

https://dspace.org/

Factors Restraining Women in the South African Public Sector from Breaking through the ‘Glass Ceiling’

Nomtshongwana, Anele Zandile

2012-01-20
http://hdl.handle.net/10539/11130

Downloaded from a DSpace repository. https://dspace.org/

Factors Restraining Women in the South African Public Sector from Breaking through the 'Glass Ceiling'

Anele Zandile Nomtshongwana

Student number: 0213465H

Contact Number: 0716099398

A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration

Johannesburg, 2010

ABSTRACT

Historically, South African society and the workplace have been characterised by a patriarchal culture which saw women not being afforded equal status as men in the home and in the workplace. With the introduction of the Constitution of the Republic of South Africa which advocates equality for all citizens, and the subsequent legislation aimed at empowering women in all spheres of life, it is important to ascertain whether women still experience challenges in their workplaces that pose a threat to their career success.

Literature suggests that an artificial barrier, the glass ceiling, persists in organisations across industries internationally. It is created by two types of barriers, namely externally and internally driven factors.

Structured one-on-one interviews were conducted with a stratified sample of 6 black and 6 white women who are employed in various levels of management in the South African public sector.

Although it is evident that public sector organisations are making concerted efforts to empowering women, the onus remains with women who need to have the confidence and the drive to seize the opportunities afforded to them.

However, the journey of women to the highest echelons of the public sector will not be without challenges posed by the patriarchal attitudes of male colleagues who might want to exclude them from their networks or might still see them fit for certain types of jobs and spouses or partners who will not share in family responsibilities and assist career women to be able to achieve a balance in their lives.

In spite of the challenges that women face that might attempt to limit their career growth, in order to succeed, they need to take proactive steps and devise their own strategies for growth.

DECLARATION

I, Anele Zandile Nomtshongwana, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Signed at ……

On the …….. day of ……. 2010

DEDICATION

"We women of South Africa, wives and mothers, working women and housewives, African, Indians, European and Coloured, hereby declare our aim of striving for the removal of all laws, regulations, conventions and *customs that discriminate against us as women, and that deprive us in any way of our inherent right to the advantages, responsibilities and opportunities that society offers to any one section of the population."*

Freedom Charter 1954

I dedicate this paper to my late Grandmother, the strongest woman I have ever known, who has inspired me to be the best I can be.

To my boys - my husband, Ngcali and my baby boy, Qhamani.

To all the women:

Women are one of Africa's greatest assets. To many of us, this is self-evident. But they are an asset too often taken for granted. This is not only unjust, but deeply damaging for the continent's prospects. For Africa's political, social and economic health and progress depends above all upon the empowerment of her women. (Machel 2009)

ACKNOWLEDGEMENTS

- Viveka Christierson for supervising this research.
- My respondents, for taking time off their busy schedules to assist me.
- My family and friends for their support and putting me under pressure to complete this paper.

TABLE OF CONTENTS

ABSTRACT ..... **I**

DECLARATION ..... **II**

DEDICATION ..... **III**

ACKNOWLEDGEMENTS ..... **IV**

LIST OF TABLES ..... **IX**

CHAPTER 1: INTRODUCTION **1**

1.1 PURPOSE OF THE STUDY 1

1.2 CONTEXT OF THE STUDY 1

1.2.1 POLITICAL EMANCIPATION OF WOMEN 2

1.2.2 EMANCIPATION OF WOMEN IN THE HOME 4

1.2.3 EMANCIPATION OF WOMEN IN THE WORKPLACE 5

1.2.4 THE LEGISLATIVE FRAMEWORK 6

1.3 PROBLEM STATEMENT 7

1.3.1 MAIN PROBLEM 7

1.3.2 SUB-PROBLEMS 7

1.4 SIGNIFICANCE OF THE STUDY 7

1.5 DELIMITATIONS OF THE STUDY 8

1.6 DEFINITION OF TERMS 8

1.7 ASSUMPTIONS 9

CHAPTER 2: LITERATURE REVIEW **10**

2.1. INTRODUCTION 10

2.2. DEFINITION OF TOPIC AND BACKGROUND DISCUSSION 10

2.2.1 SOUTH AFRICAN LABOUR MARKET STATISTICS 12

2.2.2 SOUTH AFRICAN GOVERNMENT LABOUR STATISTICS 14

2.2.3 WHAT ARE THE FACTORS CONTRIBUTING TO THE EXISTENCE OF THE GLASS CEILING? 18

2.3. INTERNALLY-DRIVEN FACTORS CONTRIBUTING TO THE CREATION OF THE GLASS CEILING 19

2.3.1 GENDER ROLE SOCIALISATION 20

2.3.2 FAMILY-RELATED BARRIERS 25

2.3.2 LEVEL OF EDUCATION OR QUALIFICATIONS 31

2.3.3 AGE 33

2.3.4 PROPOSITION 1 34

2.4. EXTERNAL FACTORS CONTRIBUTING TO THE CREATION OF THE GLASS CEILING 34

2.4.1 ORGANISATIONAL MANAGEMENT SYSTEMS 34

2.4.2 Power dynamics and culture 36
2.4.3 Networking and mentoring 37
2.4.4 Proposition 2 41
2.5. Conclusion of Literature Review 41
2.5.1 Proposition 1 41
2.5.2 Proposition 2 42

CHAPTER 3: RESEARCH METHODOLOGY 43

3.1 Research methodology /paradigm 43
3.2 Research Design 43
3.3 Population and sample 44
3.3.1 Population 44
3.3.2 Sample and sampling method 45
3.4 The research instrument 47
3.5 Procedure for data collection 47
3.6 Data analysis and interpretation 48
3.7 Validity and reliability 49
3.7.1 External validity 49
3.7.2 Internal validity 49
3.7.3 Reliability 50
3.7.4 Attribution Theory 51

CHAPTER 4: PRESENTATION OF RESULTS 52

4.1 Introduction 52
4.2 Demographic profile of respondents 52
4.3 General Understanding of the Glass Ceiling Phenomenon 54
4.4 Results pertaining to Proposition 1: Internal Factors 57
4.4.1 Gender-Role Socialisation 57
4.4.2 Self-imposed glass ceiling 58
4.4.3 Family-work conflicts 60
4.4.4 Ranking of Internally-Driven Factors 61
4.4.5 Conclusion 62
4.5 Results Pertaining to Proposition 2: External Factors 62
4.5.1 Access to Networking and Mentoring Opportunities 62
4.5.2 Organisational management systems 65
4.5.3 Organisational Power Dynamics and Culture 65
4.5.4 Ranking of External Factors 67
4.5.5 Internally-driven strategies that women can adopt to improve their prospects in the workplace 68
4.6 Conclusion 69
4.7 Summary of the results 69

CHAPTER 5: DISCUSSION OF THE RESULTS 71

5.1 Introduction 71
5.2 Demographic profile of respondents 71

5.3 General Discussion of the Glass Ceiling Phenomenon 72
5.3.1 Existence of the glass ceiling 72
5.4 Discussion pertaining to Proposition 1 72
5.4.1 Gender-Role Socialisation 72
5.4.2 Self-imposed glass ceiling 73
5.4.3 Family-work conflicts 74
5.4.4 Level of education or qualifications 75
5.4.5 Age 75
5.4.6 Internally-driven strategies that women can adopt to improve their prospects in the workplace 76
5.5 Discussion pertaining to Proposition 2 77
5.5.1 Access to networking and mentoring opportunities 77
5.5.2 Organisational management systems 78
5.5.3 Organisational power dynamics and culture 78
5.5.4 Externally-driven strategies that organisations can adopt to assist women in their career development 79
5.6 Conclusion 80

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS 81

6.1 Introduction 81
6.2 Conclusions of the study 81
6.3 Recommendations 82
6.4 Suggestions for further research 83

REFERENCES 84

7 APPENDIX A: QUESTIONNAIRE 92

7.1 Section 1: Demographic Information 93
7.2 Section 2: General Understanding of the Glass Ceiling Phenomenon 94
7.3 Section 3: External Factors 95
7.4 Section 4: Internal Factors 97
7.5 Section 4: Solution 99

8 APPENDIX B: CONSISTENCY MATRIX 100

9 APPENDIX C: HISTORY OF EMANCIPATION OF WOMEN 102

10 APPENDIX D: RESULTS RELATED TO THE QUESTIONNAIRE 108

10.1 Interview Transcripts 108
10.1.1 Respondent 1 108
10.1.2 Respondent 2 114

10.1.3 RESPONDENT 3 118
10.1.4 RESPONDENT 4 123
10.1.5 RESPONDENT 5 127
10.1.6 RESPONDENT 6 133
10.1.7 RESPONDENT 7 138
10.1.8 RESPONDENT 8 143
10.1.9 RESPONDENT 9 147
10.1.10 RESPONDENT 10 151
10.1.11 RESPONDENT 11 156
10.1.12 RESPONDENT 12 160

LIST OF TABLES

Table 1: Level of Education by Gender (PCAS 2006a) 31

Table 2: Unemployment by Gender (PCAS 2006a) 32

Table 3: List of respondents 45

Table 4: Sample Stratification 46

Table 5: A World Chronology of the Recognition of Women's Rights to Vote and to Stand for Election (IPU 2009) 102

LIST OF FIGURES

Figure 1: Changes in Employment by Gender (Labour 2005b) 12

Figure 2: Male vs. Female Occupational Levels (DoL 2004) 13

Figure 3: BWASA Census Pyramid (BWSA 2010) 14

Figure 4: Definitions of Salary Levels in National, Provincial and Local Government Departments (Adapted from BWSA 2010) 15

Figure 5: Percentage of Women in Government based on Salary Levels (BWSA 2010) 15

Figure 6: Barriers to the Implementation of EE (DoL 2004) 17

Figure 7: Employment by Occupational Category for Large Employers in 2004 (PCAS 2006a) 23

Figure 8: Barriers to Employment Equity: Identified Policies and Practices (Labour 2005a) 35

Figure 9: Respondent Age by Level of Management 53

Figure 10: Respondent Age by Race 53

Figure 11: Ranking of the Internally-Driven Factors 61

Figure 12: Ranking of Externally-Driven Factors 67

CHAPTER 1: INTRODUCTION

1.1 Purpose of the study

Literature suggests that there is a glass ceiling prevalent in organisations internationally and a number of studies have been conducted to attempt to understand where they emanate from. These studies have focused primarily on the private sector, but the public sector has not received much attention. As the public and private sectors differ in terms of the organisational policies and practices, organisational cultures and other factors that might affect women's experiences in the workplace, it is imperative that this sector be analysed separately.

The purpose of this study is thus to understand the underlying drivers of the low representation of women in entry-level, middle, senior and executive management positions in South African public sector organisations.

Through the literature review, it has been established that there are two distinct groups of factors inhibiting women from progressing their careers, namely those that are internally driven and those that are externally driven.

1.2 Context of the study

"Despite Constitutional guarantees underpinned by groundbreaking legislative provisions, and gains on the front of political representation, access to equality and justice, and freedom from discrimination remain a pipe dream for the majority of women…Patriarchal attitudes and prejudices are rife, demonstrated in certain cultural and religious practices which have a devastating impact on women's dignity, and enjoyment of rights to equality and non-discrimination" (Hicks 2010: 3).

1.2.1 Political Emancipation of Women

The Women's' Suffrage Movement's struggle to attain the right to vote in America began in the 1820's and was led by Fanny Wright, and other activists who were on a mission not only to gain voting rights, but also to fight for birth control and divorce laws that did not discriminate against women (Simkin 2009b). Her initial efforts did not yield much support and it was only in 1840 when Elizabeth Cady Stanton and Lucretia Mott resolved to hold a convention to advocate the rights of women.

In 1866, the American Equal Rights Association was established by Elizabeth Cady Stanton, Lucretia Mott and other activists the whose goal was to join the cause of sexual equality with that of racial equality. This association was, however, unsuccessful in gaining voting rights for Black Americans and Women. Between the 1820's and the early 20th century, many of such bodies were formed to fight this cause, however, it was only on the 21st May 1919, after a number of failed attempts that women in the United States were granted the right to vote (Simkin 2009b).

In Britain, one of the greatest activists for Women's rights was Emmeline Pankhurst (1858-1928), who, in 1903 founded the Women's Social and Political Union (WSPU), whose objective was to gain voting rights for women.

In 1917, Pankhurst and her daughter Christabel Pankhurst formed the Women's Party, which amongst other causes, supported equal pay for men and women who were performing similar tasks, equality of rights and opportunities in public service, and a system of maternity benefits (Simkin 2009a).

In Britain, women were granted the rights for which people such as Pankhurst had spent their lives fighting for, in 1928 when the Representation of the People (Equal Franchise) Act gave women over 21 years of age the right to vote (Smith 1998).

In South Africa, the struggle to gain women's rights was very much entwined with the struggle for equal rights for black people. South African women have played a significant role in politics and in fighting for the rights of black people and women from as early as 1912 when India persuaded black and Indian miners in Newcastle to strike for better wages and a year later, Coloured and Black women in the Free State protested against the pass laws. The first women's organisation (Bantu Women's League) was formed in 1918 by Charlotte Maxeke whose aim was to resist the pass laws (South African History Online 2008b).

In 1930, white women were given the right to vote while black women continued to be disempowered in that respect (IPU 2009).

In 1943, women were allowed membership into the African National Congress (ANC), and five years later, the ANC Women's League was formed. In 1955 an organisation of women, The Women's Defence of the Constitution League, popularly known as the Black Sash, was formed. It comprised of a small group of liberal white middle-class women who were predominantly English-speaking. The organisation demonstrated their opposition to government's discriminatory policies, working closely with organisations such as the Federation of South African Women (FEDSAW or FDSAW) which was formed in 1954. FEDSAW brought together women from various organisations to draw up a Women's Charter, undertaking to end laws supporting discrimination of any kind (South African History Online 2008b).

The celebrated Women's March of the 9th August 1956 marked a key milestone in Women's' quest for equality. On this day, FEDSAW led about 20 000 women in a march to the Union Buildings in Pretoria to hand over a petition against the carrying of passes by women to the then Prime Minister, J G Strijdom (South African History Online 2008d).

It was only in February 1990, after Nelson Mandela and other political prisoners were released from imprisonment and political organisations unbanned, did the political landscape begin to change. Mandela was elected as the first

democratic president of the country in 1994 and from then, one of the objectives of government has been to redress the imbalances that were inflicted on the majority by colonialism and apartheid. It was only in 1994, that black men and women were granted the right to vote (IPU 2009).

Table 5 (Appendix 1) shows the years when women were given rights to vote and to stand for political elections in countries across the world. It shows how South Africa fell behind many developing and developed countries in giving women these rights, particularly those of black women. This can be attributed to patriarchy apartheid and the vacuum that South Africa found itself in due to sanctions imposed by the rest of the world as a result of the apartheid system.

Other pieces of legislation were passed to ensure that women could participate on an equal footing to men on the political arena. These included the Electoral Act, 1998 (Act 73 of 1998) which calls for all registered political parties and their candidates to respect the rights of women and facilitate equal participation of women in political activities. Another act is the Local Government Municipal Structures Act, 1998 (Act 117 of 1998) which necessitates equal representation of women and men in political party lists and ward committees (RSA 2009).

1.2.2 Emancipation of Women in the Home

The discriminatory laws passed before and during the Afrikaner National Party's apartheid regime did not only discriminate against black people, but also prejudiced women and gave black women the status of minors, excluding them from rights regarding children, property and inheritance. In addition, South Africa's common law deprived white women of guardianship and various economic rights (South African History Online 2008a).

It was only after the introduction of the Constitution of the Republic of South Africa (RSA 1996), that women received formal recognition as equal citizens and were no longer under the social and legal control of their fathers or husbands (South African History Online 2008c). Subsequently, section 6 of the Recognition of Customary Marriages Act, 1998 gave women equal status in

their marriages, allowing them to buy and dispose of their assets and enter into contracts (RSA 1998b). In 2000, the Home Loan and Mortgage Disclosure Act, 2000 (Act 63 of 2000) was passed, encouraging financial institutions to provide women with credit to acquire housing (RSA 2009).

The limited rights of women in the home or as wives were not unique to South African women. In the early years of the United States, women's property was under control of their husbands, but as early as 1900, married women were legally granted control over their property in every State (Lewis 2009). This highlights the extent to which South Africa is so far behind many countries in the recognition of women as equal citizens.

"…even if you are working as a woman… I have to respect my husband he is the head of the household …" (Mdanda 2009).

Apart from the legal aspects of women empowerment in the home, the greatest challenge, as reflected by the above quotation, remains the attitude of men towards women and they want to enforce their power over women in the home, as they have lost this opportunity in the workplace (Mdanda 2009).

1.2.3 Emancipation of Women in the Workplace

Act 108 of 1996, the Constitution of the Republic of South Africa was formulated in 1996 which included the Bill of Rights and in turn legislation to govern employment practices in the workplace, such as the Employment Equity (EE) Act, 55 of 1988 and the Affirmative Action Act (RSA 1996). However, employment equity and affirmative action measures have not been regarded as strategic business issues, which has resulted in a lack of commitment to the process from management and the task has been delegated to HR practitioners (Thomas and Jain 2004). After the passing of the EE Act, the Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act 4 of 2000) was passed which also tackles issues of discrimination and addresses residual factors of the promotion of equality in the workplace. It covers

employees and issues not dealt with in the EE Act and other areas related to family matters (RSA 2009).

Even nowadays women and black women in particular, are still economically disadvantaged as they constitute a large portion of the unemployed in the country. They also tend to occupy the majority of the lower-paid jobs and they often earn less than men for the same tasks (South African History Online 2008a). These imbalances, which still exist in South Africa, are due to the patriarchal system which exists in many societies and governs relations between men and women and where men play the dominant role and women take a subordinate or second-class role (South African History Online 2008c).

1.2.4 The Legislative Framework

In Chapter 2, section 9 of The Constitution of the Republic of South Africa (RSA 1996), it is clearly stated that “everyone is equal before the law and... the state [or persons] 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...” (RSA 1996).

The Constitution also states that legislative measures must be put in place to prohibit unfair discrimination. This clause led to the establishment of the Employment Equity Act of 1998 whose purpose is to achieve equity in the workplace, by:

- Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and
- Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce (RSA 1998a).

The Act defines Affirmative Action measures that ensure that suitably qualified individuals from designated groups are afforded equal employment opportunities and are equitably represented in all functions and levels in the workplace.

Subsequently, the South African Government put in place various policies and laws and setting up institutions to oversee and manage the implementation of equity in the workplace such as the Gender Commission(RSA 2006).

1.3 Problem statement

1.3.1 Main problem

The purpose of the research is to identify the factors that contribute to the existence of the 'glass ceiling' which prohibits women's career advancement in the public sector in South Africa.

1.3.2 Sub-problems

The first sub-problem is to identify the internally-driven factors prohibiting women from cracking the glass ceiling in the public sector in South Africa.

The second sub-problem is to identify the externally-driven factors prohibiting women from cracking the glass ceiling in the public sector in South Africa.

1.4 Significance of the study

A number of studies have been conducted (Liff and Ward 2001b; Davidson and Burke 2004a; Li and Wearing 2004; Bowling, Kelleher, Jones and Wright 2006; Ismail and Ibrahim 2008) in order to understand the factors that make it difficult

for women to progress their careers. However, no evidence was found that any study has investigated these factors within the South African public service.

This study is significant in that it fills the gap where it is still currently unclear as to whether women are truly empowered or not in this sector of the economy.

The study will provide insight into women's perceptions about practices negatively affecting them in the workplace and provide guidance to the leadership and human resources practitioners in order for them to develop initiatives and map out strategies and plans for attracting and retaining women employees by creating gender sensitive and more 'female friendly' environments and organisational cultures.

In addition, the study will assist women in identifying the internal factors (those that they are in control of, or those that are inherent in their character) that prohibit them from advancing their careers, thus assisting them in planning their career growth.

1.5 Delimitations of the study

This study will be limited to public sector organisations including national, local and provincial departments and parastatals such as Eskom and Telkom. It will focus on women in junior, middle, senior and executive level positions.

1.6 Definition of terms

Public sector organisations refer to all institutions that are state-funded. The South African government system includes, but is not limited to the following (RSA 2007):

- National legislature (Parliament), which includes the National Assembly and the National Council of Provinces.

- Executive Authority (President, Cabinet and Deputy Ministers).
- Justice system including the National Prosecutions Authority and the courts.
- Thirty-seven National departments including the South African Revenue Services, the Independent Complaints Directorate and the National Intelligence Agency.
- State institutions supporting constitutional democracy such as the Electoral Commission, the National Youth Commission and the Truth and Reconciliation Commission.
- Provincial government in the nine provinces.
- Local government i.e. local municipalities.

Henceforth, all government, and other organisations in which the government is a primary stakeholder will be referred to as organs of state.

Woman or female managers will be used as an umbrella term to describe South African women of all races in entry-level, middle, senior and executive level positions.

Internal factors can be defined as those that are based on an individual's perceptions or those that are intrinsic to a person(Knowles and Elliott 1997).

External factors are those that are derived from something (a person or something) that is outside the affected person or that are derived from or are related to a country or institution (Knowles and Elliott 1997). For the purposes of this study, the main subject refers to the woman or women in question.

1.7 Assumptions

An assumption will be made that the female respondents that will be interviewed have experienced or are aware of challenges that exist in the workplace that prohibit women from breaking through the glass ceiling.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

In the subsequent section, a number of journal articles, books and various forms of other electronic and printed publications that cover the theory behind the research propositions presented will be reviewed. The scope of this research straddles across various organisational functions including human resources management, organisational development and design and strategy; hence numerous researchers and writers have approached this topic from various angles.

In addressing the research problems, an attempt will be made to identify the resonant factors that form barriers to the career advancement of women.

2.2. Definition of topic and background discussion

Researchers and writers agree that the glass ceiling can be defined as the barrier to women's career advancement that exists in organisations. This barrier is either real or is perceived to exist and is a result of the prejudice of both men and women about women (Virakul 2000). This phenomenon not only affects women, but also members of minorities (Knowles and Elliott 1997).

Maskell-Pretz and Hopkins (1997) define the glass ceiling as being created by those a phenomenon that limits individuals' career progress. They go on to say that such barriers may be tangible or intangible, actual or merely perceived by individuals (Maskell-Pretz and Hopkins 1997).

Human Resources practitioners and policy-makers have attempted to understand how they can create gender balances within organisations, and many researchers have looked into the topic and suggested manners in which these imbalances can be redressed (Ryan 2006). However, this glass ceiling

continues to exist and women are still vastly under-represented, especially in the highest echelons of organisations. This slow progression of women with talent, ambition and the required qualifications is negatively affecting women's' view of management and pursuing fulfilling careers (Burke and Vinnicombe 2005). Challenges faced by women include:

- Although they have the required credentials, women continue to face barriers in the advancement of their careers (Cotter, Hermsen, Ovadia and Vanneman 2001).
- As women's promotional prospects are restricted, they are discouraged from moving up the career ladder, which leads to there being a greater number of men at higher levels within organisations (Cotter et al. 2001).
- In as much as organisations are willing to pay high salaries for women, they are still reluctant to place them in positions where they can make important decisions (Cotter et al. 2001).

- The factor most widely researched in literature and which is thought to be the most significant barrier to the advancement of women's careers relates to the conflict between family and work experienced by many career women and the interruption in their career path brought about by childbearing(Maskell-Pretz and Hopkins 1997; Edwards, Robinson, Welchman and Woodall 1999; Liff and Ward 2001b; Wilson 2002; Burrows 2005).

- The EE Act (1998), states that the purpose of the Act is to achieve equity in the workplace, by:

- Promoting equal opportunity and fairness and;
- Implementing AA measures to redress the disadvantages in employment experienced by designated groups (Women, Africans, Indians, Coloureds) (RSA 1998a).

Although the EE Act (1998) has been in place for over 10 years in South Africa, women are still facing challenges in workplaces which remain white male dominated and this study seeks to determine what these challenges are and

what measures companies need to put in place to ensure that women are properly integrated into the workplace.

2.2.1 South African Labour Market Statistics

A report by the National Department of Labour (2005) shows that great advances have been made in increasing the feminisation of the labour force between 1995 and 2005 as shown in Figure 1

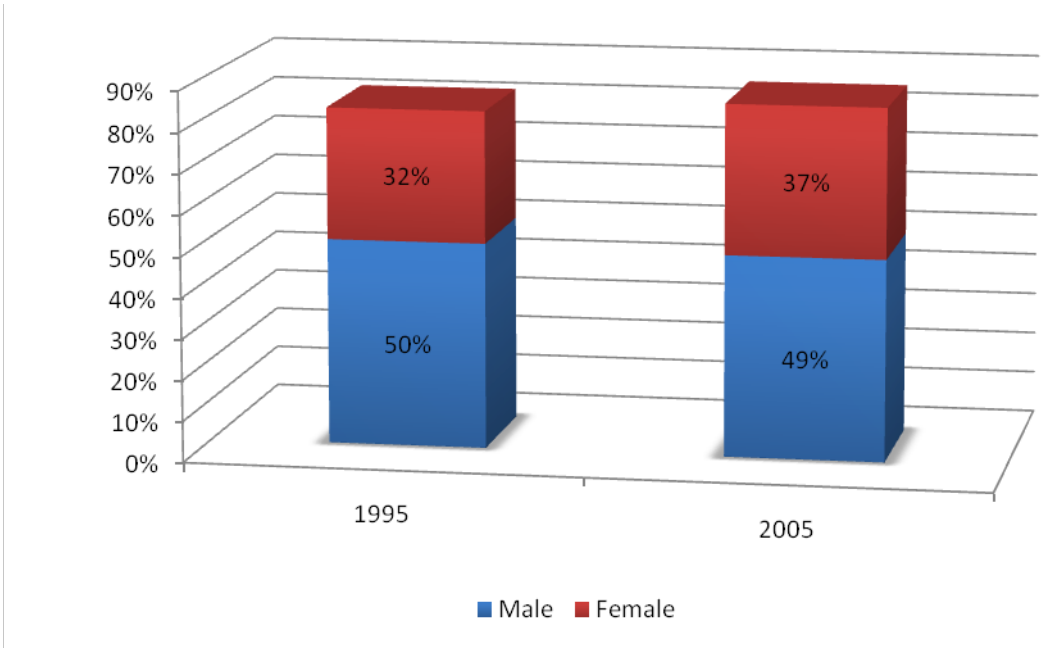


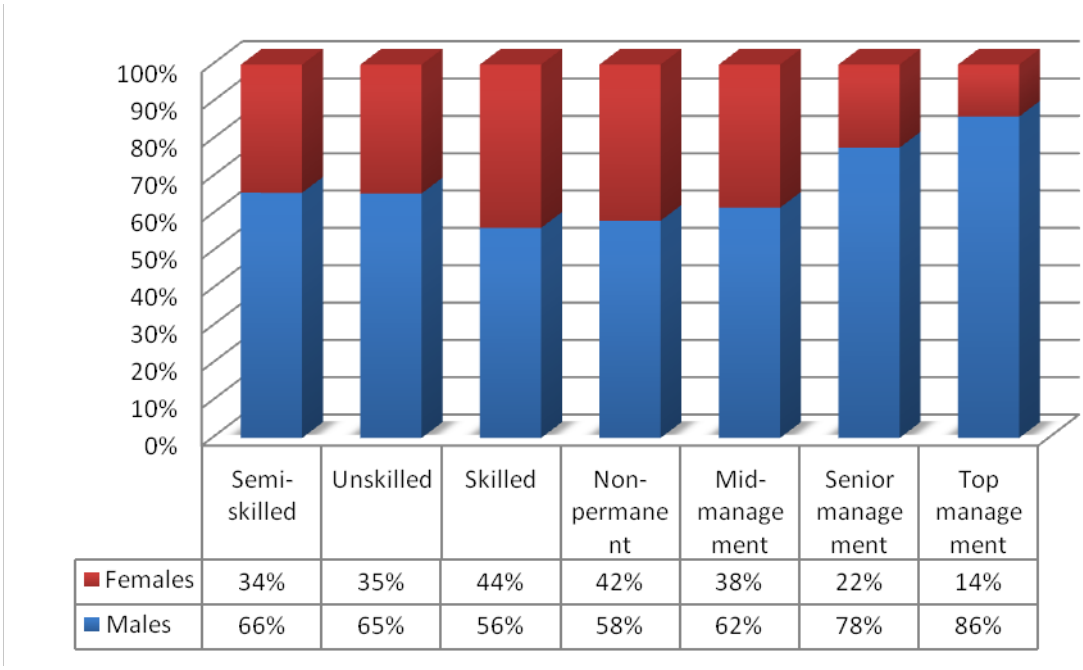
Figure 1: Changes in Employment by Gender (RSA 2005)

Between 1995 and 2005, the South African labour force increased by 24% from 11,505,000 to 14,302,000 (RSA 2005). As illustrated in Figure 1, the male portion of the labour force declined by 1%, while the female proportion increased by 5%(RSA 2005).

The Policy Co-ordination and Advisory Services (PCAS) also recognised a steady improvement in employment equity in South Africa, predominantly in the public sector where the representation of women showed an increase to 24% from a very low base, which was not specified. The improvements were,

however, much lower in the private sector (PCAS 2006a). Therefore, it is evident that female representation in the labour market is increasing, albeit at a slow pace. 70% of the South African public also felt that the national government was doing its job well and credits them for improving performance on implementing affirmative action and ending political violence (Markinor 2010).

Figure 2 adopted from the Employment Equity Report (DoL 2004) illustrates the difference between the employment of women versus men in occupational levels. It highlights the low representation of women across all occupational levels with a huge difference at senior and top management between men and women, again indicating the existence of the glass ceiling (DoL 2004).



	Semi-skilled	Unskilled	Skilled	Non-permanent	Mid-management	Senior management	Top management
Females	34%	35%	44%	42%	38%	22%	14%
Males	66%	65%	56%	58%	62%	78%	86%

Figure 2: Male vs. Female Occupational Levels (DoL 2004)

Using more recent data, the Business Women's Association of South Africa summarised the decreasing representation of women in South African organisations in a pyramid as is shown in Figure 3.

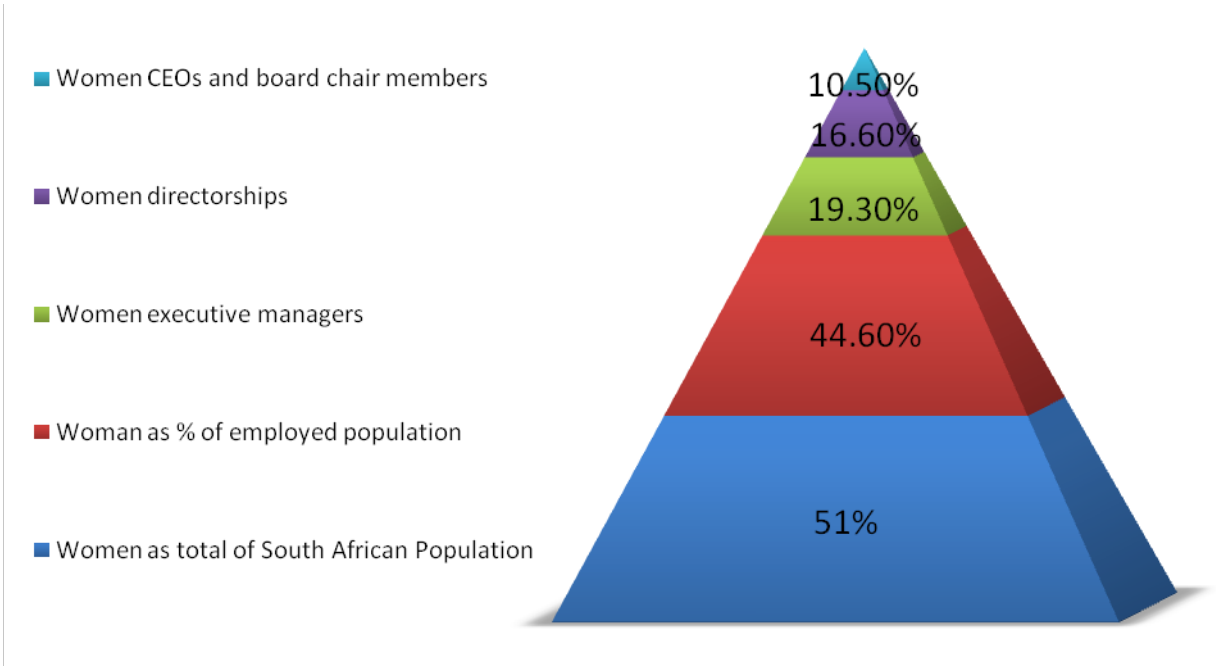


Figure 3: BWASA Census Pyramid (BWSA 2010)

2.2.2 South African Government Labour Statistics

The South African public service consists of the national, provincial and local government departments and parastatals. The salary levels or ranks differ between the mainstream government departs and parastatals. Figure 4 illustrates the levels in the national, provincial and local government departments.

Salary Level	Definition
Levels 1-2	Low skilled
Levels 3-5	Skilled
Levels 6-8	Highly skilled production / entry level management
Levels 9-12	Highly skilled supervision / middle management
Levels 13-16	Senior management
Other	Includes cleaners, messengers etc.
Defence	Use a different payroll system there have own salary levels

Figure 4: Definitions of Salary Levels in National, Provincial and Local Government Departments (Adapted from BWSA 2010)

Levels 6-12 (assistant directors and directors) are considered to be middle management positions, while levels 13-16 are senior management positions (directors to Ministers).

The research conducted by BWASA in 2010 found that there was a marginal increase of 0.3% in the number of women employed in the public service between 2009 and 2010 while the percentage of men declined (BWSA 2010). The labour force in Government is dominated by women (55.8%). However, only 35.3% of senior management members are women.

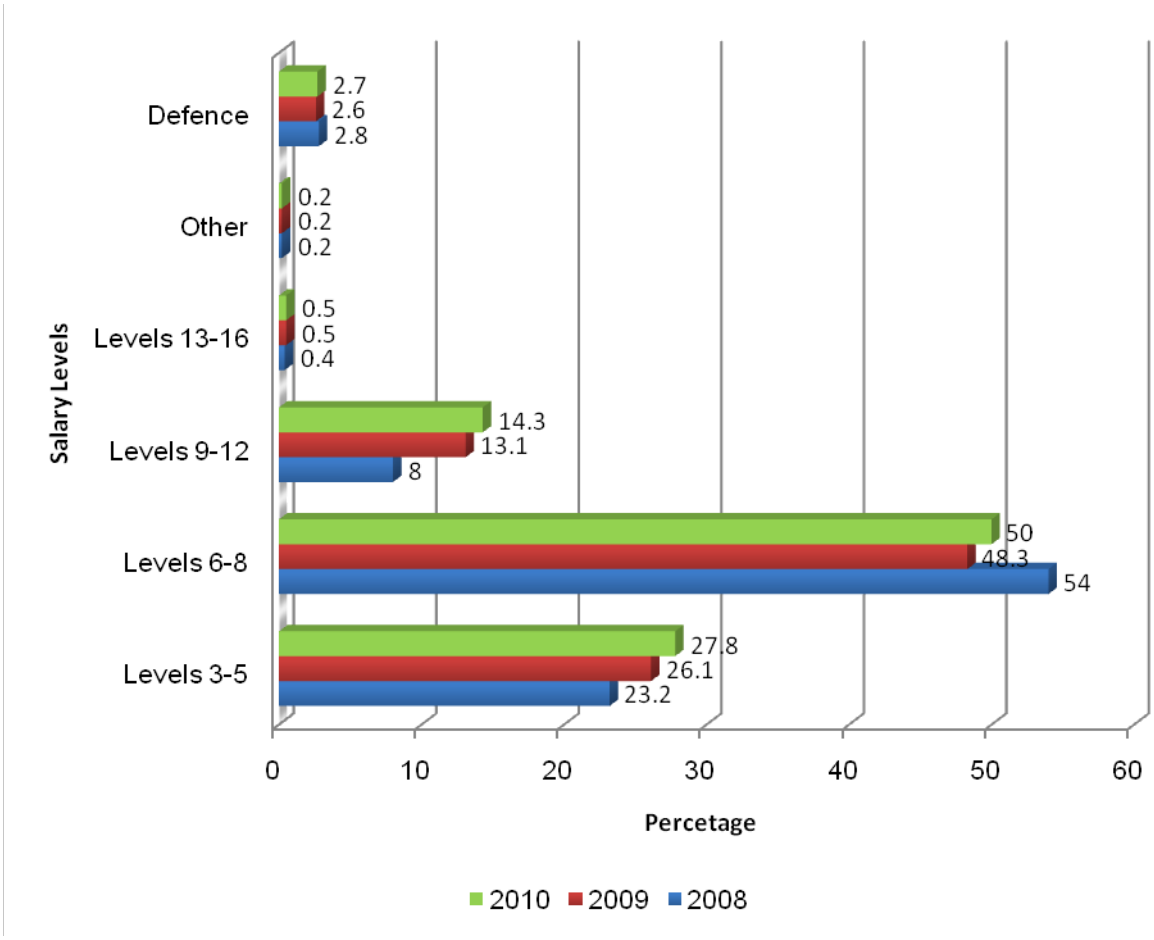


Figure 5: Percentage of Women in Government based on Salary Levels (BWSA 2010)

As is evident from Figure 5, there has not been any change in the percentage of women in levels 13-16 (senior management) between 2009 and 2010 while there has been an increase in the percentage of women in middle management level (BWSA 2010).

Similarly, in the civil service in the Philippines, women hold 58% of all positions, however, only 30% of the jobs in the executive level are held by women, while women dominate lower positions (Gust 2006). In a study conducted among federal employees in the USA, it was also found that although women and other minorities were well represented in the federal government, imbalances still existed in that these women were largely employed in lower level positions (Daley 1996). This trend was also found to be prevalent internationally in a study by the International Labour Organisation (ILO) (Wirth 2001).

Kalev, Dobbin and Kelly (2006) suggest that there are various reasons why companies adopt anti-discriminatory measures including window dressing in order to avoid penalties, and to improve staff morale and please shareholders. They suggest that management needs to look at making changes to the general organisational environment and initiating aggressive change management programs to address resistance to the changing face of modern organisations (Finnemore 1998; Kalev, Dobbin and Kelly 2006).

The Employment Equity Report (DoL 2004) identified the following barriers to the implementation of employment equity measures.

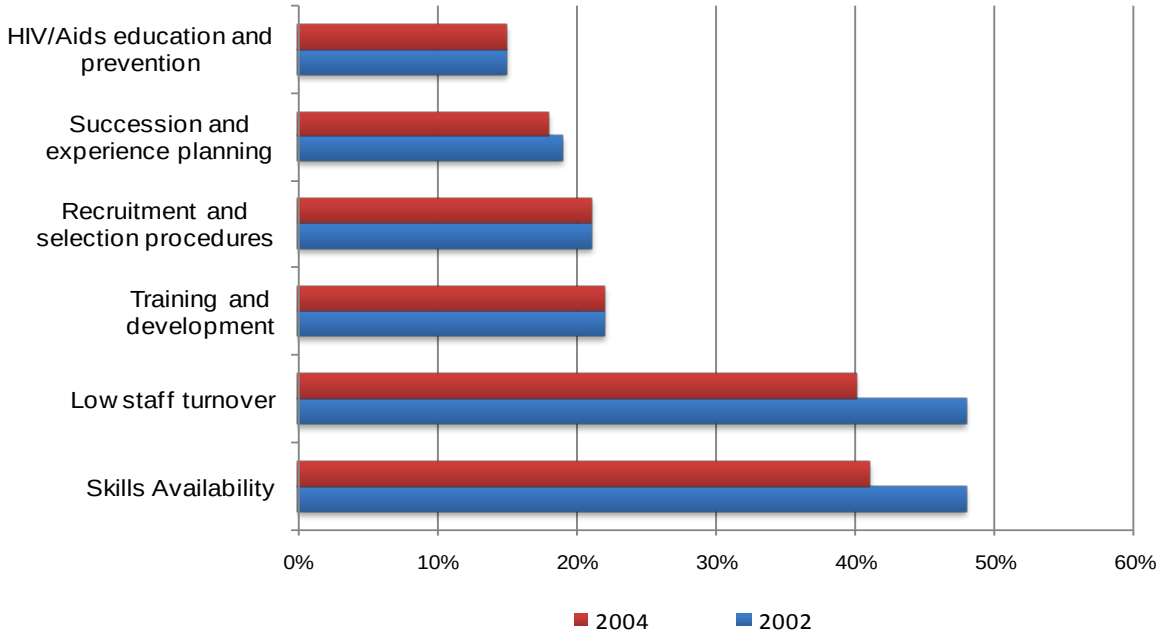


Figure 6: Barriers to the Implementation of EE (DoL 2004)

Figure 6 suggests that according to employers, the most significant barriers to the implementation of employment equity measures in South Africa is insufficient availability of skills and low staff turnover which means that not enough people are vacating positions thus affording new AA candidates appointment opportunities. This factor was also identified by Chelane (2006) as being responsible for slowing down the gold mining sector's ability to quickly change its gender demographics (Chelane 2006). The other factors including training and development, recruitment and selection procedures, succession and experience planning and HIV/AIDS education and prevention, although having less of an effect on the implementation of EE, are still significant in restricting the employment of the designated groups.

Therefore, in order for there to be significant improvements in the employment of people who were previously disadvantaged, including women, it is important for these people to gain the required skills, for improvement in training and development interventions and ensuring unbiased recruitment and selection procedures.

In the South African CEDAWU Report (2009), government departments raised the following issues as being some of the key challenges they faced with respect to improving the representation / gender mainstreaming of women in their organisations:

- Issues of organisational culture and ethos and the absence of an enabling environment;
- The lack of will to implement mainstreaming; and
- Monitoring and enforcement (RSA 2009).

This supports the literature which identifies organisation-related barriers to the advancement of women's careers (PCAS 2006a; Ismail and Ibrahim 2008).

The RSA (2006) identified that a lack of knowledge about the concept of gender mainstreaming and the importance of it in implementing employment equity within public organisations was one of the key barriers to the integration of women in the workplace (RSA 2006). They also found that there was a lack of specific programmes that recognise women as a separate interest group with specific interests and needs(RSA 2006).

2.2.3 What are the factors contributing to the existence of the glass ceiling?

Various authors have identified some possible factors affecting the women's career development which include both professional and psychological barriers (Wilson 2002; Bowling et al. 2006; Mathur-Helm 2006). The key underlying drivers leading to the existence of the glass ceiling have been identified as being prejudices, general societal attitudes and perceptions about women (Jackson 2001).

Literature suggests that factors that make it difficult for women to progress their careers fall into two broad categories namely internally-driven and externally driven factors. Although literature suggests that a broad spectrum of factors

exist, they can be categorised into those that are internally and externally-driven. The key ones that have been identified are:

- Internally-driven
    - Gender Role Socialisation.
    - Family-related barriers.
    - The self-imposed glass ceiling.
    - Age.
    - Level of Education.

- Externally-driven / organisational related barriers
    - Power and culture.
    - Organisational management systems.
    - Networking and mentoring.

Eleri Sampson (1990 as cited in Ehric 19940 has also linked the career success of women to the appearance and the manner in which they dress, however, Ehrich (1994) argues that dress is of little significance in its contribution the glass ceiling. As there is little literature to support the importance of dress and appearance on the glass ceiling, this factor will not be investigated

2.3. Internally-Driven Factors Contributing to the Creation of the Glass Ceiling

There are women who believe that each individual is in control of their own destiny, be they male or female and they saw the greatest drawback for women's career success was lack of drive to succeed (Rindfleish 2000). Other factors, that are intrinsic to women or are based on choices they make which are driven by the circumstances they find themselves in, can affect their careers (Dolan 2005; Metz 2005). Brown and Ralph (1996) in studying the Education

Sector in Uganda, identifying internal factors such as low self-esteem, lack of motivation and aspiration resulting from socialisation and sex stereotypes that formed obstacles for women.

2.3.1 Gender Role Socialisation

Gender roles are defined as those norms that dictate the behaviours that are generally considered to be appropriate for each sex (Burn, 1996 and sited in Kilroe 2009).

“Women- and-men, do not leave their gender role socialisation at the door when coming to work” (Wrigley 2002).

A number of researches support the above statement which suggests that not only are women viewed differently by men in the workplace based on the way society has defined their roles, but they themselves have internalised these traditional roles, which determines the careers that they choose to pursue (Crampton and Mishra 1999; Liff and Ward 2001b; Wirth 2001; Wilson 2002).

The cultural and social beliefs that define jobs according to gender translate into segregation in the workplace, although the extent of this varies from country to country (Wirth 2001; Wrigley 2002). Apart from in the home, children begin to learn about gender socialisation at schools where high level positions such as that of principal are largely held by men and the less powerful ones such as secretaries are held by women. In addition, the literature studied in schools also portrays men and women in typical gender roles (Kilroe 2009).

An ILO study found that women internationally were concentrated in nursing and teaching (Mathur-Helm 2006) and they limit their scope by following ‘specialist’ careers such as Marketing, Human Resources and not very ‘technical’ careers such as engineering, IT, etc,, and general management careers (Wrigley 2002; Mathur-Helm 2006). When investigating the reasons for

low representation of women in the gold mining sector in South Africa, Chelane (2006) discovered that one of the key challenges that women faced in this sector was the lack of experience which resulted from the gender discrimination of the colonial and apartheid eras where women were only permitted to work as nurses and teachers (Chelane 2006).

In the Metropolitan District Council in Yorkshire, UK, female managers were also concentrated in the "caring" departments such as social services (Veale and Gold 1998). In the study by Bowling et al. (2006), the authors found evidence that women constituted very small percentages of top management positions in departments dealing with fiscal, natural resources, environmental and energy, criminal justice and transportation matters. This phenomenon is defined as horizontal occupational segregation (Wirth 2001).

Similarly, in a paper entitled "Equity at Work: Philippines" (Gust 2006), it was found that women account for the highest university enrolments in courses related to education (77.6%) and health (75.2%), but account for a low share in law (17.6%) and engineering (19.5 %) (Gust 2006). This is due to the fact that the 'traditional' female-type jobs are those that require people who exhibit nurturing, and expressive qualities (Wilson 2002). Similarly, White *et al*. (1997) also found that in the UK, most successful women chose careers in traditionally female fields.

In interviews with women in top management positions in the South African banking industry, Mathur-Helm (2006) found that the skills required to make it to the top in that field are mathematical, financial and legal, which are areas that are not traditionally entered into by women. However, even when qualified women are recruited in the typically male fields, they are often placed in positions requiring lower levels of skills ("non-strategic" jobs) and offering less remuneration and face challenges such as isolation, limited access to mentoring and female role models, and sexual harassment (Wirth 2001).

On the contrary, it was found that the glass ceiling continues to exist in public relations and communications management in the United States of America

even though these fields have been categorised as feminine (Wrigley 2002). The RSA (2006) found that in some government departments in South Africa, which were deemed to be more male-dominated, such as the Departments of Public Works, Transport and Safety and Liaison, the female representation in senior management positions has grown significantly(RSA 2006). On the other hand, those that are traditionally deemed to be more 'female' such as Health and Education have fewer female senior managers than expected.

Dolan (2005) raises the point that as women often enter the workplace as secretaries, they fail to move away from activities such as typing of reports and filing data instead of focusing on strategic issues. A mind-set change, where they no longer see themselves in secretarial roles, is therefore required (Dolan 2005). This finding is supported by the findings of the PCAS (2006) study which also identified the dominance of women in clerical positions as shown in Figure 7.

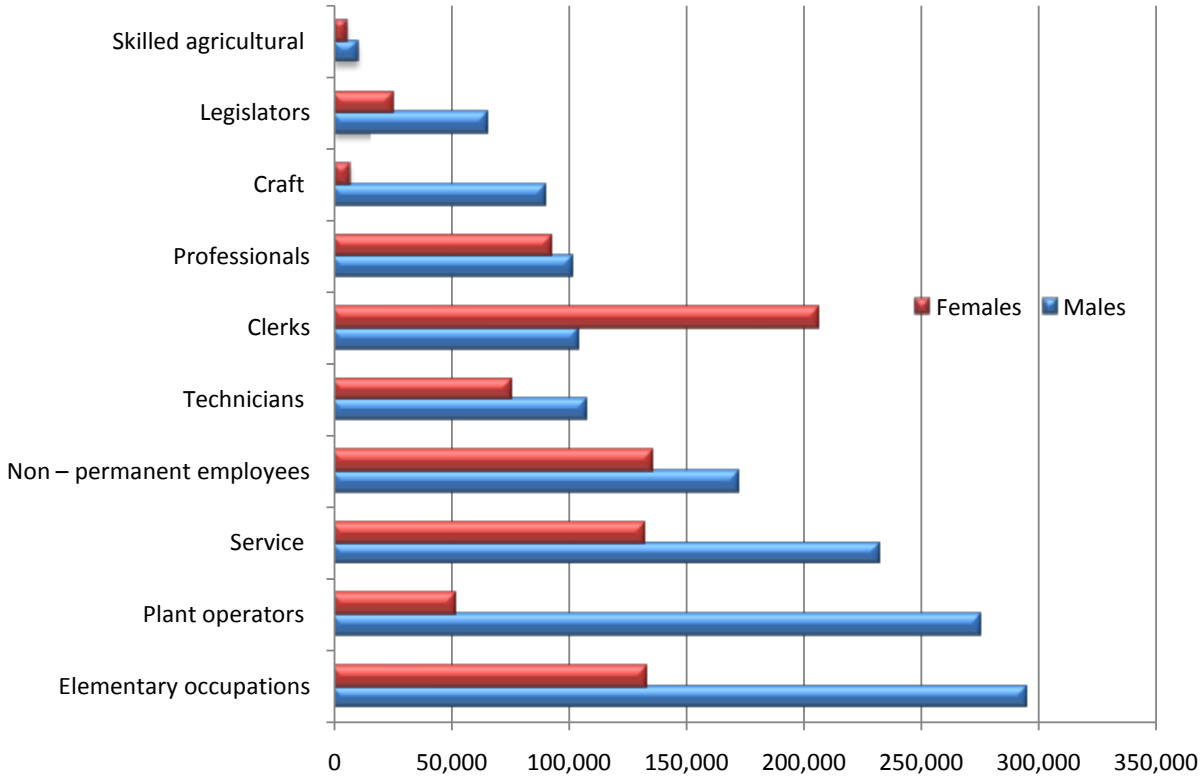


Figure 7: Employment by Occupational Category for Large Employers in 2004 (PCAS 2006a)

A study conducted in South Africa by the Commission for Employment Equity (2008) found that females constituted a greater proportion of support functions (46%) as opposed to core operational functions where women hold 36% of the positions (RSA 2008).

As a result of the gender-role socialisation, and the traditional division of labour in homes, women, more than men, are faced with the responsibilities of family life which make them unable or makes it difficult for them to apply for or remain in managerial jobs requiring them to work extended hours under a great deal of pressure. Managerial work remains based on the stereotypical model of full-time male with unlimited commitment to his employer (Edwards et al. 1999; Burrows 2005). In an effort to move up the career ladder, career women often face burnout due to physical or emotional stress as a result of the multiple demands of work, responsibilities at home and lack of time for themselves

(Gust 2006). All the pressures that women have to contend with in the workplace and home, may curb their ambitions to further their careers and they may opt to rather assume their roles at home on a full-time basis (Onsongo 2007).

Efforts have been made by the South African government and civil society to change societal beliefs and attitudes towards gender. This has been done through the initiatives such as the establishment of Non-Governmental Organisations such as the Sonke Gender Justice which is involved in the men's movement for gender equality (RSA 2009). The 16 Days of Activism Campaign Against Violence Against Women and Children is another example of programs aimed at changing stereotypes and raising awareness through the media and events (RSA 2009).

In addition, government has embarked on programs such as the Techno Girls program and the initiative of the Department of Science and Technology where it established the National Advisory Council which has a Science, Engineering and Technology for Women Sub-committee. This committee advises the Minister of Science and Technology on issues relating to women within the science and technology environment in an effort to create an interest amongst women to enter into this field (RSA 2009).

Closely related to the gender-role socialisation are women's educational levels. A number of authors have cited lack of education as one of the major barriers to women realising their ideal careers (Brown and Ralph 1996; Davidson and Burke 2004b; Ismail and Ibrahim 2008).

A study of national socio-economic trends in South Africa, highlighted that addressing the educational gap between races and genders is imperative, as education is a catalyst to accessing employment (PCAS 2006b). Mathur-Helm (2006) also states that some women in her study ascribe the glass ceiling to their own inadequacies, especially their educational qualifications (Mathur-Helm 2006).

Lack of physical strength makes women to be viewed as undesirable for certain occupations (Sinkford, Valachovic and Harrison 2003). This is an example of what is referred to as the glass wall, which restricts women's access to certain occupations (Miller, Kerr and Reid 1999).

2.3.2 Family-related barriers

The conflict that women experience between their roles as homemakers and their professional roles is evidently the most common barrier women across the world face in advancing their careers (Maskell-Pretz and Hopkins 1997; Liff and Ward 2001b; Burrows 2005; Onsongo 2007). In Simpson and Altman's (2003) study, a large proportion of men with children claimed that their roles as fathers had no negative impact on their careers and many claimed to have absolutely no responsibility for caring for children.

Wilson (2002), when examining the composition of the workforce in various fields including management, healthcare, education and local and national government found that in professions in which working long hours is not the cultural norm, women were relatively better represented. This was ascribed to the manner in which commitment is viewed and readiness to do this is seen as a display of commitment (Wilson 2002). A study in the United Kingdom (UK) found that in order to make it to top management in a High Street Bank, women were required to prove their loyalty and dedication to their work by working long hours, attending senior and top management social events (Liff and Ward 2001a). This poses a challenge for women wanting to achieve a balance of work and family life (Liff and Ward 2001a; Wilson 2002; Bihagen and Ohls 2006).

In a study of female engineers, the most significant barrier to women's climb up the corporate ladder was found to be the pressure that they face in balancing between their careers and family life (Maskell-Pretz and Hopkins 1997).

In the Philippines, the statistics on employment show that more than double the number of women than men are underemployed[1], meaning they work less than they are able to work suggesting that women who were previously employed voluntarily leave the job market and revert to taking care of family work, and are no longer actively searching for full-time employment (Gust 2006). Ismail and Ibrahim's (2008) study found that of the sample of 135 women in a Malaysian organisation, 10% chose not to apply for or declined offers for managerial roles and Cross and Linehan (2006) interviewed some women who confessed that they wanted to play the traditional role as a mother and homemaker and were willing to trade off a highly successful career to play both roles and the career would "take second place" (Cross and Linehan 2006). The authors thus concluded that the absence of women in the higher echelons of the business world cannot be solely blamed on organisational and structural policies and procedures as one of the drivers is personal choice.

Women who opt to work from home or half day in order to take care of family responsibilities lose out on opportunities due to lack of visibility in the office, having less time to establish relationships and networks, for instance. Therefore taking advantage of family friendly policies may be to their own detriment (Edwards et al. 1999).

In the research article entitled "Advancing the careers of women with children" (Metz 2005) the author supports this point by stating that negative perceptions and stereotypes are created about women with children. These can lead to discriminatory behaviour, thus creating more obstacles for women with children. She compared the barriers experienced by women with children to those that did not have children and the overall findings were that:

[1] The underemployed population is a subcategory of the employed population and is identified by comparing their current employment situation with an "alternative" employment situation that they are willing and available to carry out: simply put, persons in underemployment are all those who worked or had a job during the reference week but were willing and available to work "more adequately" International Labour Organisation, I. (2009) Underemployment

- Women with children were more likely to report stereotypes and perceptions.
- Women with children were more likely to report that family was a hindrance to their career advancement.
- Non-mothers were more likely to see work opportunities, promotions and personality traits as barriers.
- Yet both mothers and non-mothers reported stereotypes and attitudes as barriers to advancement (Metz 2005).

A study conducted by Hoobler, Wayne and Lemmon (2009) entitled “Bosses’ Perceptions of Family-Work Conflict and Women’s Promotability: Glass Ceiling Effects” added a different dimension when they found that it is not only the actual family-related barriers that create the glass ceiling, but also perceptions of bosses of the family-related barriers and job and organisational fit that hinder women from advancing their careers (Hoobler, Wayne and Lemmon 2009). These perceptions were prevalent even when the female employees actually had less family-work conflicts than their male counterparts (Hoobler et al. 2009).

René Barnard, executive business coach at corporate coaching company MetaGen, states that in her practice, she has found that most women she encounters accepted that their role should be at home raising families and in spite of their success in the work place, they are overcome by guilt for the time they cannot spend with their families due to work commitments (Burrows 2005).

Although there is a trend in employers introducing more family-friendly policies in order to retain women (Wirth 2001), Crampton and Mishra (1999) found that women who use the tools or benefits available for mothers in the workplace are viewed as lacking commitment, which demonstrates organisations’ contradictory systems. They also identified another flaw in organisations as being that the criteria used to assess people for promotions e.g. succession planning, evaluations, networking, etc. are developed by men who have very limited understanding of women and their needs (Crampton and Mishra 1999).

However, it is not only women with children who face challenges in the workplace. The PDS's report found that even women without family responsibilities are still viewed as potential mothers, therefore being afforded the same training and career opportunities as their male counterparts, thus limiting their upward mobility (RSA 2006).

Ismail and Ibrahim (2008) on conducting a study on working women discovered that pursuing a career while also having to take care of family responsibilities was considered the greatest barrier. The Malaysian women surveyed in this study felt that their family responsibilities reduced their career commitment and suggested that drastic changes needed to be made to the family structure in order to promote women's careers (Ismail and Ibrahim 2008).

In Cross and Linehan's (2006) study, the respondents felt that although some organisations do have family-friendly policies in place, the culture within these organisations was such that they were unable to make use of these policies as they put them at a disadvantage to their male colleagues who rarely made use of these. In support of this finding, Metz (2005) suggested that even after working longer hours than their counterparts, women with children were not more likely to advance in their careers i.e. they were not able to overcome the negative perceptions surrounding women with children in the workplace

However, there is a risk that employees who participate in these family-friendly programs face as that participation may signal to their managers that they have family demands which make them unable to balance work and family demands, which could lead to them not being viewed as fitting with job and organisation (Hoobler et al. 2009), thus reducing their promotion opportunities. It was suggested that the culture in organisations be made conducive to the up-take of these policies (Cross and Linehan 2006) and Metz (2006) concluded that organisations need to re-examine social practices in order to integrate parents into the workplace and they must promote policies and procedures that guarantee accountability and prohibit decision-making being influenced by parental status (Metz 2005).

However, White, Cox and Cooper (1997), suggest that there is not an inverse relationship between being married and or having children and having a successful career. More than half of the total sample was married and half of the entire sample had children, yet they managed to make a success of their careers. For these women, family played a supporting role in their careers as they made minimal use of family-friendly benefits such as maternity leave which they viewed as 'stepping off the fast-track' (White, Cox and Cooper 1997). These women were not apologetic about the fact that for them, work took a central role in their lives, and as a result, they lacked the psychological and physical energy to invest in their families (White et al. 1997).

In the South African public service, the only family-friendly policy that allows for women to take care of family-related issues is the family responsibility leave, which is currently only five days in a year and is inadequate for the practical needs of women such as attending to sick children (RSA 2006). There is no policy on flexi-time and working from home, which can often lead to subjective and unfair practices as these benefits are granted at the discretion of the individual's manager (RSA 2006), in deciding who they allow to use flexi-time or who they allow to work from home.

In conducting an analysis of the factors that contribute to lawyers' ability to reach the highest salary band within the profession, Baker (2003) found evidence that gender does not necessarily prevent women from progressing their careers(Baker 2003). It was found that a key determinant was the number of hours worked a week. In the South African Public Service, The Public Service Commission (PSC) found that women are disadvantaged when it comes to promotions as the prospect of having to work extended hours and frequent travelling leads to women not applying for more senior positions (RSA 2006).

Baker (2003) therefore concluded that as opposed to glass ceilings being in place, it was what he termed 'sticky floors' / self-imposed boundaries of individuals i.e. the reduced hours that women are willing to work due to family responsibilities, that prohibited their career growth (Baker 2003).

Ismail and Ibrahim's (2008) study found that of the sample of 135 women in a Malaysian organisation, 10% chose not to apply for or declined offers for managerial roles. This was the case in those that were 40 years old and older.

Burrows (2005) quotes Jill Hamlyn, MD of The People Business, who assigns the self-imposed glass ceiling to historic comfort zones which are not easy to break away from, so doing means breaching boundaries "that are upheld by both individual and group socialisation processes" (Burrows 2005). In addition, the rules determined by society that define the role of women also lead to some women imposing the glass ceiling on themselves as they grow up believing that their abilities are limited (Wrigley 2002).

(Cross and Linehan 2006) found that some women confessed that they wanted to play the traditional role as a mother and homemaker and were willing to trade off a highly successful career to play both roles and the career would "take second place" (Cross and Linehan 2006).

It was therefore concluded that the absence of women in the higher echelons of the business world cannot be solely attributed to organisational and structural policies and procedures as one of the drivers is personal choice.

Gust (2006) found that more women than men are under-employed and not seeking full time employment in the Philippines, which can have negative consequences on women's careers as their managers might perceive that they are unable to handle their work and family lives (Edwards et al. 1999; Hoobler et al. 2009) and they cannot access opportunities due to not being visible in the workplace (Gust 2006).

2.3.2 Level of Education or Qualifications

A number of authors have cited lack of education as one of the major barriers to women realising their ideal careers (Brown and Ralph 1996; Veale and Gold 1998; Davidson and Burke 2004b; Ismail and Ibrahim 2008).

A study of national socio-economic trends in South Africa by the Policy Co-ordination and Advisory Services (PCAS), highlighted that addressing the educational gap between races and genders is imperative, as education is a catalyst to accessing employment (PCAS 2006a) Mathur-Helm (2006) also states that some women in her study ascribe the glass ceiling to their own inadequacies, especially their educational qualifications (Mathur-Helm 2006).

Table 1: Level of Education by Gender (PCAS 2006a)

	Males %		Female %		Total %	
Category	1996	2001	1996	2001	1996	2001
No Schooling	28	12.53	25.35	11.93	26.67	12.23
Some Primary	52.89	55.79	40.65	51.65	41.76	53.71
Complete Primary	7.35	7.82	7.97	8.11	7.66	7.96
Some Secondary	19.68	21.25	23.36	24.77	21.53	23.02
Std 10 / Grade 12	2.01	2.39	2.57	3.25	2.3	2.83
Higher	0.07	0.21	0.1	0.28	0.09	0.25

Table 1 reflects that overall, there is evidence of an increasing level of education for females between 1996 and 2001, yet the researchers found that in spite of these improvements, the low base from which women come means that unemployment rates, which are largely dependent on educational and skills levels, declined by 2% between September 2001 and September 2005 as shown in table 2.

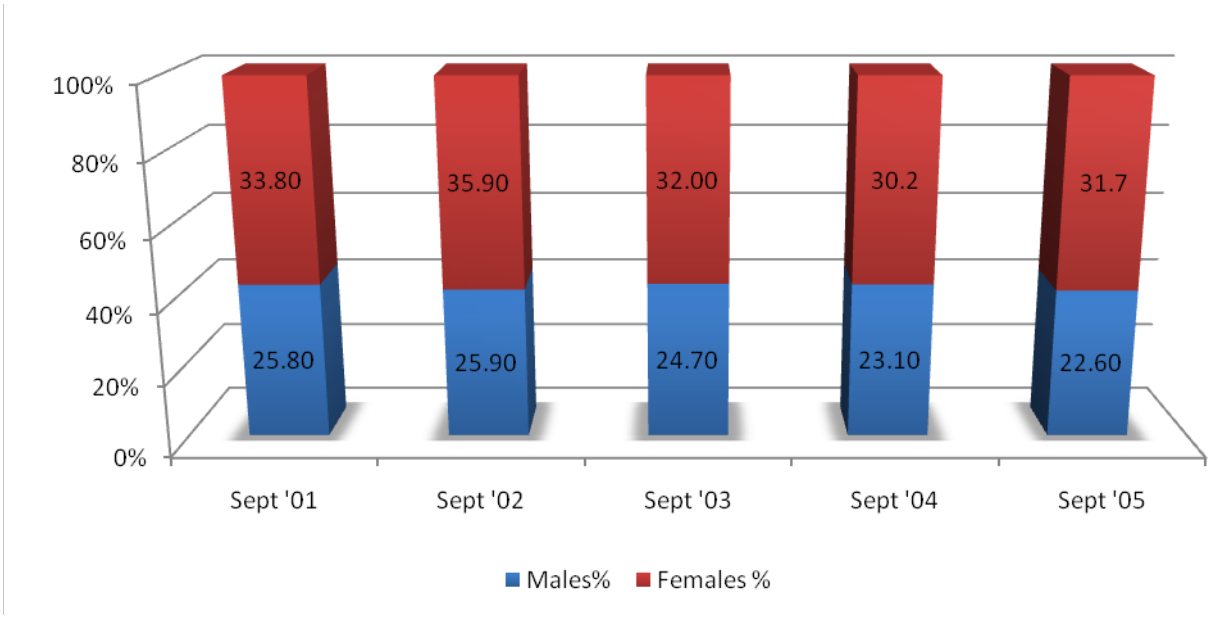


Table 2: Unemployment by Gender (PCAS 2006a)

Bowling et al. (2006) attribute the cracking of the glass ceiling to the fact that women are increasingly acquiring strong educational, organisational and career foundations.

Metz (2005) conducted a regression analysis which found that there was a greater positive relationship between the career advancement of women with children and their level of education, meaning that in spite of having to balance career and family responsibilities, educated women still had a chance of advancing their careers.

In a study conducted in Uganda, it was found that lack of access to education, including basic literacy is one of the difficulties faced by females in the education sector (Brown and Ralph 1996). However, the Ugandan government and businesses have employed strategies at individual, societal, organisational, national and international changes in order to address this and other barriers faced by women.

The PCAS (2006) study attributed their finding that employment rates amongst the younger members of the South African population were improving largely due to the increased access to education and other opportunities.

However, in as much as female public servants in South Africa do attend courses in an effort to advance their careers, the improved skills acquired do not necessarily translate to promotions (RSA 2006). Similarly, (Hoobler et al. 2009) found that there is no positive correlation between subordinates job performance (which can be acquired through the enhancement of skills) and nomination for promotions or promotability. They found that perceived organisational fit was more of a determinant for suitability for promotions (Rindfleish 2000; Hoobler et al. 2009).

2.3.3 Age

A number of papers have been written, that have drawing parallels between age and career advancement prospects of women (Veale and Gold 1998; Simpson and Altman 2003). A 48 year old women in Veal and Gold's (1998) study stated that there are limited opportunities for older women like herself while younger women could be discriminated against due to the belief that at a certain age, women are likely to start having children and will therefore be less available for and dedicated to their jobs (Bihagen and Ohls 2006; Hoobler et al. 2009).

These young women were also less likely to cite the existence of any barriers to their careers (Simpson and Altman 2003). The barriers that were experienced by the older women in Simpson and Altman's (2003) study were linked to factors such as attitudes, family commitments and social pressures and not linked to their organisations.

Simpson and Altman (2003) found that the younger women that belong to 'Generation x', who grew up in a time when gender transformation and equality were key business and social imperatives, were found to be well represented in fields previously deemed to be the domain of men such as IT and fine as opposed to the traditional female functions such as administration and education (Simpson and Altman 2003). These young women were also less likely to cite the existence of any barriers to their careers (Simpson and Altman 2003). The barriers that were experienced by the older women in Simpson and

Altman's (2003) study were linked to factors such as attitudes, family commitments and social pressures and not linked to their organisations.

2.3.4 Proposition 1

Internal factors, which are intrinsic to women, contribute to the existence of the glass ceiling in South African state departments.

2.4. External Factors Contributing To the Creation of the Glass Ceiling

Those factors that result from the fact that organisations limit women by locking them into "low-powered, low visibility, dead-end jobs" (Brown and Ralph 1996: 19) are described as external factors (Brown and Ralph 1996). The third factor is based on the theory that the world is defined and run by males, and thus women are suppressed (Brown 1996).

Those factors, that are external to the individual, and which they cannot affect have been categorised as externally-driven factors and are discussed below:

2.4.1 Organisational management systems

Hesse-Biber and Carter 2000, as cited in Hoobler, Wyne et al. 2009 made the point that although most organisations will not have policies and procedures that blatantly discriminate against women on paper, there may still be practices in place that do promote discrimination. This assertion is supported by the report on Gender Mainstreaming initiative in the Public Service (RSA 2006) which highlights the fact that the South African government has recognised that there are systems and processes in the South African organs of state that contribute to gender segregation.

In South Africa and other countries globally, certain policies and procedures existing in organisations have been found to be noteworthy barriers for women's careers. These included recruitment and selections, promotion, work-life balancing and mentoring policies (Wirth 2001; Cross and Linehan 2006; PSC 2006; RSA 2006). The policies, procedure and practices that pose a threat to the implementation of employment equity in South Africa were highlighted in Figure 8.

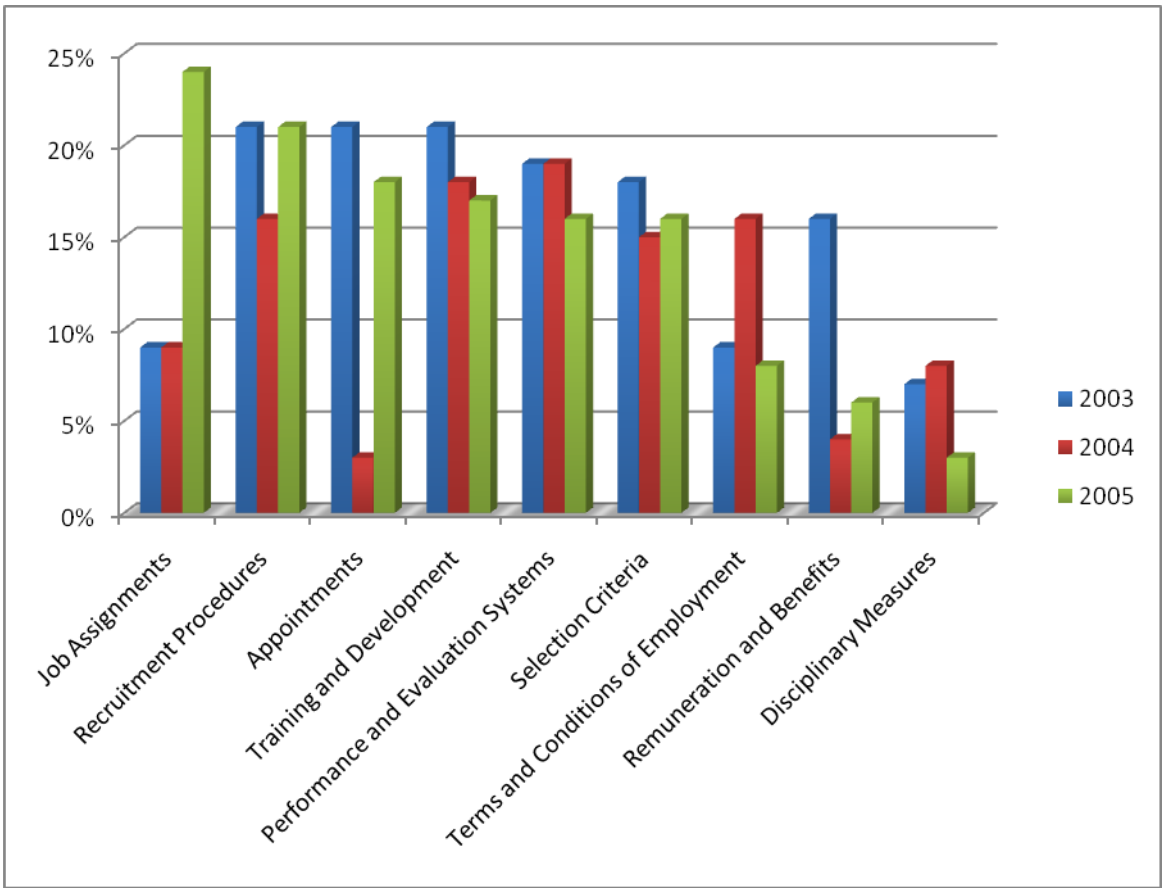


Figure 8: Barriers to Employment Equity: Identified Policies and Practices (RSA 2005)

The fact that many organisations are dominated by men and that there is an absence of clear criteria for selection and promotions to senior levels allow for discretion and subjectivity by management (Zafarullah 2000; Cross and Linehan

2006). Rindfleish (2006) found that lack of transparency and fairness around promotion procedures which saw men being selected instead of them due to compatibility, previous relationships and belonging to the old boy's club (Rindfleish 2000).

In the South African public service, it was found that for women in senior positions, there is a level of discrimination that takes place in the recruitment process particularly with respect to perceptions about the types of jobs suitable for men and women such as secretarial work, which is seen as a women's work (RSA 2006). In addition, as a result of the inflexible nature of the public service, the implementation of EE, numerical targets are negatively affected as EE candidates can only be recruited when someone holding a position vacates the position for whatever reason or when restructuring occurs (Seejarim 2006). In the same report, Seejarim (2006) also found that due to the political nature of the public service, political appointments do occur, which some women cited as being hindrances to their prospects of career advancement (Seejarim 2006).

2.4.2 Power dynamics and culture

The issue of culture as a limiting factor on women's careers is closely linked to gender-role socialisation discussed in the internal factors. Culture is under externally-driven factors as there is a realisation that roles are socially constructed or occur within a social context as opposed to occurring innately in the individual (Kilroe 2009).

"The manner in which we develop identity, including gender identity, does not originate from a completely personal or particular standpoint, but rather the perspectives of others and the cultural values they embody" (Wood, 1993 as cited by Kilroe, 2009: 34).

When examining whether the glass ceiling was a myth or reality, Mathur-Helm (2006), identified organisational culture as one of the main organisational factors affecting women's career advancement, which were identified from

interviews with women within the top four banks who held senior to executive level positions. In another study, Rindfleish (2000) found that a vast majority of the women who were interviewed identified the male dominant culture of many organisations as being a large barrier for women aspiring to senior management (Rindfleish 2000). Similarly, a group of female managers in a study by Veale and Gold (1998) identified the masculine, political, bureaucratic and individualistic organisational culture of local authorities in the UK and how it negatively affected their promotional opportunities. They described the men in their organisation as being bullies and controlling and as a result, some women did not want further promotions as these would mean increased contact with these men (Veale and Gold 1998). The women managers generally felt that it was difficult to change the existing culture but that they wanted "a shared culture, not a macho masculine culture" (Veale and Gold 1998).

"Gender Mainstreaming in the Public Sector"(RSA 2006), established that the key challenge for organs of the state in South Africa is to change their cultures in order to be more responsive to the needs of women civil servants (PSC 2006; RSA 2006).

Lyness and Thompson (1997) found that women, more than their male counterparts, were more likely to perceive lack of cultural fit and geographic mobility as restricting factors to their career growth. They also cited exclusion from networks as a significant barrier.

2.4.3 Networking and mentoring

Networking has been cited as a powerful tool for women who want to reach the top professionally (C.J Bowling; White et al. 1997; Dolan 2005). Women are advised to be alert for opportunities to meet and know the people who are in a position to assist them in advancing their careers, particularly other women who have succeeded. However, as most decision-makers are male, male networks are of vital importance (Dolan 2005).

Types of networking can include having contacts that are external contacts to your organisation, engaging in social and community activities, and increasing one's visibility within the organisation(Forret and Dougherty 2004).

Although many of the studies on the barriers or key success factors to career progression state networking as an important factor in facilitating career growth (White et al. 1997; Crampton and Mishra 1999), it was found that networking is more geared more towards men as informal business meetings take place outside the workplace such as golf courses or pubs where women are excluded and often unable to attend due to other demands on their time (Mathur-Helm 2006). Studies conducted in South Africa have found that women place little importance on networking as they see little or no correlation between networking and career advancement and as a result, very few had any networks (Joseph 2006; Onsongo 2007)

Forret (2004) found that although networking has a high correlation to promotions, compensation and career success for men, the same was not true for women, perhaps due to their inability to set up effective networks (Forret and Dougherty 2004).

In "Barriers to advancing female careers in the high-tech sector: empirical evidence from Ireland" Irish women within the high-tech sector felt that a major limiting factor in their careers was their exclusion from male informal networks (Cross and Linehan 2006). Because women hold primarily office jobs in the Federal Government of the United States of America, they are not able to get sufficient exposure to the "career advancement gatekeepers" and are thus limited in terms of career progression (Daley 1996). All these issues can be attributed to the 'old boys' club phenomenon which women do not have access to (Wrigley 2002). These so-called 'old boys' clubs or networks offer information, resources and the knowledge needed to have access to opportunities to earn more and achieve promotions (Tattersall and Keogh 2006) In a study conducted in the UK Information and Communication Technology (ICT) industry, it was found that women who want to enter into the male networks had to adopt masculine behaviours and frequent after work drinking

and sporting events (Tattersall and Keogh 2006). One of the respondents made the point that:

"*You have to be willing to talk about anything, well I have to do that with my clients anyway, you would think that I am an experienced golfer to hear me talk but it's just because my husband plays golf and I've picked up some of the terminology and famous players' names so I can join in on that conversation" (Tattersall and Keogh 2006).*

On the contrary, the majority of women managers interviewed by Veale and Gold (1998) did not believe that there were old boy networks that formed a barrier to women's career development. This could be due to the fact that they were either unaware of these networks, or they were not seen as important (Veale and Gold 1998). When Joseph's (2006) study yielded similar results, the author concluded that her respondent's denial of the existence of the male networks and their negative effects on their careers could be because the networks really do not exist or it could be that the positive-minded women will not acknowledge that discrimination in their workplaces does exist (Joseph 2006).

Ismail and Ibrahim's (2008) study found however, that the ability to network was not considered a significant barrier by the women surveyed. They established that women felt that their supervisor or manager's support resulted in improved motivation and hence performance at work (Ismail and Ibrahim 2008).

Mentoring has been identified as instrumental in building a career both for men and women as it:

- Provides training and inside information on the politics and culture of the organisation.
- Provides counselling to improve the mentee's confidence.
- Acts as a friend, role-model and coach; and
- Acts as an intermediary between the mentee and the organisation (Okanlawon 1994; PSC 2006; RSA 2006).

In “A portrait of a Successful Woman” where a sample of highly successful career women was interviewed to ascertain the factors contributing to their success, mentoring was highlighted as one of the tools they employed to assist them in achieving their career aspirations (White et al. 1997). Women who have mentors tend to have greater job satisfaction than those who do not, are more optimistic about future career prospects, perform better and are less likely to leave the organisations they work for (Burke, Burgess and Fallon 2006).

However, many women face barriers to developing mentoring relationships (Okanlawon 1994).

It has been proposed that due to the complexities of male/female relations and in order to have a mentor that identifies with the mentees’ gender-specific challenges, it is advisable to select a mentor of the same sex (Schmidt and Wolfe 1980). Similarly, when suggesting strategies for women in advancing the glass ceiling, Dolan (2005) recommends finding an female mentor who can provide insight into the challenges women face in climbing the corporate ladder (Dolan 2005). Female mentees with female mentors reported having derived more psychosocial benefits such as the reduction of stress and distress levels (Burke et al. 2006). The difficulty with this is that as women are not well-represented in the higher echelons of organisations, it is difficult for women to find suitable female mentors (Schmidt and Wolfe 1980).

This absence of suitable female mentors has been cited as one of the factors contributing to the limited mentoring of women that is taking place in many workplaces (Schmidt and Wolfe 1980; Joseph 2006). However, in South African government departments, the majority of women interviewed said that they prefer male mentors as other women in leadership positions are much harder, less sympathetic and inflexible and do not support other women. These women are said to be worse than men in terms of advancing other women in the workplace (Muñoz and Woods 2000; PSC 2006; RSA 2006; Mavin 2008). Rindfleish (2000) found that of the females amongst the senior managers interviewed in a study conducted in Australia, there were those that exhibited

the ‘queen bee’ syndrome which means that they are unwilling to assist other female managers as they feel that they achieved success without any help.

The DPS (2006), found that succession planning was not formally implemented in any of the government departments in South Africa and that there are no mentorship and support programs in place for women (RSA 2006).

On the contrary, (Lyness and Thompson 1996) found that there was not a significant difference between men and women’s for lack of mentoring as a barrier to career growth.

2.4.4 Proposition 2

There are factors, beyond the control of women, which prohibit them from breaking through the glass ceiling in South African organs of state.

2.5. Conclusion of Literature Review

In summary, based on the literature review, it emerges that the factors barring women from career advancement primarily include those that are internal (such as gender-role socialisation and conflicting work and family responsibilities) and external factors such as management systems that do not support women within organisations.

2.5.1 Proposition 1

Internal factors, which are intrinsic to women, contribute to the existence of the glass ceiling in South African state departments.

2.5.2 Proposition 2

There are factors, beyond the control of women, which prohibit them from breaking through the glass ceiling in South African organs of state.

CHAPTER 3: RESEARCH METHODOLOGY

In order to gain insight into the research propositions, this qualitative study will consist of in-depth interviews with twelve female managers employed within the public sector in South Africa. The study will follow the Phenomenological research approach.

3.1 Research methodology /paradigm

This study will be designed according to guidelines prescribed for Phenomenological studies. According to Leedy and Ormrod (2005), phenomenology concerns a person's or peoples' understanding of an event and these studies attempt to understand perceptions, perspectives and understanding of certain phenomena's. Creswell (2003) defines this type of research as one which 'identifies the "essence" of human experiences concerning a phenomenon, as described by the respondents".

3.2 Research Design

The data will be collected by means of structured interviews. The use of interviews as a means of collecting data is ideal when participants cannot be directly observed. In addition, this method allows the researcher to get historical information from the respondents and gives her control over the questions (Creswell 2003). On the other hand, Creswell (2003) warns against the following limitations of interviews:

- They provide information that's been filtered through the views of the respondents.

- Information is not collected in the natural setting where events take place.
- The presence of the researcher may attract biased responses.
- People (the respondents) are not equally able to articulate their thought or express themselves effectively.

Phenomenology studies assume that the respondents have had prior experience with the phenomenon being explored (Leedy and Ormrod 2005).

Leedy and Ormrod (2005) provide the following guidelines for conducting phenomenology studies:

- The researcher must listen closely as the respondents describe their experiences to the phenomenon.
- Must be alert for subtle meanings and cues such as expressions and body language.
- The researcher must set aside their pre-conceived ideas, prejudices and personal experiences that may influence what they hear during the interview.

3.3 Population and sample

3.3.1 Population

In total, there are 684 646 women employed in the public sector (BWSA 2010). Based on the Employment Equity Report (DoL 2004), there are 822 female managers in the public sector. These people represent the population from which the sample will be selected.

3.3.2 Sample and sampling method

According to Leedy and Ormrod (2005), the number of respondents required for such a qualitative study ranges between a minimum of five and a maximum number of 25 respondents, therefore, 12 respondents will be interviewed for this study. They will include female managers from any public sector organisations such as those shown in Table 2.

Table 3: List of respondents

Race	Position of individual	Company name
• Black • White	• Entry Level Managers (Assistant Directors) • Middle Managers (Deputy Directors) • Senior Managers (Directors, Chief Directors) • Executives (Deputy Director Generals, Director Generals, Deputy Minister, Ministers)	• SARS • City of Tshwane • Eskom • Telkom • The Department of Trade and Industry • The Department of Health • The Department of Environmental Affairs and Tourism • The Department of Agriculture, Forestry & Fisheries • Department of Public Service and Administration • Department of Home Affairs • Competition Commission • National Intelligence Agency • The Department of Defence

The sampling method that will be adopted is stratified sampling. This method reduces sampling error as respondents are selected from different subsets of the population which share common characteristics and thus ensures that all

possible subsets are covered in the sample. This methodology is often used when the population is heterogeneous, or where certain homogeneous sub-populations can be isolated (Easton and McColl 1997).

In this study, the strata within which the respondents will be grouped will be classified according to race and level within the organisations follows:

Table 4: Sample Stratification

	Black	**White**
Entry Level Managers (Assistant Directors)	2	2
Middle Managers (Deputy Directors)	2	2
Senior Managers and Executives (Directors, Chief Directors, Deputy Director Generals, Director Generals, Deputy Minister, Ministers)	2	2

Perceptions of the glass ceiling may differ between race groups, especially due to the inequalities that were brought about by apartheid. It was therefore seen as necessary to stratify according to race in order to eliminate bias and ensure that the sample is representative. In addition, perceptions of this phenomenon may differ depending on the level within the organisation the respondents are on which is why the sample will also be stratified according to organisational level.

Once the relevant strata have been identified, then a convenience sampling method using snow-balling will be utilised to select the respondents from each of the strata.

Female managers will be identified via referrals and through various government databases and websites, and ultimately, 12 will be interviewed.

3.4 The research instrument

The questionnaire has been structured such that it broadly covers the key factors that have been identified from the literature review, but also leaves room for additional factors which the respondents may bring to light. Some of the questions have been adopted from previous research conducted by Gaddin (1994) and Mtizira-Nondo (2001).

Section 1 of the questionnaire covers the respondents' demographic details, such as race, age group and managerial level.

Section 2 seeks to determine what their general understanding and experience of the glass ceiling is.

Section 3 investigates the external factors contributing to the existence of the glass ceiling and consists of 2-3 questions relating to each of the 4 factors.

Section 4 explores the internally-driven factors preventing women from advancing up the corporate ladder and also consists of 2-3 questions relating to each of the 4 factors.

3.5 Procedure for data collection

A minimum of 30 potential respondents will be contacted by email or telephonically where possible, and requested for interviews. The letter from the Wits Business School, explaining the purpose of the proposed interviews will be sent to them by email or delivered in person. See Appendix A.

The 12 that are interested and available will be interviewed at venues convenient for them, on a one-on-one basis using the questionnaire as shown in Appendix A.

3.6 Data analysis and interpretation

Leedy and Ormrod (2005) recommend the following steps to be taken when analysing data collected from interviews:

1. Identify statements that relate to the topic: Separate the relevant and irrelevant information.

2. Group statements into categories that reflect various meanings of the phenomenon being researched.

3. Seek divergent perspectives: Look at various ways in which different people experience different phenomena.

4. Construct a composite: Use different meanings identified to create an overall description of the phenomenon.

In line with the recommendations as set out by Leedy and Ormond (2005), the following steps will be followed in analysing the data collected:

1. The responses will be grouped according to the various strata as described in Table 4 above.

2. The researcher will describe the common findings and deviations from the norms from the data collected from respondents for each of the strata.

3. Comparisons will be made between the findings from the different strata.

3.7 Validity and reliability

Validity is seen as a strength of qualitative research and is used to determine whether or not the results are accurate from the point of view of the researcher, the respondents or the readers of the study (Creswell 2003). Validity can also be described as a measure of the extent to which the model used in a study measures what it is supposed to measure (Leedy and Ormrod 2005).

3.7.1 External validity

According to the Research Methods Knowledge Base (RMKB) (2006), "External validity is the degree to which the conclusions in your study would hold for other persons in other places and at other times". They also warn that a threat to external validity is when results are concluded, which are specific to a certain place, types of people at a certain time, they cannot be generalised to a different context, and they conclude that the three major threats to external validity are people, places or times (RMKB 2006).

External validity can be improved by ensuring that the sufficient sample of the population is selected (RMKB 2006). In this study, the sample size will be small, as the research methodology adopted does not require a large sample in order for the findings to be valid. However, as only people within the Gauteng province will be surveyed, the outcomes of the analysis might not be applicable to other provinces where different socio-economic dimensions exist.

3.7.2 Internal validity

For qualitative research, Creswell (2003) suggests the use of one or more (preferably more than one), of the eight primary strategies for ensuring the accuracy of research findings including, but not limited to:

- Clarify any bias that the researcher brings into the study.

- Present any negative or contradictory information that is counter to the themes.
- Use an external auditor who is new to the project and the researcher to assess the project at the conclusion of the study.

In order to ensure that the study is internally valid, the researcher will conduct member checking with a portion of the respondents. In addition, all findings will be captured irrespective of whether they are consistent with theory or not and in line with the regulations of the Wits Business Schools, the paper will be adjudicated by an external examiner.

3.7.3 Reliability

The degree to which the research is accurate, stable, consistent and has internal consistency determines the reliability of the study (Stacey 2008). However, Creswell (2003) argues that although testing reliability is paramount in quantitative studies, it only plays a minor role in qualitative research.

The researcher will attempt to meet all the above requirements in order for the highest level of reliability to be achieved.

3.7.4 Attribution Theory

An important theory related to this study is attribution theory. This theory infers that when an individual experiences certain events, they explain these occurrences by attributing them to certain causes and this leads them to forming beliefs and predictions about what will happen in certain circumstances. There are two main types of attributes namely those that are situational or external factors and those that are internally-driven. The former are the result of an individual's surrounding environment or the social situation and the latter are based on an individual's personality, attitudes, character or disposition (Meyerson and Fletcher 2000; Heffner 2001).

Our experiences and how we perceive situations (rightly or wrongly) have an effect on how we assign attributes to situations. Heffner (2001) points out two fundamental errors that people often make when assessing situations. The first is Fundamental Attribution Error, which refers to peoples' tendency to over-estimate the internal and under-estimate the external when explaining the behaviours of other people. The second is Self-Serving Bias which describes how we assign success to internal factors and failures to external attributes (Heffner 2001). However, there are those people who have negative views of themselves and have low esteem for whom this bias will be opposite i.e. they attribute failure to themselves and success to external factors (Heffner 2001).

CHAPTER 4: PRESENTATION OF RESULTS

4.1 Introduction

In this chapter, the results obtained from the interviews are presented.

The findings are discussed under the headings of the two broad groups of factors that were identified in the literature review, namely externally-driven and internally-driven factors. Those findings which fall outside these factors are discussed separately.

In order to protect the identity of the respondents and also the organisation that they are employed by, the respondents will be presented as “Respondent 1” to “Respondent 12”.

4.2 Demographic profile of respondents

Twelve respondents were interviewed in line with the strata proposed in Table 4. Their demographic profiles are as follows:

- 50% of the respondents are black and 50% are white.
- All are employed in the public sector. Eight of them are employed in parastatals, while 4 are employed in national, provincial or local government departments.
- The age of the respondent per management level is represented in the figures below.

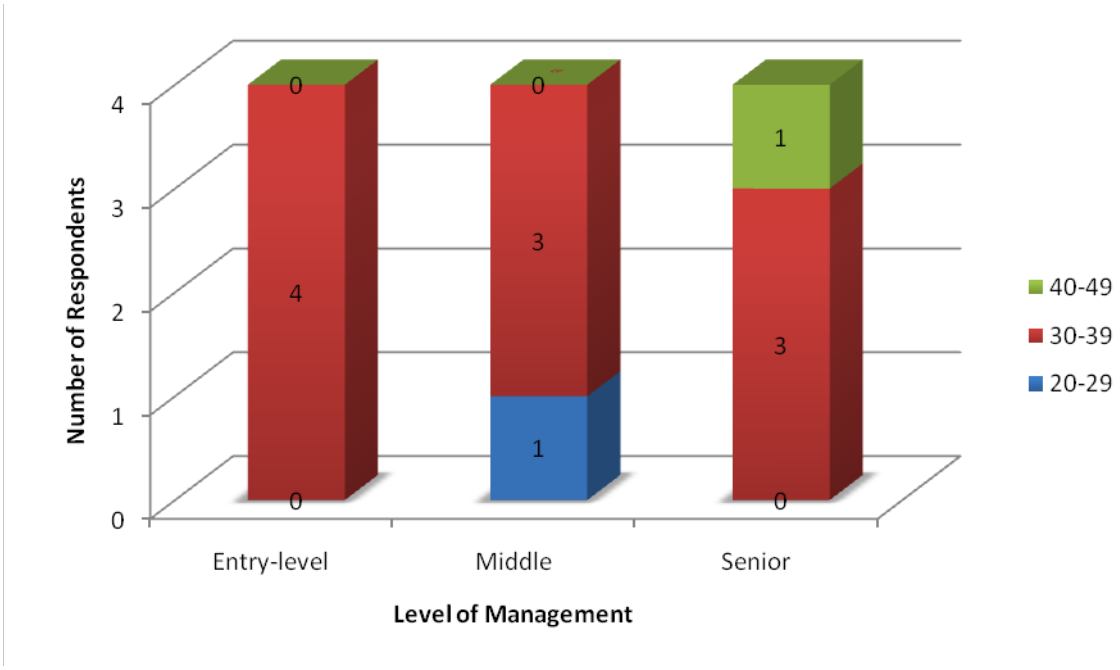


Figure 9: Respondent Age by Level of Management

The majority of the participants were between the ages of 30 and 39. Only one of them was in the youngest age group and two in the oldest group aged between 40 and 49.

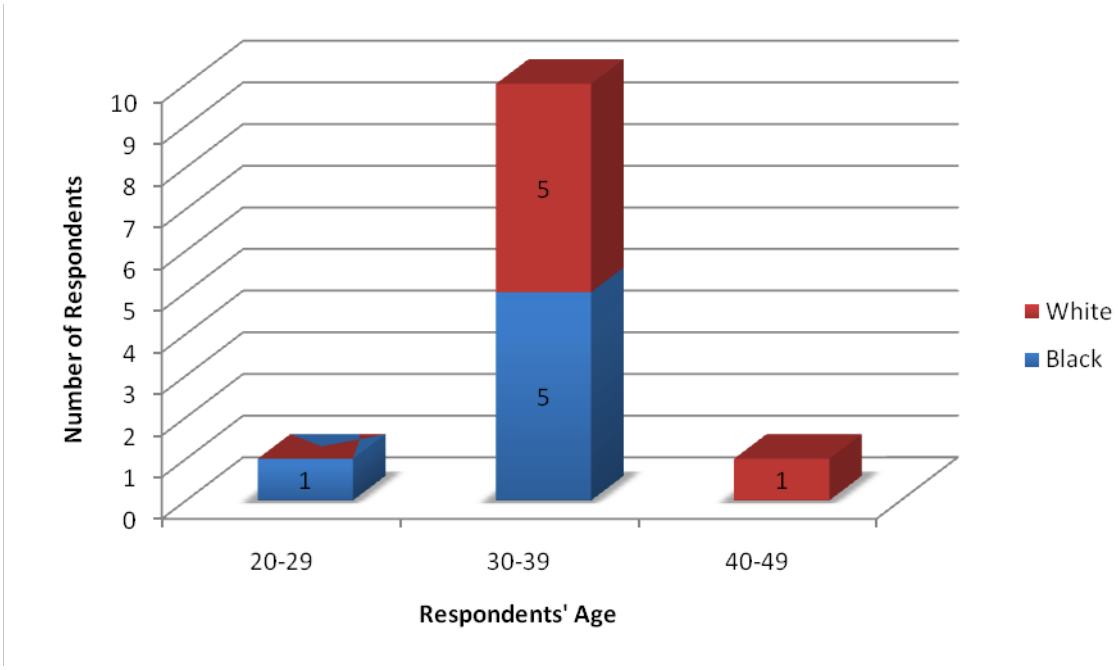


Figure 10: Respondent Age by Race

The respondent aged 20-29 is black, while the only one in the 40-49 age group is white. The rest of the women were split equally in terms of race in the 30-39 category.

4.3 General Understanding of the Glass Ceiling Phenomenon

Most of the respondents had a common understanding of the glass ceiling phenomenon, describing it as something that results in women being bypassed when opportunities for advancement arise, leaving them stuck and not being able to further their careers beyond a certain point. One respondent described the glass ceiling as an artificial constraint or limit, because it does not necessarily exist, but is perceived by the individual or others that think they can impose it on people. They were aware of the existence of factors that prohibit women from moving up the corporate ladder.

Many of the respondents reported that the majority of the highest positions in their respective organisations were dominated by men, while women occupied positions in lower organisational levels. In cases where there were some women in senior management and executive positions, it was alleged that some are put in those positions in order for organisations to achieve their employment equity targets, meaning that they are tokens and have little or no influence at all. One respondent mentioned that she believed that only women that men felt they could ‘manage’ were put in senior positions, leaving the men (and some specified white men) in control.

There are divergent views regarding whether the glass ceiling does exist or not, with an equal split on both sides.

Those that believe that it does exist attribute its existence to the fact that organisations are still dominated by “arrogant men” in the highest offices who do not want to see changes with respect to the way things are done within their organisations. One respondent noted that these men can make the

environment in an organisation so unbearable for influential women that they eventually decide to leave the organisation.

Some of the organisations were described as ‘political’ organisations which necessitates for women to have a political strongpoint in order to progress to higher levels. In order to advance in this type of environment, women are required to operate outside normal business principles, in a political way. Lack of social affiliation such as belonging to cliques was also seen as contributing to the glass ceiling, although this applied to both men and women.

Some of the government institutions where a few of the respondents were employed were said to have a good representation of women in the highest echelons. One of the respondents attributed this to the fact that these were political appointments, and because it is government’s imperative to empower women, they have to lead by example.

The characteristics that women have to exhibit in order to have a successful career are being mean, ruthless and tough. Some women were not willing to compromise who they are and must act like men in order to become “one of the boys. Being different is good, because you bring another perspective.”

The women who do not believe the existence of the glass ceiling felt that they were not treated differently by the men in the workplace. They do not attribute the glass ceiling to their organisations, but blame their own personal attributes and attitudes such as emotional immaturity. A respondent accused women of tending to take things personally and of not being sufficiently strategic in terms of knowing the rules of the game and lacking in self-esteem.

One respondent felt that it is almost impossible for women to progress if they are married and have children, which explained the low representation of women in top management positions.

Although she does not believe in the glass ceiling phenomenon and suffered no discrimination from her male counterparts, Respondent 3 felt that she was at a disadvantage because of her multiple roles as a mother, wife and career woman. Unlike the men, who often do not have to attend to their families’

needs every morning prior to beginning their days at work, she has to play this role. She felt that her colleagues were not sensitive to the fact that it is not easy for her to attend meetings that have been scheduled for as early as 7:30 am and after 17:00 pm when she has to collect her child from after-care. In spite of these multiple demands, she must work as hard, as or sometimes harder than her male counterparts. These sentiments were echoed by a number of the respondents who cited the difficulty in balancing family and work demands. This factor will be elaborated on in section 4.4.3.

The vast majority of the women were of the opinion that it is possible to break through the glass ceiling. A number of strategies were suggested including being willing to work a little extra in order to demonstrate their competence and taking control of their careers instead of depending on men. Learning how to relate to men in an appropriate manner and by being able to build meaningful relationships, women can succeed. Having a good support system at home to assist with their family demands was emphasised by some of the respondents as being important in assisting women to break through the ceiling.

Respondent 5 was the only one who thought it was not possible to break through the ceiling at this point in the country's history as we are still a very patriarchal society, and it is not easy to change cultural beliefs and prejudices.

There were other factors that were raised, which had not been probed. One respondent was of the opinion that at some stage in a woman's life, men have the notion that she is going to have children which means that she will be requesting time off regularly. When the woman is older, then she is believed to have lost her edge.

Respondent 6, a white woman, felt that there was stereotyping taking place in the workplace where white women are being viewed as being better than black women and men finding it difficult to accept having to report to a black female manager.

Women also complained of the lack of suitable role models due to there being so few women in top management. Women can therefore not visualise

themselves being there and they feel that it is a lost cause if you try to go forward.

4.4 Results pertaining to Proposition 1: Internal Factors

The comments made by the respondents for each of the questions posed are discussed in the subsequent sections under the themes which are aligned to those identified in the literature review:

4.4.1 Gender-Role Socialisation

The majority of the respondents interviewed were of the opinion that there are jobs that are deemed to be more suitable for women. These include the traditional support roles such as personal assistant; contact centres agents and administrator jobs. Roles that are seen as being 'soft', such as Human Resources, is because there is a perception that they can be performed better by women. Office environments, as opposed to factories for example, are said to be friendlier for women. In spite of this, there are women who operate in more dangerous environments such as investigations, customs and engineering.

Men are said to be dominant in executive and senior posts. The respondents described men's strengths as being more strategic and innovative, as a result, they are better suited for jobs in finance, operations and engineering. In some organisations these environments, especially operations and engineering projects, are considered as not 'safe' in the sense that there are live wires or criminality or there is a requirement for hard labour, making them undesirable for women.

There is an acceptance that men and women are not built the same physically and although any job can be done by either sex. It was suggested that women need to understand their strengths, which typically lie in analysis, observation,

intelligence gathering, and detail-orientation. This makes them suitable for functions such as research and analysis. Women are also said to be logical, more structured, operational, good organisers, are able to multi-skill and have the ability to "make things happen". Respondent 6 emphasised the importance for women to know their place. This was not meant in a demeaning manner, but in the sense that they must harness their strengths and know where they can contribute in a meaningful manner.

4.4.2 Self-imposed glass ceiling

All the women in the study are aware that there are women who make a choice not to move beyond a certain point in their careers. One of the respondents attributes the poor representation of women at the top end of public sector organisations to the fact that as their careers advance, they make choices along the way, based on their dual roles as home-makers and career women.

The decision not to advance is dependent on the individuals' unique circumstances and values. For example, respondent 10 who is a single mother does not have the luxury of making this choice as she is the sole bread-winner in her household. There are also those women who have the ability and desire to move up, but decide not to because they do not have a support structure to help them take care of their families. Married women, with husbands who do not need a dual income in their households and who want to create a better quality of life for their children by dedicating more time to raising them, are more in a position to impose this glass ceiling on themselves.

The most common reason that emerged for women electing not to advance their careers is that they are simply comfortable with the positions they hold and are not interested in acquiring status and money. They link advancement with increased stress and longer hours and because it will encroach on the quality time they want to dedicate to their families, they are not willing to make that sacrifice solely for the sake of financial rewards. Women also base their decision on their observations of the hardships experienced by senior women

within their organisations. Lack of ambition, lack of confidence in their abilities to operate at a higher level and fears of being set up for failure are also deciding factors.

A number of the respondents said that they had at some stage or were considering scaling back on their careers by working half-day or not accepting an assignment in order to play more of the mother or homemaker role. This coincided with periods when they either had a child had a difficult pregnancy or got married and their priority was ensuring the wellbeing of their children and building a good relationship with their husbands.

The effects of scaling back have been different for the women in the study. Respondent 4's career was negatively affected by this decision as she was no longer available to be part of projects that could have exposed her to opportunities. This resulted in her being side-stepped and being labelled a non-performer. Another respondent stayed away from work and a big project that she had been working on for a year. She believes that in that year, her career could have been catapulted to a higher level. However, she does not regret making that sacrifice for her family. Two other respondents also cited the fact that in their organisations, they are required to go on assignments for periods of between 3 months and a year at a time, living in the bush which is often difficult for women with families.

One of the women pointed out that in spite of scaling back; it is still possible not to be disadvantaged as long as you have proved your competence before making that decision.

For some respondents, scaling back has not been necessary because they enjoy good support from their spouses, who are willing to assist them with the family responsibilities. Respondent 7, who is married and does not have children indicated that if she did have children, she would definitely consider scaling back her career.

4.4.3 Family-work conflicts

Most of these women are able to balance their work and family demands effectively and all those that are not able to achieve this balance are those who occupy senior and middle management positions in both races.

According to one of the women interviewed, in African society, you're a success if you are married and have children and this affords you a certain status and a sense of belonging in your community. However, playing this role is difficult when a woman has a career to pursue at the same time and there is often a trade-off between quality of life and career. Making choices in favour of career at the detriment of family often evokes guilty feelings in working mothers. A single mother in the sample felt that being a single mother is even more challenging as all responsibilities fall on her and when there are emergencies at home, she must take time off work all the time, which may affect her career negatively.

It is of interest to note that the white managers, in both senior and middle management positions felt that they were able to advance because their husbands were willing to assist them with what are typically viewed as women's responsibilities such as cooking, cleaning and taking care of their children. Their husbands supported them advancing their careers, and in two cases, were not intimidated by their wives holding more senior positions than them and being the primary bread-winners.

Only two of the respondents would prioritise work over their family and both think that decision has had a positive effect on their careers. Those women who have or would prioritise their families above their work if the need arose, either think that this has no effect on their careers or have seen their careers suffer as a result.

Some of the women were grateful for the assistance they receive from their respective organisations that allow them to better manage the balance between work and family life. Having remote access allows them to access the IT systems from home when the children have been put to bed and other family

responsibilities are taken care of. Some organisations also offer flexible working hours for all their staff, which favours women.

In addition, there was a perception that unlike in the private sector, women in the public sector are not often required to work very long hours, and can thus achieve more of a balanced life.

4.4.4 Ranking of Internally-Driven Factors

When asked to rank the three internally-driven factors in order of significance, the results were as follows:

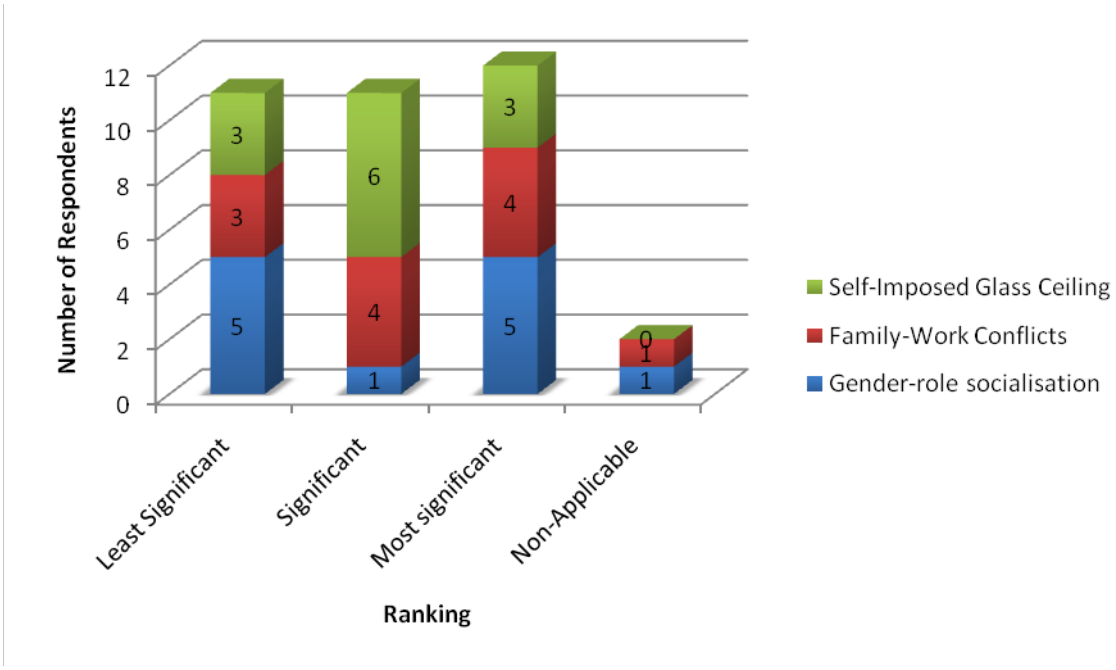


Figure 11: Ranking of the Internally-Driven Factors

Figure 11 illustrates that gender-role socialisation is viewed as being the most significant to, or having the greatest impact on women's careers in the public sector as 5 out of the 12 respondents said it was their most significant. At the same time though, 5 respondents also felt that it was their least significant factor. If the significant and most significant scores are added, the self-imposed glass ceiling receives the highest score.

All three internally-driven factors scored equally in being the least significant factors.

4.4.5 Conclusion

It is therefore clear that the internally-driven factors identified in the literature review, namely women's internalisation of gender-role socialisation, age or life-stage, level of education, family-work conflicts and the self-imposed glass ceiling are factors that do affect women employed in the public sector of South Africa.

4.5 Results Pertaining to Proposition 2: External Factors

4.5.1 Access to Networking and Mentoring Opportunities

The value of networking inside and outside of your own organisation was emphasised as it is said to be a very important factor in ensuring women's success in the workplace. It allows people to gain knowledge, have access to information and enable them to use other people's expertise. Tasks can be delivered by simply picking up the telephone to get things done efficiently and effectively. In addition, if strong relationships have been established through networking activities, even in instances where you are unable to deliver on something, that relationship can uphold that.

It is also believed that networking can be used as a tool to assist women to get promotions as "it speaks louder than a CV". The face-to-face interaction allows one to market oneself to potential recruiters and stand a better chance of appointment.

On the contrary, one participant felt that, when people use networking for career advancement, it can be perceived as though they are using people. She felt that

it should be undertaken, not just for the purposes of work and career advancement, but to ensure social well-being in the workplace. She felt that in a government environment, if you apply for a position you will be appointed based on merit, therefore there is no place for networking for career advancement.

However, as networking opportunities are not always open to women as is the case where 'boy's clubs' exist. These clubs were described as incidents where men go out socially after work, and while they are having fun, they also strategise about work. Only headstrong women, who are willing to engage in male sports for networking and partake in other 'male' activities can take part, yet most women want to act like women and not try to be like men and will therefore not fit in.

Unlike in the private sector, there are no planned events such as Women's Day celebrations where women can network with each other.

Most of the participants (66%) said that they had not experienced any discrimination during networking. However, in other interactions with men, some of the women cited incidents when they felt that men had made them feel uncomfortable through their body language and invading the women's personal space. For example, when one participant was still at a junior management level, a man who was seated next to her in a meeting put his arm over her chair. She felt that this was an attempt to demonstrate his power, and this made her feel that she was put in a 'girlfriend role' and was not equal to him. Because of her level in the organisation then, she felt that she could not say anything to him, however, now that she holds a senior position, she feels empowered to speak up.

Another participant felt that in the male-dominate industry that she is in, "the men will talk to you not because they think you know anything, but because you are a woman and have a pretty face". Similarly, a male executive manager who is now mentoring one of the respondents, had initially not taken her seriously when she had first approached him because he thought that she was just a pretty face.

In order to avoid being belittled, a suggestion was raised that women must learn to draw the line with the men in their organisations from early in their careers. For example, one woman said that as a matter of principle, she will not make tea for men at meetings, so that she is viewed as an equal and not create the impression that she is their personal assistant or playing the role of a wife to her male colleagues.

Three of the women also mentioned that there is a danger in trying to network with men, as many do not understand the difference between being friendly and making other types of advances on them. This could result in loss of dignity and men in your organisation losing respect for you.

Two participants, a senior manager and an entry-level manager mentioned that the biggest threat of discrimination is posed by white men in their age group who feel threatened by their success. Female managers can also hold other women back due to insecurity and fear that they will network themselves to better positions.

One woman attributes her success to having a mentor, who assisted her in her studies towards a Masters degree, in mapping out her career and also giving her insight into the social and political aspects of her organisation.

Many of the women mentioned the fact that some men can misread women's' intentions and find it difficult to draw the line in their professional relationships with women, which could pose some difficulties in women having male mentors. However, the option of having a female mentor is not always possible as there are few women in senior positions that women can look up to. Many of the women also pointed out the fact that other women who have managed to advance are not willing to assist those junior to them as "we are our own worst enemies", 'we' referring to women.

4.5.2 Organisational management systems

All the respondents concur that there are no management systems that discriminate against women in the public sector. On paper, there do not seem to be any organisational management systems that discriminate against women in the public sector organisations of this country. On the contrary, government's values and the measures that have been put in place to advance women are strongly against discrimination. Even the remuneration is said to be on par with men's'.

However, in one organisation, people's movements are dependant largely on their manager's discretion, meaning that even though there are policies and procedures that result in fairness if applied correctly, the manager can use their discretion, which might not be objective, to block you from moving up. This practice is said to also affect men negatively.

Facilities that are not conducive to women working in some environments were cited as one of the things that might exist in organisations that make it undesirable or even impossible for women to work in certain areas. For example, one respondent had to forego an opportunity that could have earned her a promotion because she would have been required to share sleeping quarters with a group of men as there were no separate facilities for her.

4.5.3 Organisational Power Dynamics and Culture

The descriptions of the organisational cultures in the respondents' organisations vary.

Some of the cultures are defined as winning cultures, which are performance-driven and where managers are expected to be always available on their mobile phones and to check their emails even on weekends, during leave and after hours.

One respondent commented that the pace in her organisation was exhausting and the work demands and expectations so great that she found it difficult to have a life outside work. In this environment, people are rewarded for taking time away from their families as the people who often win annual performance awards are those whose lives are consumed by work. This is said to set an example for other people to live up to, thus creating an unbalanced workforce.

Respondent 4 felt that the culture within her organisation is conducive to women in that flexible working hours are permitted. However, this is dependent on managers' discretion and although the culture of the organisation as a whole encourages it, the manager may not.

In one organisation, cliques are very strong as people in senior management positions want to surround themselves with people they know and are comfortable with. Both men and women, irrespective of their level of competence, who fall outside these circles, are often bypassed for promotions.

There was mention of a 'boys club' existing in a few organisations which was alluded to in 4.5.1. The men bond during drinking sessions after work and at events such as golf days which are often held after hours or over weekends. Apart from the fact that women might not always be available during these times due to family responsibilities, they would not really be welcome in these environments where the men are said to "laugh, joke and flirt with other women". They not only use these sessions to have fun, but they are also strategising. There are women who do become part of these networking sessions. However they have to learn to be more like the boys and be aggressive in order to fit in and some women are not willing to make this change.

Some organisations are still described as being 'a man's world', where gender-role stereotyping is rife and where the belief is that women cannot be mothers and work at the same time. Some respondents ascribed this to the fact that many of the men in the highest levels of the organisation have wives who are housewives, and therefore see all women in that light. The culture that men grow up with makes them treat women differently.

In spite of the challenges that they face with respect to culture, 66% of the women were of the opinion that women are able to fit into the culture of their organisations.

4.5.4 Ranking of External Factors

When asked to rank the three internally-driven factors in order of significance, the results were as follows:

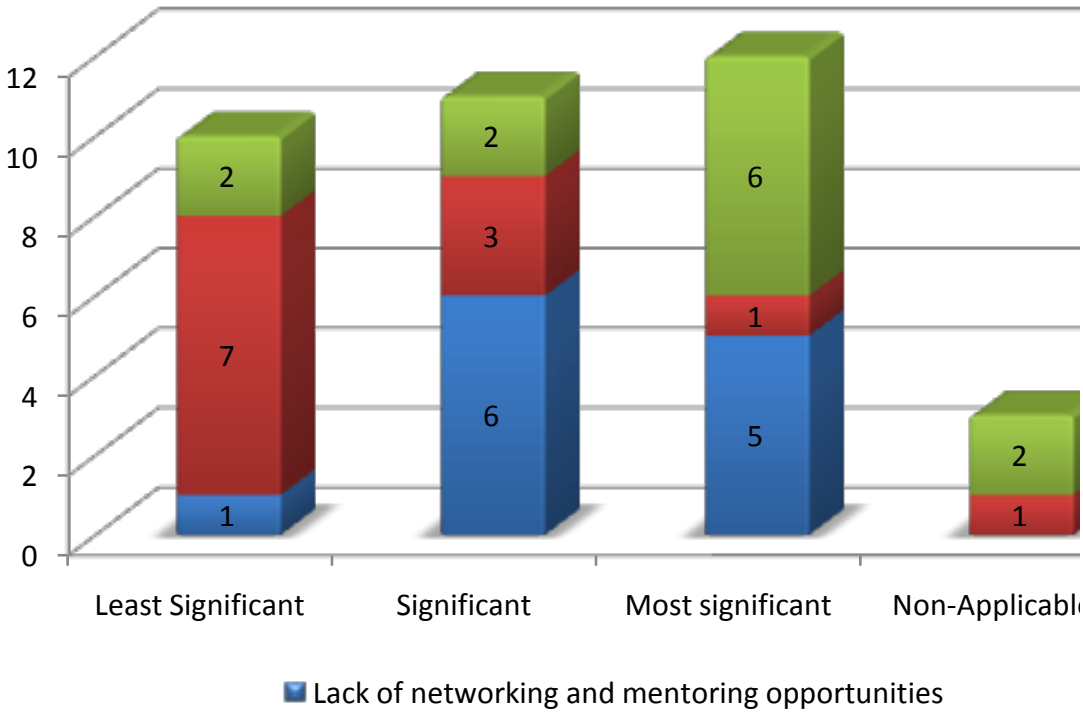


Figure 12: Ranking of Externally-Driven Factors

Figure 12 illustrates the following:

Six out of 12 of the respondents felt that organisational power dynamics and culture is the most significant externally-driven factor that affect women's careers in the public sector, followed by lack of networking and mentoring opportunities. Respondent 6 attributed her high scoring of the organisational power dynamics and culture to the fact that in some cultural groups, they still

find it very difficult to accept women as their managers, because of the role they are supposed to play according to their religious beliefs.

However, if you look at the number of people who said that the latter is either most significant or least, lack of networking and mentoring opportunities becomes the factor with the greatest score.

Most of the respondents agreed that management systems that do not support women in the workplace are said to be the least significant. One of the respondents stated that there is no organisation that will put in place formal policies that would be seen as being discriminatory, even though in practice, there may be some unwritten rules or practices.

Lack of networking and mentoring opportunities was said to be significant by 70% of the participants.

One respondent qualified her selection of the management systems as the most significant factor because in her organisation, there are no women development programs which also allow for women to network with each other, which she felt was a flaw in the management system.

4.5.5 Internally-driven strategies that women can adopt to improve their prospects in the workplace

The respondents suggested that the following strategies can be adopted by women in order to stand a better chance at breaking through the glass ceiling:

- Women must take their development into their own hands. They must devise their own development plans, focus on them, be persistent and work as though there is no glass ceiling. Women can make things happen for themselves if they are able to organise themselves and achieve a balance between their work and family lives.

- Having a partner who is a real partner in the sense of the word, not a husband who expects a woman to take care of the typically female duties in the home, while still earning an income for the family in a full-time job.
- Women in older age groups need to adopt the attitudes of the younger generation who are more assertive, demand attention, are ambitious and confident.
- Women should stop trying to compete with men and trying to become like them by being aggressive. Women must accept their own strengths and weaknesses and use them to their advantage without losing their own identity as women.
- Women need to re-look their dress sense and the manner in which they carry themselves and 'dress the part' in order to show their colleagues and male-counterparts that they take themselves and their work seriously.
- Use networking skills – push forward on your own.
- It is important that the women develop themselves academically so that they put themselves in a better position when opportunities for promotions arise.

4.6 Conclusion

It is therefore clear that the externally-driven factors identified in the literature review, namely lack of networking and mentoring opportunities, management systems that do not support women in the workplace and organisational power dynamics and culture are factors that do affect women employed in the public sector of South Africa.

4.7 Summary of the results

The results obtained from the interviews with the women who are employed in the public sector, indicate that many women do experience or are aware of factors that limit women's growth within the public sector.

The issue of family-work conflicts was cited by many, without being probed and seemed to be a factor that dominated many of the interviews. Formal management systems were not seen as a key factor, due to the existence of legislation and policies that support the advancement of and non-discrimination against women.

CHAPTER 5: DISCUSSION OF THE RESULTS

5.1 Introduction

In this chapter, the results outlined in chapter 4 are discussed and interpreted against the theory uncovered in the literature review in chapter 2: Literature review.

These results must, however, bear in mind the attribution theory as outlined in 0 as the respondents in the study could have over-estimated the internally-driven factors' impact on other peoples' careers and under-estimating the externally-driven forces. In addition, self-bias could have occurred, resulting in women attributing successes to internal factors, and failures to external factors.

5.2 Demographic profile of respondents

The demographic profile of the respondents interviewed was in line with what had been planned in that there was an equal representation of white and black women and an equal representation of both races at the various organisational levels as per Table 4 which reflects the sample stratification.

The effect of the age of the respondents was not a factor that the researcher had planned to investigate; therefore this was not considered when the respondents were selected. However, as shown in section 5.2, the majority of the participants were between the ages of 30 and 39.

5.3 General Discussion of the Glass Ceiling Phenomenon

5.3.1 Existence of the glass ceiling

It appears as though there are differing views regarding the existence or absence of the glass ceiling and about its effects on the careers of women, as was evident in the study and in the literature review. For instance, Respondent 6 asserted that “the only thing that stops you is yourself”, thus agreeing with other women who say that there are no barriers preventing women from succeeding in their careers and argue that whatever barriers that women report to experience, are self-imposed (Rindfleish 2000; Bowling et al. 2006). In line with the findings of Simpson and Altman (2003), a finding of the study suggested that in one organisation, the glass ceiling can exist for some women and not others and identified the differentiating factor to be age, which results in differing attitudes.

This difference in opinions regarding the existence of the ceiling could be attributed to differences between industries, types of organisations, cultures that exist within organisations, leadership and personal attitudes, amongst other factors.

5.4 Discussion pertaining to Proposition 1

5.4.1 Gender-Role Socialisation

The study has confirmed the findings of researchers who indicate that occupational segregation is still rife as women are believed to be suitable for certain careers and are employed in the traditionally female roles such as secretaries, in marketing, human resources and some unskilled roles. (Wrigley 2002; Cross and Linehan 2006; Mathur-Helm 2006). Many of the management and technical roles such as engineering, finance, information technology and general management are still held by men.

This segregation could be due to the fact that women actually are, or are perceived to be more expressive and nurturing and the fact that they are more organised and systematic, while the skills that men possess make them more geared for the roles typically deemed to be more suitable for them (Wrigley 2002; Gust 2006; Mathur-Helm 2006).

In line with the findings of Meyerson and Fletcher (2000), the study found that characteristics that include being more assertive, competitive and ambitious can contribute positively to women's career growth. As was discovered by Sinkford, Valachovic and Harrison (2003), the respondents cited that there are negative stereotypes that deem women to be unfit for roles in management such as their inclination to gossip and being undependable. The exhibition of these qualities should be avoided in order for women not to play into these stereotypes.

There was no denying the fact that there are physical differences between men and women, resulting in there being certain types of environments that women cannot, or will find it difficult to work in as was found by Miller, Kerr and Reid (1999) and supported by Sinkford et al. (2003).

It is suggested that these differences should not be seen as negative and that women need to embrace who they are and what their strengths and weaknesses are not attempt to enter into field where they are not able to contribute in a positive manner.

5.4.2 Self-imposed glass ceiling

In support of Veale and Gold's (1998) findings, many women are more comfortable operating at lower levels within their organisations and do not want to have to deal with the stress that is associated with senior positions and contending with difficult men who want to remain in control. This decision is mostly made by women who prioritise the well-being of their families over high-paying jobs as was found by Cross and Linehan (2006).

Consistent to the study by Gust (2006), Edwards et al. (1999) and Hoobler et al. (2009), the study found that women can also impose glass ceilings on themselves by scaling back on their careers in favour of their families by either not being available for travelling out of town, not accepting a promotion or by opting to take advantage of women-friendly benefits such as working half days, which can have negative consequences on their careers. This was experienced by some of the women in the study. On the contrary, there is a view that women avoid being side-stepped in spite of scaling back, as long as they have a track record on high performance.

5.4.3 Family-work conflicts

As suggested by the literature (Maskell-Pretz and Hopkins 1997; Baker 2003; Cross and Linehan 2006; Ismail and Ibrahim 2008), women with families, especially single mothers, experience a great deal of hardships in balancing their dual roles, and the reduced hours that they are able or willing to work can have an adverse effect on their career growth. Even when both the woman and man in a family hold full-time jobs, women keep an unbalanced responsibility for domestic work and childcare. It is apparent from the study that it becomes even more difficult to achieve this balance the more senior in your organisation you become.

Guilt appears to be an emotion that can be experienced by women who feel that they are not able to dedicate sufficient time to their families due to work commitments, as was also found by Burrows (2005).

Some public sector organisations in South Africa do offer women assistance for balancing their multiple roles in the form of flexible working hours and providing technology that allows them to work from home. However, an individual's manager or the culture within the organisations might not make it easy for women to make use of these benefits as was found by Cross and Linehan (2006).

However, as also discovered by Hoobler et al. (2009), it is not only the real conflicts that women experience that pose a threat to their careers, but also the stereotypical perceptions of their bosses. A respondent in the study is aware that women can be discriminated against due to the belief that women of a certain age are likely to start having children even when they actually do not have a family.

In spite of all the findings, when compared with the other internally-driven factors, many of the women in the study did not feel that family-work conflicts played a significant role in creating barriers for them. This result could be ascribed to the existence of good support structures in the form of partners or extended families that alleviate some of the responsibilities in the duties in the home. These women are better able to cope, whilst single mothers and those with no support structure find it a struggle to achieve a balance.

5.4.4 Level of education or qualifications

The importance of women developing themselves educationally in order to stand a better chance at career success cannot be ignored in the same way that a number of researchers have revealed that not having a marketable qualification could form a barrier for advancement (Brown and Ralph 1996; Veale and Gold 1998; Davidson and Burke 2004b; Ismail and Ibrahim 2008).

5.4.5 Age

In line with the findings of a number of papers (Veale and Gold 1998; Simpson and Altman 2003), a parallel was drawn between age and career advancement prospects of women. This is due to the perception that younger women are likely to start having children at a certain age.

In addition, as was established in the study, younger women exhibit characteristics such as confidence, assertiveness and ambition and are thus

willing to delve into areas previously not occupied by women. Simpson and Altman (2003) referred to this group as those belonging to ‘Generation x’, who grew up in a time when gender transformation and equality were key business and social imperatives, who therefore have a different outlook.

5.4.6 Internally-driven strategies that women can adopt to improve their prospects in the workplace

The recommendations raised by the women in the study were consistent with those of White et al. (1997) which suggest that women are in control of their own successes or failures and that they can adopt strategies for advancing their careers. In line with the findings of Metz (2005) and Simpson and Altman’s (2003), positive attitudes and ambition were amongst the characteristics that women need to acquire in order to be successful. However, as was suggested by Mavin (2000), it is suggested that women should not attempt to behave like men, but accept their inherent differences.

It was also found that the effective use of networking skills can assist women in achieving their career goals. This can be related to the findings of numerous authors including White et al. (1997), Dolan (2005) and Bowling et al. (2006). In addition, in support of the literature, it was suggested that women must develop themselves by acquiring the qualifications required for advancement.

5.5 Discussion pertaining to Proposition 2

5.5.1 Access to networking and mentoring opportunities

In support of the results of research by scholars such as Lyness and Thompson (1997) and Cross and Linehan (2006), the study has found that networking and exclusion from networking activities can play a vital role in women's careers' success or failure.

In spite of assertions of not having experienced discrimination in networking, women do face some challenges with respect to networking and mentoring. The first challenge is that, because women enjoy low representation in senior positions, there are few women available for networking with and being mentored by. However, the few women that hold senior posts may not be suitable for networking as the other challenge raised in the study was that women are often not willing to uplift each other, which relates to the 'queen bee syndrome' that was referred to by Mavin (2008) and Rindfleish (2000).

Secondly, similar to the findings of Dolan (2005) and Mathur-Helm (2006), the respondents stated that many of the influential figures in their organisations are men, making male networks beneficial. As Schmidt and Wolfe (1980) found, the intricacy of the male/female relations can make it difficult for women to approach men for mentoring and networking. In situations where the old boy's club phenomenon exists, women have limited access to these male networks which limits their access to information and knowledge that could assist in advancing their careers. There are those women who believe that in spite of the existence of these old boy's networks, they are still able to grow their careers by adopting other strategies for advancement, which is a view that is supported in the literature by authors such as Veale and Gold (1998). In addition, as per the assertions of Virukal (2000), the study pointed out that some women feel that in order to fit into the male networks, they need to adopt 'male' behavioural patterns and lose their independence and identities. The female participants in the study were very critical of women who behave in this manner, as they felt that women need to stay true to their femininity.

5.5.2 Organisational management systems

Although most respondents revealed that their organisations were still dominated by men in the highest offices, this did not affect the manner in which appointments and promotions were made. This finding was unlike the experiences of other women studied internationally (Edwards et al. 1999; Cross and Linehan 2006).

Contrary to the findings of the RSA (2006), it was unveiled in the study that the policies and procedures of the public sector organisations are seen to be fully aligned to the legislation as they strongly support the advancement of women and none of the women felt that they discriminated against them in any way. This contrast in opinions can be attributed to the difference in interpretation of what organisational management systems. In this study, they applied more to formal written policies and procedures, while in the PSC's study, this also included the issue of gender-role socialisation, which refers to how women are channelled or channel themselves into specific roles such as secretarial work (RSA 2006).

There was mention of the fact that some managers can fall short in the understanding of these policies and the implementation thereof, particularly where discretion was applicable, which can often lead to subjective and unfair practices.

In support of the findings of Seejarim (2006), it was noted that many of the appointments into senior offices are political appointments, which may disadvantage women who were not actively involved in politics.

5.5.3 Organisational power dynamics and culture

This factor was named the most significant externally-driven barrier by many of the respondents although most still felt that they still do fit into the cultures of their organisations.

In spite of attempts made by organisations in managing the gender compositions, the perception of women in the study, which is supported by the literature by the likes of Brown (1996) and Ismail and Ibrahim (2008), is that the world is still defined and run by males. This results in cultures within organisations that are male-oriented where the practices require women to compete with men on male terms. The women in the study also described their male colleagues as not taking into consideration their multiple roles and the fast-pace and competitive environment which does not allow them to have any life outside the work environment. This includes the expectation for their employees to work long hours and engage in social activities after work and over weekends as was established in the literature by Liff and Ward (2001) and Bihagen and Ohls (2006).

Although 66% of the women in this study felt that they do fit into the cultures of their respective organisations and they did not see culture as a major limiting factor. They have devised ways of balancing their various responsibilities in order to be able to compete with men on their terms.

In line with the recommendations made by RSA (2006) and Ismail and Ibrahim (2008) which suggest that a culture must be cultivated in organisations, that integrates a good work and life balance as a way on improving women's prospects in the work-place, one of the women in the study commended the women-friendly benefits, such as flexible working times, for easing the burden posed by the demanding cultures of the organisation she is employed in.

5.5.4 Externally-driven strategies that organisations can adopt to assist women in their career development

The suggestion from the respondents were consistent with those of Liff and Ward (2001), Brown (1996) and Ismail and Ibrahim (2008) and other researchers cited in previous sections, who advocate the need to change organisational cultures, provide networking opportunities and providing programs to assist women in achieving balance in the multiple roles.

5.6 Conclusion

Both the literature and the findings of the study concur that there are things that women have the power to change that could improve their career prospects by re-looking the internally-driven factors and devising strategies to address them.

As most of the papers studied in the literature were focused on non-governmental institutions, it can be concluded that the organisational context has no effect on the internally-driven factors as there were similarities between the findings of the study and the literature review.

The internal barriers have been confirmed to be:

- Gender-role socialisation
- Balancing of family and work conflicts
- Educational qualifications
- The self-imposed glass ceiling; and
- Age

However, no strategies can be adopted by individuals with regards to age, therefore this factor can be affected by changing prejudices, which cannot be achieved by the individual alone, but through cultural transformation.

It can be concluded that there is a role that organisations can play to assist women in their careers. This can be achieved by ensuring that the following factors are addressed:

- Organisational management systems
- Organisational power dynamics and culture; and
- Access to networking and mentoring opportunities

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter summarises the findings of the study and the conclusions that can be reached based on the literature and interviews. Recommendations are then brought forward on what the women believe can be done both by themselves and by their organisations in order to allow women to penetrate the glass ceiling.

6.2 Conclusions of the study

There is no denying that South African society and industry have made great strides in the emancipation of women on the occupational front. In this study, the women do not blame their organisations for failing to create opportunities for them or discriminating against them on the basis of gender. Nevertheless, the role of the woman in the home has remained relatively unchanged with a persistent unequal division of labour, which can have an adverse effect on women's careers.

The introduction of legislation and policies that support the progression of women in the workplace seem to have had a positive impact in the public sector. The public sector offers women a great deal of opportunities and as the respondents in the study held, their organisations are making concerted efforts in empowering women, yet the onus remains with these women to have the confidence and the drive to seize the opportunities afforded to them.

However, the journey of women to the highest echelons of the public sector will not be without challenges posed by the patriarchal attitudes of male colleagues who might want to exclude them from their networks or might still see them fit for certain types of jobs and spouses or partners who will not share in family

responsibilities and assist career women to be able to achieve a balance in their lives.

Although the findings of this study were not very different from those of other researchers on the subject in terms of what the factors are that limit career growth, there was a stronger emphasis on the internally-driven factors.

The resounding message is that ultimately, women are in control of their destiny and in order to succeed in spite of the challenges, they need to take proactive steps and devise their own strategies for growth.

6.3 Recommendations

In light of the findings of the study and the learnings from the literature review, it is clear that the strategies for breaking through the glass ceiling and improving women's accession to the highest positions within the public sector are two-fold.

The bulk of the responsibility rests with the women themselves, primarily in finding a balance between their multiple responsibilities and also in taking career decisions that put them in the best position to be able to cease opportunities that might arise.

From the organisational perspective, a great deal can also be done to assist women, mainly through cultural transformation which will ultimately lead to more conducive circumstances for mentoring and networking and minimise the application of prejudice in decision-making.

However, changing the perceptions of men about the roles of women is a bigger cultural issue (not organisational culture), and a great deal of work has to be done in the home, in the upbringing and education of children and in society as a whole to change the manner in which women are viewed.

6.4 Suggestions for further research

As age was cited as a possible barrier to women's career success, it would be of interest to further investigate the correlation between promotability and age.

Furthermore it would be interesting to find out what the views of the men within the public sector are regarding employment equity.

A comparison between the experiences of women in different sectors within the public sector, for example finance – the Department of Trade and Industry (the dti), The South African Revenue Services and National Treasury, military and law enforcement – South African Police Services and the National Prosecutions Authority, human resources – Department of Public Service and Administration, could yield interesting results with respect to cultures.

In addition, given the historic racial politics in the country, a similar study investigating race as a limiting factor in women's careers could be conducted

REFERENCES

Baker, J. G. (2003) Glass ceilings or sticky floors? A model of high-income law graduates, *Journal of Labor Research,* 24(4), pp. 695-711.

Bihagen, E. and Ohls, M. (2006) The glass ceiling-where is it? Women's and men's career prospects in the private vs. the public sector in Sweden 1979-2000, *Sociological Review,* 54(1), pp. 20-47.

Bowling, C. J., Kelleher, C. A., Jones, J. and Wright, D. S. (2006) Cracked Ceilings, Firmer Floors, and Weakening Walls: Trends and Patterns in Gender Representation among Executives Leading American State Agencies, 1970-2000, *Public Administration Review,* 66(6), pp. 823-836.

Brown, M. (1996) Barriers to women managers' advancement in education in Uganda, *International Journal of Educational Management,* 10(6), pp. 18-23.

Brown, M. and Ralph, S. (1996) Barriers to women managers' advancement in education in Uganda, *International Journal of Educational Management,* 10(6), pp. 18-23.

Burke, R. and Vinnicombe, S. (2005) Guest editorial advancing women's careers, *Career Development International,* 10(3), pp. 165–167.

Burke, R. J., Burgess, Z. and Fallon, B. (2006) Benefits of mentoring to Australian early career women managers and professionals, *Equal Opportunities International,* 25(1), pp. 71-79.

Burrows, T. (2005) 'Why Don't Women Rise to the Top', *Web Brainstorm*, pp. 14-18.

BWSA, B. W. s. A. o. S. A. (2010) *BWA SOUTH AFRICAN WOMEN IN LEADERSHIP CENSUS 2010*.

C.J Bowling, C. A. K., J. Jones, D.S. Wright Cracked Ceilings, Firmer Floors, and Weakening Walls: Trends and Patterns in Gender Representation among Executives Leading American State Agencies, 1970-2000, *Public Administration Review,* 66(6), pp. 823-836.

Chelane, M. (2006) *Women and Employment in The Gold Field Mining Sector.* University of the Witwatersrand, Johannesburg.

Cotter, D. A., Hermsen, J. M., Ovadia, S. and Vanneman, R. (2001) The Glass Ceiling Effect, *Social Forces,* 80(2), pp. 655-681.

Crampton, S. M. and Mishra, J. M. (1999) Women in Management, *Public Personnel Management,* 28(1).

Creswell, J. W. (2003) Research design: Qualitative, quantitative, and mixed methods approaches 2nd ed, Thousand Oaks: Sage Publications

Cross, C. and Linehan, M. (2006) Barriers to advancing female careers in the high-tech sector: empirical evidence from Ireland, *Women in Management Review,* 21(1), pp. 28-39.

Daley, D. M. (1996) Paths of glory and the glass ceiling: Differing patterns of career advancement among women and minority federal employees, *Public Administration Quarterly,* 20, pp. 143-162.

Davidson, M. J. and Burke, R. J. (2004a) Women in Management Worldwide, Facts, Figures and Analysis: An Overview, *Women in Management Worldwide: Facts, Figures and Analysis*.

Davidson, M. J. and Burke, R. J. (2004b) *Women in Management Worldwide: Facts, Figures and Analysis*, Ashgate Publishing, Ltd.

DoL (2004) Employment Equity Report

Dolan, J. P. (2005) 'It's A Glass Ceiling, Not Cement. How to Reach the Top in A Male-Dominated Business Culture', *Business West*, pp. 53-54.

Easton, V. J. and McColl, J. H. (1997) *Statistics Glossary,* (last accessed 17 October, 1998), from http://www.stats.gla.ac.uk/steps/glossary/sampling.html#stratsamp.

Edwards, C., Robinson, O., Welchman, R. and Woodall, J. (1999) Lost opportunities? Organisational restructuring and women managers, *Human Resource Management Journal,* 9(1), pp. 55-64.

Finnemore, A. (1998) *Introduction to Labour Relations in South Africa,* Sixth Edition ed., Butterworths, Durban.

Forret, M. L. and Dougherty, T. W. (2004) Networking behaviors and career outcomes: differences for men and women?, *Journal of Organizational Behavior,* 25(3), pp. 419-437.

Gust, G. A. (2006) Equality at Work: Phillipines.

Heffner, D. C. L. (2001, March 2004) *Psychology 101,* (last accessed 5 August, 2010), from http://allpsych.com/psychology101/attribution_attraction.html.

Hoobler, J. M., Wayne, S. J. and Lemmon, G. (2009) Bosses' Perceptions of Family-Work Conflict and Women's Promotability: Glass Ceiling Effects, *The Academy of Management Journal (AMJ),* 52(5), pp. 939-957.

International Labour Organisation, I. (2009) Underemployment

Ismail, M. and Ibrahim, M. (2008) Barriers to career progression faced by women, *International Journal,* 23(1), pp. 51-66.

Jackson, J. C. (2001) Women middle managers' perception of the glass ceiling, *Women in Management Review,* 16(1), pp. 30-41.

Joseph, E. (2006) *The characteristics and Career Development of Women Executives in South Africa.* University of the Witwatersrand, Johannesburg.

Kalev, A., Dobbin, F. and Kelly, E. (2006) Best Practices or Best Guesses? Assessing the Efficacy of Corporate Affirmative Action and Diversity Policies, *American Sociological Review,* 71(4), pp. 589-617.

Kilroe, M.-C. (2009) *An exploration of young women and men's perceptions of gender roles and their impact on relationships.* University of the Witwatersrand, Johannesburg.

Knowles, E. M. and Elliott, J. (1997) *The Oxford dictionary of new words*, Oxford University Press, USA.

Leedy, P. D. and Ormrod, J. E. (2005) *Practical Research: Planning and Design*, Pearson/Merrill/Prentice Hall, Upper Saddle River, NJ.

Lewis, J. J. (2009) Property Rights of Women.

Li, C. A. and Wearing, B. (2004) Between Glass Ceilings: Female Non-Executive Directors in UK Quoted Companies, *International Journal of Disclosure and Governance,* 1(4), pp. 355–370.

Liff, S. and Ward, K. (2001a) Distorted Views Through the Glass Ceiling: The Construction of Women's Understandings of Promotion and Senior Management Positions, *Gender Work and Organization,* 8(1), pp. 19-36.

Liff, S. and Ward, K. (2001b) Distorted Views Through the Glass Ceiling: The Construction of Women's Understandings of Promotion and Senior Management Positions, *Gender, Work and Organization,* 8(1), pp. 19-36.

Lyness, K. S. and Thompson, D. E. (1996) Climbing the Corporate Ladder: Do Female and Male Executives Follow the Same Route?, *Catalyst*, p. 37.

Lyness, K. S. and Thompson, D. E. (1997) Above the glass ceiling? A comparison of matched samples of female and male executives, *J Appl Psychol,* 82(3), pp. 359-375.

Machel, G. (2009) All of Us Must Work for Womens' Empowerment,

Markinor, I. (2010) *How is Government Performing ahead of the State of the Nation 2010?*, Ipsos Markinor, Cape Town.

Maskell-Pretz, M. and Hopkins, W. E. (1997) Women in Engineering: Toward a Barrier-Free Work Environment, *Journal of Management in Engineering,* 13(1), pp. 32-37.

Mathur-Helm, B. (2006) Women and the glass ceiling in South African banks: an illusion or reality?, *Women In Management Review,* 21(4), pp. 311-326.

Mavin, S. (2008) Queen Bees, Wannabees and Afraid to Bees: No More'Best Enemies' for Women in Management?, *British Journal of Management,* 19(s1), pp. S75-S84.

Mdanda, S. N. I. (2009) *Exploring a group of African male students' talk on gender equality.* University of the Witwatersrand, Johannesburg.

Metz, I. (2005) Advancing the careers of women with children, *Career Development International,* 10(3), pp. 228-245.

Meyerson, D. E. and Fletcher, J. K. (2000) A modest manifesto for shattering the glass ceiling, *Harvard Business Review,* 78(1), pp. 126-136.

Miller, W., Kerr, B. and Reid, M. (1999) A National Study of Gender-Based Occupational Segregation in Municipal Bureaucracies: Persistence of Glass Walls?, *Public Administration Review,* 59(3).

Muñoz, A. and Woods, A. (2000) Marxism and the Emancipation of Women,

Okanlawon, G. (1994) Women as Strategic Decision Makers, *Women in Management Review,* 9(4), pp. 25-32.

Onsongo, N. (2007) *Barriers to Career Success Facing Black Women in South Africa.* University of the Witwatersrand, Johannesburg.

PCAS (2006a) *A Nation in the Making: A Discussion Document on Macro-Social Trends in South Africa.,* (last accessed 5 April, 2008), from http://www.info.gov.za/otherdocs/2006/socioreport.pdf#search='a%20nation%20in%20the%20making%20south%20africa.

PCAS (2006b) *A Nation in the Making: A Discussion Document on Macro-Social Trends in South Africa. ,* (last accessed 5 April 2008, 2008), from http://www.info.gov.za/otherdocs/2006/socioreport.pdf#search='a%20nation%20in%20the%20making%20south%20africa.

Rindfleish, J. (2000) Senior management women in Australia: diverse perspectives, *Women in Management Review,* 15(4), pp. 172-180.

RMKB, R. M. K. B. (2006) *External Validity,* (last accessed 6 April 2008), from http://www.socialresearchmethods.net/kb/external.php.

RSA (1996) The Constitution of the Republic of South Africa, Vol. 106,

RSA (1998a) Employment Equity Act 55 of 1998, *Pretoria: Government Printer*,

RSA (1998b) Recognition of Customary Marriages Act, Vol. 120,

RSA (2005) Women in the South African Labour Market 1995 - 2005, In Africa, S. (ed.), Botshabelo Maja: Chief Directorate of Communication

RSA (2006) *Gender Maintstreaming initiative in the Public Service*, The Public Service Commission.

RSA (2007) *About Government,* (last accessed 06 April, 2008), from http://www.info.gov.za/aboutgovt/index.htm.

RSA (2008) *8th Commission for Employment Equity Annual Report 2007-2008*, Department of Labour, Pretoria.

RSA (2009) *South African Convention on the Elimination of all forms of Discrimination against Women (CEDAW) Report: Progress made on the Implementation of the Convention for the period 1998 to 2008* The Presidency of the Republic of South Africa, Pretoria.

Ryan, M. (2006) What lies beyond the glass ceiling? The glass cliff and the potential precariousness of women's leadership positions Michelle Ryan, Alex Haslam The Authors, *Human Resource Management International Digest,* 14(3), pp. 3-5.

Schmidt, J. A. and Wolfe, J. S. (1980) The mentor partnership: Discovery of professionalism, *NASPA Journal,* 17(3), pp. 45-51.

Seejarim, R. (2006) *Employment Equity in the City of Johannesburg.* University of the Witwatersrand, Johannesburg.

Simkin, J. (2009a, 26 April 2009) *Emmeline Pankhurst,* (last accessed 07 May, 2009), from http://www.spartacus.schoolnet.co.uk/WpankhurstE.htm.

Simkin, J. (2009b, 26 April 2009) *Women's Suffrage,* (last accessed 06 May, 2009), from http://www.spartacus.schoolnet.co.uk/USAsuffrage.htm.

Simpson, R. and Altman, Y. (2003) The time bounded glass ceiling and young women managers: career progress and career success±evidence from the UK, *Training,* 4(2000), pp. 190-198.

Sinkford, J. C., Valachovic, R. W. and Harrison, S. (2003) Advancement of women in dental education: trends and strategies, *Journal of Dental Education,* 67(1), p. 79.

South African History Online, S. (2008a) *Celebrating Freedom and Democracy: Women's Rights,* (last accessed 05 January, 2009), from http://www.sahistory.org.za/pages/governence-projects/constitution/women.htm.

South African History Online, S. (2008b, 02 January 2008) *A decade by decade events account of the women's struggle in South Africa,* (last accessed 24 august, 2009), from http://www.sahistory.org.za/pages/governence-projects/womens-struggle/chronology.htm.

South African History Online, S. (2008c, 02 January 2008) *Women's Struggle in South Africa,* (last accessed 05 January, 2009), from http://www.sahistory.org.za/pages/governence-projects/womens-struggle/struggle6.htm.

South African History Online, S. (2008d) Women in South African History,

Stacey, A. (2008) Validity and Reliability Lecture Notes, In 2006/09, M. P.-T. (ed.), Johannesburg.

Tattersall, A. and Keogh, C. (2006) Women, Networking and the Impact on Pay, Position and Status in the UK ICT Industry.

Thomas, A. and Jain, H. C. (2004) Employment equity in Canada and South Africa: progress and propositions, *The International Journal of Human Resource Management,* 15(1), pp. 36-55.

Veale, C. and Gold, J. (1998) Smashing into the glass ceiling for women managers, *Development,* 17(1), pp. 17-26.

Virakul, B. (2000) Breaking the glass ceiling: a combined work of women's minds and HRD, *Human Resource Development International,* 3(1), pp. 15-17.

White, B., Cox, C. and Cooper, C. L. (1997) A portrait of successful women, *Women in Management Review,* 12(1), pp. 27-34.

Wilson, F. M. (2002) Management and the Professions: How Cracked is That Glass Ceiling?, *Public Money and Management,* 22(1), pp. 15-20.

Wirth, L. (2001) *Breaking through the glass ceiling: Women in management*, International Labour Office Geneva, Switzerland.

Wrigley, B. J. (2002) Glass ceiling? What glass ceiling? A qualitative study of how women view the glass ceiling in public relations and communications management, *Journal of public relations research,* 14(1), pp. 27-55.

Zafarullah, H. (2000) Through the brick wall, and the glass ceiling: Women in the civil service in Bangladesh, *Gender Work and Organization,* 7(3), pp. 197-209.

7 APPENDIX A: QUESTIONNAIRE



Dear Respondent:

I am in the process of completing my MBA through the Wits Business School, at the University of the Witwatersrand, Johannesburg. The topic of my thesis is "Factors Restraining Women in the South African Public Sector from Breaking through the 'Glass Ceiling'. In order to gain insight into this topic, I will be interviewing female managers in the public sector, and would therefore appreciate it of you could grant me a 1 hour interview with you.

The identity of the respondents will remain confidential and the report will be for academic use only. Should you wish to receive a copy of the findings, one will be forwarded to you on conclusion of the report.

Please advise regarding your availability, and I will meet with you at your convenience.

Thank you for your time and consideration. I look forward to hearing from you!

Yours sincerely,

Anele Nomtshongwana

7.1 Section 1: Demographic Information

a) Management Level

- Executive
- Senior Manager
- Middle Manager
- Entry-level Manager

b) Cultural Group _____

c) Age Group

- 20-30
- 30-40
- 40-50
- 50-60
- 60-65

7.2 Section 2: General Understanding of the Glass Ceiling Phenomenon

7.2.1 What is your understanding of the glass ceiling phenomenon?

_____
_____
_____
_____
_____

7.2.2 Is there a glass ceiling in your organisation and if so, how does it manifest itself?

_____
_____
_____
_____
_____

7.2.3 Is it possible for women to break through these barriers?

_____
_____
_____
_____
_____

7.2.4 Are there any other things apart from the glass ceiling that prevent us, as women, from moving up the ladder?

_____
_____
_____
_____
_____

7.3 Section 3: External Factors

7.3.1 Do you believe that networking is an important part of your job and why?

_____
_____
_____
_____
_____

7.3.2 Have you experienced any form of discrimination during networking activities?

_____
_____
_____
_____
_____

7.3.3 Do you think that there are any organisational policies and procedures in your organisation that disadvantage female employees?

_____
_____
_____
_____
_____

7.3.4 Describe the culture within your organisation, and how women fit into it?

_____
_____
_____
_____
_____

7.3.5 Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant?

- lack of networking and mentoring opportunities
- Management systems that do not support women within organisations
- organisational power dynamics, and culture

7.4 Section 4: Internal Factors

7.4.1 Are there any jobs in this organisation that are deemed to be more suitable for women or women? If there are, why do you think it is the case?

_____
_____
_____
_____
_____

7.4.2 Do you think that there are some women who choose not to advance their careers? Why would they make this choice?

_____
_____
_____
_____
_____

7.4.3 Have you at any stage scaled back on your career (worked part-time or half day, not accepted a promotion) in order to play the traditional role of mother and homemaker?

_____
_____
_____
_____
_____

7.4.4 Are you able to effectively balance your work and family life?

_____
_____

_____

_____

_____

7.4.5 Which of the two do you prioritise if you have to?

_____

_____

_____

_____

_____

7.4.6 What effect has this had on your career?

_____

_____

_____

_____

_____

7.4.7 Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.

- Women's internalisation of gender-role socialisation

  Not only are women viewed differently by men in the workplace based on the way society has defined their roles, but they themselves have internalised these traditional roles, which determines the careers that they choose to pursue

- Family-Work Conflicts_____

- self-imposed glass ceiling_____

7.5 Section 4: Solution

7.5.1 What can be done to improve women's career advancement options in your workplace?

_____

_____

_____

_____

8 APPENDIX B: CONSISTENCY MATRIX

The purpose of this study is to understand the underlying internal and external drivers of the low representation of women in entry-level, middle, senior and executive management positions in South African public organisations.					
Sub-problem	**Literature Review**	**Propositions**	**Source of data**	**Type of data**	**Analysis**
The first sub-problem is to identify the internally-driven factors prohibiting women from cracking the glass ceiling in the public sector in South Africa.	(Wilson 2002) (Liff and Ward 2001b) (Edwards et al. 1999) (Maskell-Pretz and Hopkins 1997) (Metz 2005) (Crampton and Mishra 1999) (Ismail and Ibrahim 2008) (Mathur-Helm 2006) (Lyness and Thompson 1997) (Virakul 2000) (White et al. 1997) (Burrows 2005) (Cross and Linehan 2006)	Proposition 1: There are internal factors, which women can affect which limit their upward mobility and ability to break through the glass ceiling in South African state departments.	7.4.1 7.4.2 0 7.4.4 7.4.5 7.4.6 7.4.7	Qualitative	• The responses will be grouped according to the various strata as described in Table 4 above. • The researcher will describe the common findings and deviations from the norms from the data collected from respondents for each of the strata • Comparisons will be made between the findings from the different strata

The purpose of this study is to understand the underlying internal and external drivers of the low representation of women in entry-level, middle, senior and executive management positions in South African public organisations.					
Sub-problem	**Literature Review**	**Propositions**	**Source of data**	**Type of data**	**Analysis**
The second sub-problem is to identify the externally-driven factors prohibiting women from cracking the glass ceiling in the public sector in South Africa.	(Wilson 2002) (Liff and Ward 2001b) (Edwards et al. 1999) (Burrows 2005) (Maskell-Pretz and Hopkins 1997) (Metz 2005) (Crampton and Mishra 1999) (Ismail and Ibrahim 2008) (Cross and Linehan 2006) (Brown 1996) (Mathur-Helm 2006) (Bowling et al. 2006) (Lyness and Thompson 1997) (White et al. 1997) (Virakul 2000)	Proposition 2: External Factors, which women have no influence over, which exist within organisations, contribute to the persistence of the glass ceiling in South African organs of state.	7.3.1 7.3.2 7.3.3 7.3.4 7.3.5	Qualitative	• The responses will be grouped according to the various strata as described in Table 4 above. • The researcher will describe the common findings and deviations from the norms from the data collected from respondents for each of the strata • Comparisons will be made between the findings from the different strata

9 APPENDIX C: HISTORY OF EMANCIPATION OF WOMEN

Unless stated otherwise, Table 5 lays out the years on which women were granted the right both to vote and to stand for election.

Table 5: A World Chronology of the Recognition of Women's Rights to Vote and to Stand for Election (IPU 2009)

1788	United States of America (to stand for election)
1893	New Zealand (to vote)
1902	Australia*
1906	Finland
1907	Norway (to stand for election)*
1913	Norway**
1915	Denmark, Iceland*
1917	Canada (to vote)*, Netherlands (to stand for election)
1918	Austria, Canada (to vote)*, Estonia, Georgia[1], Germany, Hungary, Ireland*, Kyrgyzstan, Latvia, Lithuania, Poland, Russian Federation, United Kingdom*
1919	Belarus, Belgium (to vote)*, Luxembourg, Netherlands (to vote), New Zealand (to stand for election), Sweden*, Ukraine
1920	Albania, Canada (to stand for election)*, Czech Republic, Iceland**, Slovakia, United States of America (to vote)
1921	Armenia, Azerbaijan, Belgium (to stand for election)*, Georgia[1], Sweden**
1924	Kazakhstan[1], Mongolia, Saint Lucia, Tajikistan

1927	Turkmenistan
1928	Ireland**, United Kingdom**
1929	Ecuador*, Romania*
1930	South Africa (Whites), Turkey (to vote)
1931	Chile*, Portugal*, Spain, Sri Lanka
1932	Brazil, Maldives, Thailand, Uruguay
1934	Cuba, Portugal*, Turkey (to stand for election)
1935	Myanmar (to vote)
1937	Philippines
1938	Bolivia*, Uzbekistan
1939	El Salvador (to vote)
1941	Panama*
1942	Dominican Republic
1944	Bulgaria, France, Jamaica
1945	Croatia, Guyana (to stand for election), Indonesia, Italy, Japan[1],

	Senegal, Slovenia, Togo
1946	Cameroon, D.P.R. of Korea, Djibouti (to vote), Guatemala, Liberia, Myanmar (to stand for election), Panama**, Romania**, The F.Y.R. of Macedonia, Trinidad and Tobago, Venezuela, Viet Nam, Yugoslavia
1947	Argentina, Japan[1], Malta, Mexico (to vote), Pakistan, Singapore
1948	Belgium**, Israel, Niger, Republic of Korea, Seychelles, Suriname
1949	Bosnia and Herzegovina, Chile**, China, Costa Rica, Syrian Arab Republic (to vote)*
1950	Barbados, Canada (to vote)**, Haiti, India
1951	Antigua and Barbuda, Dominica, Grenada, Nepal, Saint Kitts and Nevis, Saint Vincent and the Grenadines
1952	Bolivia**, Côte d'Ivoire, Greece, Lebanon
1953	Bhutan, Guyana (to vote), Mexico (to stand for election), Syrian Arab Republic**
1954	Belize, Colombia, Ghana
1955	Cambodia, Eritrea[2], Ethiopia, Honduras, Nicaragua, Peru
1956	Benin, Comoros, Egypt, Gabon, Mali, Mauritius, Somalia

1957	Malaysia, Zimbabwe (to vote)**
1958	Burkina Faso, Chad, Guinea, Lao P.D.R., Nigeria (South)
1959	Madagascar, San Marino (to vote), Tunisia, United Republic of Tanzania
1960	Canada (to stand for election)**, Cyprus, Gambia, Tonga
1961	Bahamas*, Burundi, El Salvador (to stand for election), Malawi, Mauritania, Paraguay, Rwanda, Sierra Leone
1962	Algeria, Australia**, Monaco, Uganda, Zambia
1963	Afghanistan, Congo, Equatorial Guinea, Fiji, Iran (Islamic Republic of), Kenya, Morocco, Papua New Guinea (to stand for election)
1964	Bahamas**, Libyan Arab Jamahiriya, Papua New Guinea (to vote), Sudan
1965	Bostwana, Lesotho
1967	Democratic Republic of the Congo (to vote), Ecuador**, Kiribati, Tuvalu, Yemen (D.P. R.)
1968	Nauru, Swaziland
1970	Andorra (to vote), Democratic Republic of the Congo (to stand for election), Yemen (Arab Republic)

1971	Switzerland
1972	Bangladesh
1973	Andorra (to stand for election), Bahrain[3], San Marino (to stand for election)
1974	Jordan, Solomon Islands
1975	Angola, Cape Verde, Mozambique, Sao Tome and Principe, Vanuatu[1]
1976	Portugal**
1977	Guinea Bissau
1978	Nigeria (North), Republic of Moldova[1], Zimbabwe (to stand for election)
1979	Marshall Islands, Micronesia (Fed. States), Palau
1980	Iraq, Vanuatu[1]
1984	Liechtenstein, South Africa (Coloureds + Indians)
1986	Central African Republic, Djibouti (to stand for election)
1989	Namibia

1990	Samoa
1993	Kazakhstan[1], Republic of Moldova[1]
1994	South Africa (Blacks)
2005	Kuwait

10 APPENDIX D: RESULTS RELATED TO THE QUESTIONNAIRE

10.1 Interview Transcripts

10.1.1 Respondent 1
Q: Demographic Information
African, middle manager, 20-30
Q: What is your understanding of the glass ceiling phenomenon?
It's when you know that there is progression, so there is a level higher than where you are but there seem to be factors that prevent you from getting to that level.
Q: Is there a glass ceiling in your organisation and if so, how does it manifest itself?
I think there is because when I look at the number of women progressing to exco level and as the years go by, the numbers just become less and less. Our organisation is p, so I'm not sure whether those women are political players, so you have political stongpoint or strong hold in order for you to progress to that level.
Q: Is it possible for women to break through these barriers?

Ja I this it is possible, they just have to be very tough and Operate outside the normal business principles that are there, they have to operate more in the political scheme of things, which is not normal for women – different place or platform for them to operate, so ja, it is possible. With [her organisation], its both internal politics and South African politics. **the rest of her comments could not be included due to sensitivity.
Q: Are there any other things apart from the glass ceiling that prevent us, as women, from moving up the ladder?
I think when you look at the qualities that women have, like multi-skilling, sensitive and not strategic like men. But I think it's possible to break through because through education, mentoring they can make it because women are quite assertive and work hard, so I think it is possible.
Q: Do you believe that networking is an important part of your job and why? Have you experienced any form of discrimination during networking activities?
Umm ja, I think networking is an important part of my job because working in projects, that happen in different divisions, I need to know how that division works and if there is a project that they are running, what value is that business going to add and if the project is worth taking on. You must also look into the future. It's not about where I am now, it's about progression. I need to know the organisation better and by networking, that's how I get it right.
Q: Have you experienced any form of discrimination during networking activities? Have you experienced any form of discrimination during networking activities?

No.

Q: Do you think that there are any organisational policies and procedures in your organisation that disadvantage female employees?

At [……] I think I'd say no because the policies that we have, like we have sexual harassment, you know the organisation is like very strong when it comes to discrimination, I mean like they're against discriminations. Our values, you know, they are aimed at minimising discrimination and giving everyone a fair chance, women and males. No.

Q: Describe the culture within your organisation, and how women fit into it?

Look, I think the culture encourages learning, free speech. We have enough resources. The environment encouraged you to do your best at work. Some of your ideas might not be taken seriously although you are encouraged to come up with them and voice your ideas or your opinions. They give you the opportunity to succeed, but in the human eye, they seems open to women progressing and a woman feeling free to work and not feeling discriminated.

Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.

- Lack of networking and mentoring opportunities - 2
- Management systems - 1
- Organisational power dynamics and culture – 3

Management system chosen as most significant because …….doesn't even offer a women development program, which is a management system issue,

which in turn doesn't allow for networking to take place.

Q: Are there any jobs in this organisation that are deemed to be more suitable for women or women? If there are, why do you think it is the case?

I would have to look at the most important level, Exco. Most of those positions are occupied by men and I think it's important for women to hold those positions because that's where the empowering other women and mentoring. When you look at junior management positions, women are there, middle management, they are there, it's only at exco where wome need to be advanced.

No jobs specifically for women. important for some.

Q: Do you think that there are some women who choose not to advance their careers? Why would they make this choice?

Yes, I think they do. There are women who choose not to. E.g. a middle manager, doing same job for more than 10 years. Technical knowledge is good, and not willing to develop. Can leave early to tend to kids and husband. For her, she's comfortable. She feels her life is balanced. Career advancement is not a priority for her, so there are women who choose not to

Balance becomes a challenge. E.g. sick child, have to be at work. Need helper and aftercare – build system to support coz can't always use kids as an excuse.

Q: Have you at any stage scaled back on your career (worked part-time or half day, not accepted a promotion) in order to play the traditional role of mother and homemaker?

No

Q: Are you able to effectively balance your work and family life?
Balance becomes a challenge. E.g. sick child, have to be at work for a presentation or some serious conference that you can't miss. What I've done is, I have a helper now to make sure that there is someone at home to tend to the kids, and there is aftercare, so one has to build system that will work coz can't stay away from work, your kids always being the excuse.
Q: Which of the two do you prioritise if you have to?
Probably work. Without my work, I wouldn't be able to a better parent because I wouldn't be able to provide for my kids and pay for their schooling. So, in as much as they are very important to me, my work allows me to take care of them and stuff, so that's why I would do it.
Q: What effect has this had on your career?
A positive effect. I'd just have to spend time with my kids to have a balance.
Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Internalisation for gender-role socialisation – 1 • Family-work - 3 • Self-imposed - 2
Q: What can be done to improve women's career advancement options in your workplace?
• Implement women leadership program which will look at mentoring,

improving self-esteem, highlighting skills and how good they are.

- Networking with women from other organisations who are at those levels, so that women can look at them and realise that they can do it because most of them have the knowledge, but need to have the will.

10.1.2 Respondent 2
Q: Demographic Information
African, senior manager, 40-49
Q: Understanding of the glass ceiling
Glass ceiling is about being stuck. You can't move up anymore. Doesn't offer exciting future opportunities.
Q: Is there a glass ceiling in your organisation and if so, how does it manifest itself?
No. The environment is quite a unique one. It has a bit of a political influence. Historically, no women representation in the highest offices e.g. EXCO. CEO has always been a man. When a woman is given an option, during restructuring, women who would have been able to hold position of CEO resign or exit because it's still an organisation run by men who want it to remain that way. Men hold influential roles. Environment is made unbearable for influential women and you exit for your sake.
Q: Is it possible to break through these barriers?
Yes. Women in high positions are a token, but not in very influential roles.
Q: Are there any other things apart from the glass ceiling that prevent us, as women, from moving up the ladder?
Easy hours / flexible hours which is in our favour as a woman – not long hours

like in the private sector. Women choose not to advance – it's not worth it based on what's been observed of women who want to advance
Q: Do you believe that networking is an important part of your job and why? Have you experienced any form of discrimination during networking activities?
Highly regulated environment unlike in other companies where women have events e.g. on women's day
Q: Have you experienced any form of discrimination during networking activities?
If you're a headstrong woman who is willing to engage in male sports for networking, you can attend golf days. But most women want to act like women and not try to be like men. And be appreciated as women.
Q: Do you think that there are any organisational policies and procedures in your organisation that disadvantage female employees?
Policies and procedures are standard – no discrimination
Q: Describe the culture within your organisation, and how women fit into it?
Head office – no interaction because of office space. Don't know people who work in the same office
Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.

• Lack of networking and mentoring opportunities - 2 • Management systems - 3 • Organisational power dynamics and culture – 1
Q: Are there any jobs in this organisation that are deemed to be more suitable for women or women? If there are, why do you think it is the case?
Jobs more suitable for women are admin jobs e.g. PA's. Cultural – women make best pa's and executives are men. South African culture
Q: Do you think that there are some women who choose not to advance their careers? Why would they make this choice?
Women choose as mentioned before, Others have rich husbands. Others link advancement with stress.
Q: Have you at any stage scaled back on your career (worked part-time or half day, not accepted a promotion) in order to play the traditional role of mother and homemaker?
Didn't have the luxury of choosing. Single mother
Q: Are you able to effectively balance your work and family life?
Balancing not easy. As a single mom of 2 I need a full time helper. Moved closer to mother and sister for support system.
Q: Which of the two do you prioritise if you have to?

Choice would be family if she had a choice, but hasn't had to make that decision.

Q: What effect has this had on your career?

Not applicable

Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.

- Internalisation for gender-role socialisation – 3
- Family-work - 2
- Self-imposed - 1

Q: What can be done to improve women's career advancement options in your workplace?

Change mindset of the executives. Most of their wives are housewives and it's entrenched in them that a woman's place is at home in the kitchen, therefore not receptive to women's ideas. It's just a men's world.

Women empowerment interventions only include women – must invite the men. Need a commitment from men. Should be a man driving these interventions.

Woman has to be headstrong

Still a long way to go in our organisation.

10.1.3 Respondent 3
Q: Demographic Information
White, senior manager, 30-39
What is your understanding of the glass ceiling phenomenon?
You reach a certain point and you can't progress further
Q: Is there a glass ceiling in your organisation and if so, how does it manifest itself?
No. I could progress quite far, but because I'm a mother – not the organisation
Q: Is it possible to break through these barriers?
It is. Only female manager in the team. These guys treat her equal. They have wives – she has to get the chid ready..... 5pm, she has to leave to pick up daughter. Guys leave later. Leave when job is done. Feed baby, spend time, bath her, put her to bed – and then get to do some work. Struggle with the balance. Have supportive husband, which helps. When he's in the office he helps, but when away on business.
Q: Are there any other things apart from the glass ceiling that prevent us, as women, from moving up the ladder?

The balance is really hard for me Men have no idea- set meeting for 7:30 in the morning. Can only drop daughter at 7:00am – she doesn't like being dropped earlier. Rush to work. Men would have arrived at 6:45. If baby was older it might Still have to put in the hours to be at par. Organisation allows her to work around the family – remote access. They don't limit her, but do I want to go that far. The higher you go the more pressure and stress and it becomes difficult to balance. Before children, it was easier to say I want a career. Quality of life vs. money, career. Admire stay-at-home moms because they can give women good quality of life whereas I have to build it into the other things I have to do. I feel guilty a lot.
Q: Do you believe that networking is an important part of your job and why? Have you experienced any form of discrimination during networking activities?
All job – if you want to improve the way you work, you must networks where there will people who can assist when you have problems. Building relationships improves efficiency. External networking – improving or you'll do things the same year-in-year-out. Share knowledge – empowers. Hard to study when employed full-time, so you need networks for knowledge base building. People in right places who can facilitate for you to get stuff done.
Q: Have you experienced any form of discrimination during networking activities?
Not really in management. At team member level, had to draw the line – not make teas for men, not wife, colleague, equal. Don't allow myself into a role that might create the impression that I'm their pa....men can belittle you – show their power by putting arm over chair in a meeting = girlfriend role, felt

uncomfortable. Not an equal. Body language. Can't say much coz you'll be causing a scene. In management position, you can speak up.

Q: Do you think that there are any organisational policies and procedures in your organisation that disadvantage female employees?

No. Remuneration equal. Government has employed ministers. Poor representation on top because as women go up, they make choices along the way, based on their dual roles. Men have wives who allow them to have a balance in their lives. The women in Exco are very head-strong.

3g – remote access encourages people not to spend time with their families and we're rewarding people for that by giving them annual achiever awards, as a result we're saying to other people that they must do the same, work long hours, take work home, access email on holidays and creating unbalanced people.

Q: Describe the culture within your organisation, and how women fit into it?

Constantly available on email, even after hours, holidays, etc

This weekend you were ignoring your emails - Don't have a life. There are expectations. It's an exhausting pace. Rewarded for taking time away from their families. Are we creating balanced people? The organisation is their life.

There is a boy's club. Boys socialise – laugh, joke, flirt with other women. Are comfortable with each other. Would not be comfortable if a woman was around in that environment.

They are networking – strategising in those sessions – discussions about work which she isn't part of. They organise themselves first. E.g. office moves.

There are women who are part of it – aggressive in order to fit in if it means

you must change who I am. There are not enough females so that we can have girls clubs.
Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Lack of networking and mentoring opportunities - 2 • Management systems - 3 • Organisational power dynamics and culture – 1
Q: Are there any jobs in this organisation that are deemed to be more suitable for women or women? If there are, why do you think it is the case?
HR is always a female – they always put us in certain jobs. There's thinking amongst men that some jobs can be performed better by women and others by men. Research and analysis – women. Operations – men. But there are examples of women who are in investigations etc. We must work like the glass ceiling is not there.
Q: Do you think that there are some women who choose not to advance their careers? Why would they make this choice?
Question whether you really want to go further. Problems and issues. Make decision to proceed or stay where you are where you have a balance you can manage. Difficult to get home and not think about problems and issues.
Q: Have you at any stage scaled back on your career (worked part-time or half day, not accepted a promotion) in order to play the traditional role of mother and homemaker?

Would scale back to take care of family. Considered it when baby was born, but went to day-care instead. If kids are unhappy, would consider not working to make sure she is fine.
Q: Which of the two do you prioritise if you have to?
Priority is family.
Q: What effect has this had on your career?
none
Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Internalisation for gender-role socialisation – N/A • Family-work – N/A • Self-imposed - 1
Q: What can be done to improve women's career advancement options in your workplace?
• Network more with one another • Men are kinder to women, than women to one another. They complete with clothes and are judgemental.

10.1.4 Respondent 4
Q: Demographic Information
Black, middle manager, 30-39
Q: What is your understanding of the glass ceiling phenomenon?
It's what everybody's been talking about – we as women have up until a certain level that we can go to. Senior mgt is mostly male – white male. Some people there to fill the EE numbers, but the influential people are white males. Whatever you recommend – it takes time for people to listen. Have to be ruthless – some of us are not like that, so it's very difficult. Must move out to go up. Women at the bottom.
Q: Is there a glass ceiling in your organisation and if so, how does it manifest itself?
There is. If you look at senior management, there's 1 woman. The rest are arrogant men. Women take things personally and are not strategic, so must manage people at lower levels.
Q: Is it possible to break through these barriers?
There are people who have broken through the ceiling, but she doesn't have family. If you are mean, ruthless and are able to be there amongst them and not sleep and not have family, then you will be there. Few women with family who can break through.

Q: Are there other factors apart from the glass ceiling?
Few women with children break through
Q: Do you believe that networking is an important part of your job and why? Have you experienced any form of discrimination during networking activities?
Company silos – end up doing the same things, not improving. Very important. I'm where I am because of my mentor.
Q: Have you experienced any form of discrimination during networking activities?
Not really. People open with information – sensitive info restricted.
Q: Do you think that there are any organisational policies and procedures in your organisation that disadvantage female employees?
No. All policies not discriminatory. Only thing is manager's discretion – if manager doesn't want you to move up, they can restrict it. It's really discretionary. If you're a threat, he's keep you down there. But applies to men as well.
Q: Describe the culture within your organisation, and how women fit into it?
Work 24/7. Lots of opportunities - given time you can access them. Flexi-time - on manager's discretion. Culture conducive, but depends on managers – leaders vs. managers. Trust, care and concern.

Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Lack of networking and mentoring opportunities - 1 • Management systems - 2 • Organisational power dynamics and culture – 3
Q: Are there any jobs in this organisation that are deemed to be more suitable for women or women? If there are, why do you think it is the case?
Engineering projects – male dominated. Live wires. Not written, but it's male because there are more male engineers than women. In office, more female because environment is more friendly to women.
Q: Do you think that there are some women who choose not to advance their careers? Why would they make this choice?
Comfortable. Don't want to be burdened with people's issues. Fight to get work down. Can be mean – rather 8-5. Secretary doesn't want to move. Ok where she is – no calls after work etc. Not easy to balance. Kids need attention, dinner. Up at 1am. Want the job, but can't work 24/7 and jeopardise family. Flexi-time, take kids to school – good for working mothers.
Q: Have you at any stage scaled back on your career (worked part-time or half day, not accepted a promotion) in order to play the traditional role of mother and homemaker?

Yes. Got married, wanted kids a good relationship with husband. Spark went – no more breathing work. Affected career – no longer available and move to back of line-non-performer. Side-stepped. Travel in order to please them, which was not an option.

Q: Which of the two do you prioritise if you have to?

Priority is family.

Easier with helper. Priority is family, but depends-trying. Meeting vs. sick child, became very sick.

Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.

- Internalisation for gender-role socialisation – 1
- Family-work – 2
- Self-imposed - 3

Q: What can be done to improve women's career advancement options in your workplace?

Work as though there is no glass ceiling.

Find partners that are real partners, not husbands who expect you to come home and cook and clean. Can make it happen, depends on how you organise yourself – partner, support

10.1.5 Respondent 5
Q: Demographic Information
African, Entry-level, 30-39
Q: What is your understanding of the glass ceiling phenomenon?
Inability for people to move on a certain level. It may be a perception.
Q: Is there a glass ceiling in your organisation and if so, how does it manifest itself?
Yes, and it's not unique. Happens everywhere. Our contribution the glass ceiling is that when we move up.....alienate other women. Want to become me, by not using the right emotions, try to make decisions, not impartially.
Q: Is it possible to break through these barriers?
at this point in our history it is not possible. Women have only moved up in areas where there has been focus on uplifting women. We still live in a very patriarchical society. Women are put into positions to appease women. Men are more important – even when bringing up children we tell them that the man is more important that the woman and a woman plays a minor role that your role, so it becomes a supporting role. So how can you, as a man put a woman on top when you have been groomed otherwise.
Q: Are there other factors apart from the glass ceiling?
Self-esteem in women. Women who go to the top still struggle with self-

esteem and not knowing how to relate to men. So you tend to be disrespect men and not give them their place and you tend to be offensive to other women and not allow them to be women. Most of them are divorced. If married, married to white man who is seen as not being intimidated by her. If they're married to a younger man, they will know who doesn't have a place in the corporate world and is therefore not a threat!

Her personality changes when she leave the office. She'll be this aggressive woman bull-dozing everybody, but when she gets home, she is this meek person that accepts and submits to whatever the man wants. Because of those things, it's difficult for women because it needs to be a sacrifice. If you go up you have to sacrifice being a women and change who you are to become a mini-man who can do whatever. People don't want to sacrifice being a mother to become some director somewhere and make your life hell.

Family acceptance. In African society, you're accepted by having a husband and children. If you want to be in the corporate world and climb up that ladder, society will not necessarily relate to you because you won't be part of that community. That is why successful women will go out and marry a white person who is individualistic anyway, so you won't have to fit into any clique or any clan.

Q: Do you believe that networking is an important part of your job and why? Have you experienced any form of discrimination during networking activities?

It is, but it depends on what you are looking for. People tend to think that it is more about your work, but I think you should network more for your social well-being in the workplace. Work will continue to be work, because if you apply for a position, you will get it if you are qualified. You should network to ensure you have a comfortable life in the workplace so that if you are happier and more comfortable, you will add value. When people an see that there is a vulnerable side to you, they'll relate better to you as opposed to them seeing you always angry – so you should network for social reasons. If you network for corporate

climbing purposes, then you expect people to do you favours, so you're forming friendships because you expect them to open a door for you, meanwhile you may be networking with someone who can't actually help you.
Q: Have you experienced any form of discrimination during networking activities?
You should choose your networks. Shouldn't try to network with men as many don't understand the difference between being friendly and coming onto them – might lose respect and dignity. Different understanding about the relationship. Men are not going to be able to talk freely around you. If they talk freely, then somehow they lose the respect for you as a woman.
Q: Do you think that there are any organisational policies and procedures in your organisation that disadvantage female employees?
Not on paper, but it will always be there against minorities including gay people.
Q: Describe the culture within your organisation, and how women fit into it?
Winning. Getting the right things done, finance industry is not for women. Women are not groomed for being accountants and investigators and the nature of the work itself is such that you must go out there, and women are not inclined or structurally build to do certain things. So because the bottom of the barrel doesn't allow for you to move up, there is no hope for women. Women have been made to fail by the nature of the work from the bottom. The culture itself doesn't allow you to move because of the nature of the work.

Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Lack of networking and mentoring opportunities - 2 • Management systems - 3 • Organisational power dynamics and culture – 1 There is no organisation out there that will write policies that would discriminate, but it doesn't necessarily mean that practice will not be there.
Q: Are there any jobs in this organisation that are deemed to be more suitable for women or women? If there are, why do you think it is the case?
Required to work in remote areas – not suitable for women. Not safe physically. Women – admin and HR – support functions. Not core business
Q: Do you think that there are some women who choose not to advance their careers? Why would they make this choice?
Is satisfied elsewhere. Less demands, more time with family. Peole will settle for a lesser job to spend more time with their children rather than chasing the wind. Financial rewards vs. Sacrifices in the long run, don't make sense. The more you advance in the workplace, the more relationships suffer, so you have to make a choice between being a good parent or being absent and sending children money in the hope that they'll love you in the end. People have a tendency to worry about their old age and think who will take care of them when they're old, when you've wasted all your time looking after money.

Q: Have you at any stage scaled back on your career (worked part-time or half day, not accepted a promotion) in order to play the traditional role of mother and homemaker?
Only when career movement was going to affect me emotionally. Moral reasons.
Q: Are you able to effectively balance your work and family life?
It really depends on what you're doing. I don't thinks it possible to get a complete balance. Sometimes work demands more and sometimes family demands more. Only problematic when the demands get higher on one side while on the other side, there's also more demand. Not anybody can justifiable say that I do it all the time.
Q: Which of the two do you prioritise if you have to?
Work because the family needs this money anyway. But at the expense of family and hope that they'll understand.
Q: What effect has this had on your career?
Won't affect career coz entitled to leave
Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Internalisation for gender-role socialisation – 3 • Family-work - 1

- Self-imposed – 2

Q: What can be done to improve women's career advancement options in your workplace?

- Women must start helping each other about how they got there. Men can share their strategies. Build mystery around it and fuel rumours.
- Culture. Mbeki made a good move, but we've gone back in terms of women representation. Some men will surround themselves with males, even secretaries. Make you feel as though you're just a beautiful face. Don't take you seriously to begin with. 'Just saw a beautiful lady' – mentor. Sexual harassment – can invade your space – over friendly.
- Younger generation are more assertive, want attention. Maybe our age group need to be more like that. Ambitious, confident. Dressing down works against us. Must dress the part to show that you're serious. Don't want to be unpopular.

10.1.6 Respondent 6
Q: Demographic Information
Middle manager, white, 30-39
What is your understanding of the glass ceiling phenomenon?
What I perceive it to be is that you're either appointed in positions because you're a woman. HR positions, not really operational. We're put in a position that men can manage you in.
Q: Is there a glass ceiling in your organisation and if so, how does it manifest itself?
Don't believe in it. I'm of the opinion that the only thing that stops you from achieving is yourself. Maybe it's because I got a supportive boss who pushes in a way that you believe in yourself. It's not because you are a woman, but he believes in the person. And to me, I'd be offended if I thought that it's because I'm a woman.
Q: Is it possible to break through these barriers?
Yes.
Q: Are there other factors apart from the glass ceiling?
I've got a supportive husband, who picks up the children, takes them to the dentist, is in the hospital with them when they are sick. This gives me the freedom to be a manager in a very demanding job. My husband never gets

angry when I have to travel, or have a beer after work with my managers. It's a man's world; you must adopt your strategies.

I also think that women are sometimes their own worst enemies. Instead of being confident, we're. Arrogant, dependable, committed and not bitchy. Takes us longer to build trust and commitment with people.

Don't listen enough. Want to show that we know a lot.

Once men have realised that we have something to contribute, understand the business, they respect us.

We are better at analysis, observation, intelligence gathering, and detail-orientation. I can kick down doors, but men better at that. I was the brain of the operation. Understanding that you know our place in life is not demeaning, but it's about knowing where you can contribute. They don't perceive you as a threat. Men will not over-bearing person, but someone confident who can express her own views.

Environment not normal for women – facilities, one house, many men. But in office, good space for women working with data etc.

Q: Do you believe that networking is an important part of your job and why? Have you experienced any form of discrimination during networking activities?

Very. Being able to pick up the phone to just organise things.

Q: Have you experienced any form of discrimination during networking activities?

No. Biggest threat comes from white men my same age who are not at the same level but would like to be there although they'll never get there. Men can attack you to try to catch you out technically.

Q: Do you think that there are any organisational policies and procedures in your organisation that disadvantage female employees?
In past position. Facilities not conducive to women working in some environments. One house with women living with seven men.
Q: Describe the culture within your organisation, and how women fit into it?
Because of the 'seriousness' of the environment. Not very close. Cold and clinical. In some regions, the culture that men grow up with makes them treat women differently. Women comprise in order for men to accept her, but you won't
Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Lack of networking and mentoring opportunities - 3 • Management systems - 2 • Organisational power dynamics and culture – 1 People from some cultural groups can't accept women as their manages, even have to dress differently.
Q: Are there any jobs in this organisation that are deemed to be more suitable for women or women? If there are, why do you think it is the case?
No

Q: Do you think that there are some women who choose not to advance their careers? Why would they make this choice?
I know a woman with the ability to manage, but without support structure at home and without that you can't be a successful manager. Because she plays second fiddle at home, she hasn't created that ambition. Some are quiet and reserved and don't want management positions. I have a person who works for me who is competent, but she won't be promoted because when her child calls to tell her that he's finished his art project, even when she's in a meeting, she'll pick up the phone. But I respect that, because she doesn't want to be anything higher at work, she wants to stay there, she's in her comfort zone and she's happy.
Q: Have you at any stage scaled back on your career (worked part-time or half day, not accepted a promotion) in order to play the traditional role of mother and homemaker?
No. I could, but it's never been necessary. But didn't develop myself enough because was afraid to take leave in case she came back and her seat had been taken by some men or you'll miss out on something that would make her lose an opportunity.
Are you able to effectively balance your work and family life?
Yes. Strong support system.
Q: Which of the two do you prioritise if you have to?
Work. When my youngest child was 7 months old, an opportunity came up for

me to go overseas for some time and I did.
Q: What effect has this had on your career?
Good.
Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Internalisation for gender-role socialisation – 3 • Family-work – 2 • Self-imposed – 1
What can be done to improve women's career advancement options in your workplace?
Need female role models Empower women to recognise their own abilities, and change their perceptions of themselves.

10.1.7 Respondent 7
Q: Demographic Information
White, Senior manager, 40-49
Q: What is your understanding of the glass ceiling phenomenon?
Can see that there's room for progression, but you can't seem to move past a specific grade/job – you're always bypassed, or you don't have not enough experience, or there's just some reason you can't go past.
Q: Is there a glass ceiling in your organisation and if so, how does it manifest itself?
To some extent, yes. In my organisation they want women to break through, but they don't trust that they can and there's stereotyping such as we'll get too emotional or we don't know the rules of the game. There's still tokenism in that those they'll be able to manage/influence, so they don't wreak havoc.
Q: Is it possible to break through these barriers?
I honestly think it is. Devise a strategy looking at your organisation because in your organisation, it won't be the same as others. Women get aggressive – proves to men we're not right for top jobs. Women Must be assertive, build relationships, and work a little extra to show competence. Don't compromise to the extent that you become one of the boys. Being different is good, because you bring another perspective.

Q: Are there other factors apart from the glass ceiling?
Age: men have idea that you'll have children, off, sick kids. When women are older they think that you won't have that edge psychologically. Stereotyping in terms of. white women being better than black women. Men accepting that they might have a black lady boss are also an issue.
Q: Do you believe that networking is an important part of your job and why? Have you experienced any form of discrimination during networking activities?
Absolutely! Will get nowhere without that. You able to do your job. Can rely on others. If you can't deliver, there's a relationship that's been built that can uphold that. It helps with coaching and mentoring, especially in my current job, I might have to coach and metor more senior people.
Q: Have you experienced any form of discrimination during networking activities?
No
Q: Do you think that there are any organisational policies and procedures in your organisation that disadvantage female employees?
Unwritten rules in people's minds. Nothing overt. We're our own worst enemies – people who get through the glass ceiling either don't perform or they have baggage and close doors for us more than the men do.
Q: Describe the culture within your organisation, and how women fit into it?

Women are the backbone of the organisation – around 70% of the work-force, but on lower levels. They make good entry-level managers.

Man's world. Stereotyping in terms of roles. Can't be mothers and work at the same time.

Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.

- Lack of networking and mentoring opportunities - 2
- Management systems - 3
- Organisational power dynamics and culture – 1

Q: Are there any jobs in this organisation that are deemed to be more suitable for women or women? If there are, why do you think it is the case?

Traditional support roles.

Finance – male. Also ops, largely because of working environment. Legal.

Contact centre – woman – more processing, support, admin

Q: Do you think that there are some women who choose not to advance their careers? Why would they make this choice?

Yes. We all have our own ceiling. Must make a choice once an opportunity arises. Look at circumstances and what's important to you. Encroach in time with husband and give more responsibility. Not about status and money, but contribution you can make, whether you feel balanced or not. Want to be able to go on a month's holiday and not worry about work. There are women who

are happy with the way their lives are.
Q: Have you at any stage scaled back on your career (worked part-time or half day, not accepted a promotion) in order to play the traditional role of mother and homemaker?
Don't have children, supportive husband who supports me even when working long hours. If had children, would have had to make those decisions. Circumstances. Difficult for single parents because the notion of extended families is no longer there.
Q: Are you able to effectively balance your work and family life?
yes
Q: Which of the two do you prioritise if you have to?
Priority is family. Without a doubt.
Q: What effect has this had on your career?
none
Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Internalisation for gender-role socialisation – 1 • Family-work - 3 • Self-imposed – 2

What can be done to improve women's career advancement options in your workplace?
• Stop competing with men and trying to become them • Stop being our own worst enemies and start supporting each other. Gossip– reinforce to men the stereotypes • Don't mentor each other, but gossip instead. Men stand by each other • Stop being defensive. I am soft, I love my husband to bits, I can be emotional, so what. • Don't have to be a man to be a good manager • Balance • Support system • Plan life and ensure you have people to support you • She's the bread-winner, but not a threat. Family. Equal rights. • He must see to supper coz she works till late.

10.1.8 Respondent 8
Q: Demographic Information
White, Middle manager, 30-39
Q: What is your understanding of the glass ceiling phenomenon?
Something you work towards, but can't realise it.
Q: Is there a glass ceiling in your organisation and if so, how does it manifest itself?
Yes. Get to a certain point and you stop. Not heard when it comes to development. Talent –not acknowledged – not developed or refined. If they develop you, not promoted, no bottom line change. Lower grade representation. No large increase in the past 12 years.
Q: Is it possible to break through these barriers?
Yes. Need buy-in from powers that be. Structured development process for individual. E.g. Improving, black, males, but no females.
Q: Are there other factors apart from the glass ceiling?
Women must look within themselves – attitudes. Don't believe in ourselves. Create our own glass ceiling. Don't see many of ourselves there, so we think it's a lost cause.

Q: Do you believe that networking is an important part of your job and why? Have you experienced any form of discrimination during networking activities?
Speaks louder than a cv. Face-to-face interaction allows you to show more of yourself. Can market ourselves. Women scared of inter-personal interaction.
Q: Have you experienced any form of discrimination during networking activities?
Yes. Female managers can hold you back due to insecurity and fear that you'll network yourself to a better position. In a neutral environment, no.
Q: Do you think that there are any organisational policies and procedures in your organisation that disadvantage female employees?
In theory, everything is good. Ahead of many. Practice is failing.
Q: Describe the culture within your organisation, and how women fit into it?
Based on organisational values, however, 3 top powers are male, and exco representivity. Work to be done in culture. Females are qualified, so can hold those positions. Drew parallel with Australian prime minister.....
Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Lack of networking and mentoring opportunities - 2

• Management systems - 3 • Organisational power dynamics and culture – 1
Q: Are there any jobs in this organisation that are deemed to be more suitable for women or women? If there are, why do you think it is the case?
Any job can be done by a female or male. Culture - reserve jobs such as PA, admin, office management – domesticated role. Need mind-shift change. Men can do that job. No growth prospects for pa's – creates a ceiling.
Q: Are you able to effectively balance your work and family life?
yes
Q: Have you at any stage scaled back on your career (worked part-time or half day, not accepted a promotion) in order to play the traditional role of mother and homemaker?
Yes. Complicated pregnancy, lost whole year. Could have catapulted to higher level. Chose the child. Now can start to pick up pace. Unplanned circumstances.
Q: Are you able to effectively balance your work and family life?
Priority is family. Without a doubt.
Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.

- Internalisation for gender-role socialisation – 2
- Family-work - 1
- Self-imposed – 3

Q: What can be done to improve women's career advancement options in your workplace?

- Change male and female mindset. Women don't perceive that they can do better. Take initiative. Do things differently.
- Use networking skills – push forward on your own. Eventually can't resist.
- Develop ourselves academically.
- Find a balance – you can do anything
    - Look into yourself – SWOT
- Have a plan. Focus, keep moving.
- Prayer

10.1.9 Respondent 9
Q: Demographic Information
Black, entry-level, 30-39
Q: What is your understanding of the glass ceiling phenomenon?
Don't really know... how far a woman can get.
Q: Is there a glass ceiling in your organisation and if so, how does it manifest itself?
No. Women in highest levels. Largely political appointments. Unit that specialises in women and gender, so setting trends and leading by example.
Q: Is it possible to break through these barriers?
Yes, they can.
Q: Are there other factors apart from the glass ceiling?
Being a mother – have to take more time off work. Being a single mother is more challenging. If a child is sick, the women have to take responsibility. Unlike being a single father, you'll have aunts etc. to take care of the child.
Q: Do you believe that networking is an important part of your job and why? Have you experienced any form of discrimination during networking activities?

Yes. Meet people in the industry. Can't always work with the people she knows.
Q: Have you experienced any form of discrimination during networking activities?
Yes. Men dominate in the industry; they talk to you not because they think you know anything, but because you're a woman.
Q: Do you think that there are any organisational policies and procedures in your organisation that disadvantage female employees?
Can get a director that undermines women. Don't trust women as decision-makers. Would rather have a man in strategic positions. In management level, still doing admin worker.
Q: Describe the culture within your organisation, and how women fit into it?
Women fit into it. Have strong women in senior, strategic positions. The women are aggressive, undermining. Prove themselves more than men.
Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Lack of networking and mentoring opportunities - 1 • Management systems - 3 • Organisational power dynamics and culture – 2

Q: Are there any jobs in this organisation that are deemed to be more suitable for women or women? If there are, why do you think it is the case?
We are not built the same. Lift heavy things. Cleaners are women. Messengers men.
Q: Do you think that there are some women who choose not to advance their careers? Why would they make this choice?
Yes. • Don't want lots of responsibility • Might be purposely thrown in the deep end • Other women not supportive and want to put you down.
Q: Do you think that there are some women who choose not to advance their careers? Why would they make this choice?
Yes. They choose that because they don't want more responsibilities at work. They're afraid pf being thrown into the deep end especially because other women are not supportive of them.
Q: Have you at any stage scaled back on your career (worked part-time or half day, not accepted a promotion) in order to play the traditional role of mother and homemaker?
No opportunity given for promotion.
Q: Are you able to effectively balance your work and family life?

Family.
Q: Are you able to effectively balance your work and family life?
yes
Q: What effect has this had on your career?
Won't affect career coz entitled to leave
Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Internalisation for gender-role socialisation – 1 • Family-work - 3 • Self-imposed – 2
Q: What can be done to improve women's career advancement options in your workplace?
• Facilities to assist women with achieving a balance such as crèches and flexi-hours

10.1.10 Respondent 10
Q: Demographic Information
Black, senior manager, 30-39
Q: What is your understanding of the glass ceiling phenomenon?
An artificial constraint/ limit Prevents from moving Perceived / others think they can impose it
Q: Is there a glass ceiling in your organisation and if so, how does it manifest itself?
No. Other dynamics not gender-based, but based on social affiliation – cliques that include both men and women.
Q: Is it possible to break through these barriers?
n/a
Q: Are there other factors apart from the glass ceiling?
• demands of the work environment • self-confidence lacking – limit ourselves to certain positions • all jobs have a level of stress • might have male leaders who might not think that women are capable, but mostly it is self-imposed

Q: Do you believe that networking is an important part of your job and why? Have you experienced any form of discrimination during networking activities?
Definitely. Take longer to do things on your own. Leverage, improved methods. Resources and info. Boys club – drinks after work and talk about work. Women get intimidated in those environments. Women leave and think of children. When we get together, we talk about things that are not empowering – husbands, fashion, children How and frequency must be increased.
Q: Have you experienced any form of discrimination during networking activities?
No.
Q: Do you think that there are any organisational policies and procedures in your organisation that disadvantage female employees?
Demands – expected to put in long hours, but mothers can't do it. Meetings on weekends- family time. Doesn't affect only women – men have families as well. People don't stop working. Golf on Sundays. In public sector, very women-focused.
Q: Describe the culture within your organisation, and how women fit into it?
We come from a mentality where we surround ourselves with people we know. Creates cliques. Mainly women in those cliques. If you have something to

offer, won't be recognised coz you fall outside that circle. Organisation also loses out.

Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.

- Lack of networking and mentoring opportunities - 1
- Management systems - 3
- Organisational power dynamics and culture – 2

Q: Are there any jobs in this organisation that are deemed to be more suitable for women or women? If there are, why do you think it is the case?

Women – structured, operational. Make things happen. Good organisers. Logical

Men – more creative roles. Think out of the box.

Self-imposed. Men expect us to help provide, but we must still play other roles. We allow it

Men can respect us we are able to project ourselves well and demand respect

Q: Are you able to effectively balance your work and family life?

Yes. Work-life balance. Self-confidence. Can choose that you're not ready to take on more because of other circumstances. Some women don't believe that they can. Speaks to socialisation.

Q: Do you think that there are some women who choose not to advance

their careers? Why would they make this choice?
Yes, particularly those that want to achieve a better work/life balance.
Q: Have you at any stage scaled back on your career (worked part-time or half day, not accepted a promotion) in order to play the traditional role of mother and homemaker?
Think about it all the time. Wish I could. Wait for right opportunity. Difficult to do it, the higher you go.
Q: Are you able to effectively balance your work and family life?
Yes. Men can be unfair in families. Can have a female boss and respect them, but at home he doesn't treat the wife well. Women are able to support partners e.g. when studying, but not vice versa.
Which of the two do you prioritise if you have to?
Priority is family. Family will always come first.
Q: What effect has this had on your career?
Sacrifice big projects which might translate into promotions, but need to decide what's more important. They will look at things like availability when appointing people, but if you have proved your competence, they over-look that, but the reality of the demands will still be there. Bias will come from you.
Q: Rank the following factors in order of significance i.e. 1 being the

most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Internalisation for gender-role socialisation – 1 • Family-work - 2 • Self-imposed – 3
Q: What can be done to improve women's career advancement options in your workplace?
• The biggest challenge is within us. Build confidence – won't apply when opportunities arise. • Affirming ourselves • Can have programs, mentorships etc, but we have to start from within.

10.1.11 Respondent 11
Q: Demographic Information
White, entry-level manager, 30-39
What is your understanding of the glass ceiling phenomenon?
Not sure
Q: Is there a glass ceiling in your organisation and if so, how does it manifest itself?
No. My path is open. Transformation – African ladies. Women can do the job, but they are not willing to make sacrifices
Q: Is it possible to break through these barriers?
yes
Q: Are there other factors apart from the glass ceiling?
Bad administration.....
Q: Do you believe that networking is an important part of your job and why? Have you experienced any form of discrimination during networking activities?
People know you by name. Brighter future career

Q: Have you experienced any form of discrimination during networking activities?
No. Maybe Lack of commitment from managers. Don't care or communicate
Q: Do you think that there are any organisational policies and procedures in your organisation that disadvantage female employees?
No. People need to be educated on applying them.
Q: Describe the culture within your organisation, and how women fit into it?
I think we have a diversity of a lot of cultures; we work with people from all parts of Africa, a whole lot of different cultures. I think there's no negativity in that each person respects each other, irrespective of age, knowledge. Culture and women, I don't see a problem with that , ja some ladies are advantaged being situated in certain places , they can be promoted earlier or fast-tracked earlier, but I haven't heard of any problem affecting other women or neglecting them. Women fit in. I guess I was angry once, but it wasn't with the organisation, it was with my career manager who isn't educated enough to help me develop.
Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Lack of networking and mentoring opportunities - 1 • Management systems –2

- Organisational power dynamics and culture – 3

1 because of the fact that it's each person's responsibility to manage their own career. If you don't make an effort, putting yourself out on the market and creating something for yourself, nobody will do it for you, especially nowadays, you work for yourself. Like they say, it's good to know the big people.

People not educated regarding policies and procedures as they were new. Could help with sorting out my career path. I don't blame them, I blame the system.

I feel that in some circumstances, some courses that I'm required to do is not needed, it's a waste of time and effort, I'm forced to do it.

Q: Are there any jobs in this organisation that are deemed to be more suitable for women or women? If there are, why do you think it is the case?

No. Everybody is deemed equal

Q: Are you able to effectively balance your work and family life?

Yes, because of families or they don't know what they want to take their careers. Career managers can't help with our career paths, so everybody must do things for themselves.

Location makes it difficult for women to take up certain jobs.

Q: Have you at any stage scaled back on your career (worked part-time or half day, not accepted a promotion) in order to play the traditional role of mother and homemaker?

Yes, I couldn't go on course. Fortunately, I wasn't disadvantaged because the

policy doen not allow for that.
Q: Which of the two do you prioritise if you have to?
family
Q: What effect has this had on your career?
none
Q: Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Internalisation for gender-role socialisation – 3 • Family-work - 1 • Self-imposed –2

10.1.12 Respondent 12
Q: Demographic Information
White, entry-level manager, 30-39
Q: What is your understanding of the glass ceiling phenomenon?
Prevents women from going up
Q: Is there a glass ceiling in your organisation and if so, how does it manifest itself?
No. Can go up to general because white men are not doing very well. I'm well-positioned as there are no female senior managers, so they will have to promote me. Other women are not developing themselves. They are not willing to make sacrifices. Career is your own responsibility
Q: Is it possible to break through these barriers?
yes
Q: Are there other factors apart from the glass ceiling?
Families. Not prepared to leave them and go on 'courses' for long periods of time. Those older than 30.
Q: Do you believe that networking is an important part of your job and why? Have you experienced any form of discrimination during networking

activities?
People help. You can go back to them for inputs, ask them for advice. If known, when opportunities come up, you stand a better chance.
Q: Have you experienced any form of discrimination during networking activities?
No. Females are boosted.
Q: Do you think that there are any organisational policies and procedures in your organisation that disadvantage female employees?
No. We have gender meetings with qualified people addressing women's issues. Minister is a woman.
Q: Describe the culture within your organisation, and how women fit into it?
We've got a military culture which means you get orders, you obey if the rank is higher than yours. Usually don't question people, but as you move higher, you can negotiate. Not very democratic in higher ranks, it's very autocratic. I must say that the men don't appreciate us being boosted so much because females are boosted. But my experience is very positive, being a female. There are many female generals. I find that many white males are jealous of the female generals. Not white males of black females but white males of white female. I don't know how black females experience it with black males. Definitely, the white male does not experience it positively. It seems like we are in a utopia, everythings good. We've got a minister who's female!

Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Lack of networking and mentoring opportunities - 1 • Management systems –n/a • Organisational power dynamics and culture – n/a
Q: Are there any jobs in this organisation that are deemed to be more suitable for women or women? If there are, why do you think it is the case?
No. Everybody works everywhere. Some women are training in fighting for example
Q: Do you think that there are some women who choose not to advance their careers? Why would they make this choice?
Yes. There are those that a qualified, but are not willing to move far away from home for assignments.
Q: Have you at any stage scaled back on your career (worked part-time or half day, not accepted a promotion) in order to play the traditional role of mother and homemaker?
Yes, when I had a child, but my seniority was not affected.
Q: Are you able to effectively balance your work and family life?
Yes, especially when I'm not on course, but it's a choice you have to make.

Q: Which of the two do you prioritise if you have to?
Family
Q: What effect has this had on your career?
None. I am able to balance and the organisation is very accomodating
Rank the following factors in order of significance i.e. 1 being the most significant factor that contributes to the glass ceiling and 3 being the least significant.
• Internalisation for gender-role socialisation – 3 • Family-work - 1 • Self-imposed – 2
Q: What can be done to improve women's career advancement options in your workplace?
• Women must look after each other and empower one another • We must design our own destiny