selection criteria are utilized for the appointment of both males and females in the department.</td>
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<tr>
<td>5. Female managers are less confident and not assertive than their male counterparts</td>
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<td></td>
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</tr>
</tbody>
</table>
6. Women lack knowledge of the organization and business processes

7. The department favours the employment of females from outside the organization than internal candidates.

8. Women who are appointed to senior management positions often do not qualify but are put there as tokens.

9. Women who are already in senior management are not keen to appoint other females as they want to surround themselves with males.

10. Males work harder than females

11. Discrimination by gender is the main cause of non-promotion of females to top management positions

12. Mentoring and coaching is offered to both males and females who are newly appointed to senior management positions

13. Males are authoritative and ensure that work is carried out efficiently

14. Females are too gentle, submissive and lack passion and ambition for their job than male counterparts

15. Women’s multiple roles compromise their ability to carry out their duties efficiently than males

16. Employment of women at senior management is the responsibility of Human Resource Management.

17. There are still stereotypes and prejudices towards the employment of women in senior management
| 18. Women who are already appointed are not given the necessary support by top management |
| 19. Female managers have low morale due to lack of promotional opportunities in the department |
| 20. Fear of harassment and failure are the main reason for not submitting applications when a job is advertised in the department. |
| 21. The department is serious about the implementation of Employment Equity |
APPENDIX B: INTERVIEW QUESTIONNAIRE (SENIOR MANAGEMENT MEMBERS)

FACTORS INFLUENCING THE ADVANCEMENT OF WOMEN TO SENIOR MANAGEMENT POSITIONS IN THE PROVINCIAL TREASURY,

PROVINCE OF THE EASTERN CAPE

Please provide responses in line with the questions asked.

1. Do you think Treasury has competent females at middle management who can do well in the senior management positions?

2. Reports to the department of Labour often state that women at middle management do not apply for advertised posts. What do you think are the reasons?

3. In your own experiences are women qualified enough to occupy senior management positions as their male counterparts?

4. Do you think the department is doing enough to capacitate females at middle management level?

5. In your view what do you think needs to be done to support females so that they can be able to climb the corporate ladder?

6. Is there such a thing as tokenism whereby females are appointed for the sake of increasing numbers and not that they can add value?
7. There is a view that females who are already in senior management positions do not want to appoint other females to be on the same level as them. Do you support this view? Please explain.

8. In this day and age are women still faced with stereotypes and prejudices in the workplace? Please elaborate.

9. Women have many roles such as being the wives, mothers and community leaders. Do you think these are contributing factors that prevent their promotion to higher levels?

10. Are newly appointed senior managers coached and mentored to cope with the demands of the higher posts?

11. Whose responsibility is it to ensure that females are appointed at senior management levels? Is it the responsibility of Human Resource Management or line management?

12. In management meetings is the issue of employment of females at senior management levels discussed?