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Factors contributing to the absence of women in senior management roles in the South African Fast Moving Consumer Goods (FMCG) industry.

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A research report presented in partial fulfilment of the degree of Master of Business Administration to the faculty of Commerce, Law and management, University of Witwatersrand.

Supervisor: Dr Zanele

Johannesburg, 2025

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DECLARATION

I, Thipaihlo Portia Ntamane, declare that this research article is my own work except as indicated in the references and acknowledgments. It is submitted in partial fulfilment of the degree of Master of Business Administration to the faculty of Commerce, Law and management, University of Witwatersrand. It has not been submitted before for any degree or examination in this or any other university except as specified.

T.P Ntamane

Thipaihlo Portia Ntamane

Signed at: Boksburg, Gauteng Province

On the 29th day of February 2025

DEDICATION

I am dedicating this work to the loving memory of my beloved daughter Oreratile Paseka Ntamane who transitioned into glory far too soon. Her dream was to be a medical doctor, and, in her memory, I decided to return to university and pursue this qualification.

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I would like to honour and give thanks to the almighty God, for granting strength to me during my academic studies. I am eternally thankful for His grace that is upon my life and my family, which have allowed me to accomplish this research project.

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ABSTRACT

The fast-moving consumer goods (FMCG) industry is essential in the local and global economy because, it contributes significantly to country's GDP. It creates significant job opportunities and drives consumer spending through its high demand for everyday products such as food, toiletries, beverages and cleaning supplies. This makes it a key player in the distribution and retail sectors. This research project is about the factors that contributes to the absence of women in senior management roles in the South African FMCG industry. Purposive sampling and a qualitative research approach were used in this investigation. Sixteen females from the FMCG industry were interviewed through MS teams, telephonically and in person. These are women who holds different positions in the FMCG industry for the benefit of getting different views as to why women's representation in top management roles within the FMCG industry is inadequate. The research focused on four categories which are gender disparity, organisational culture, self-perception theory and career planning advancement. During the analysis of the results, it was discovered that indeed there is less consideration for women when appointing for senior management roles in the FMCG industry. Glass ceiling theory was considered however the focus remained with the four categories that exist to a great extend in the FMCG industry. Women would like to occupy the senior roles however, due to lack of proper governance and research studies to identify the root cause, give guidance and solution to the problem this issue persist. This research has action plans for both the employers and employees to implement to eradicate this imbalance in the workplace.

Keywords: Fast moving consumer goods, senior management roles, representation, women

CHAPTER 1. Introduction

1.1 Statement of Purpose

The objective of this research project was to investigate the underrepresentation of women in senior management positions within the Fast-Moving Consumer Goods (FMCG) industry. Despite efforts to advance gender equality, women remained significantly underrepresented at executive and senior leadership levels in this sector. The study aimed to explore the underlying causes of this gender disparity, with a particular focus on organizational culture, employee perceptions, and systemic barriers that hindered the progression of women into top-tier management roles.

The research focused specifically on senior management roles within the FMCG industry in South Africa, where women held 29.0% of top management positions—slightly above the global average of 28.7%. However, this figure still reflected a significant gap, particularly in comparison to industries such as mining, construction, and manufacturing, where women made up less than 20% of top executives (Research & Innovation, ESG Division, 2023).

The study sought to identify the key challenges and opportunities associated with improving gender equity in leadership within the FMCG industry. Ultimately, it aimed to provide evidence-based recommendations for creating a more inclusive and equitable corporate environment.

Diversity management was aimed at creating inclusive environments to ensure fair representation of all genders, particularly in leadership and decision-making positions. However, despite increased awareness and initiatives, women remained significantly underrepresented in senior management roles, especially in the Fast-Moving Consumer Goods (FMCG) sector. Women had rarely advanced beyond middle management, indicating the presence of persistent structural and cultural barriers (International Labour Organization, 2020). Given the need for gender equity at all organizational levels, it was important to investigate the reasons behind the underrepresentation of women in leadership roles within the FMCG industry.

The United Nations (UN) and its specialized agencies had supported numerous initiatives over the years to elevate the status of women in managerial positions (Dezsö & Ross, 2012). Since the publication of the Sustainable Development Goals (SDGs) in 2015, the international community had worked toward sustainable development, with SDG 5 specifically aiming to promote gender equality. In alignment with this objective, gender issues concerning women had garnered significant global attention in recent years. The inclusion of women in leadership roles had played a crucial role in advancing gender equality (Enkhuzul & Tomoki, 2023).

The FMCG industry was encouraged to create platforms that allowed women to demonstrate their leadership skills and aptitudes, as well as to foster an environment that enabled them to serve as catalysts for increased organizational productivity and effectiveness. Women still faced significant obstacles when attempting to assume senior leadership roles and participate in high-level decision-making processes (Mohajeri, Mokhtar, & Balash, 2015).

Studies had shown that women prioritized team management in their leadership approach. This style was widely considered one of the most effective, as it placed a high value on both people and tasks (De Mascia, 2015). However, this gender disparity continued to create an environment in which the needs of women were underestimated in the workplace. The purpose of these experiences and contributions was to raise awareness among FMCG companies and to offer practical strategies for promoting gender equality.

1.2 Background of the Study

The problem of women not being recognized for higher positions in the workplace exist not only in South Africa but is also a global issue. Traditionally, females were expected to be caregivers at home, while males went out to work and provide for their families. On December 10, 1984, the United Nations General Assembly adopted gender equality as part of its agenda. The Universal Declaration of Human Rights was then integrated into international human rights legislation. According to Emily Field (2023), for every 100 men who were promoted, only 87 women received promotions—primarily at entry-level managerial positions. Discrimination often began at the supervisory or entry-management level in organizations.

Women had the opportunity to hold prominent roles during the Civil War in the medical and nursing fields, as well as in philanthropic activities. Some even disguised themselves as males to fight in the conflict (Ziparo, 2017). Federal supervisors were able to save money since women were hired at a far lower rate than men. The demand for more women in the workforce and the dearth of women in top positions made this conceivable (Ziparo, 2017).

In South Africa, apartheid also had an impact on the imbalance of gender equality within organizations. Prior to democracy, certain careers were deemed suitable only for men. The FMCG industry in South Africa was particularly affected, as some roles included such as engineering are classified as male-dominated jobs. As a result, the aftereffects of these historical norms continued, and there was still limited representation of women in those roles. While women demonstrated traits associated with efficient performance more frequently than males did, the conventional perspective of women in the industry emphasizes feminine traits or gender norms above leadership style (Braun, Frey & Peus 2012).

Since 1994, the year South Africa became a democratic country, women began occupying some top management positions. According to Statistics South Africa, the population continued to grow, and in 2022, females made up 51.5% of the

population, while males accounted for 48.5%. This indicated that organizations needed to promote more women, as the minority of them held higher-level positions. There has been minimal progress in balancing gender representation at senior management and executive roles, as evidenced by the fact that only seven of the top 100 JSE-listed businesses have female CEOs, according to PWC South Africa's 2022 executive directors report (Zawya,2022). According to research, the organization loses talent and skill capitalization when there aren't enough women in senior management positions. Opportunities for advancement, gender inequity, negative opinions of the company's culture and ideals, and a lack of mentoring for women in lower-level roles are some of the reasons why women may leave the organisation. (Hoobler et al., 2011).

1.3 Research Problem

The issue that was investigated is the absence of women in senior roles within the FMCG industry. To create equitable and inclusive organizations, it is crucial to comprehend the underlying reasons for gender disparity in leadership within the FMCG sector. When recognizing and dealing with these obstacles, organizations can create more supportive frameworks, boost talent retention, and enhance overall business outcomes through diverse leadership (World Economic Forum, 2023).

Women did not hold enough influential positions in South African organizations, even though the education system in South Africa had been equally accessible to both males and females from a young age. This gender disparity needed to be combated in South Africa to ensure that both females and males were represented equally at all levels in the workplace. Although women presently make up most bachelor's degree holders and workers, they are disproportionately not well represented in society's career structures (Baker & Cangemi, 2016).

The amount of female's hard work and competence are overlooked for top positions, which perpetuates gender inequality and gives employees the impression that the company's principles and culture are restrictive, demoralizing, and unsupportive (Neck, 2015). There are obstacles that females in FMCG companies in South Africa must overcome, including a lack of mentorship, organizational culture, and discriminatory advancement procedures. Notwithstanding their credentials and expertise, these results suggest more widespread systemic problems that keep women from advancing into senior positions (Radebe, 2024).

The absence of female representation in senior management positions add to the misrepresentation of women in organisations. It illustrates the lack of advancement or development in women's careers. The purpose of this was to investigate the reasons why there aren't enough women in top management positions. There are many barriers in the way of women achieving leadership positions. (Kilianski &Rudman, 2000, Gutek, 2001; Chen & Heilman, 2005;). This research explored the internal and external challenges that women face in the workplace which prohibits them to progress into senior management roles.

1.4 Research Questions

The formulation of suitable research questions was essential to collect data in an appropriate manner and produce a possible solution for the problem statement outlined above.

RQ 1: What are the factors contributing to the absence of women in senior management roles?

-

1.5. Proposition

The FMCG industry in South Africa does not have sufficient women representation at senior management level in their organisations. Women have qualifications, passion, and interest to climb the ladder in FMCG however, the amount of women representation in senior management roles is not showing great improvement. An obstacle that keeps women from reaching high positions, regardless of their ability or qualifications, is known as the “glass ceiling.’’ Male dominated leadership, inadequate succession planning for women, and unofficial male networks contribute to this invisible barrier. (Cotter, Hermsen, Ovadia & Vanneman, 2001). Cultural conventions and expectations continue to perpetuate traditional gender roles, which link caring for others to femininity and leadership to masculinity. Both hiring and advancement decisions are impacted by these preconceptions. In many societies, including South Africa, these beliefs remain deeply rooted in organisational cultures (Eagly & Carli, 2007)..

1.6 Research Aims

The research aim was to determine the factors that contributed to the absence of women’s representation in senior management roles within the FMCG industry. Males in senior positions had dominated the industry, and as a result, women lacked motivation and role models occupying senior roles.

1.7 Rationale

In the Fast-Moving Consumer Goods (FMCG) sector, women are still underrepresented in senior leadership roles, despite notable advancements in gender equality and educational access. Women frequently comprise a significant share of the workforce in these firms, although this disparity still exists. Systemic hurdles like organizational culture, gender bias, inadequate mentorship, and unequal career progression possibilities may be present if there aren't any women in high-level positions. Investigating these elements is crucial to

identifying and resolving the underlying reasons of this inequality. According to research, gender-diverse leadership teams are associated with increased creativity and organizational performance (Catalyst, 2020).

1.8 Delimitations of the study

The study's focus was on the lack of women representation in senior leadership roles in the FMCG sector; participant boundaries include only women working in certain positions within the FMCG industry such as senior manager, middle manager, supervisor and plant specialists' roles. The scope mostly applies to women who have formal education qualifications and have been in their roles for more than six months; it does not include those who hold junior positions.

1.9 Definition of terms

Absence – The state of not being present or represented (Lodewijk N.,2018).

Disparity – This is when a certain health metric is stated as a rate, proportion, mean, or other quantitative measure, it is the difference between a group and the reference. (HP2010).

Fast Consumer moving goods (FMCG) industry, is also referred to as Consumer-Packaged Goods (CPG). It is a product category industry that is distinguished by frequent and rapid consumption. FMCG products are commonplace necessities that people buy daily; they usually have a limited shelf life. These products are essential to our everyday existence and fall into many different categories, including food and drink, personal hygiene, home goods, and more. (Appinio, 2023)

Gender - Societal distinctions and imbalances between femininity and masculinity which refers to female and male. (Holmes, 2007; Macé, 2018).

Senior management roles - In this study the term refers to corporate executives who play a significant role in key processes like resource allocation, supervision, resolving conflicts regarding coordination and collaboration, and other

procedures necessary to achieve organizational goals. These roles are occupied by senior manager, chief executive officers, chief operating officers, directors, vice presidents and presidents (Barney et al., 2018).

1.10 Assumptions

The study was based on certain assumptions, including that the FMCG industry was representative of other types of businesses, and that interviewees would respond honestly to the questions. Selecting the most suitable participants, those who could provide the most relevant information was also an assumption. These assumptions were made to identify of factors contributing to the absence of women in senior management roles within the FMCG industry.

1.11 Chapter Outline

The introduction of the topic, which is the absence of women in senior management roles in the South African FMCG industry, served as the chapter outline. It aimed to find solutions to this problem and help the industry recognize the gap that existed within their operations. Chapter 2 was the literature review on gender disparity. It examined the causes of gender disparity in the workplace and explored possible solutions. The environment and culture were also identified as factors influencing the career paths that women pursued. The self-perception theory was used to elaborate on certain perceptions that existed and hindered women's growth within organizations. Chapter 3 focused on the methodology used to obtain data and the instruments employed. Data was collected through interviews with sixteen women. The sampling method used was purposeful.

CHAPTER 2. Literature Review

2.1 Introduction

This chapter is about the analyses, implementation and integrating management ideas that are pertinent to absence of women in management roles in the South African fast moving consumer goods (FMCG) industry. As part of the research, literature was also reviewed to show that different sources had similar reactions to the issue of women's lack of representation in senior management roles. The underrepresentation of women in top management positions, especially in the FMCG industry, is undeniable.

2.2 Definition of topic or background discussion

Senior managerial roles are underrepresented by women, particularly in the FMCG sector. South African (FMCG) deserves attention as it is a large industry however, dominated by males in their senior management roles. The literature that was being reviewed is gender disparity, self-perception theory, glass ceiling theory, organisational environment (culture) and career planning for advancement. Women are significantly underrepresented in decision-making positions, particularly in sectors like FMCG where they comprise a sizable portion of the workforce (Commission for Employment Equity, 2023). In addition to undermining gender equity, the outcome is a leadership gap that denies firms the demonstrated advantages of diverse leadership, including increased productivity, creativity, and employee engagement.

2.3 Literature Review Headings

2.3.1 Gender Disparity

The gender disparity is the distinction between men and women in any field regarding the degrees of involvement, resource accessibility, rights, influence and authority, compensation, and perks. The term "gender leadership disparity" referred to the distinctions in power and leadership positions between men and

women. It was coined by McInturff (2013). The idea of gender and how it affects people's view on leadership suggests that gender and how people view leadership skills are related. Gender disparity is a shortcut that individuals use to forecast people's talents and behaviours, according to Jonsen, K, Schneider, S.C. and Maznevski, M.L (2010). Additionally, they argue that societally reinforced stereotypes form the basis of presumptions about men and women.

Employment equity, which is widely seen by gender and development experts as essential to any nation's progress, is therefore not only a moral or human rights duty but also a requirement for any nation to attain and sustain its position as a worldwide competitor. (Visvanathan, Duggan, Nisonoff, & Wiegersma, 1998).
This is stated in the first CEE report (2001). As was already established, the absence of women in these roles contributes to FMCG industry's problems with lost talent and skill capitalization, gender disparity, depressing perspectives on cu values and culture, and a dearth of mentorship for females in entry level jobs. Numerous personality-descriptive and prescriptive elements make up gender stereotypes (Hasman, Villano, Krueger, Acevedo 2003, Heilman, 2012).

2.3.2 Self-Perception Theory

The Self-perception Theory has to do with how women see themselves and their self-images in corporate settings. According to this idea, people can foresee cognitive consequences and behavioural results by "inferring their inner states by observing their own behaviours" (Teng, 2018). The theory goes on to say that actions have an impact on attitudes. As a result, women who exhibit passive behaviour in the workplace, such as not speaking up during meetings or when considering promotions, may be attributed to shyness or the belief that they are not permitted to speak up due to organizational silence or gender norms. Self-perception theory will help us to see if the issue is with women in the FMCG and how they view themselves which contributes to less presentation in senior management roles.

2.3.3. Glass Ceiling Theory

The term "Glass Ceiling Theory" describes the imperceptible, structural obstacles that keep women from achieving senior leadership positions even when they possess the requisite training and expertise. This metaphor was first used in the 1980s and emphasizes how social standards and organizational structures combine to prevent women from advancing in their careers (Cotter et al., 2001). Within the framework of South Africa's Fast-Moving Consumer Goods (FMCG) business, a significant employer and a quickly changing sector, this theory offers a useful perspective for analysing enduring gender inequalities in executive roles. Women are still disproportionately underrepresented in senior management, notwithstanding an increase in their employment and mid-level positions (Radebe, 2024).

2.3.4 Organisational Environment (Culture).

Another key area of this research is how organisational cultures affect women's progression to senior management positions in the FMCG industry. The definition of culture, according to Williamson LK (2007), is initially described as “that complex whole, which includes knowledge, art, morals, law, beliefs, custom and any other capabilities and patterns acquired by man as a member of society.” Tylor (1924) is considered the father of anthropology who believes that. culture is influenced by society, and society will also have an impact on institutional or organisational culture.

Organisational culture refers to the common beliefs and values that influence employee conduct and are usually passed down from present to future workers. (Spector, 2013). As stated by Inc.com (2020), a company's culture can either foster or hinder growth and ultimately result in a failed organization. A healthy culture can enhance employee commitment and productivity. Women's comfort levels in speaking up about sexual stereotypes, gender discrimination, and inequality are often influenced by the culture and atmosphere of the companies where they work.

2.3.5 Career planning for advancement.

Women in the FMCG industry should be given platforms to plan their careers for the next positions to advance their career movements. The responsibility lies with both the employer and employees to ensure that there is a method in place which can be utilised to measure the performance which will assist in career advancement. In contrast to their male colleagues, Chung and Sahgal (2007) contend that women's lack of career planning plays a role in their advancement to senior management roles.

Women's needs for leadership development were surveyed (Tessens, L., Web, C. and White, K., 2011). A few recommendations for promoting women to senior management were noted by research participants. The following were mentioned, among other things:

- To address the underrepresentation of women in top managerial roles, make sure the leadership actively searches out and appoints women to senior positions in their divisions.
- Designate more women in senior management roles in the organisations.
  • Review senior positions to give women more possibilities to qualify for the roles.
- Effectively manage workloads, given that women are typically more inclined to accept additional work.

Analysing both Chung's and Tessens' theory, the role of ensuring that women advance in the organisation does not only lie with the employer, however the employee also need to play part in ensuring that they manage their performance by initiating reviews and planning for their advancement.

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2.4. Analytical Framework

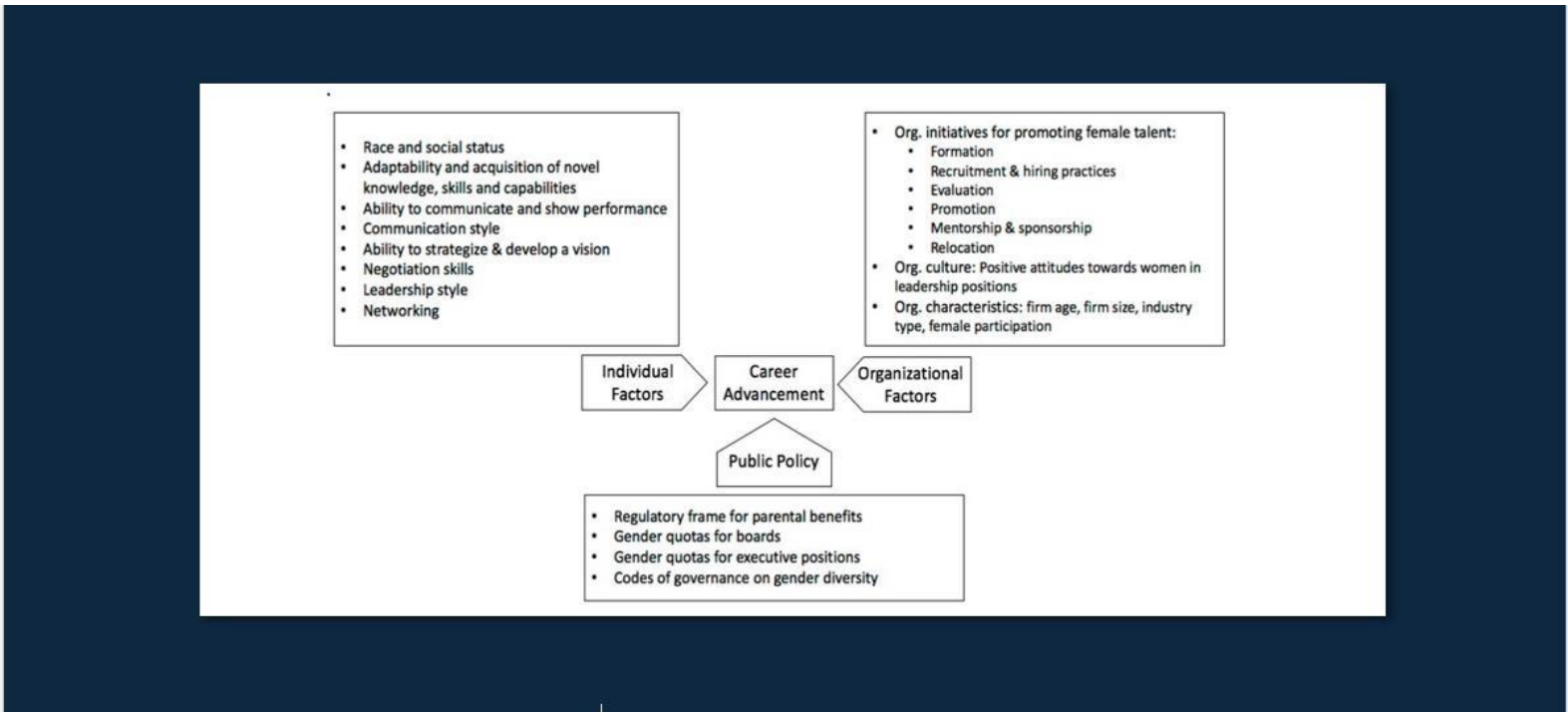


Figure 1. Factors that that encourage female talent to be promoted and advanced to high management
Source: Kuschel, K., & Salvaj, E. (2018).

The framework developed by Kuschel and Salvaj (2018), which looks at the several levels of determinants that affect women's career development, offers a strong perspective on why there aren't more women in senior leadership roles in the FMCG sector. The complete nature of the framework, which considers organizational, policy, and individual factors that affect women's leadership paths, makes it relevant. This framework can be effectively used to diagnose the ongoing gender imbalance in leadership roles within the FMCG sector. The framework provides a strategic basis for facilitating systemic change and fostering the development of female talent by tackling obstacles at the levels of individual growth, organisational frameworks, and policy contexts.

Several factors have been identified as instrumental in promoting and advancing female talent to senior management positions within the fast-moving consumer goods (FMCG) sector. These include inclusive corporate cultures, structured mentorship and sponsorship programs, transparent promotion processes, and leadership development initiatives tailored to women (Catalyst, 2020; McKinsey & Company, 2023).

2.4.1 Conceptual Framework

This conceptual framework explored the interrelated personal, organizational, and societal factors that contributed to the underrepresentation of women in senior leadership positions within the South African fast-moving consumer goods (FMCG) industry. The framework was grounded in Glass Ceiling Theory and Self-Perception Theory, providing a dual theoretical lens to analyse both external structural barriers and internalised self-beliefs that hindered women's career advancement. Glass Ceiling Theory highlighted the existence of invisible, yet persistent, barriers that prevented qualified women from reaching top leadership positions, despite having the necessary credentials and experience (Morrison et al., 1987). Self-Perception Theory posited that individuals developed attitudes and beliefs about themselves by observing their own behaviour and the context in which it occurred (Bem, 1972). Recent studies have reinforced these theoretical perspectives, showing that unconscious bias, lack of mentorship, and self-doubt continue to restrict women's access to leadership roles, particularly in male-dominated industries like FMCG (McKinsey & Company, 2023).

2.5 Literature Review Conclusion

The main concern of the study is the absence of women in senior leadership positions, which makes it difficult for FMCG industry to leverage talent and skills. This creates negative employee perceptions of the company's culture and values and leaves lower-level women in the organization without female role models.

According to the participant data, men and women will show if they have different leadership qualities. This information will address addressed the subject of whether a person's gender influences perceptions of their leadership potential or their status as a leader. Tearle (2004) contends that when women come together in a group, they frequently share stories or examples of how they are subjected to discrimination by their male peers, including being denigrated, branded, stereotyped, ignored, or harassed. She does, however, think that women should think about how they might improve their own advancement rather than focussing on what others are doing to obstruct it.

CHAPTER 3. Research Methodology

3.1 Introduction

The research methodology followed was a qualitative approach for this study. The methodology gave insights to the factors that contributes to the absence of women in senior management roles. The method worked well for comprehending intricate, situation-specific phenomena like organisational culture and gender disparity (Creswell & Poth, 2018). To choose participants who fit the research topic, women who work in or aspire to leadership roles in the FMCG industry where selected and a purposive sampling technique was used. For qualitative research aiming to extract deep, contextually grounded insights from instances with a wealth of information, this non-probability sampling technique is perfect (Palinkas et al., 2015).

A sample of 16 female employees were selected. The interviews were conducted with women who hold the following positions: Senior managers, middle managers, supervisors and plant specialist. The interviews were for women in different positions to avoid biasness. It was also to ensure that critical insights from those who are facing barriers are well captured in this study. The interview was done in four sections namely: demographics, organisational culture, self-perception theory and career advancement for planning. Discussions about their individual career path experiences were requested of the participants.

The researcher conducted the interview using a series of set-structured questions. The interview questions served were pre-written and prepared in the same format for all the participants. This was done to guarantee that the study is reliable and not bias. In addition, the researcher reordered the virtual interviews on MS teams and the personal interviews on the cell phone for data integrity. Additionally, during the interview, notes were collected to guarantee accuracy.

. Data collected from the participants was not manipulated. Their responses and perceptions were noted as they were sharing their experiences. The process was voluntary, and everything discussed remained confidential. During the interviews participants were allowed to excuse themselves if they needed to and were also briefed that their personal information will not be disclosed.

3.2 Research Design

Qualitative research was the design approach used in this investigation. When a researcher wanted to find out more about a situation—whether it was an in-depth description of a social phenomenon, the how, or the why—case studies were best utilized in their research (Yin, 2014). Issues, perceptions, and meaning, typically derived from interviews, had a significant impact on the research process of a qualitative case study, as it aimed to uncover the previously described (Gammelgaard, 2017). In general, qualitative in-depth interviews resembled conversations rather than structured events with preset response categories (Marshall & Rossman, 2011)."

The research of women's absence in the FMCG industry higher positions are best served by the qualitative design approach, which provides insight into the problem while also delving further into it through firsthand accounts. It will provide insights and understanding of the problem.

3.3 Data collection Methods

Semi-structured interviews served as the main technique of data collection for this qualitative study, which examined the lack of women in senior management positions in the FMCG sector in South Africa. Studies aiming to comprehend participants' actual experiences, perceptions, and the social and organizational elements impacting those experiences are best suited for semi-structured interviews. In addition to offering the freedom to delve further depending on each

respondent's response, this approach guarantees consistency throughout interviews (Kallio et al., 2016). A Phone and Laptop were used to record the interviews for data collection and analyses.

3.3.1 Population

As of 2024, the South African Fast-Moving Consumer Goods (FMCG) sector employed over 330,000 individuals **(**Leighton, C., 2024) Although the number of women in managerial or aspiring to be in the leadership was not available anywhere**,** a total number of 16 women formed the team that was interviewed for this research. The women work in the FMCG sector and are aspiring to be in a leadership or already occupying one.

3.3.2 Sample and Sampling Method

The study population consisted of 16 women from the FMCG sector**,** representing a range of ages**,** racial backgrounds, and occupational roles**.** The participants were not limited to those already in leadership positions, as such a focus could have introduced bias or resulted in an overly favourable portrayal of the leadership landscape, potentially overlooking critical insights from women still facing barriers to advancement. All participants were selected from the FMCG industry to maintain the sectoral integrity and contextual relevance of the research. Participants were chosen based on predetermined inclusion criteria**,** ensuring a diverse yet targeted representation of experiences relevant to the research objectives (Etikan & Bala, 2017). The focus was on women in leadership roles and those that are aspiring to be in senior roles.

"Purposeful, or criteria, sampling was the method used. A sample of the population that satisfied requirements pertinent to the research study to address the research questions was known as purposeful sampling (Ravitch & Carl, 2016). This sampling method focused on specific groupings, such as gender and profession (Mack, 2005; Moser, 1952). This approach helped avoid oversaturating the data and going beyond the point at which conducting additional

interviews revealed no new themes or information (Boddy, 2016). Since this inclusion criterion focused specifically on the issue of women's absence in senior management roles, it was relevant for the study."

3.4 Research Instrument

A semi-structured interview comprising 12 questions was the primary data collection tool. Since each participant was essentially asked the same questions, these interview questions were regarded as semi-structured. Depending on their responses, participants were occasionally asked to elaborate further (Kallio et al., 2016). The questions were open-ended in nature.

Refer to Appendix A for questions.

3.5 Data analysis strategies and interpretation

The same questions were posed to each participant, with additional questions asked in some cases to provide clarity. The content analysis technique was used to find comparable terms in data, such as audio, documents, or transcripts. This was done by either manually or automatically coding the data to identify terms that occurred more frequently. One of the most popular techniques for examining the data from qualitative interviews utilised was thematic analysis. It entailed finding, examining, and summarizing trends (themes) in the data (Clarke & Braun, 2006).

The data for the interview conducted were analysed manually using comparable data from the audio and transcripts.

Narrative analysis allowed participants to relive their experiences by narrating a tale that uncovers the underlying significance of the research (Blumberg, Cooper, & Schindler, 2008).

3.6 Quality assurance

The interview responses were securely stored by the researcher, along with the transcripts that were used for data analysis. A high level of trust was maintained, and confidential information about the interviewees was not disclosed. Quality

assurance was applied to the question design to ensure that the research remained ethical and produced data that could be used to guide policymaking aimed at eliminating the underrepresentation of women in senior management roles in the FMCG industry. Ethical research practices, including confidentiality, informed consent, and data protection, are essential in qualitative research to ensure the integrity of the findings and the protection of participants (Creswell & Poth, 2018).

3.6.1 Transferability

The research, which focused on the reasons behind the underrepresentation of women in senior management positions in the FMCG sector in South Africa, was context specific. Although the results are not meant to be statistically generalisable, they might be applicable to industries or organisational contexts with comparable gender imbalance issues. The utilisation of deliberate sampling and comprehensive, semi-structured interviews made it possible to gather rich, comprehensive data. The provision of detailed descriptions improves transferability by enabling readers to assess the degree to which findings are applicable to their own situations. To support such judgments, this study has attempted to give enough contextual information (Lincoln and Guba, 1985).

3.6.2 Credibility

To ensure correctness and resonance with the interview subjects, member checking or participant validation was used to enhance credibility when the data results were returned (Birt et al., 2016). Throughout the research several tactics were used to guarantee the credibility of this report. Participants were able to offer detailed and genuine viewpoints based on their lived experiences during the semi-structured interviews used to gather data. To guarantee that only participants with pertinent experience and knowledge were included, purposeful sampling was used. The interpretations were verified, and the data was shown to accurately represent the opinions and experiences of the participants. Credibility, as emphasized by Lincoln and Guba (1985), is a crucial component of trustworthiness in qualitative research and is attained when the participants regard the study's conclusions to be plausible.

3.6.3 Dependability

To guarantee dependability in this research, a thorough and transparent audit trail was kept, recording every step of the investigation from data collection to analysis. The study was more reliable because the research concept, sampling method, data collection tools, and analysis techniques were all well explained and consistently used. Researcher bias was reduced, and conclusions were verified to be in line with data. Dependability is the stability of data over time and conditions, as defined by Lincoln and Guba (1985), and it may be demonstrated by using systematic techniques and transparent documentation.

3.7 Ethical (Considerations)

Strict ethical rules were followed in this research to safeguard each participant's rights. Every participant gave their informed consent, guaranteeing they understood the goal of the research, their part in it, and their freedom to leave at any moment without incurring any fees. By safely preserving data and eliminating any identifying information from transcripts and reports, confidentiality and anonymity were preserved. Because talking about gender inequality and experiences at work is delicate, participants' privacy had to be protected, and the study had to be free from any possible discomfort. Respecting participants and assuring their free engagement are essential components of ethical qualitative research (Orb, Eisenhauer, and Wynaden, 2001).

Every participant in research gave their consent willingly, free from undue influence or compulsion, and their autonomy, dignity, and rights were respected and adequately safeguarded. Participants chose not to continue with the interview at any given point and we continued when they were ready to do so.

CHAPTER 4. Data Analysis and Presentation of Research Findings

4.1 Introduction

This chapter incorporate the delivery of findings, data discussion and research findings analysis as to what are the factors contributing to the absence of women in senior management roles in the South African FMCG industry. To identify and extract significant patterns from which to draw conclusions, the analysis started with descriptive statistics on the gathered data and data cleansing. Data analysis was crucial since it served as the basis for determining the study findings (Leavy, 2022). First, the data and sample were discussed, followed by the procedures utilized to obtain the data.

4.2. Demographic profile

4.2.1 Data sample and participants

Data was collected from female employees in the South Africa FMCG industry. Although the industry is very broad the data was collected from those who works in the food and beverages space. The interviews were conducted with women only as the statistics shows that they are the ones who are still underrepresented in most South African organisations particularly, the FMCG industry. One woman could not complete the interview due to work commitments and her data was not included in this report. The removal of participants is endorsed by Blumberg et al. (2014) when participants data is missing to back up the research in question.

4.2.2 Description of the sampled Participants

The research participants have more than 5 years' experience in the FMCG industry. The participants work in different divisions within the FMCG industry which are: Finance, Quality, Operations, Health and Safety. The working levels Senior manager, middle manager, supervisors and specialists. In data collection four races in South Africa were represented: black, whites, coloureds and Indians. The middle manager category was represented by all races. The age group categories represented were (31 – 40yrs), (41 – 50yrs), and (51yrs and above). The participants all have formal qualifications ranging from diploma up to master's degree level. One participant with diploma, seven-degree holders, two honours and six masters' degree participated in the research project. These are the age groups whereby in most cases people are eligible to take up more responsibilities and move into senior roles.

Table 1: Sample Demographics

Participants	Career Level	Race	Highest Qualification
Participant 1	Senior Manager	Black	Masters
Participant 2	Senior Manager	Black	Masters
Participant 3	Middle Manager	Coloured	Degree
Participant 4	Middle Manager	Indian	Honours
Participant 5	Middle Manager	White	Degree
Participant 6	Middle Manager	White	Degree
Participant 7	Middle Manager	Black	Diploma
Participant 8	Middle Manager	Black	Degree
Participant 9	Middle Manager	Black	Masters
Participant 10	Middle Manager	Black	Masters
Participant 11	Supervisor	Black	Degree
Participant 12	Supervisor	Black	Degree
Participant 13	Supervisor	Black	Degree
Participant 14	Supervisor	Black	Honours
Participant 15	Plant Specialist	Black	Masters
Participant 16	Plant Specialist	Black	Masters

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Table 2: Age Group Analysis

No of participants	Age Group
6	31-40 years
8	41-50 years
2	51 years and above

4.3 Analysis of the results by category of the questions

4.3.1 Gender Disparity.

Gender disparity questions were asked to determine if participants were ever left out of opportunities that they qualified for, and those roles were filled with males. The question was establishing if males are more preferred and if indeed it is like that what the proposed remedial solution is to shift the preference to females. 94% of the participants respondent by saying that they were left of opportunities, and they were given to males.

The participant's feedback was that FMCG industry is still male dominated on top and they prefer to continue with the pattern as they relate better being same gender.

Participant 8 said: "So many times, yeah so, many times. I think there were quite few instances and basically not based on capability but based on I mean women's dynamics.

The participants propose that companies must be intentional about wanting to change the status quo by ensuring that they develop written policies on how they will promote capable women into senior roles.

Participant 10 Said: "Yeah, I have. I remember one manager; I think when I complained about it gave me the book that said I think is a good girl is a good girl or nice girl don't get the corner office.

4.3.2 Organisational Culture

The questions for organisational culture were to find out if the culture in the participants organisation allow women to grow into senior positions and if women are encouraged to report issues of gender disparity. The participants responses were that their companies do promote women into senior roles although most senior roles are still dominated.

Participant 1 said: "At current company certain up to a certain level and then from there they want only mostly males."

In addition*, Participant 15 said: "I do believe monitoring is lacking because most companies, they will say we are employing over 50% of our employees are female but, you find that that over 50%, the majority of those women are actually doing unskilled to semi skills"*

The participants also said that in their companies they are encouraged to voice out their issues fearlessly through different platforms/channels, such as escalations, to human resource or line manager as well as making anonymous call to the reporting line. The participants highlighted that they never get feedback on the issues that women report through the different channels and as a result they do not know if women issues are being taken seriously or the companies just put formal platforms/channels so that they can be seen to be doing something.

Participant 16 said: "I would say yes to an extent. Let me say that because they do offer these pick-up lines. You can report things and as to how effective they are once you have reported whatever issue you have reported I can't speak to because sometimes you have systems in place, but you find that the implementation of those systems is lacking".

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4.3.3 Self-Perception Theory

Self-perception theory was determining if women view themselves as less capable when compared to men and if they think that they deserve to be at the bottom. Most of the respondents said no and elaborated that they would like to move into better roles and to be given more responsibilities. They mentioned that they are stagnant and there are no channels created for them to move into senior roles.

Participants 7 said: "No, they look for other position like wanting to be operator or maybe operator wanting to be a supervisor."

Few participants said yes, they elaborated that due to women being submissive to their husbands at home they also take that to work and forget that a workplace is to be treated different from home. They say that women turn to accept anything that is given to them.

Participants 3 said: "Jaah women are like that. In South Africa or in this organisation jaah. I think it is the culture; it is the history of South Africa.

4.3.4 Career Planning for advancement

Career planning for advancement is analysing if men plan their careers better than females and if career planning is the responsibility of both the employer and employee. The participants respond was that both females and males are given opportunities to plan their careers in the organisations however, since women at some point in their career life they start to have babies then that delays their careers. They mentioned that it is easy for men to move around as most are decision makers in their homes. In addition, it was mentioned that it is easy for men to plan their careers because already there are role models of their gender occupying their next targeted roles.

Participant 4 said: "I just think it's on the guidance you get and the career advice your manager, the team and the company culture. All that affects your career path, and I don't think that men are better planners or women are worse."

Participant 13 said: “We plan our careers the same way. What I can tell you is that women have to work 10 times harder to move to the next roles. “

Participant 5 said: “Well, I think the company needs to create the jobs and you need to create yourself to be an applicant for that position.

4.3.5 Conclusion

Gender disparity exists in FMCG industry in South Africa. It is now becoming a norm that women are neglected for the roles that they qualify for as men are preferred candidates. Gender disparity does not sit well with women and the FMCG industry need to take a closer look into this and expedite solutions. Data relating to roles occupied by females in the organisation must be transparent and be shared across the organisation for everyone to see. In addition, organisations must be intentional about how they plan to resolve issues around gender disparity as especially appointing females at senior management roles. The top is still dominated by males in FMCG and thus makes it difficult for the women to climb up the ladder in corporate.at the top level. Organisations have policies in place and platform to report discrimination against women however, most of the times these issues are not even reported because employees are afraid to be victimised. Organisational culture should be inclusive and ensure that women are represented with the same number as men at all levels in the organisation. Women must be given opportunity to prove themselves. Also, for every opportunity that they are been given they should be mentorship available for them so that they fully understand the requirements pertaining to their senior roles. Organisations must ensure that the employment data and organograms are transparent. Also, employees must be assisted in planning for their next roles. Workshops must be held to educate both females and males on how to advance their careers. Career planning is the responsibility of both the employee and the employer according to the participants. Employees must demonstrate willingness and be available to develop themselves into the new roles. The employer must assist with funding for employee’s career development.

Chapter 5: Discussions on the findings

5.1 Introduction

This chapter describes the methodology and conclusions drawn from examining interview data gathered for a qualitative study. Specialists, Supervisors, Middle Managers, and Senior Managers are the four different respondent categories whose replies are included in the dataset. For every group, the answers to a set of questions were entered in the columns. The results have show that there are black women at the bottom of the FMCG organisational structures with relevant qualification, skills and the desire to move to senior roles. White females with qualifications are the most referred also after black males in the South African FMCG industry.

5.2. Gender Disparity

This research found that gender disparity was the second most significant factor contributing to the absence of women in senior roles within the South African Fast-Moving Consumer Goods (FMCG) industry. Gender disparity existed in companies due to several factors, including the lack of female role models in senior positions, male preference for their own gender in leadership roles, and the absence of effective structures to support the advancement of women's careers within organisations.

Diversity was not limited to gender, sexual orientation, education, ethnicity, religion, age, and disability. It also encompassed other factors such as income, work experience, and marital status (Ricee, 2021).

The industry remained male-dominated, with a notable lack of career development structures to support women in attaining top positions. Leadership continued to be concentrated among men, and this pattern persisted across organisations. Women faced discrimination even when they were qualified for senior management roles.

African women in middle management encountered several challenges. Some of these were unique to Black women, while others were like those experienced by white women. These challenges included gender disparity, racial discrimination, the demands of family life such as childbearing, career advancement pressures, the responsibility of enhancing worker productivity, reporting to upper management, and a range of other structural and societal factors (Bell, Denton, & Nkomo, 1993).

5.3 Organisational Culture

According to this research, organisational culture was identified as the fourth major contributing factor to the underrepresentation of women in senior management roles. Key issues included the failure of organisations to address employee complaints adequately, and the absence of structured platforms for junior employees to prepare for leadership roles. The study found that many organisations lacked a transparent and supportive culture that prioritised employee development, particularly for women.

Women were often not provided with safe and empowering spaces to voice their opinions without fear of discrimination or retaliation. Establishing a flexible, inclusive, and non-restrictive organisational culture was identified as a critical step for companies committed to supporting women in advancing to senior leadership positions. As noted by Mattis (2004), the persistent barriers women faced in the workplace had detrimental effects not only on individual careers but also on organisational performance and innovation.

Furthermore, organisations should be encouraged to cultivate cultures where women are taught that it is acceptable to challenge male counterparts in professional settings. The research revealed that some women hesitated to demonstrate their leadership abilities, skills, and knowledge due to fears of being perceived as disrespectful or confrontational (Eagly & Carli, 2007; Ely, Ibarra, & Kolb, 2011). This hesitation was often rooted in longstanding gender norms and implicit biases embedded in organisational cultures.

Cultural change leadership was recognised as particularly challenging, as it required addressing deeply held assumptions and values within the organisation. Schein (1992) emphasised that true cultural transformation demanded leaders to engage with the underlying cultural layers and manage the anxieties associated with these shifts. Without intentional and sustained efforts to reform organisational culture, the barriers limiting women's advancement in the workplace were likely to persist (Ibarra, Ely, & Kolb, 2013).

5.4 Self-Perception Theory

Most women expressed a strong desire to advance into senior management roles. It was considered a flawed assumption for leaders to believe that women lacked ambition simply because they had children. Despite their responsibilities at home, many women aspired to earn higher salaries and take on greater responsibilities in the workplace. The study highlighted that stereotypes such as the belief that women were not suited for technical fields needed to be actively challenged and eliminated.

Women required access to opportunities, mentorship, and guidance to effectively plan and pursue their careers. According to Haring-Hindore (1987) and Linehan and Scullion (2008), mentoring-networking referred to interactions between two or more colleagues, in which each participant alternated between the roles of mentor and mentee. While this form of mentorship was more accessible to a broad range of women, it was noted to result in slower career progression when compared to traditional mentorship models (Haring-Hindore, 1987).

The findings of the study indicated that most participants believed South African women were ready to take on new challenges and should be provided with opportunities to lead. This view aligned with the research by Bonebright et al. (2012), who found that creating safe spaces for women to explore leadership and engage in dialogue with other women fostered the development of self-confidence.

5.5 Career planning for advancement

The findings of this research indicated that career advancement and planning were shared responsibilities between employers and employees. Both parties needed to play an active role in facilitating career growth. All participants emphasized that this aspect was crucial and should have been taken seriously by organisations. One of the significant factors contributing to the underrepresentation of women in senior management roles was the lack of structured support in developing meaningful career plans for women. These plans needed to be flexible enough to accommodate life stages, including periods when women intended to start families. Employers were expected to be supportive and empathetic, creating environments in which women could discuss such intentions without fear of judgement or career penalties.

Employees required guidance on how to strategically plan their careers, while organisations were encouraged to be intentional in identifying and nurturing female talent. Women who demonstrated leadership potential and a desire to progress up the career ladder should have been provided with clear pathways to senior roles. Organisational commitment was essential to breaking down barriers and fostering inclusive career development practices (Ragins & Cotton, 1999; Catalyst, 2004).

Furthermore, women needed to be empowered to develop peer support networks, with organisational backing, to foster mutual encouragement and shared learning. In several organisations, women had already taken the initiative to create such networks, providing platforms for female employees to support one another, share experiences, and exchange knowledge relevant to career development (Crampton & Mishra, 1999; Ibarra, 1993). These internal networks were found to be effective in building confidence, expanding professional visibility, and promoting a culture of collaboration among women.

5.6 Chapter Summary

The summarised findings from this chapter indicated that addressing gender disparity, organisational culture, self-perception theory, and career planning for advancement could contribute significantly to transforming employment practices within organisations. Gender disparity required focused attention, as it reinforced negative organisational cultures by perpetuating the dominance of men in positions of power. The research demonstrated that women were equally interested in leading organisations and, therefore, should have been provided with the same platforms, opportunities, and support as their male counterparts. Furthermore, career advancement planning within the Fast-Moving Consumer Goods (FMCG) sector needed to be equitable, ensuring that both women and men regardless of their social background were afforded fair and inclusive opportunities for professional growth.

Chapter 6: Conclusion and Recommendations

6.1 Conclusion

The determination of factors contributing to absence of women in higher positions in the South African FMCG industry was the main objective for this research project. During the interviews it was found that women are indeed still holding junior positions, and the top is male dominated. Women are not pleased to be at the bottom ladder, and they have the desire to move to the senior managerial roles. As we investigated four categories, gender disparity, organisational culture, self-perception theory and career planning for advancement they all showed that females have passion like men. In addition, the interview participants feedback was that there is nothing extraordinary that men are doing however, they have the advantage that the top is occupied by their gender. Women work more harder than men for them to be recognised for senior roles in the organisation. Although most females are affected by this, the sampled participants also showed that white females occupy the managerial roles faster than the women of colour. As it was also discovered that more females the shopfloor positions, then companies should also make it a point to mentor and coach these women into senior

management roles. FMCG Organisations in South Africa need to pay attention to this issue and apply the solutions recommended in this research study. It was also noted that due to the history of women being caregivers in the households, this has contributed to less recognition for women. FMCG organisations should be intentional about working with women to reach attain their goals of being in senior managerial roles.

The following are the main causes of the lack of women in top management positions in the FMCG sector:

1.Social Perceptions and Stereotypes: Prejudices against women in leadership posts are frequently a result of ingrained cultural views regarding traditional gender roles. These preconceived notions have the potential to erode women's power and impede their professional advancement.

2. Absence of Mentoring and Networking Opportunities: When compared to their male colleagues, women often have fewer opportunities for professional networks and mentorship. This discrepancy may limit them access to crucial career counselling and possibilities for growth.

3.Masculine Corporate Cultures: A lot of businesses continue to uphold cultures that prioritize stereotypically masculine characteristics and leadership philosophies, which can cause women to feel excluded and undervalued.

4.Work-Life Harmony Obstacles: Women frequently encounter more difficulties juggling work commitments with personal and family duties. They might have a harder time getting and keeping senior leadership roles because of family dynamics as they are likely to be primary caregivers.

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6.2 Recommendations

Gender disparity in FMCG industry must be addressed and there should be policies and rules that address the underrepresentation of women at senior management roles. This must be monitored and results about promotions and new hires should be transparent to everyone in the organisation.

Promotion of women into senior managerial roles must form part of the organisational culture. There should be a balance of 50/50 for both gender representation in the senior management roles. Organisations need to share monthly data on how many women occupy positions in the organisations. This should also be accompanied by how they are going to close gaps in the areas where females are still underrepresented. Organisational culture must support women who have started a family. Women need to be given support and also be recognised for growth and career development.

Women have indicated that they are capable to lead. Organisations should normalise conducting surveys around these certain issues to hear the voice of women. A few participants have indicated that some of women would not want to challenge the status quo, as they were taught to respect men in their homes. A recommendation for employees is that in their homes they should treat boys and girls equally so that when they reach the workplace, they should know that it is fine to challenge men on certain issues in the workplace.

Women must be assisted to plan their careers. If roles are too technical, they should be offered mentoring and be assessed for readiness.

6.3 Future Research

As the interview process went on, it became clear that some areas required attention. Women have passion to be considered at senior managerial roles in the FMCG industry. Future research should include the following topics to eradicate the factors that permits males to dominate in managerial positions in this industry.

1. Culture in South African homes vs workplace: Culture of how females and males are being raised in the South African homes versus how they conduct themselves in the workplace.

2. The other aspect will be to look at why are males more comfortable to hire their gender at the top positions as opposed to women. In this research we have discovered that women plan their careers, and they are interested to hold senior position however why is it that men do not give them and equal opportunity to sit with them at the top.

3. To get a broader view on this topic of women underrepresentation in the organisations future research should also look at other industries such as mining, Construction as well as oil and gas.

4. The number of females who choose to follow the science, technology, engineering and mathematics (STEM) stream in secondary education.
   Cultural perspectives on science and gender. According to Ceci et al. (2009), sociocultural factors are likely more responsible for women's underrepresentation in mathematics than biological ones.

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6.3 Limitations

The interviews were only conducted with women that work in the FMCG industry. The participants were only senior managers, middle managers, supervisors and plant specialists. The participants were requested to participate in the interviews around end of the year and the researcher could only do sixteen (16) interviews as intended.

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Appendix A: Organisational Action plan

Goal 1: Gender Disparity - Organisations to ensure that there is a good balance of male and women representation at senior management roles

Action Steps	Feedback	Timelines	Resource needed	Evaluation
Examine Promotion Procedures and implement a process to employ more women in management roles	Share monthly data with the employees on number of females occupying senior management roles vs. male counterparts	Ongoing	Human Resource, Hiring managers and Employees	Frequent audits of recruiting and promotion procedures can reveal
• Develop Training Programs: Employers ought to require all staff members to attend	Share training documents with the teams.	Ongoing	Human Resource Hiring managers and Employees	Written tests to examine understanding after the training

Goal 2: Self - Perception Theory - Organisations to ensure that there are policies around work life balance and family responsibilities to accommodate females.

Action Steps	Feedback	Timelines	Resource needed	Evaluation
Provide Flexible Work Arrangements for certain position especially those that have just returned from maternity leave.	Revisit the policy every year and ensure that all departmental managers implement this.	Ongoing (after maternity leave)	Human Resource Hiring managers and Female Employees	Evaluation form to be filled by women who were on maternity leave to check if they were well supported.

Goal 3: Organisational Culture - Organisations to ensure that the culture is inclusive, and females are remunerated accordingly.

Action Steps	Feedback	Timelines	Resource needed	Evaluation
Implement Diversity and Inclusion Initiatives:	Implement anonymous call numbers for employees to report matters of biasness	Ongoing	Human Resource,	Surveys to check if women feel included in the organisation.
Gender salary Gap: salary discrepancies in FMCG jobs, which hinder their advancement to executive positions.	Organisations to be transparent about salary brackets for each level.	Ongoing	Human Resource	Frequent audits to check if female employees are being remunerated fairly

Goal 4: Career Planning for advancement- Organisations to ensure that there is a good balance of male and women representation at senior management roles

Action Steps	Feedback	Timelines	Resource needed	Evaluation
Education and capability Training:	Share training Courses and bursaries to assist the employees to further their studies.	Annually	Human Resource	Check trained employees against the plan to monitor progress

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Appendix B. Interview Guide

Introduction

Good (Morning, Afternoon, Evening),

My name is Thipaihlo Portia Ntamane and this interview will be conducted by myself to gather information for the study of factors contributing to the absence of women in higher positions. I believe that having you participate in this interview will help the study and provide some context for the underrepresentation. This interview will be treated as confidential, and all your personal details will not be disclosed on the report if it is well with you.

I'll start the interview at this point.

Demographics

i) What is your age group?

(25 – 30yrs) ☐, (31 – 40yrs) ☐, (41 – 50yrs), ☐ or (51yrs and above) ☐

ii) What is your race?

Black ☐, white ☐, Indian ☐, coloured ☐ or other ☐

iii) What is you highest level of education?

Diploma ☐, Degree ☐, Honours ☐, Masters ☐, or PHD

1. What is your job title or position right now, and how long have you held it?

2. What was the length of your journey to obtain that title or position?

3. What challenges did you face along the way?

Gender Disparity

4. Have you ever felt left out of opportunities that you qualified for and was given to a male?

5. Do you think that males are more preferred for positions in the workplace than females? If so, why?

6. Do you think there's a way to stop gender inequality at work? If so, in what way?

Organisational Culture

7.Does the culture of the organisation that you work for, allow women to grow into senior positions?

8.As part of your company culture, are women encouraged to speak up if they notice issues of gender stereotype or disparity?

Self-Perception Theory

9.Do you think that women view themselves as less capable when compared to males in the workplace?

10.Do you think that women view themselves as deserving parties for lower positions in the workplace?

Career Planning for advancement

11.Do men plan their careers better than females in the workplace?

12.Is career planning for advancement the responsibility of both the employer and employee? If not, why?

13. Are there any more ideas or thoughts you would like to express?

Final Thought:

The interview has come to an end, and I would want to personally thank you for your time and effort in this research.

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APPENDIX C: Ethics Clearance Certificate

Graduate School of Business Administration
University of the Witwatersrand, Johannesburg

Wits Business School

Wits Business School Ethics Committee
Constituted under the University Human Research Ethics Committee (Non-Medical)

Ethics Clearance Certificate

Ethics protocol number: WBS/BA1667991/173
This certificate is only valid with a legitimate ethics protocol number and signed by the Researcher (below).

Project title	Factors contributing to the absence of women in senior management roles in the South African FMCG industry.
Investigator / Researcher	Mrs Thipaihlo Ntamane
Nature of Project	MBA (Research Article)
Decision of the Committee	Approved, provided stakeholders and participants are guaranteed anonymity and confidentiality.
Issue Date of Certificate	14/08/2024
Expiry date	Date of submission of the project / research report
Chairperson	Dr Ayanda Magida ☎ +27 11 717 3953 ✉ ayanda.magida@wits.ac.za

Declaration by Researcher

One copy must be signed by the Researcher and returned to the Chairperson of the Wits Business School Ethics Committee.

I fully understand the conditions under which I am authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I undertake to resubmit the protocol to the Committee.

T.P Ntamane
Signature

14 August 2024
Date: