

**An analysis of barriers which affect women in leadership positions
in Eastern Cape Municipalities. Case study of Amathole District
Municipality**

By

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CHAPTER 1

1.1. Introduction

The primary concern of the study is to examine leadership challenges confronted by women leaders in Eastern Cape municipalities. International organisations has made a number commitments encouraging gender parity and eliminating imbalance against women in the past three decades, through international platforms. In the World Summit held in 2005, it was recommended that a Platform for Action (1995) and the resolutions of the Twenty Third special session of the General Assembly as a crucial baseline in attaining then internationally agreed development goals, as well as those contained in the Millennium Declaration. (www.ilo.org) In the above forums national decision makers worldwide were urged to apply strategies and programmes which would improve gender fairness, in leadership positions, giving women complete and comparable share in economic, social, cultural and political decision-making as men. South Africa as a role player in the international space also joined the world in endorsing various programmes and strategies which seek to address gender parities and strive to eliminate women oppression especially in public sector.

1.2 Background

South Africa pledged to endorse gender parity and removing unfairness against women through various pieces of legislation to guarantee that competent people from designated groups have equal chances in the workplace. On top of the list in South African Legislation is the Employment Equity Act, 55 of 1998 which strive for attainment impartiality in the place of work, by encouraging equal opportunity. The above act encourage reasonable conduct in employment environment through the

elimination of discrimination; and executing affirmative action measures to redress the shortcomings in employment of women. This piece of legislation also strives to make sure that there is equal representation in all work-related levels in the workplace. Another policy which is emphatically biased towards women in South Africa is the Affirmative Action of 1998. This policy under the Employment Equity Act ensures a way of creating the workplace to be more representative, fair and conducive for any gender at work. It also emphasize that capable people from designated groups have equal opportunities in the workplace. The above is supported by African National Congress policy guidelines for democratic South Africa (www.anc.org.za) as it stated that the affirmative action with regard to gender disparity and subordination will assist institutions and organization be it public or private institutions to priorities strategies to deal with the acknowledgement of the significance of domestic work. This emphatically stressed the need and to explore methods of overcoming social and political invisibility and sidelining of women generally. Mechanisms will have to put in place to discover complex and effective ways of making sure that respect for cultural and religious human rights is not used to deprive women and position them to unfairness and discrimination.

The Department of Women, Children and People with Disabilities developed Empowerment and Gender Equality Bill [B50-2013] which was passed in the National Assembly in 2013. The objectives of the Bill as indicated is to enable compliance with the country's commitment to international pacts, to bring into line aspects of the laws and implementation of the laws relating to women's empowerment, and chose competent women in high level positions and structures. The intention of the Bill is also to facilitate development and application of tactics and approaches for the empowerment of women .These strategies were to be submitted to the Minister for consideration, assessment, guidance and to provide for its implementation in order to achieve a 50% minimum

representation and meaningful participation of women in the policymaking structures and in all leadership positions.

Despite such positive initiatives, however the reality on the ground reveals the lack of application and implementation of these initiatives. Current situation in the Eastern Cape Province there are only two female municipal managers out of 45 municipalities. It is therefore against the above contextual information that this study is being conducted in order to identify the barriers which hinder women in attaining leadership position in municipalities. Although the entire research process is guided by this overriding objectives this proposal paper merely outlines a framework which will guide the entire research process.

Most often women continue to work under a number of obstacles in their respective workplace. Amongst the challenges which women are always faced with is to rise to the higher position in organisations and that continue to be a barrier to them, male stereotyping at work as organisational are patriarchal in nature as well as societal attitudes, organisational culture, organisational policies, political influences and many other barriers that affect women at workplace and force women to be clustered in lower levels of employment.

In South Africa since 1994, successive administrations have prioritized gender equality and women empowerment through policies yet women representation at the highest levels of the government with specially emphasis at lower sphere of the government is lacking behind. Currently in the Eastern Cape which is comprised of two metros, six district municipalities and 37 local municipalities there are 16 female mayors which in terms of percentage its only 35% and this percentage although it demonstration a gradual increase at the political leadership. Administrative level it's just a mere 4% as only two female municipal managers throughout the province, which

indicates that in the realm of accounting officers at Municipal level females still lag behind than their counterparts, male municipal managers.

This study move from the premise that South African legislations and policies encourage gender equality at all spheres of government, whereas organs of state like municipalities seem to be failing to implement these policies, by identifying and appointing female accounting officers.

1.4. Objectives of the study

The purpose of the study is to analyze why municipalities fail to employ women in decision making positions with specifically focus at Amathole District Municipality. The primary objective of this study is to conduct an analysis on the challenges faced by women in attaining leadership positions in the Eastern Cape Municipalities.

Secondary research objectives for this study are to

- Investigate dynamics which women are facing with to reach the decision making level in municipalities
- Suggest strategies which can be used to improve employment of women in senior positions in municipalities
- Ensure effective implementation of women policies which promote them in to decision making positions

1.5. Research Question

It is said that research questions are used to name as exactly what the study will endeavor to find out(Hofstee 2009:85) .Research questions in this study will identify what the researcher is going to investigate and what to expect to find from the study . The study addresses these pressing research questions.

- What factors inhibit advancement of women to reach leadership positions
- Why do municipalities fail to implement policies and acts which promote women at the decision making level?
- What competencies do women need in order to occupy the senior management positions?
- Which strategies can be employed in order to address the challenges?

1.6. Significance of the Study

Both the South African Development Community Protocol on Gender and Development and the SADC Protocol on Gender and Development, endorsed incorporation of the 50:50 targets of women representation in political sphere and policy making positions. They emphasized that all State entities need to do great efforts to promote gender fairness and equity in their constitutions and at least fifty percent of executive positions in the public and private sectors should be held by women together with the implementation of affirmative action methods by 2015. It is also crucial that designated group be aware of the legislatives and strategies through public awareness sessions which substantiate the dynamic connection between the nondiscriminatory representation and participation of women and men in policy making positions and enhance

equality, good governance .Lastly to ensure the equal involvement of women and men in policy decision space by developing policies, guiding frameworks. (SADC: 2008)

This study is important on the basis that it will provide municipalities an opportunity to consider women in their decision making positions as required by legislatives like Employment Equity Act South Africa is a democratic state which is supposed to implement democratic principles of which majority rule it's one of the key elements the fact that women form the majority of population in the country so the democratic prescripts should be implemented at operational levels. This will enable appropriate remedial and improvement strategies to be adopted. The adoption of such strategies will not enhance women participation and acknowledgment of their contribution in socio-economic issues. Although there are other scholars who have tackled participation of women in decision making more emphasis was given to political leadership and also on employment of women at lower level. Minimal attention has been women on the decision making at the complex local government sphere.

Ijeoma (2013:19) state that Public administration is the study of art science management applied to the public administration space, focusing the study of all the political, economic, social, cultural and legal environments that affect and influence the practices of this sector. This study will be of value to the disciplinary growth of Public Administration as an academic field as it will focus on the political, social and cultural space in the public sector scrutinizing the barriers which hinder implementation of legislations and policies in public administration.

1.7. LITERATURE REVIEW

1.7.1. Background

Literature review is the process of reading, investigating, assessing and summarizing published and unpublished literature. It is a summary of the sources, and is having an organizational design and combines both of the significant information of the source and synthesis which entails restructuring of the information. According to Wisker (2009:44) in literature review you consider the ideas and arguments of the theorists and other researchers, critics, writers who used theory to argue the case to present a point of view. It might give insight to a new clarification of timeworn material or combine new with old clarifications to give a clear perspective.

This is supported by Taylor and Bless (2001:1) who defines a literature review as a planned assessment and classification of what trustworthy academics earlier have written on a subject, the bases and credentials of a particular research problem the diagnostic facts employed and guiding golden thread hypothesis. Hofstee (2009:91) define a good literature review as a comprehensive, critical and contextualize.

In this section an outline of relevant literatures and theories will be examined according to the research objectives and questions.

1.8. THEORETICAL FRAMEWORK

1.8.1. Feminist theory

Feminist theory is most championing for giving a voice to women and highlighting the several ways female have contributed to society. sociology.about.com/Feminism.htm. Scholars argued that feminist view organisational theory as commonly and traditional been interpreted as non-gendered, written through male standpoint, culture and discourse it has adopted pragmatism theories, rationality hierarchy and other masculinized philosophies. There are basic feminist ideas and various approaches to achieving gender equality which are:

The gender difference perspective examines how female's position in, and expertise of women in social environment differ from men's. Also the diverse responsibilities allocated to women and men in an organisation better explain gender difference. Women are therefore seen as objects to enhance man's being and are deprived of the opportunity for self-realization as they are capable to do so. Okin and Mansbridge (1994: 79) trace the inequality of women from the philosopher Aristotle when emphasizing that women are naturally lower to men and that they are therefore naturally ruled by them. According to Aristotle the only people who need to possess a full complement of reason are men. According to Okin and Mansbridge (1994) feminists generally come to an agreement that the disparities between sexes that exist throughout the world are intolerable and that they must be known in order to be reduced and ultimately eliminated. The above view or discussion is manifested in the public domain whereby society sees women as inferior as they are always put at the end of the ladder.

Gender-inequality theories identify that female position in, and knowledge of, social situations are not only different but also uneven to the male ones. (Eitzen, 2000:251). Liberal feminists in

Okin and Mansbridge (1994:333) argue that women have the same capabilities as men for good perceptive and agency, but the male dominated society particularly the sexist modeling of the division of labor, has historically deprived women the chance to voice and exercise their intellectual thinking. Women's place has been secluded to the private domain of household with no say in the public space. Even when women participate in the public space, they are pushed to manage and take care of household responsibilities like child-raising.

Radical feminists argue that being a woman is a good thing in and of on its own, but that this is not valued in male dominated societies where women are under oppression. Radical Feminist (1994:189) argued that the harassment of women workers form the point of departure of male dominated, but the radical feminist reason that patriarchy can be conquered if women realise their own worth and ability by embracing sisterhood and trust with other women in the society and critically challenge oppression, and develop female pro-independence networks in the private and public domains. The above statement is evitable as it is women in the society themselves who impose barriers which limit women potential with their pull down syndrome not practicing sisterhood and encouraging each other.

Structural oppression theories claim that female subjugation and disparity are a result of male dominated capitalism environment. Socialist feminists agree with Karl Marx and Freidrich Engels that the poor working class is oppressed as a result of the capitalist mode of production, however they pursue to spread this manipulation not just to class but also to gender as stated by Okin and Mansbridge (178:1994). The above scholars make the important acumen that not all women experience domination in the same way even within women themselves for instance oppression

between black women and white women it's another forms of discrimination in the place of work as in most circumstances white women are employers who promote exploitation of women.

1.8.2. Organizational theories

Organizational theories are defined as a study of organizational structures, with their external environment which influence the behavior of managers and employees within organizations. Organizational Theories suggests different mechanisms and methods in which the organization can use to cope with dynamic changes. (Business Dictionary). In appreciating the organizational theorists certain questions should be asked what kind of gendered knowledge do organizations theories create ,who theorizes ,whose interest does the theories serve and who benefit from it .It is also said that organizational theories has commonly and traditionally been construed as non-gendered, written through a male viewpoint, culture and discourse, it has advocated theories of empiricism, rationally hierarchy and other masculinized concepts.(Regine Bendl 2000;174) Institutions and everyday workplace relations contain some gender expectations that honour men and are detrimental to women. This study will try to analyze the barriers facing women in organizations by providing analytical eye focusing from policies and procedures to informal everyday social interaction which produce in the workplace disparities while appearing to gender impartial.

1.9. LEGISLATIVE FRAMEWORK

Since 1994 South Africa has been internationally renowned for relatively made great strides in terms of lobbying for gender equality as it have been said in the country report of Millennium Development Goals Country Report (2013:58) However it has been strongly articulated that the MDG indicators failed to capture the consequences and rewards of the contribution of women in decision making positions.

Employment Equity Act (1998) aims to correct the demographic inequity in the South African workforce by enforcing the employer to eliminate the obstacles to the development of blacks, coloureds and Indians, and other disadvantage group such as women and disabled people and actively advance them in all categories of employment through affirmative action. Southern African Development Community (2008:10) in trying to move barriers to advancement of women suggested the following strategies:

- Build the capacity of women through leadership and gender sensitive training and monitoring to be able to have optimum
- Provide structures for support of women in politics and executive positions;
- Develop policies, plans and mechanisms for changing prejudiced attitudes, transforming the male dominated culture in policy decision level.

Since non-discriminatory labour markets has been legislated through Labour Relations of 1995 and the EEA of 1998 contains provisions that intend to promote and ensure non-discrimination. All the government entities whether local ,provincial and national are excepted to submit information to the Department of Labour about the application of these pieces of legislation but their information indicates that women employment is at lower level not at decision making level.

1.10. CONTEXTUAL FRAMEWORK

1.10.1 Women's occupation in local government

Grant Thornton's (2013:1) report on South African Women in Business study discloses that insufficient percentage of working women in senior management positions in South Africa is stagnant for the past five years. Representation of women in public service or government jobs is quite well in but they work in the lower paid jobs. Only a handful of women work in management positions especially in Municipalities. Women are employed in municipalities at lower level as Stivers (2002) suggest that women are typically "on tap" but rarely "on top". In local government women are also not employed in senior management positions whilst they are many at lower level. There are many factors contributing to this scenario at the municipal space due to political influences and lot of role players including communities which are the other arm of the municipality.

1.10.2. Gender Stereotyping

Free Dictionary defines gender stereotype as the gender prejudice especially discrimination against women. In entails assertiveness, environments and behaviors that promote rigidity of social roles based on gender. Gender stereotyping remains the greatest impediment to the accomplishment of gender parity in this world. According to Naidoo and Kongolo (2004:132) gender stereotyping has caused many black women to be employed in social sectors such as education and health where they do lower level work whilst there are few black women at senior management position. Gender stereotypes make unfavorable significances that limit a woman's full ability and well-being. Both men and women due to the stereotypes, are enforced to disregard

their personality qualities, character and their distinctive characteristics because of circumstances which force them to obey the cultural thinking of 'masculinity' and 'femininity'

While women as citizens of a country are obliged to enjoy constitutional rights like men but they are not perceived as equal, women roles are closely associated to their natural reproductive and household responsibility, whilst politics and community affairs are understood as inappropriate for them. The above statement is supported by Panday (2008:504) when arguing that the major stereotypes thought that the public realm is only suitable for men while the involvement of women in the public circle is viewed as an extension of their roles in the family sphere or household (Centre for Asia- Pacific Women in Politics 2000;cited in Hague,2003 580-1) Worldwide impediments such as culture values and tradition practices, belief, political chaos, violence, money, careers control the being of a women. All the above obstacles influence lack of opportunities and lack of basic rights to such things as education, health care, safety and employment opportunities for women in a society . Socio-economic standards and religious explanations are regularly used for challenging and reinterpreting women's rights and creating anxiety for women.

1.10.3. Political and Economic Effect

Economic and political uncertainty influences the advancement of political values with democratic standards. Panday (2008:504) argues that the family constitute the basic component of social organization and governs set of norms for male and female responsibilities. As indicated above that socio-economic standards and religious interpretations are used as weapons to challenge and re-interpret women's privileges and that generates uncertainty and inferiority for

women. Though women have equal political rights however to play an active role in politics in truth they are actively discouraged to do so through the demeaning actions in political space. Highly male-controlled societies impose guidelines, responsibilities and expected behaviour for women and that enforcement affect their self-confidence. That political downplay of women is also affected by their limited access to information which result to limited knowledge and that reinforce their inferior position in decision making positions.

Regardless of legislations which emancipate women but the legislations is silent on addressing stereotype tendencies in work place which discriminate women. This is supported by Moorosi (2010: 38) when arguing that the current legislations do not address the stereotypes and delicate performs of discrimination towards women at workplace and outside work especially at home. Women face discrimination when employed to local government positions as attitudes in the male dominated arena that placed decision making into the male chauvinists who persive women as incapable of management and leadership.

Some scholars and forums have suggested strategies which will assist governments to implement policies which are gender balanced. Rio+20 Conference on Sustainable Development (2012) Declaration committed to the gathering, analysis and use of non-gender indicators. The conference also committed to the planning and monitoring frameworks which are in accord with national settings and measurements, to be able deliver on the promise of sustainable growth for all. The South African Constitution (1996) established chapter 9 institutions like the South African Human Rights Commission and the Commission for Gender

Rights to monitor the implementation of constitutional democracy. Regardless of the presence of these institutions the number of women on leadership position is still minimal.

Dialogue to develop partnerships on gender equality approaches, and also at the action level during planning and execution of those policies is crucial. This means that institutions need to debate with partners who can be able to advocate for women's desires and needs, which are pertinent to the development activities being planned and realized, considering the social, economic and political situation. Organisations also need to consider how equal benefits will intensify the efficiency of activities and the sustainability of results. The above suggested dialogue will result in agreement on investments and actions, with a clear consideration of how benefits for both genders will be realized.

It is evident that attention to gender matters in activity planning and execution thereof is a crucial factor if organizations want to maximise the participation and buy in therefore from both women and men for their benefit to ensure that they are not deprived by development activities. Minimal consideration to gender issues in planning of the organisation can make a substantial change for women to benefit in making progress towards gender equality.

1.11. RESEARCH METHODOLOGY

It is the technique employed to generate data and information for the purpose of reaching a conclusion. Research methodology is an orderly way to solve an obstacle. Research Methodology is a discipline of studying and indicates how the study should to be carried out in order to achieve objectives. Fundamentally, the processes by which researchers conduct their

work of explaining and forecasting incidences are called research methodology. Research Methodology is also defined as the study of approaches by which knowledge is increased. Its objective is to detail the work design of research which will be done. Research methodology may contain publication ,research, interviews, surveys and other research practices, using present and historical data

Kumar (2005;17) indicated that there two research methodologies which are quantitative and qualitative methodologies . Quantitative use a set of methods which is conducted by using measurements to record and examine features of social reality (Bless& Hugson Smith; 2000). It is s numerical descriptions whereby you measure things as they are on frequency and average. The above research methodology will not be suitable for this study as this research will focused on how does a municipality as public institution implement policies on Employment Equity Act, what are challenges do women face in the institution. The study intends to employ qualitative methods using interviews, observations, document due to its nature the study will using qualitative methodology which emphasis on the description of variables. Hakim (1987:26) defines qualitative as a research method concerned with individuals' account of their attitudes motivations and behaviors.

The study will explore major issues that influence on opportunities and blockades for women in leadership and management Amathole District Municipality in the Eastern Cape. It will use an in-depth interview method that allows open-ended discussion between investigator and interviewee. This approach will allows more direct experiences faced by women in their day-to-day working situations, affecting their choices. This type of a method also let the participants to set limits for the conversation rather than be controlled by a prearranged research agenda. This

will improve consideration of organizational values, roles and relationships within the situation of personal career development. Kumar (2005:126) defines a questionnaire as a written list of questions and the answers to which are recorded by the participant. A questionnaire will be also issue to the participants as a tool of data collection consisting of standardized questions in relation to the challenges affecting women in senior management in municipalities

1.12. TARGET POPULATION

Breyman and Bell (2007:153) perceived the target population as the group of all components of analysis about which the investigator seeks to make precise conclusions with regard to issues raised in the research objective, questions and hypothesis. Whilst Gerring (2001;160) defines population as a domain or scope whereby all the cases that an interference is said to apply to or “cover”. A population can be defined as including all people or objects with the typical one wish to understand. A population is the collection of elements from which the sample is actually selected (Babbie & Mouton, 2001:174). The target population for this study will be middle managers, senior managers and executive managers at Amathole District Municipality. Sampling a set of people selected from a larger population for the purpose of a survey which is also critical is defined a finite part of a statistical population whose properties are studied to gain information about the whole (Webster, 1985).

1.13. DATA COLLECTION

Data collection is a systematic gathering of information for a particular purpose from various sources, including questionnaires, interviews, observation, existing records, and electronic devices. According to Mouton (67) data collection involves applying the measuring instrument

to the sample or cases selected for investigation. In this study questionnaires will be used as a measuring instrument to collect the data. Questionnaire will be dropped and collected later all the participants however interviews will be conducted with the female executive directors and also with the Human Resource Department at Amathole District Municipality.

1.14. DATA ANALYSIS

It is the art of examining raw material with the purpose of illustration conclusions about that information will be conducted. According to Mouton (67) data analysis would include both qualitative analysis which includes processes such as thematically and content analysis. Data analysis precedes data processing which involves interpretation of the information. It is used in many to allow organization to make better business decisions and in the sciences to substantiate or disprove existing models or theories.

1.15. ETHICAL CONSIDERATIONS

According to Neuman (2006:143) ethical matters are concerns, predicaments and struggles that rise over the correct way to conduct research. Issues like pride, constitutional rights, security and well-being of participants will be the main thought of this study. The researcher will maintain confidentiality and keep a standard promise to the participants of the study

The researcher's aim of this study will both benefit local government sphere as such the researcher will attempt to keep the professional honor with respect for laws applying in conducting research. It will ensure that research is conducted with respect and awareness of,

gender imbalances. Lastly the researcher will try to make sure that research is commissioned with respect be sensitive to special social groups which are females and that efforts will be used to avoid their disregarding or exclusion thereof.

1.6. SCOPE AND LIMITATIONS OF THE STUDY

Scholars recommend that thesis statement that deals with focused problems leads to dissertations with reliable conclusion that actually gets completed. As indicated earlier the study will focus on the barriers or challenges faced by women in municipalities. The reason for the researcher to choose few Municipalities it's to have a focused scope in order to complete the study. In this study due to the limited scope the study cannot be generalized because it has focus on one as the Hofstee (2009:87) clearly stated that because you have limited the scope of your work the conclusion may not be applicable in certain circumstances .The project management in terms of time is limited to the period of four months. The study will be conducted at Amathole District Municipalities in the Eastern Cape.

1.17. CLARIFICATION OF CONCEPTS AND TERMS

Public administration: is application of government policies and it is also an academic field that studies the application of those policies and prepares public administrators for working in the public sector. It refers to the execution of government policies and prepares public servants for working in public sector which in the South African context its National Department, National Government Entities, Provincial Departments and its entities and municipalities and also its development agencies. As a field of inquiry with a varied scope its essential objective is to improve management and policies formulation and implementation so that government can function optimal.

Municipality: As indicated in Section 153 of the Constitution (1996), municipal government is a very important institution which must organize and manage the administration by budgeting and designing procedures to give priority to the basic services of the communities and to encourage the social and economic development of communities.

Leadership :means the activity of leading people or an association , it includes, crafting a clear vision, sharing that vision with others so that they will follow enthusiastically, giving strategic guidance to the followers .

Feminist

Feminist theory is one of the existing sociological theories, which dissect the status of women and men in social context with the aim of using that knowledge to better women's lives.

Women Empowerment

Women empowerment is an increasing the spiritual, political, social or economic strengthening of women in a society .

Preliminary Framework for the Research

This study will be accomplished according to the following:

Chapter 1: Introduction:

This chapter examines the overview of the study. It outlines the problem leading to the study research objective, research questions significance of the study and overview and chapter organization.

Chapter 2: Literature and Theories on barriers affecting women in leadership

Relevant literature and theories are examined in this chapter according to the research objectives and questions. The discussion will center on the policies which emphasize the importance of women leadership in decision making. Barriers which impede women participation in decision making in public sector will be also discussed and strategies to address this problem suggested by various scholars

Chapter 3 Research Design and Methodology:

The research design methods and techniques which will be used in the study will be described in this chapter. In other word this chapter will be doing research architect, target population, sampling, data collection method, data analysis, reliability and ethical issues.

Chapter 4. Findings Interpretation and Discussion

This chapter will present the interpretation and discussion of the interview findings. The procedure is structured around sections derived from research objective and questions and sections that are replicated from the research instrument

Chapter 5. Conclusion and Recommendation

This chapter scrutinizes the conclusion and recommendations of the study.

CHAPTER TWO

2.1. INTRODUCTION

This chapter will focus on reviewing literature pertinent to the study. The sources of literature of review such as textbooks, magazines, the Internet, journals, previous research works related to the study will be used. These source documents will help to explain, substantiate, strengthen and clearly direct each stage of this study from the formulation of the research topic to the distribution and application of research findings. An appreciation of previous work is important as it will provide a direction in the construction of data collection tools and it will help in guarding against the risk of overload at the primary data collection stages of the project. The assessment of the previous literature will also contribute throughout the study a sense of the topic's perception. Lastly the evaluation of literatures and theories necessitate opportunities for articulating a critical analysis of the actual "meaning" of the data collected when the data analysis stages of the research were reached. All the above will be used to justify and augment facts on promoting women in decision making positions at municipal level. In this chapter the theoretical framework will be discussed focusing on the following theories feminist theories, leadership theories and lastly organizational theories. Another session of this chapter will focus on legislative perspective which will be analyzed concentrating on the South Africa Legislations and policies thereof and lastly the contextual background will be debated directed at various barriers affecting women and final suggestions on litigating this obstacles will be recommended.

2.2. THEORETICAL FRAME WORK

2.2.1 FEMINIST THEORY

A feminist theory is one of main theories which this study will use to examine the position of women and men in a society with the purpose of using that knowledge to strengthen the argument of women attaining leadership positions in municipalities. Feminist are advocating that men and women should be political, socially and economically equal in the society. Historically, women have been faced with intense discrimination from a lack of human rights and very little independence from their husbands, to being thought to have inferior brains. In many societies, women have long been viewed as less than fully human. Okin and Mansbridge (1994: 79) trace the disparity of women from the philosopher Aristotle when emphasizing that women are naturally lower to men and that they are therefore naturally ruled by them. According to Aristotle cited by Okin and Mansbridge (1994) the only people who need to possess a full complement of reason are men. The latter statement is giving credit to men as the only creatures who are able to think, analyze argue case interpret and hypothesis with logic thinking .Focusing on the above arguments it is clear that women are viewed as people who lacks thinking and are deficient in forming conclusions, judgmental or extrapolations from facts or premises of the arguments. The above view or discussion is manifested in the public domain whereby society sees women as inferior as they are always put at the end of the ladder.

Other scholars like Panther- Brick (2002) trace the origin of sexual division of labour from hunter-gathering period of history whilst other scholar points it from the biological context as women give birth and are regarded to be naturally suited to look after children.

According to Okin and Mansbridge (1994) feminists generally come to an agreement that the disparities between sexes that exist throughout the world are intolerable and that they must be known in order to be reduced and ultimately eliminated. Feminist theorists probe the differences between women, including how race, class, ethnicity, sexuality, nationality, and age crisscross with gender.

Feminist theory is advocating for giving a voice to women by communicating the several ways female have contributed to society be it economical, socially and political contribution. Feminist theory, or feminism, is in support of equality for women and men. Although all feminists strive for gender equality, there are various approaches and ideologies in this theory such as

- Cultural Feminist: who advocate that women are more kind and gently and they believe that if women can rule the world, it will be a better place to live on. They view men as who likes hierarchy, struggles and power whilst they view women as interdependence, teamwork, association, community ,sharing, happiness and peace
- Radical feminism-: They view the oppression of women as most fundamental form of oppression. They advocates that the society must change and dissolve patriarchy and free both men and women from bondages of gender roles imposed by society

Interpretation of women plight thorough feminists theories in this study form the basis of the arguments and discussions on why women fail to progress to decision making positions in municipalities

2.2.2. ORGANIZATIONAL THEORY

Linking the above discussion with the reality on various organisation it is important to note that scholars argued that feminist view organisational theory as commonly and traditional been interpreted as non-gendered, written through male standpoint, culture and organisation theory has adopted practicality theories, rationality hierarchy and other masculinized philosophies. Organizations are social units of people that are orderly structured and managed to meet a certain obligation, or to pursue collective goals . Business Dictionary define Organizational theory is the study of organizational designs and organizational structures, relationship of organizations with their external environment, and the behavior of managers and technocrats within organizations. Organizational theories are condemned for focusing on male as top level managers, because of the fact that men occupy the leadership position and possess power. In most organization it a common fact that all the routine work which does not need critical thinking and engagement its occupied by women whilst those strategic jobs which require networking and negotiation are for men. Liberal Feminists are critical of the current sex segregation in both vertical and horizontal dimensions in organizations leading to wage inequalities, barriers to higher status jobs for upward mobility at the expense of women. Females are exposed to closer and more personalized control mechanisms, while males are subjected to impersonal rules and given some degree of autonomy. This culture in organization still reign even today whereby women behavioral alterations are explained by gendered stereotypes or distinctive socialisation processes. Also the diverse responsibilities allocated to women and men in an organisation better explain gender difference as women are thus seen as objects to enhance man's being and are deprived of the opportunity for self-realization as they are capable to do so.

2.2.3. LEADERSHIP THEORY

Leadership can be defined organisationally as the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organisations of which they are members. Leadership has a direct impact on the effectiveness of the organization as Ijeoma (2013:258) defines it as a set of processes that creates organizations in the first place or adapts them to significantly changing circumstances. Leadership is about getting people to understand and believe in your vision and to work with you to achieve your goals while managing is more about administering and making sure the day-to-day things are happening as they should. According to Gibson et.al 2008 as leadership is an attempt to use influence to motivate individuals to achieve goal, good leadership enables organizations to be effective and accomplish their goals .Leaders play important roles and often work behind the scenes to promote the well-being and effectiveness of efforts undertaken by groups and teams of individuals who alone could not accomplish their intended purposes.

The ability of a superior to influence the behavior of subordinates and persuade them to follow a particular course of action. (Barnard 1938). There are various leadership theories which are historically traced from a Great Man Theories to transformational Theories

Great Man Theories

This theory is based on the belief that leaders are, born with distinctive qualities, destined to lead. This led to the next school of Trait Theories

Trait Theories

This theory is based on the lists of traits or abilities associated with leadership exist in abundance and continue to be produced.

Behaviorist Theories

This theory concentrate on what leader's actions rather than on their qualities. Different patterns of conduct are observed and considered to a certain styles of leadership. This area has probably attracted most attention from practicing managers

Situational Leadership

Situational leadership theory view leadership according to the specific to the situation in which it is being exercised. This suggest that there various leadership styles at different levels in an organization.

Democratic Theories

In the democratic style, the leader involves the people in the decision-making, although the process for the final decision may vary from the leader for having a final decision

Transactional Theory

This theory is built upon relationship between leader and followers and it is the important that the team members must follow their leader. It focuses on the performance and rewards and is regarded to be more of management style than leadership

Transformational Theory

Leadership in this theory is more of an inspirational leadership as the leader expect the best from everyone on their team including the leader its self. The transformational leader will overhaul the entire philosophy, system, and culture of an organization. Transformational leaders, make major changes in an organization mission, way of doing business, and human resource management to achieve their vision. Transformational leadership is viewed as a special case of transactional leadership, the employee's reward is internal (Gibson, et.al,2012).The transformational leader encourages followers to work hard to achieve the envisaged goals. The leader's vision provides the follower with motivation for hard work that is self-rewarding (internal).

Focusing on the above theories scholars often associate women with democratic style of leadership and transformational leadership. In both of these styles the leader includes members of team in decision making in order to promote highly efficient and effective performing team as the team end up owning decision. However the above discussion is viewed negatively by men in any organization who will view this consultation as a women leader not decisive and they turn to perceive women as less competent for leadership position. Scholars argue that male leaders have the following attributes, transactional autocratic, instruction-giving and business-oriented.

Women in terms of leadership are perceived as people oriented with clear expectations and rewards for achievement and adopt to democratic and participative styles and are more collaborative and more enhancing to increase others, self-worth . Women according scholars are more competent in taking initiative, practicing self-development, integrity and honesty and driving for results. (Zenger Folkman 2012). Another leadership style which women are versatile in is the transformational style whereby the leader expect the best from everyone in the team and that leads to high productivity and engagement from every team member. Leaders have two main roles in any organization one is to achieve the task and they must maintain effective relationships between themselves and the group and individuals in it. Effective leadership is a key factor in the life and success of an organization. Leadership is the crucial action which transpires to accomplishment all of the effective potential found in an organization. Leaders propose new paradigms and bring innovative elements when old lose momentum for instance it said that female leaders are likely to be promoted into top positions in times of crisis or poor organizational performance as these positions are too risky . For instance the trend in

municipalities when they fail to deliver services and the government institute Section 139 of the constitution female leaders like Vuyo Zitumane (Sunday River Municipality and Mquma Local Municipality) and Pam Yako (Makana Municipality) are requested to rescue the situation as the administrator in those problematic municipalities. The above is indicative of the fact that women possess the necessary requisite to be in decision making however their potential is recognized it times of crisis.

If organizations can recognize and treasure the potential and qualities of women they women can build a more comprehensive, rewarding organization where employees one very level are aspired to be the best that they can be and have an efficient and effective service delivery organization which will be serving the communities. The findings indicate that women have a transformational leadership style. However organisations fail to utilize those qualities to the advancement and betterment of their institutions.

2.3. LEGISLATIVE PERSPECTIVE

2.3.1. SOUTH AFRICAN POLICY CONTEXT ON GENDER EQUALITY

Prior 1994 women in South Africa were not granted equal opportunities with male counterparts in all the spheres of life especially in the Public Administration. They were not given opportunities to demonstrate their capabilities in managerial abilities and expertise, particularly in public service management positions. However, the current democratic government affords women with equal opportunities through legislative frameworks and programmes such as affirmative action.

Constitution of the Republic of South Africa, 1996 as the supreme law of the country necessitate that its requirements relating to the gender equality of women and other designated groups cannot be disregarded. Section 9 of the Constitution of the Republic assures equality before the law and freedom from discrimination to the people of South Africa. It prohibits both discrimination by the government and discrimination by private persons; however, it also allows for affirmative action to be taken to redress past unfair discrimination. According to the prescripts of the constitution everyone is equal before the law and has the right to equal protection and benefit of the law. Equality as described in the constitution includes the full and equal enjoyment of all rights and freedoms. The constitution further 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. It is also emphasized that 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. The Constitution further emphasize the national legislation must be enacted to prevent or prohibit unfair discrimination. The short coming of the constitution is that it fails to enforce this legislative by put enforcement measures on discrimination of vulnerable group like females in all spheres of life. Supposedly all spheres of government with their related departments and organ of state or public entities that fails to comply with the 1996 Constitution needed to be declared as illegitimate and unlawful. However the Republic failed to put in consequences management plan if the prescript of the Constitutions concerning women are not adhered as it is the case in leadership management throughout the Eastern Cape Municipalities.

2.3.2 .EMPLOYMENT EQUITY ACT, 1998 (ACT 55 OF 1998)

The purpose of the Employment Equity Act, 1998 (Act 55 of 1998) is to ensure that the prescripts of the constitution are implemented and it is further the aspirations of the 1996 Constitution in promoting equity. However, equity is not possible if men and women competing for the same position are not equal due to previous policies that were not gender-sensitive and also due other factors like lack of education. To address the imbalance and to ensure that women are afforded managerial positions in the public service, the Employment Equity Act prescribes the implementation of affirmative action. In terms of section 15(2) of this Act, policies implementing affirmative action are also expected to eliminate employment barriers to and unfair discrimination against women as well as other designated groups. Preferential treatment of women can include numerical goals but should exclude quotas. Preferential treatment of women and other designated groups envisaged in the Employment Equity Act is coupled with the merit principle laid down by section 11 (b) of the Public Service Act, 1994 (Act 103 of 1994). It is therefore important to note that both the preferential treatment of women and the merit principle are critical aspects of accelerating the appointment of qualified women to managerial positions in the public service. Even this act couldn't enforce both the public administration and private role players to enforce gender equality. Although at municipal level there are employment equity plans which have been developed and endorsed by Municipal Council but municipalities fail to implement it.

2.3.3. THE WOMEN EMPOWERMENT AND GENDER EQUALITY BILL

The above bill give influence to section 9 of the Constitution of the Republic of South Africa, 1996, in so far as the empowerment of women and gender equality . It seeks to establish a legislative framework for the empowerment of women and to synchronize all phases of laws and

implementation of laws relating to women empowerment. It also seeks to ensure that the appointment and representation of women in decision making positions and structures is compiled to by designated public bodies and designated private bodies.

This Bill seeks to comply with the country's commitments to international agreements, including—

- i. the Convention on the Elimination of All Forms of Discrimination Against Women (December 1979);
- ii. the Beijing Declaration and Platform for Action (September 1995);
- iii. the Millennium Declaration and Development Goals (September 2000);
- iv. the Solemn Declaration on Gender Equality in Africa (July 2004); and
- v. the SADC Protocol on Gender and Development (August 2008);

It also seeks to align all aspects of the laws and the implementation of the laws relating to women empowerment and the appointment and representation of women in decision-making positions and structures and also facilitate the development and implementation of plans and strategies by designated public bodies and designated private bodies for the promotion of women empowerment and gender equality.

Regardless of the above policies South African women are faced with critical structural impediments preventing women from reaching the top in the most senior levels of the government, business sector, religious and cultural institutions. At the lowest levels, more than half of the employees in organizations are female. As you move to each successively higher level in the organization, the number of women drastically decreases. In order to get the same

recognition and rewards women are expected to do twice as much, never make a mistake and constantly demonstrate competence

2.4. CONCEPTUAL PERSPECTIVE

2.4.1. BACKGROUND

Various scholars argue that there are various reasons for women not to attain leadership management positions in both public and private sector. According to census results of 2011 in South Africa out of the 51.8 million, population 26.6 million are females who constitute the majority in the population of this country. However the scales remain slanting in favour of men with regards to employment as women experience far higher unemployment rate and a far lower participation rate in the economy of the country. Women are marginalized by our society as they are being subjected to cultural law rather than the formal legal and human rights framework of the country as such they tend to have low status within the family and community with the majority of women, mainly poor rural women being marginalized. Factors which hinder women progression to the decision making will be discussed in the below.

2.4.2. CULTURAL FACTORS

Brandl, J.Mayrhofer, W. and Reichel, A. (2008: 77) argue that different countries have different cultures, which play a role in division of work within various institutions and organisations .Culture is an important part of the fabric of every society, because it shape things our understanding on the current status quo in the world. World Conference on Cultural Policies (Mexico, 1982) defines “Culture as the whole complex of typical spiritual, material, intellectual and emotional features that characterize a society or a social group. It includes not only arts and letters, but also modes

of life, the fundamental rights of the human being, value systems, traditions and belief. Culture can be understood as a way of life of a group of people; the behaviors, beliefs, values, and symbols that people, accept, and accustomed it generally unconsciously thinking and adapted along by actions communication and imitation from one generation to the next. Hofstede (1980, pp. 21-23) defines culture as “the collective programming of the mind which distinguishes the members of one group from another”, which is passed from generation to generation, it is changing all the time because each generation adds something of its own before passing it on. It is usual that one’s culture is taken for granted and assumed to be correct because it is the only one, or at least the first, to be learned. Culture is also often used as a tool to validate all manners of actions - not, all of which may be acceptable to all concerned - and are often intimately, connected to issues of identity. It is believed that cultural frameworks are not always imposed, but are open to manipulation and interpretation from many angles and sources (Willis 1991)

Many cultures define women in terms of what they should be or do for men. Culturally it is expected that married woman’s major role is to develop her husband’s career goals by providing him with moral and emotional support. Women are culturally expected to take care of all the family responsibilities and chores while the husband is away either studying or working. The above statement is supported by the study commissioned by the Division for the Advancement of Women Department of Economic and Social Affairs United Nations (2007:18) *when the participants noted that gender stereotype and traditional conservative believed that a woman place is at home raising a family and that women are follower not leaders, prevent women from participating in public life.* This quotation is embracing the notion that men must be more concerned with economic and self-development achievements whilst women are more

concerned with taking care of people in general and children in particular. It is not difficult to see how this role pattern fits the biological sex roles as women first bear children and then breast-feed them and need to take care of them without any career or self-development. The common understanding of male aggressiveness and female nurture leads to male dominance at least in matters of politics and usually, of economic life; within households, whether nuclear or extended family groups, different societies show different distribution of power between the gender (Hofstede, 2001,) Woman in most cultures has low status particularly lack of power to make decisions on matters affecting their life and families. Gender is based on cultural supposition and the subsequent differential treatment of boys and girls in a homestead not only mitigate against girls access and performance in the education but also tend to push girls to doing the so called 'feminine careers' e.g. home economics, nursing, teaching and secretarial .

The corporate world as it exists today is composed of values, traditions, structures, and behavioral norms linked to patriarchal society whilst much of what masculine promotes is by definition strange to the majority of women in our society. Armstrong (1999) argues that it is ineffective, hazardous and unfair to make assumptions about inherent differences between people because of their sex, race or degree of disability. He argues that they are more likely to arise from environmental and cultural factors than from differences in fundamental personal characteristics. This is supported by scholars who argued even when women ascended the leadership ladder are frequently facing cultural barriers in the form of their own internalised view of their roles and the expectations which others have of them (The International Development Research Centre and: The International Federation of University Women The Standing Conference of Rectors, Presidents and Vice-Chancellors of the European Universities.

2.4.3. POLITICAL FACTORS

Women's role as wives and mothers is favoured by the society and is reflected as woman's best place is within her house. Politics are considered as a place full of corrupt practices and dirty political games and women are supposedly barred from entering politics. Political circles always view women as not having the time and capacity to be seriously interested in in the work stream as they are often double loaded by work at home and at work place. As such political activities are viewed as additional burden. This hinders women's participation in decision making positions be it neither political leadership nor administrative leadership. Women politicians are susceptible to references and charges of a sexual nature and women are vulnerable on character assassination as it always a tool used to destroy women who are progressing upwards in an organization.

Though women have equal political rights however to play an active role in politics in truth they are actively discouraged to do so through the demeaning actions in political space. Highly male-controlled societies impose guidelines, responsibilities and expected behaviour for women and that enforcement affect their self-confidence. The political downplay of women is also affected by their limited access to information which result to limited knowledge and that reinforce their inferior position in decision making positions. The reality in South African politics which was once applauded to be the champions of attaining world quotas for women representations was gradual on the verge of attaining 50/50 quotas. However South Africa women's representation in parliament dropped from 44 percent in the 2009 elections to 40 percent again in the 7 May 2014 polls, while that of women in provincial legislatures dropped from 41 to 37 percent. The

proportion of women premiers dropped from 55 percent in 2009 to 22 percent in 2014. In the 2011 local elections, women's representation dropped from 40 percent to 38 percent.

The ruling party which is the African National Congress has a deployment policy which advocates for the deployment of ANC cadres in strategic positions. This policy played a significant role in the ANC's taking control of the post-liberation state whereby capable cadres are chosen in key centers of power. It is worth noting that popular trust and loyalty are key phenomena that give the ANC and government the sustainability of cadre deployment processes. During the 50th ANC conference one of the critical resolutions of the African National Congress which is the ruling party in South Africa was on the deployment and redeployment of cadres. A deployment strategy which focuses on the short, medium and long term challenges, identifying the key centers of power, with the aim to transform these centers and the attributes and skills required. Powers to establish deployment committees were extended to Regional Executive Committee and Branch Executive Committee and they ensured the execution of this power at the municipal space. Section 57 & 56 managers at municipalities are deployed by the regional African National Congress Executive. (50th National Conference Resolutions). However in most instances men get preferences that women as men are able to lobby and network more than women. For an example, in the recent turn of events the ruling party deployed at Nelson Mandela Metro and Buffalo City Metro male Mayors and Deputy Mayors overlooking women in their deployment actions.

According to the United Nations Development Programme (UNDP) 1995 report, out of the developing world's 900 million illiterate people, women outnumber men two to one, and girls constitute the majority of the 130 million children without access to primary school. Further, because population growth has superseded the expansion of women's education in some

developing regions, the number of women who are illiterate has actually increased. ILO report of 1998 drew attention to implications of government's reductions on educational budgets which cut to education affecting in fewer girls and women attending classes and higher dropout rates for girls. Structural adjustment and economic restructuring programmes reduced educational and work opportunities for women. This had implications for women's opportunities to accede to management-level posts, given the importance of education in helping to create a new concept of power, less stereotyped, less focalized on hierarchical aspects and more open to women.

2.4.4. ORGANIZATION CULTURE

According to Gibson et, al 2012 organizational culture is what the employees perceive and how this perception creates a pattern of beliefs, values, and expectations culture is a part of organizational life that influences the behavior, attitudes, and overall effectiveness of employees. Despite being an important concept, organizational culture as a perspective from which to understand the behavior of individuals and groups within organizations has its limitations.

Organizational culture is a structure of shared norms, values, and beliefs, which governs how people perform in organizations. These shared norms, values, and beliefs have a strong influence on the people in the organization. Every institution develops and sustains a distinctive culture, which provides guidelines and limitations for the behavior of the members of the organization. As organizational culture includes shared hopes, values, and attitudes, it exert influence be it on individuals, groups, nor organizational processes but all these are expected to adopt this behavior. It is said that organizations are able to operate efficiently only when shared

values occur among the employees. Values are the conscious, affective desires or wants of people that guide their behavior. An individual's personal values guide behavior on and off the job. If a person's set of values is important, it will guide the person and also promote consistent behavior across situations. Values are a society's ideas about what is right and wrong—such as the belief that hurting someone physically is immoral. Values are passed from one generation to the next and are communicated through education systems, religions, families, communities, and organizations. Among the characteristics of organizational culture, organisations with principles that place a high value on innovation and encourage their employees to take risks and innovative ventures to order motivate its employee's to performance to their best and increase production or promote the effectiveness and efficiency of the organization.

Paying attention to detail is another important feature of organizational culture that orders the degree to which employees are expected to be accurate in their work. A culture that places a high value on attention to detail expects their employees to perform their work with precision. Other institutions also put emphasis on outcome but not on how the results are achieved, place a high emphasis on this value of organizational culture. For instance other companies or organizations instructs its sales force to do whatever it takes to get sales orders has a culture that places a high value on the emphasis on outcome characteristic. Significant for this study is the culture of setting a high value on people as they are an importance resource in any organization. Organizational theories are criticized as they are construed on patriarchal perspective shutting down women in certain levels because the culture of the organization driven. However organization regardless of these features fails to promote equality in their workforce as women are always on the lower level in the organization

Organizational culture is the way in which members of an organisation relate to each other, their work and the outside world in comparison to other organisations. It is realities, values, symbols and rituals held in common by members of an organization and which contribute to the creation of norms and expectations of behaviour. It defines conduct within an organization, determines what is and is not valued, and how authority is asserted (James and Saville-Smith, 1992). Organizational culture is a system of common expectations, values, and beliefs, which directs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization. Let's explore what elements make up an organization's culture. The values, which underpin the great majority of organizations, and thus define success, often include money, power and status. The corresponding behaviours include working long hours and putting in 'face time' (as proxies for productivity), competitiveness and a willingness to put work above all else (McKenna, 1997). These values and behaviours, which some authors define as being masculine, have come to dominate organizations for historical and socio-economic reasons but are increasingly being challenged by women, and many men, who want to 'work to live' rather than 'live to work'.

Burton (1998) suggests that the masculine values enforce organizational culture as it has a complete influence, which creates an environment in which favors men more than women in a work place. The organizational and managerial values in organizations tend to be characterized by stereotypical views of women's roles, attributes, preferences and commitments. Stereotyping can have an influence on the way in which men and women are perceived in the workplace. The use of stereotypes as the basis for assessment of individuals can result in advantage or

disadvantage, not because of individual ability or lack of it but because of group membership. In the study on “Gender Differences in Leadership Styles and the impact within corporate Boards”(2013:9) it was attested to the women experiencing strong bias when being evaluated for promotions on both performance and their capability. Gender stereotypes are still pervasive and widely shared, according to Cornelius (1998).

The act end up influence decisions about who is suitable for particular positions and women find themselves selected or assessed on the basis of group membership rather than on their experience and abilities, they experience gender discrimination.

McKenna (1997) and Cornelius (1998) argue that it is these values and behaviours that create the kind of organizational culture which many women find so unfriendly towards them. It is said that women, and many men, not only find the environment inhospitable but the patterns of interaction potentially ineffective (Marshall, 1995). Women say that an unfriendly culture is one of the most significant barriers to their advancement and a major factor in diminishing their satisfaction with work in large organizations (Phillips, 1997).

Opinions persist about differences between men and women and how these differences impact on labour market outcomes. Men and women share descriptions of 'typical' men and women, and both tend to describe men and women in terms of opposites, men typically being described as strong and active and women as weak and passive. Moreover, male traits tend to be valued more highly than female traits. The differences between men and women are not fully understood or valued. It's an indisputable fact – women and men are different in many core ways, grounded in their neurobiology and their cultural training. Many organizations consciously or subconsciously view women “wrong” for their priorities and styles that clash with the dominant culture. Further, the emphasis many women leaders place on connection, empathy, emotional

cue-taking, consensus-building, risk-taking, mutuality, and questioning are often misinterpreted as a “less-than” leadership style. More multicultural and diversity training must occur for women and men to wholly embrace their differences, and understand that it is diversity and difference that makes us stronger and more competitive

The role of human resources departments in facilitating women’s leadership, human resources departments are largely failing to promote gender equality in senior decision-making positions. Lack of leadership training and mentoring on specific management training, skills training, professional development, decision-making skills and mentorship programmes, prevent women from being seen as effective leaders. In the studies conducted by the “*Division for the advancement of women Department of Economic and Social Affairs United States*” one of the participants, Victoria Kenny from Argentina argued that in Latin America, most human resources departments “do not do a good job in training employees about equal opportunity regulations and do not help women reach senior level positions of decision-making. Most of these issues are seen as soft issues which are seen as matriarch issues and maybe not as relevant for the local peculiarities.” Liliana Cisneros emphasize that it is important “to target human resources as key areas for transformation in an organization because human resources departments tend to reproduce old models, serving as gatekeepers for women. The above arguments is the reality as Human resources Units in organization with special emphasis on government departments in South Africa who push for compliance instead of promoting for impact. Human Resource units as the custodians of work force in an organization need to take care of the interest of both employees and an employer need to adopt. Transformational human resources units which will a provision for women to transcend though decision making position by addressing the following pertinent issues which affect women

- By proving family friendly work practices
- Recruitment and retention policies which assist women to ascend the ladder to level
- Training and capacity building programmes which focus on women advancement to decision making
- Communication strategies and campaign to distill the organizational stereotypes

All the gender equality legislations in terms of practical implementation are considered to be counter-productive as stated by scholars that legislations has shown little impact on the division of labour by gender in homes and in workplaces (Broomhill & Sharp, 2005; Catherine Hakim, 2008; Himmelweit, 2009; Lewis & Giullari, 2005). At the ground level women are confronted by a thicker glass-ceiling, a wider gender pay gap and 'slipping' or 'stagnant' growth of female participation in leadership since there are a significant number of policies and legislative initiatives by the government targeting leadership equality in South Africa workplaces, women still now lag behind in top managerial/ executive positions in both public and private organisations. The above argument is supported by the practical experience in the Easter Cape Municipalities where women being the majority of employees but few at the highest level.

Another strategy which was recommended by is to sensitize the general public through various campaigns to dispel gender discrimination. The vehicle which can accelerate the campaigns or awareness to dispel gender discrimination is Communication. It is a vital component for effective implementation of public policy of which equality policies .Through communication, orders to implement policies are expected to be transmitted to the appropriate personnel in a clear manner while such orders must be accurate and consistent. Inadequate information can lead to a misunderstanding on the part of the implementers who may be confused as to what exactly are

required of them. In effect, implementation instructions that are not transmitted, that are distorted in transmission, that are vague, or that are inconsistent may cause serious obstacles to policy implementation. Conversely, directives that are too precise may hinder implementation by stifling creativity and adaptability (Edward III, 1980). Such precise directives do not leave room for implementers to exercise discretion and flexibility where and when the need arises. If implementation orders are clear, consistent and accurately transmitted municipalities need to have adequate resources which will ensure that required imperatives will be achieved.

Looking at disposition or attitude is another key factor that affects policy implementation. Most implementers can exercise considerable discretion in the implementation of policies because of either their independence from their nominal superiors who formulate the policies or as a result of the complexity of the policy itself. The way the implementers exercise their discretion depends, to a large extent, on their disposition toward the policy. Therefore the level of success will depend on how the implementers see the policies as affecting their organizational and personal interests. On the other hand, if a policy will enhance the status, the pay or the self-esteem of the implementers, such implementers will be favorably disposed to it. Achievement orientation of men, for instance, tends to be valued more highly than the nurturing and affiliation typically ascribed to women.

2.4.5. EDUCATIONAL ISSUES

According to the United Nations Development Programme (UNDP) 1995 report, out of the developing world's 900 million illiterate people, women outnumber men two to one, and girls constitute the majority of the 130 million children without access to primary school. Further,

because population growth has superseded the expansion of women's education in some developing regions, the number of women who are illiterate has actually increased. ILO report of 1998 drew attention to implications of government's reductions on educational budgets which cut to education affecting in fewer girls and women attending classes and higher dropout rates for girls.

The above indicate that women still form the majority of the world's uneducated population and without equitable access to quality education women lacks means to build their knowledge, capacity and skills to access well paid formal sector jobs and attain positions of leadership unless these disparities at education level are address. (Women Watch 2007:19) Structural adjustment and economic restructuring programmes reduced educational and work opportunities for women. This had implications for women's opportunities to accede to management-level posts, given the importance of education in helping to create a new concept of power, less stereotyped, less focalized on hierarchical aspects and more open to women. The above is visible in the Eastern Cape Rural areas whereby little girl are prone to cultural rituals of ukuthwala. Ukuthwala is a form of abduction that involves kidnapping a girl or a young woman by a man and his friends or peers with the intention of compelling the girl or young woman's family to agree into marriage. In these days due to socio-economic pressures view this ritual as a source of income. Girls are deprived of their education rights as they end up heading families with no prospects of building their knowledge.

2.4.6. INDIVIDUAL BARRIERS

2.4.6.1 LACK OF SELF CONFIDENCE

Women at every stage of their career desires are found to be lagging behind those of their male counterparts. In comparison with men women fail to consider themselves as ready for senior positions they thought of themselves as failures and by that generally underestimate their capabilities. Success in life is associated with confidence and competence. However women lacks confidence, despite the progress attained in life and are still miserably underrepresented at the highest levels. So women need to work on their confidence and in their venture for career development and progression to decision making level. Studies commissioned by *Division for the advancement of Women Department of Economic and Social Affairs United Nations* (2007:22) indicated women are overwhelmed by internalized gender stereotypes and lacks confidence to see themselves as leaders

Men are known to be good at salary negotiations and negotiating packages which suit their needs whilst women when negotiating it's as if the organization is doing favour for him and turn to be so grateful instead of negotiating as men. Man usually sell themselves and over overestimate their abilities and performance, and women underestimate both and just use the maternal instinct when and under sell the selves whilst their performances do not differ with men in terms of output and outcome

In both public arena and private institutions confidence is crucial just as much as competence. Within any given organization some individuals tend to be more admired and more listened to than others whilst they are not most well-informed or proficient people but they are the most self-

confident. Confident people assume that they are good at something, regardless of how good they actually are, they display a lot of confident nonverbal and verbal behavior. With their expansive body language, a lower vocal tone, and a tendency to speak early and often in a calm, relaxed manner. Men's overconfidence portrayal do not come across in vain.

Women always strive to acquire perfectionism and if they fail their confidence indicates a negative. Women will watch our male colleagues take risks, while they hold back until they are sure they are perfectly ready and perfectly qualified. The irony is that striving to be perfect actually keeps us from getting much of *anything* done. Under qualified and underprepared men don't think twice about leaning in. Overqualified and over prepared, too many women still hold back. Women feel confident only when they are perfect.

2.4.6.2. DOUBLE BURDEN

Studies indicates that women are plague-ridden by double burden syndrome where they are improving on their career advancement and yet are still responsible for their household chores and care giving duties . Women are expected to balance work life and family life as much as they could. Women in the study commissioned in Australia, *The Leadership Challenge: Women in Management* (2014: 6) indicated that they typically bear the disproportionate amount of responsibilities for home and family and also expected to be at work. They indicated that there is a little cultural tolerance as in organisations time spent in the office continue to be seen as a powerful indicator of work commitment and that negates badly on family life, health and productivity of women at work. The above affects women as they have to negotiate flexibly working hours as sometimes stigmatization of flexibility inhibits the effective uptake by women. Also indicated in the study with regard to flexibly which might be an option for women in this

double barren is that it renders women vulnerable in cultural settings as sometimes policies are fluid ambiguous and open to interpretations in an organisation

In conclusion this chapter has tried to discuss the factors that hinder women in progressing to decision making positions. The above discussions were based on the theoretical, legislative and conceptual perspective and this approach clearly assisted to clarified the situation and obstacles which women are faced with in their day to day life at the work place with specially emphasis in public sector order to trace discuss and analyse the circumstances which influence women in leadership.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter looked at the methodological approach to the study that was adopted to achieve the objectives stated in chapter one of this study. Research methodology is the technique which was employed to collect data and information for the purpose of reaching a conclusion. It focused on the study design, target population, sampling, data collection instruments, data analysis and presentation. The study used qualitative methods using interviews, qualitative methodology which emphasis on the description of variables. Hakim (1987:26) defines qualitative as a research method concerned with individuals' account of their attitudes motivations and behaviors.

3.2 RESEARCH DESIGN.

The research study was a descriptive case study, which sought to examine the factors hindering the progression of women to top leadership positions. Participants were questioned using a questionnaire. The technique enabled collection of information from a representative sample of the participants. This method was chosen because it assisted in securing both qualitative and quantitative information from the respondents. The method enabled the identification of outstanding characteristics and unique features of the target population to acceptable degree. It

also assisted in collection of valuable data, which affects the mobility of women to top leadership positions. Descriptive research is used in describing characteristics of the relevant groups, determining the degree to which independent variables affect a dependent variable, estimate the percentage of units in a specified population exhibiting the same behavior. In-depth interview method that allows open-ended discussion between investigator and interviewee was used in the HR unit General Manager to get the information on the organogram of Amathole District Municipality. This approach allowed more direct experiences faced by women in their day-to-day working situations, affecting their choices in the municipality. This type of a method allowed participants to set limits for the conversation rather than be controlled by a prearranged research agenda.

3.3. TARGET POPULATION

Target population is defined as the group of all components of analysis about which the investigator seeks to make precise conclusions with regard to issues raised in the research objective, questions and hypothesis. Breyman and Bell (2007). The target population is the junior, middle and senior female managers at Amathole District Municipality and also Human Resource Department at Amathole District Municipality

3.4. SAMPLING

Sampling is defined as the process of selecting elements (in survey research usually telephone numbers, households or individuals) from a population (Mugenda and Mugenda, 1999). A sample of 30 respondents was selected through random sampling method. The sample comprised of women from various departments at the municipality organization who hold the junior middle and senior positions. This method enabled the researcher to collect the required data with respect to objectives of the study without any bias.

3.5. DATA COLLECTION INSTRUMENTS

The data was collected from primary source using questionnaires. A questionnaire is a means of eliciting the feelings, beliefs, experiences, perceptions, or attitudes of the participants of the study. As a data collecting instrument, it could be structured or unstructured. It allows a wider range and distribution of the sample than the interview method and it provides greater access to more educated respondents and to persons in higher income brackets. It is the most frequently and very concise, preplanned set of questions designed to yield specific information to meet a particular need for research information about a pertinent topic. The research information is attained from respondents normally from a related interest area. The dictionary definition gives a clearer definition: A questionnaire is a written or printed form used in gathering information on some subject or subjects consisting of a list of questions to be submitted to one or more persons.

The questionnaires had both closed and open-ended questions. They were administered through 'drop and pick later method.' A questionnaire is simply a 'tool' for collecting and recording information about a particular issue of interest. It is mainly made up of a list of questions, but should also include clear instructions and space for answers or administrative details. Questionnaires should always have a definite purpose that is related to the objectives of the research, and it needs to be clear from the outset how the findings will be used. Respondents were made aware of the purpose of the research wherever possible, and were told how and when they will receive feedback on the findings This instrument was selected because it is clear, straightforward and comprehensive enough enabling interviewees to provide additional relevant information (Mugenda, 1999). The instrument enabled the researcher to gather in depth information on the area of study aimed at achieving the research objectives. Although this

method has a risk of low response rate, it was considered appropriate for the study since it eliminates bias or personal opinion by the respondents. The participants were also given sufficient time to read, understand and answer questions. A letter of introduction was sent alongside the questionnaires and emails that went out to Amathole District Municipality. Each respondent was treated with extreme courteousness and discretion.

The aim of the questionnaire was to collect views and/or feelings from senior management regarding the progression of women into senior management positions. The questionnaire that was used in this study consists of two sections. Section A of the questionnaire was designed to understand the demographics of the research respondents. This includes age, gender, higher education qualifications, and work experience in terms of years of service. Section B consists of content-based questions and or statements, which were derived from the literature search. These questions and or statements were designed to record how individual respondents view and/or feel about municipal policies, culture and gender stereotypes. The questionnaire in section B were divided as follows:

- Political Factors
- Organisational Policies
- Organisational Culture
- Discrimination in appointments

3.7. DATA ANALYSIS AND PRESENTATION:

Response from the open-ended questions were first coded on key thematic areas, entered into statistical package for social sciences (SPSS) database, analyzed and presented in narratives to support the quantitative data. Descriptive statistics were used in analyzing data. The data management process and analysis were done with the help of the SPSS and Excel for windows.

CHAPTER 4

4.1. DATA ANALYSIS AND RESEARCH FINDINGS

This chapter analyses the data collected through the measuring instrument. Mouton (2001:184) further emphasize that data collection produces new information about the world which needs further processing. Data processing involves summarization of the information and data analysis which answers research question and gives the advices for future data collection. Data analysis contributions to translating data into knowledge, and explore the relationship between variables.

Amathole District Municipality (ADM) is the Category C (District) Municipality established in terms of Section 155(c) of the Constitution of the Republic of South Africa, 1996, and Section 3 of the Municipal Structures Act 117 of 1998. ADM is located on the coast of the central Eastern Cape and it comprises of seven Category B (Local) Municipalities under its area of jurisdiction namely,

- Mbhashe Local Municipality,
- Mnquma Local Municipality,
- Great Kei Local Municipality,
- Amahlathi Local Municipality,
- Nkonkobe Local Municipality,
- Ngqushwa Local Municipality and
- Nxuba Local Municipality.

The core mandate assigned to ADM in terms of the powers and functions as entailed in Chapter 5 of the Municipal Structures Act 117 of 1998, A district municipality is mandated to achieve the

integrated, sustainable and equitable social and economic development of its jurisdiction by ensuring integrated development planning for the district as a whole and *encouraging* bulk infrastructural development and services. Another mandate is to build the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

The researcher requested and obtained a list of female staff members who occupy management positions from the Human Resources Department at Amathole District Municipality. The researcher used the quota sampling method to select the 30 research participants. The Human Resource Department at Amathole District assisted the researcher to distribute the questionnaire to all the participants .Only 24 participants responded although some of the questions were not answered The participants were contacted via e-mail and were requested to indicate their willingness to participate in this study. Once permission was obtained, the researcher e-mailed the questionnaires in May 2012, and a majority of the participants responded by June 2012

Table 4.1: 2011 Census Results

Gender	Population	%
Female	473,389	53.03%

Male	419,247	46.97%
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According to 2011 census results indicate that females are in majority of population at Amathole District Municipality comprising of 473,389 (53, 3) % whilst males are 419,247 46, 97%. By virtue of these indicators in a realistic set-up women are supposed to outnumber men in employment environment however looking at fig 4.2 at Amathole District men outnumber women as they are at 60%

Amathole district municipality staff compliment is 1891 and female employees comprise only 41% against 59% of male employees. According to the Senior Manager at Human Resources Department at Amathole District municipality is committed to address these disparities through their Employment Equity Plan as they commit that this will be done through substitutionary appointments whereby when a male employee vacate position female candidate will be considered. According to the Amathole Report on Employment Equity with reference to female representation in all occupation levels prepared on June 2015 in top management there are five male top managers, whilst there are only two female managers. In senior management male senior manager occupy 60% and only 38% for females.

Table 4.2: Amathole District Staff Compliment

Occupational Level	Male	Female
Top Management	6	2
Senior Manager	27	18
Professional qualified and Mid – Management	67	65
Skilled technical and technically qualified	298	286
Semi- Skilled and discretionary decision making	349	211
Unskilled and defined decision making	374	187
Total	1121	769

Regardless of Amathole District Municipality having majority of women population but the scenario at administration level is slightly tilted towards the men in terms of work force. The picture above especially at the top management and senior management is indicative of the male domination in the decision making of the municipality. The reason for this dominance cannot be attributed to the educational qualifications as it was indicated by the participant who are at management level that women at Amathole District are more qualified than man as most of the participants possess Bachelor’s Degrees and Master Degrees.

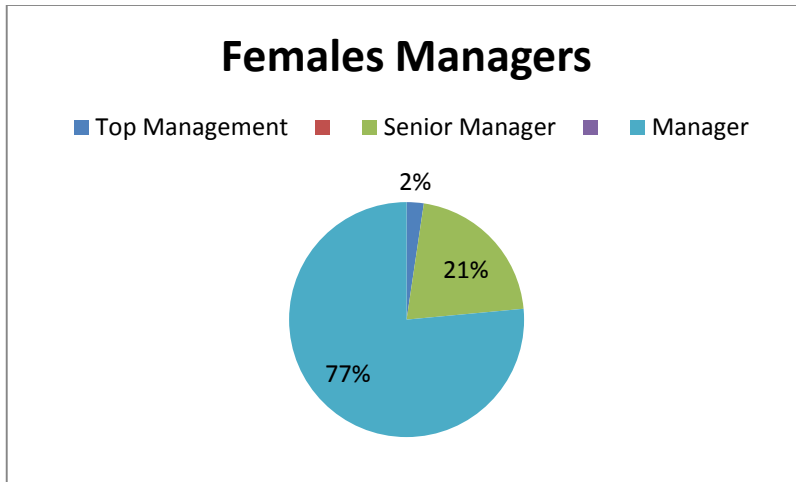


Figure 4.1

The illustration above is trying to demonstrate that the majority of women managers are at the lowest level with 77% whilst at the top decision level only 2% women are at the decision making level. This is indicative of the glass ceiling which women in organisation are always faced with when progressing to higher level. Therefore even though various policies, strategies have been developed to ratify equal distribution of power between men and women in public decision making affairs, however the reality is that those measures fail to yield positive results.

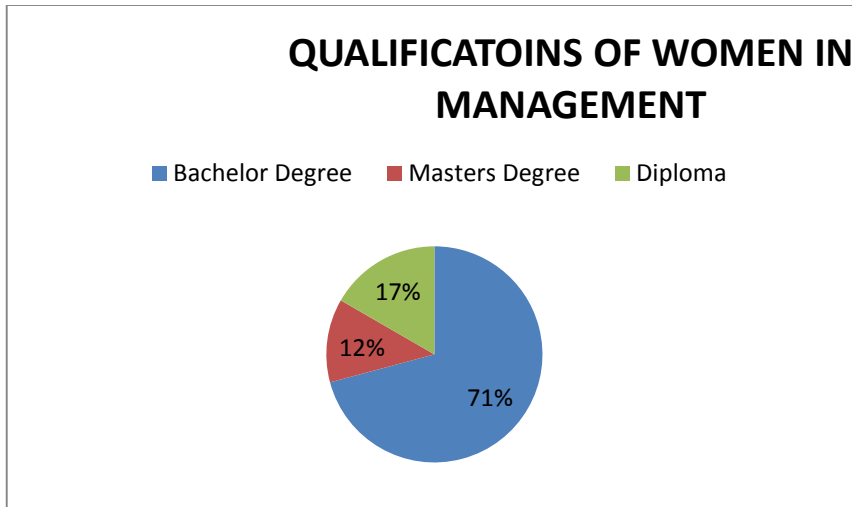


Figure 4.2

Figure shows that a majority of the research participants held Bachelor Degree's at 71%, while 12% has a Master's Degree and 17% of participants has 17%. This clearly indicates that female senior managers at Amathole District Municipality, possesses necessary educational qualifications for progression into decision making positions. Majority of participants believed that limited access to advanced education does not affect the progression of women in top leadership. Participants 90% of the study believed that women are more qualified and trained than men at Amathole District Municipality.

The participants were asked to provide the researcher with the number of years in terms of experience at work. There were five groups within this category. Research participants within the group 0 – 5 years of experience were only 17%. A majority of the respondents were in the group 11-15 yrs. of experience with 50% followed by the group 55 between 6-10yrs with 21% whilst 16-20yrs its just 8% and the last group that was represented was the 21-30 years of experience at 4%. The above analysis indicates that the majority of women in management

position possess the necessary requisite in terms of management requirements at the municipal level.

The next section of the questionnaire is statements and/or questions which were based on the political influence that impedes women into progression to decision making which was extracted from the literature search that was outlined in Chapter 2 of this study. Participants in the study view SA as a developing country which is redressing the imbalances of the past and promoted leadership of women and try to empowered women. When participants were asked if political factors influence the upward mobility of women 67% of them agreed to the statements whilst only 23 disagreed. Political leaders at Amathole District Municipality are accused of not implementing gender equality on top decision positions. Participants said that women are perceived to have weaker leadership style as men takes leadership positions and females follow after them. This view affects and stigmatizes women as incapable of leadership and making sound decisions in the boardroom. The participants indicated that from cultural perspective women are seen as mothers responsible for maintaining the home setting and grow babies. Participants also specified that women are suffering from cultural factors as such finding it difficult to take order from women leaders in public and private sectors in South Africa. If they are not political inclined or connected enough women don't stand a good chance to be in top management. Cultural factor influence the growth of women due to cultural belief that women cannot take certain duties and they are undermined at time. Women have been predominantly employed in clerical positions minimizing their chances of upward mobility.

Another set of questions which was posed to the participants were about implementation of organizational policies. 63% of the participants of the study believed that Amathole District

Municipality is implementing Employment Equity Act and is moderately promoting the progression of women into top positions .In terms of Amathole District Municipality having a clear policies on capacity building for women 56% of the participants said the district is not having policies on women capacity building whilst 46% indicated the existence of these policies. With regard to organizational culture 61% believed that organizational culture does not constrain the progression of women to top leadership

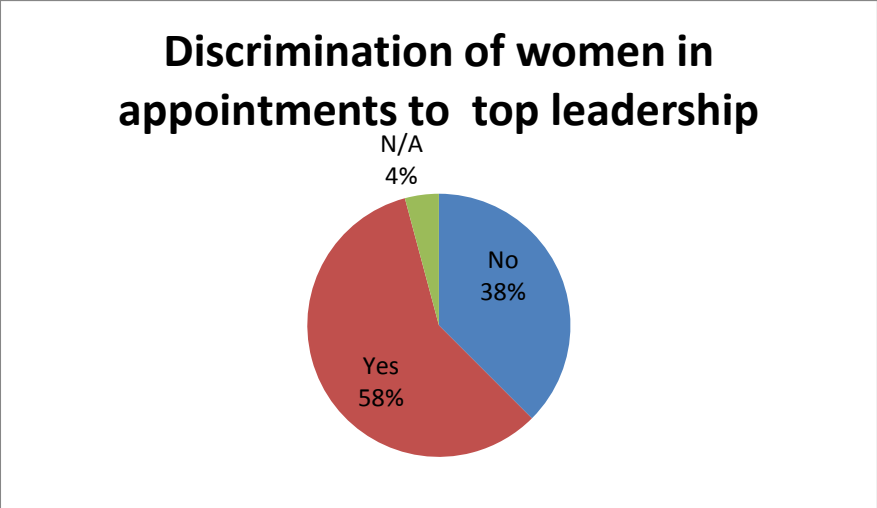
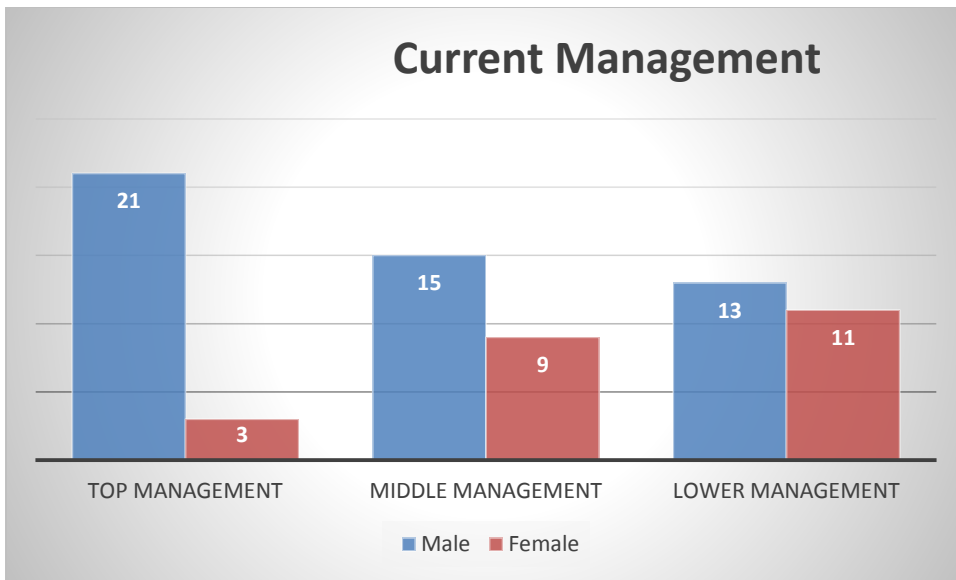


Figure 4.3

With the above fig 58% of participants believed that discrimination of women in appointments influence their progression to top leadership positions



In the above illustration participants believed that there is discrimination in appointment at both Executive Management and Senior Management Level as such they responded that men are dominant in all levels of management in the municipality .The three female executive manager at Amathole were interviewed individual interviews. All of the participants agreed that women have to balance work and family responsibilities and at times they clash with stereotypes and pre-conceptions of role and capabilities in an organizations. These female Executive managers also attest to the fact that women are not given same opportunities as men to work in high reward areas and they strongly indicated that it is the failure of line managers to see advancement of women as their responsibilities and also to assist women in their orbit with necessary skills. The study indicates that 75% of the participants lacks experience of the different areas of the organisations and they emphasize that organization need to adopt and promote mentoring,

training and development focusing on women especially the municipality is currently having and implementing gender policies

CHAPTER 5

RECOMMENDATIONS AND CONCLUDING REMARKS

5.1.1 INTRODUCTION

International role-players have placed clear targets with regard to gender equality in both the public and public sector. Even the South African Government with its mission on redressing past imbalances and retain the dignity of marginalize citizens inclusive of women to address gender equality. South African Constitution, as well as several pieces of labour laws which emphasize that no individual may be discriminated against in terms of race, gender or disability. Municipalities need to be at the fore front in assisting the government to redress, these imbalances as they constitute a majority of labor in public administration. However, municipalities are riddled with their political challenges which made the municipality to be unable to implement their own policies' especially those related to gender issues.

The aim of this study was to analyze the barriers faced by women to progress into decision making at Municipalities with special focus at Amathole District Municipality. Also to suggest strategies which can be used to improve employment of women in senior positions in municipalities. Lastly to ensure effective implementation of women policies that promoted them in to decision making positions

This chapter presents the recommendations and conclusions based on the findings of the research which was conducted at Amathole District Municipality. These recommendations are

meant to provide guidelines, and are the views of the researcher based on the research findings and articulation of Chapter 4.

5.1 RECOMMENDATIONS

Given various factors which affect women not to progress in decision making this study suggest various interventions as indicated below. This strategies or interventions are need also effective and efficient monitoring and evaluation and also clear consequence management that will enforce implementations.

5.1.1. RECOMMENDATION 1: MENTORSHIP

Mentorship it's one of the critical strategies women need to invest on, in order for women to succeed in acquiring progressing to decision making positions at Municipal level, mentoring must occur. Mentoring can significantly augment income and promoting possibilities for individuals experiencing these relationships. Mentoring can meet the needs of both women and institutions, and it can also assist in enticing and retaining women at the municipal environment. The advantages of mentoring are felt not only by the mentees and their organization, but by the mentors themselves. They experience the fulfillment of passing along hard-earned wisdom, influencing the next generation of upper management, and receiving appreciation from a younger worker (Cullen & Luna, 1993; Hagevik, 1998; Whitaker & Lane, 1990). Mentoring is most effective at supporting women's leadership if it creates space to explicitly address women's experiences at work place. Discussions around the obstacles and opportunities facing women can help them develop strategies for dealing with them. They can also provide a sense of

emotional support and empowerment in the realization that women's problems are not just their own.

A good deal of mentoring occurs informally, as more senior activists identify potential leaders and develop relationships with them. Professional organizers also provide a more formal type of mentoring, often in the training and agitating they do. It is important for organizations to have women in those roles, for their contributions as role models and their ability to address questions and issues of women workers.

Mentoring of younger workers reduces turnover, helps mentees deal with organizational issues, and accelerates their assimilation into the culture. The mentees (those women being mentored) benefit because someone cares enough to support them, advise them and help interpret inside information.

One of the critical strategy which was recommended at Beijing+20 was to provide management and/or leadership training as well as technology and skill-building resources for women. Developing training programs, conferences, women's committees, and networks at the local, regional and national levels will accelerate and assist women to be able to be at decision making position. Training and networking are integral parts of in any organization among both professional staff. Training is one of the important strategies which it help women as it build skills and confidence in their work place. Training should also be targeted provide to the leaders and organizers on strategies that can effectively address the obstacles facing women. Training programs should focus on race, class, and gender would shape the experiences of the women in municipalities and they would benefit from deeper knowledge of these dynamics, in order to more effectively approach and mobilize women. Organization need to create platforms whereby

they need to listen to and substantively reflect on women's concerns, providing mentoring, creating women-centered space, and developing flexible options for participation.

5.1.2 CREATE AWARENESS FOR WOMEN

Amathole District Municipality is seen as implementing the equity policies as structures and processes are in place, but it must guard against complacency. Municipalities are caught in a vicious circle as there are not sufficient numbers of women at senior levels to force a change of culture and behaviour and whilst the prevailing culture presents barriers to women's progression. One of the strategies to be adopted by municipalities to address the problem is to have effective diversity programmes which compel all employees to be aware of the need for transformation. For a successful transformation at municipalities, engaging men can be an important necessity through dialogues and transformational programmes so as to get men participating in changing culture rather than simply being regarded as part of the problem. Employers should use this to generate discussion about how both men and women's behavior is affected by gender norms and stereotyping. Behavioural changes, within organizational culture are crucial but experience suggests that if we rely on awareness raising and sharing best practice then institutions will be transformed. Critical also is for women at Municipal levels to have platforms whereby they will be able to share success stories

5.1.3. SET INSTITUTIONAL TARGETS

This study showed that Amathole District Municipality is eager to implement its Employment equity plans however the barriers preventing women ascending to decision making are not diminishing. If municipalities have to do better they need to do more by accelerating the pace. Systems and processes should be developed in which the achievement of goals, or not, has consequences for organizations. The municipalities need to set up clear targets and monitor the implementation of thereof. There must be accountability measures in place and meaningful targets for the recruitment, retention and development of women send a clear message that diversity is a business issue which should be measured, accounted for and remunerated in the same way as other business issues.

5.1.4. LEADERSHIP

Good leaders play a significant role in developing the culture of an organization as they are the custodians of the vision. Leaders need to be vocal and visible in their support of diversity and in their challenge to unacceptable behaviours and be eager to institute consequences management when need arise. Leaders must display more comprehensive leadership behaviours such as recognizing the strategic importance of diversity to the municipality, being open to change, valuing people and valuing transformation, being aware of their own unconscious biases, and being able to inspire and lead others to do the same.

5.3 Concluding remarks

Barriers hindering women to progress into decision making positions continues to be a challenge not only at municipalities, but in all spheres of government be it provincial nor national sphere and also in private sector. It is imperative that this topic continues to be researched, and that dialogues and public lectures are open to find solutions and raise public awareness.

The aim of the study was to investigate pertinent factors, which relate to the progression of women to decision making positions at Eastern Cape Municipalities. The findings in this study confirmed that there are certain barriers that prevent women from progressing to senior management positions and these include:

- Organisational cultures most women believed that the institution was not doing enough to encourage women to participate in initiatives that support their development.
- Organisational policies such as the institution not having clear strategies to meet employment equity targets;

However, respondents were positive about the institution's management being committed to gender equity, and that in some instances, they were being treated the same as their male. For further studies it is recommended that researchers should investigate with scientific results on the extent of accounting officers at municipal level implement government policies whilst there are so many role players in the sphere who have influence in government policies.

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RESEARCH INSTRUMENT – QUESTIONNAIRE

PART 1

PERSONAL INFORMATION

Please indicate your answer by ticking where appropriate.

1. a) Gender: Male [] Female []
b) Age: Below 40 years [] 40-49 [] above 50 years []
c) Marital status: Single [] married [] separated []
2. What is your highest academic qualification?
PhD [] Masters [] Bachelor degree [] HND [] Diploma []
Certificate [] Secondary School [] Primary School []
3. What is your work experience?
0- 5 years[] 6-10 [] 11-15 [] 16-20 [] 21-30 []
4. Please indicate your current position in your organization.....
5. In which department are you working?.....

Part 11:

MAIN ISSUES OF THE STUDY

SOCIAL /CULTURAL/POLITICAL FACTORS

1. Do you think that Political factors influence the upward mobility of women?
Yes [] No []
2. Do you think women are as capable as men in leadership abilities?
Yes [] No []
3. What extent do cultural factors influence the upward mobility of women at Amathole District Municipality?
 - a. Very great extent []
 - b. Great extent []
 - c. Moderate extent []
 - d. Low extent []
 - e. Very low extent []
3. In your community are women offered equal leadership positions as men?

Yes [] No []

4. Briefly explain how women in South Africa are hindered by social, cultural ,political factors in progression to top leadership.....

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

ORGANIZATION POLICIES

1. Do you think that Employment Equity Act is implemented at Amathole District Municipality

Yes [] No []

2. Do you think work policies in your organization promote or obstruct the progression of women to the top positions?

Yes [] No []

3. To what extent is this case?

- a. Very great extent []
- b. Great extent []
- c. Moderate extent []
- d. Low extent []
- e. Very low extent []

4. Does your organization have a clear policy on capacity building for women

Yes [] No []

8. Are policies addressing gender imbalance in your Amathole District Municipality effectively implemented?.....

Please elaborate.....

.....

ORGANIZATION CULTURE

1. Do Amathole District Municipal organizational culture inhibit the progression of women to top leadership?

Yes [] No []

2. To what extent do attitudes influence the upward mobility of women in your organization?

- a. Very great extent []
- b. Great extent []
- c. Moderate extent []
- d. Low extent []
- e. Very low extent []

3. What are these attitudes?.....

.....

4. Please explain briefly how organization culture hinders women progression to the top?.....

.....

5. Has organization politics contributed in gender imbalance in top positions in your organization?.....

Please elaborate.....

.....

LIMITED ACCESS TO ADVANCED EDUCATION

1. Is the limited access to advanced education affect the progression of women to top leadership?

Yes [] No []

2. Which of the following groups is more qualified or trained in the organization?

Men [] Women []

3. Explain the extent to which this can influence upward mobility of women:

- a. Very great extent []
- b. Great extent []
- c. Moderate extent []
- d. Low extent []
- e. Very low extent []

4. Briefly explain how low education affects the progression of women to the top executive jobs.....

.....

DISCRIMINATION IN APPOINTMENTS

1. Does discrimination of women in appointments affects their progression to top leadership?

Yes [] No []

2. In your organization, is there equal opportunity in recruitment, promotion and deployment? Please explain.....

.....

3. Who are the majority in the following levels of management?

a. Top management [] Male [] Women

b. Middle management [] Male [] Women

c. Lower management [] Male [] Women

4. Mention a few jobs, if any, which are gender specific in your organization.....

.....

5. Briefly explain how gender discrimination affects women progression to the top.....

.....

6. Please explain any other factors you feel have hindered the progression of women to top leadership positions.....

.....