

THE BARRIERS TO FEMALE PARTICIPATION AT LEADERSHIP POSITIONS IN  
CORPORATE ZIMBABWE: A CASE STUDY OF MUTARE ZIMBABWE

BY

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## **Abstract**

*This study expounds the ongoing debate and sheds light on the barriers to women's participation in corporate Zimbabwe using Mutare as a case study. The study analyses the nature of women and men's participation in the corporate sector in Zimbabwe and focuses on how women and men are perceived in the corporate realm and how these perceptions inform their interaction. Institutional, cultural and societal barriers limiting women were evaluated and debated using the previous works of scholars, media articles and various notable individuals that have added their voices to this important debate. The majority of the researcher's tools of analysis were drawn from qualitative research methods. Interviews and questionnaires were used to seek the perspective of men and women and to gain insight of their experience and outlook in corporate Zimbabwe.. The respondents comprised 10 women and 10 men. The study found that women are disproportionately represented in corporate Zimbabwe. Men make up most of the managerial and directorial positions and women despite being as qualified academically and in some cases professionally, women were mostly subordinates. The study further found that women's participation is hindered by several factors which include gender divisions of labor that extend into the work space, unequal access to and control of resources, socio-cultural factors and to a lesser extent religious perceptions.*

**LIST OF KEYWORDS:** *Corporate, Gender Equality, Patriarchy, Glass ceiling, Affirmative action, Empowerment*

## **Dedication**

This work is dedicated to the Almighty God and Supreme Deity of the universe for enabling me to come this far with my academic life. Also to all women especially my mother Foluso Abiodun Olajiga. To Jeanette V Dadzie for her support. To Tania Lusakiovana for her prayers. To Helen Ngoma and finally to my beautiful children Samuel Roland Olajiga and Temiloluwa Elizabeth Olajiga

**Declaration**

I hereby declare that the work contained in this dissertation is my own original work and has not previously been submitted at any University for a degree.

Signed ..... Date.....

Michael David Olajiga

This dissertation has been submitted for examination with my authority as University supervisor.

Signed..... Date .....

Mr. Muneyi Muchanyuka

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## **List of Abbreviations**

ARC	African Regional Conference
BPA	Beijing Platform for Action
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
ECOSOC	United Nations Economic and Social Council
NGP	National Gender Policy
PWNA	Power Women Network Africa
SADC	Southern Africa Development Commission
UK	United Kingdom
UN	United Nations
UNAID	United Nations Agency for International Development
UNDP	United Nation Development Program
UNESCO	United Nations Economic and Social Council
UNHRC	United Nations Human Rights Committee
USA	United States of America
UT	University of Texas

UZ University of Zimbabwe

WABAZ Women Alliance of Business Association Zimbabwe

## **Chapter 1**

### **1.0 Introduction**

#### **1.1 Background of study**

Thirty years after the adoption of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), 60% of female globally still do not have equal opportunities to realize rights recognized by law. The Report of the Sixth African Regional Conference on Women in 2000 Review of the Impact of the 4<sup>th</sup> United Nations World Conference on Women (Beijing 1995), have revealed that whilst there have been some significant gains for women in various parts of the world, there are still considerable obstacles in the way to achieving world-wide equality for women. Although Over the past twenty-five years, consciousness has been raised on issues affecting women all over the world, both on a macro and micro level. In spite of this, the material conditions of women have not significantly improved. Lifestyles in most of the 'developing' world have continued to deteriorate for women.

The protocol to the African Charter on Human and People's Rights on the rights of women better known as the Maputo Protocol guarantees comprehensive rights to women including the rights to take part in political process, economic and social equality with men., today Approximately 44% of Africa's population, the majority of who are women, is currently living below the poverty line of US\$39 (per capita) per month. Austin, Gareth (2008)

Further exacerbating this problem, governments have undertaken people-blind economic reforms and Gender bias corporate and economic policies without proper cushioning measures in place to protect vulnerable groups in their countries. This has contributed to the increased impoverishment and disempowerment of women. Women have to go live under policies at work that gives no regards to the gender disparities and differences amongst men and women. (European Union 2013).

The United Nations Economic and Social Council (ECOSOC) set a target of 30% for the inclusion of women in positions of power and decision-making. This target has not been met worldwide. African governments made specific commitments on this issue. Several countries and political parties created quota systems and affirmative action programs through which between 25-50% of elective seats at national and local levels (as well as other appointive positions) are reserved for women. As a result some countries such as South Africa (29.3%), Mozambique (25.2%), Seychelles (23.5%) Uganda (21%), Zimbabwe 23.2), and Namibia (22.2%) have significantly higher levels of women's representation in national assemblies and other positions of power and decision-making.

Women in Zimbabwe are faced with multiple challenges both at home and at corporate levels. Men do not have to go through the mounting situational life barriers like pregnancy, menstrual cycles, domestic work, and societal expectations embedded in the cultures in Zimbabwe that "clips the wings of women" disabling them from realizing their full economic potential and fulfillment. (Rudo Gaidzanwa 1997).

## **1.2 Statement of the Problem**

*“Like Leonardo da Vinci’s Madonnas. Man does not wish to be woman, but he longs to wrap himself in everything that is, including this woman he is not: in worshipping his mother, he tries to appropriate her riches so foreign to him. To recognize himself as his mother’s son, he recognizes the mother in him, integrating femininity insofar as it is a connection to the earth, to life, and to the past”.* **Simone de Beauvoir**

If women are not involved in positions that are visible, influential and those that drive change, perceptions of women as weak, incapable and built for a domestic life will continue to prevail. It is one thing to talk of women’s rights and empowerment, and it is a completely different matter all together to actually make this talk a reality Rudo Gaidzanwa (2010). Women will continue to be marginalized in management and executive positions if the factors reinforcing the glass ceiling are not removed and this would limit economic growth both for women and the country (Boserup 1970).

## **1.3 Research Objectives**

- I. To explore the levels of female participation in Mutare corporate society
- II. To examine the nature of women and men’s participation in corporate Mutare Zimbabwe
- III. To establish the obstacles to women empowerment in Mutare Zimbabwe

## **1.4 Research Questions**



- I. What are the corporate landscapes of Zimbabwe with regards to the level of female participation?
- II. What barriers do Zimbabwean women face in this regard?
- III. Do policy driven initiatives such as quotas and affirmative action work, and if so to what extent? Are these sustainable models?

### **1.5 Hypothesis**

Obstacles to female corporate progression are still prevalent in Mutare Zimbabwe

### **1.6 Delimitation of the study**

This study focused on a group of 10 women in corporate Zimbabwe based in Mutare, who are making progress albeit a decidedly patriarchal society (Mahachi-Harper, Spiwe 2000) and hence that is the reason why this country was chosen. Mutare will be the centre of analysis for logistical reasons regarding proximity and access to the subjects of the study.

The study also looked at the impact that having a child has on women's careers, and whether any of these women had had to forfeit one for the other. These women will ideally be university graduates, or women who have degrees and are already working. The number of women was decided upon as appropriate, to ease data collection and analysis.

### **1.7 Limitations of study**

Not all women in Zimbabwe will be able to participate in this study in order to have a broader scope and level and extent of their participation in the economy. This was mitigated by ensuring that respondents and participants represent an array of responses that catered for the rest of the women.

Interviews can be time consuming and costly to carry out. The researcher curtailed the interview and also applied for funds to enable the success of the research. Also, targeted respondents were not available for data collection due to abrupt commitments; the researcher responded to this challenge by rescheduling and established good rapport and constant communication with respondents so as to reschedule meetings to more appropriate and convenient times.

Respondents had the tendency not to feel comfortable to talk about their work experience or social life for the fear of reprisal. The researcher ensured and assured their confidentiality and gains the trust of the respondents.

### **1.8 Scope**

The area of study is limited to Mutare and it focused on women who are at the upper echelon of the corporate Mutare, and ten women were selected across Mutare urban. Using purposive sampling method, according to Cresswell (2008) this adequately represent and reflect the intergenerational experience of women in corporate Zimbabwe and also assess whether those that were before the younger generation managed to make penetration into the industry easier or whether the same obstacles and challenges they face are still haunting the new recruits. A sample of ten men was also randomly selected

from the same city to gauge men's reaction to more women in the workplace and indeed positions higher to theirs as well as how they feel about affirmative action as a coping mechanism. Does it breed contempt or acceptance?

The researcher's choice of the women in corporate Zimbabwe was influenced by two reasons. Firstly, the researcher is a male student who wishes to advocate women's rights and to probe the barriers that hinder women's potential as capable and equally productive members of the economic realm in any given society that wants to achieve its full economic potential. There are very few women who are in decision-making positions in the state's economic apparatus yet the government in theory promotes women's rights and well-being in all aspects of life. Maxwell, Chuma, Florence and Ncube (2010).

Secondly, women in corporate Zimbabwe were a viable case study since initiatives that are set up to cater and succor women's plight like the affirmative action in Zimbabwe which has proven to be effective to a lesser extent whilst women's barriers to self realization and fulfillment is highly contentious.

### **1.9 Justification and significance of the study**

The purpose of this study is to analyze the challenges women face in pursuing their careers and what the underlying and overt threats there are to the engagement of other women at higher levels of management in corporate Zimbabwe. The researcher strongly believes that the more women there are in positions of influence the more equitable, just

and progressively democratic a country will be, with a spillover effect into creating more educated societies that are healthier and wealthier.

This study's aim and objective seeks to spotlight the realities of these quagmires set up against women in the African society using Mutare, Zimbabwe as a case study to elucidate women's role in the economy of Zimbabwe and how women thrive despite the structural barriers that limit them (women) in corporate Zimbabwe. The results of this study may be used by the responsible authorities in their effort to promote gender equality since women comprise the majority of the population in Zimbabwe at 51%. This study may also be helpful to the government and agencies that are working towards promoting the well-being of women, to tap in their economic strength and capabilities and to promote gender equality at all levels of society.

### **1.10 Basic Assumption**

Women are marginalized due to covert structural mechanisms that directly and indirectly affect their progression in corporate Zimbabwe.

#### **1.11.1 Definition of terms**

This section defines the terms used in this study: Gender, Gender Equality, Patriarchy, Participation, Empowerment, Corporate, feminism, and Affirmative Action

#### **1.11.2 Gender**

Ann Whitehead, a sociologist, defines gender as a social construct. It is learned or acquired through cultural norms and socialization. It can change over time and according to places. Gender determines the expectations that society and culture have of males and females. This definition reinforces the view that gender is not natural. The United Nations Agency for International Development (UNAID), also defines gender as a social construct of males and females.

### **1.11.3 Gender Equality**

Gender equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men.

### **1.11.4 Patriarchy**

Wilson (1950) Patriarchy is a social system in which males hold primary power; males predominate in roles of political leadership, moral authority, social privilege and control of property; and, in the domain of the family, fathers or father-figures hold authority over women and children. Many patriarchal societies are also patrilineal, meaning that property and titles are inherited by the male lineage. The female equivalent is matriarchy.

### **1.11.5 Participation**

In social science this refers to different mechanisms for the public to express opinions and ideally exert influence - regarding political, economic, management or other social decisions. Participatory decision-making can take place along any realm of human social activity, including economic (i.e. participatory economics), political (i.e. participatory democracy or par polity), management (i.e. participatory management), cultural (i.e. poly-culturalism) or familial (i.e. feminism).

### **1.11.6 Empowerment**

Empowerment refers to increasing the economic, political, social, educational, gender, or spiritual strength of an entity or entities. Sociological empowerment often addresses members of groups that social discrimination processes have excluded from decision-making processes through - for example - discrimination based on disability, race, ethnicity, religion, or gender. Empowerment as a methodology is often associated with feminism. Stein, A.I. (2009).

### **1.11.7 Corporate**

Corporations are the most common form of business organization, and one which is chartered by a state and given many legal rights as an entity separate from its owners. This form of business is characterized by the limited liability of its owners, the issuance of shares of easily transferable stock, and existence as a going concern. The process of becoming a corporation, called incorporation, gives the company separate legal standing

from its owners and protects those owners from being personally liable in the event that the company is sued (a condition known as limited liability).

### **1.11.8 Feminism**

Feminist theory is the extension of feminism into theoretical or philosophical discourse. It aims to understand the nature of gender inequality. It examines women's social roles, experience, interests, and feminist politics in a variety of fields, such as anthropology and sociology, communication, psychoanalysis, literature, education, and philosophy. Feminist theory focuses on analyzing gender inequality. Themes explored in feminism include discrimination, objectification (especially sexual objectification), oppression, patriarchy, stereotyping, and art, and aesthetics.

### **1.11.9 Affirmative Action**

Affirmative action (known as employment equity in Canada, reservation in India, Nigeria and Nepal, and positive action in the UK) is the policy of favoring members of a disadvantaged group who are perceived to suffer from discrimination within a culture. Sowell, Thomas (2004).

The nature of positive discrimination policies varies from region to region. Some countries, such as India, use a quota system, whereby a certain percentage of jobs or school vacancies must be set aside for members of a certain group.

## **1.12 Outline of Chapters**

This dissertation has five chapters of which chapter one is the introduction. In Chapter One, the researcher gives a brief background of the study, statement of the problem, purpose, research questions, objectives, limitations and, ethical consideration, and hypothesis and the conceptual framework for this study. Chapter Two is a review of the literature that would be used in this study. Chapter Three focuses on the methodology. The data collected in this study, is presented and analyzed in Chapter four. In Chapter, five, the conclusion and recommendation of this study are presented.

### **1.13 Summary**

this chapter introduces and shed light on the background of the study and also the research questions, hypothesis , delimitation of the study, limitation of the study, scope, justification and significance if the study, and definition of key terms. Finally, this chapter gives an outline of the chapters that are to follow in this study sequentially.



## **Chapter two**

### **Literature Review**

#### **2.0 Introduction**

The chapter two of this study explores the arguments by different scholars about the ages old debate on the marginalization of women in the society. The arguments in this chapter seek to shed light and understanding on different variables that impedes women's equal participation in the corporate sectors both at global level and in Mutare. This section delves into cultures and psyche of the corporate world and how women are limited and are not able to fully participate in corporate activities as men.

#### **2.1A global look at socio-cultural barriers to women's progress in management**

This section focuses on the global perspective on psychological barriers to women's progress in management. It looks at the global thinking and perspective of women in managerial positions and how processes of socialization and sexual differences could determine those who have the right or are born and chosen by nature to become managers in the corporate world. The analysis in this section expounds a global reasoning on why and how women are limited in the corporate realm of society. Though the scholars used in this section did their research in Europe, America and Asia, it is believed and accepted globally as the basic background of the ongoing debate of "think manager-think male" and a phenomenon that exists in all societies including the Zimbabwean society and culture.

In the early 1970s Schein identified managerial sex typing as a major psychological barrier to the advancement of women in the United States. The globalization of management brings to the forefront the need to examine the relationship between sex role stereotypes and requisite management characteristics in the international arena. A review of the replications of the Schein research in the United States, United Kingdom, Germany, China, and Japan provides the basis for a global look at the “think manager-think male” phenomenon. Implications of the outcomes, especially among males, for women’s progress in management worldwide are discussed.

Barriers to women in management exist worldwide. According to an International Labor Organization report (“Women in Management,” 2015), although women represent more than 40% of the world’s labor force, their share of management positions remains unacceptably low, with only a small proportion obtaining top jobs. Butterfield and Grinnell (1999), in their review of 3 decades of research on gender, leadership, and managerial behavior, pointed to the international perspective as an important new frontier. As management becomes increasingly internationalized, research efforts need to follow suit. Cross-national comparisons help avoid over simplistic explanations and ethnocentric biases (Berthoin Antal, 1987). The discovery of psychological phenomena that transcend national borders facilitates efforts to enhance the status of women in management. Management is going global, and it is time for research on women in management to do so as well.

H.A Manwa (2002) a Zimbabwean scholar and gender specialist in her analysis on “think male-think manager, does it apply to Zimbabwe?”, revealed that the aforementioned quote from Schein (1970) is evidently seen in all corporate Zimbabwe, the percentage of women managers in corporations are alarming and a smear on the women in Zimbabwe. The author further noted that “Despite the acknowledgement those females who are in managerial positions have a transformational leadership style, which is now considered most effective, empirical evidence shows that male traits are still the prevailing criteria in the selection of leaders (Rozier and Hersch-Cochran, 1996; Kent and Moss, 1994). Sinclair’s (1994), England’s (1996) and Still’s (1997) research in Australia have all confirmed that the masculine leadership style is still the most favored style and is used by both females and males. For females to be acceptable in management, they are forced to deny their feminine characteristics and adopt masculine ways of managing”.

Berthoin Antal and Izraeli (1993), in an overview of women in management worldwide, stated that “probably the single most important hurdle for women in management in all industrialized countries is the persistent stereotype that associates management with being male” (p. 63). If the managerial position is viewed as a “masculine” one, then, all else being equal, a male candidate appears more qualified by virtue of such sex typing of the position than a female candidate.

In the early 1970s Schein's empirical investigations of managerial sex role stereotyping revealed that "think manager-think male" was a strongly held belief among middle managers in the United States. Both male (Schein, 1973) and female (Schein, 1975) managers perceived that the characteristics associated with managerial success were more likely to be held by men than by women. To the extent this attitude is unchecked by structural limitations, a decision maker will favor a male candidate over a female candidate for the same position. As a psychological barrier to the advancement of women in management, the "think manager-think male" phenomenon can foster bias against women in managerial selection, placement, promotion, and training decisions.

## **2.2 The corporate psyche –“men are managers”**

In 1989 Brenner, Tomkiewicz, and Schein replicated Schein's earlier work. Their sample consisted of 420 male middle-line managers and 173 female middle-line managers drawn from four manufacturing companies, four service-oriented companies, and one combined service and manufacturing company in the United States. The results revealed that the attitudes of male managers were remarkably similar to those held by male managers in the early 1970s. For the males, there was a large and significant resemblance between the ratings of Men and Managers, whereas there was a near-zero, non-significant resemblance between the ratings of Women and Managers.

As with Schein's (1973) earlier results, the outcomes confirmed, among males, the hypothesis that requisite management characteristics are perceived as more likely to be held by men than by women. In the same year Heilman, Block, Martell, and Simon

(1989) also replicated the research among 268 male managers. Their results also confirmed the hypothesis. The Brenner et al. (1989) study also found that female managers' attitudes differed from those of their earlier counterparts. Among the females, there was a large and significant resemblance between the ratings of Men and the ratings of Managers.

There was also a similar resemblance between the ratings of Women and Managers. Unlike Schein's (1975) earlier finding, however, these outcomes were not significantly different from one another. Thus, for the females, the research replication did not confirm the hypothesis that managers are seen as possessing characteristics more commonly ascribed to men than women. According to Brenner et al. (1989), this outcome appeared to be a result of a changed view of women, rather than a change in perceptions of men or perceptions of requirements for managerial success.

In 1995 Dodge, Gilroy, and Fenzel replicated the research using a sample of 113 male and 77 female adult Master's in Business Administration (MBA) students. They obtained similar results. The hypothesis that requisite management characteristics are perceived as more likely to be held by men than by women was confirmed among the male students but not among the female students. Compared to female managers in the 1970s and the attitudes they held, female managers some 20 years later no longer sex-type the managerial position. These female managers see women and men as equally likely to possess characteristics necessary for managerial success. No longer influenced

by stereotypical thinking, these managers would be expected to treat men and women equally in selection, placement, and promotion decisions.

On the other hand, the male managers in the replication studies hold attitudes similar to those of male managers in the 1970s. Despite all the societal, legal, and organizational changes that occurred in the almost 20 years between the studies, male managers continue to perceive that successful managerial characteristics are more likely to be held by men in general than by women in general.

### **2.3 Managerial Sex typing**

Internationally, women hold only a small proportion of management positions and even fewer at the highest posts (“Unequal Race,” 1993). According to national surveys worldwide, women’s share of management jobs rarely exceeds 20%. And the higher the position, the more glaring the gender gap (“Women in Management,” 1998). Schein and her colleagues conducted two international multi-country replications to begin to examine managerial sex typing globally. Schein and Mueller (1992) selected Germany and the United Kingdom as research sites for replication of the stereotyping research done in the United States. According to Berthoin Antal and Krebsbach-Gnath (1988), there are very few women in management in Germany, as reflected by a scarcity of facts and figures on them until the mid-1980s.

In a major study of 45,000 German companies in 1988, only 5.9% of top managers and 7.8% of managers at the next level were women (Berthoin Antal & Krebsbach-Gnath, 1994). In the United Kingdom, according to Davidson (1989), about 20% of managers

and administrators are women. Although the occupations in which women are managers are traditionally female, such as catering and retail, Hammond (1989) pointed out that more women are entering sectors that are not traditionally female, such as banking, insurance, and manufacturing.

Schein, Mueller, Lituchy, and Liu (1996) extended the international investigation to the People's Republic of China and Japan. Since the 1949 revolution in the People's Republic of China, official government policies have promoted the equality of the sexes, and all Chinese women are expected to take part in production (Stacey, 1984). Although the employment of women in China is relatively high, about 78% of the female labor force work in low-tech industries and sections (Yi-hong, 1992). Hildebrandt and Liu (1988) reported that 8.9% of Chinese managers are women. Korabik's (1992) interview study of Chinese managers suggested that this figure may be somewhat higher if all types of industries and enterprises are considered. "Women hold posts as factory production workers, workshop directors, chief accountants, although they still account for only a small percentage compared to men . . . the higher the post, the fewer the women" (p.204). Although Japanese women constitute 40% of the workforce ("Women in Japan," 1992), only 8% of all managers are women ("Unequal Race," 1993). Employed women tend to hold different types of jobs and earn less money than their male counterparts (Rosenfeld & Kallenberg, 1990) and in large corporations are "office ladies": clerical workers who serve tea to businessmen.

Management students were studied in each country. The German sample consisted of 167 female and 279 male management students in a major university. In the United Kingdom the sample was composed of 78 female and 73 male business students enrolled in a metropolitan polytechnic school. The Chinese sample consisted of 123 female and 150 male undergraduate upper class students enrolled in a school of business in a large city in China. The Japanese sample was composed of 105 females and 211 males enrolled in business courses at a university in a large Japanese city.

#### **2.4 Men as ideal manager**

The hypothesis that managers are seen as possessing characteristics more commonly ascribed to men than to women was confirmed for males in Germany and the United Kingdom (Schein&Mueller, 1992) and in China and Japan (Schein et al., 1996). Among the males in all four countries, there was a high and significant resemblance between the ratings of Men and Managers and a low, often close to zero resemblance between ratings of Women and Managers. These outcomes are very similar to those found among U.S. male management students. The Chinese male sample exhibited the highest degree of Men-Manager similarity. A detailed comparative display of the international outcomes can be found in Schein et al. (1996).

Among females, the hypothesis was also confirmed in the United Kingdom and Germany (Schein & Mueller, 1992), as well as in Japan and China (Schein et al., 1996). In all four country samples there was a reasonably large and significant resemblance between females' ratings of Men and Managers. Across country samples there were



differences in the degree of resemblance between females' ratings of Women and Managers, ranging from near zero in Japan to moderate in the United Kingdom. All of the Women-Manager coefficients, however, were significantly smaller than their respective Men-Manager coefficients. The U.S. female management student sample, by comparison, did not sex-type the managerial position.

## **2.5 Global perspective on women in management**

Looking at the international managerial stereotype items illustrates rather dramatically the unfavorable way in which women are viewed, especially among males. Male management students in five different countries and male corporate managers in the United States view women as much less likely to have leadership ability, be competitive, ambitious, or skilled in business matters, have analytical ability, or desire responsibility. If one holds this view, as apparently most males do, it is no wonder that women globally have difficulty entering and advancing in managerial positions.

It is also important to point out that requisite characteristics for managerial success also vary from country to country. In each study, the perceptions of the participants determine what is perceived to be masculine or feminine. And in each study, these characteristics are compared with the characteristics that the participants perceive to be necessary for managerial success. Conceivably, what could be masculine in one culture could be rated as feminine in another, but both cultures could sex-type the managerial job as "male" if they perceive males as more likely to have whatever characteristics they see managers as likely to have. The international managerial stereotype, as described by

Schein (1994), tells one part of the story. There are some basic and seemingly important characteristics that are both universal and perceived, at least by males, as held by men only. On the other hand, the high degree of resemblance between men and managers across the male samples fills in the rest of the story. Regardless of what characteristics successful managers are thought to have, these characteristics are still perceived to be held primarily by males. As Mckinsy&Company (2012) concluded, “The specific image of an ideal manager varies across cultures, yet everywhere it privileges those characteristics that the culture associates primarily with men”.

Although laws and corporate practices focusing on objective criteria and removing structural barriers are important, it seems time to address ways to change stereotypical attitudes as well. Diana Bilimoria, Simy Joy, and Xiangfeng Liang (2008) pointed to the need for more research on attitude change during the management education years. Experimental studies to determine effective interventions, done cross-culturally, might lead to important management curriculum applications worldwide.

The extensiveness of managerial sex typing internationally reflects the global devaluation of women. Based on a worldwide evaluation of the status of women, Catalyst (2010) concluded that “the social, economic and political status of women, compared to men, is still one of subordination” (p. 432). Embedded in all cultures are traditions, practices, and views that impede women’s equality. Workplace barriers are one aspect of a whole spectrum of discriminatory practices. Recognizing managerial sex typing as a major barrier to women’s opportunities can unite women managers in their

efforts for change and link these efforts to the broad one of enhancing the rights, freedoms, and opportunities of all women globally.

In the study by Manwa (2002) in relating the works of Schein to Zimbabwean corporate world, the findings of the study confirmed that submissiveness, which was considered characteristic of most females, was not acceptable in senior management in Zimbabwe. These results are in line with Baack et al.'s (1993) observations that to be able to rise to top management levels, a manager should not be seen to be emotional, impulsive or submissive.

Looking more deeply in to the above statement, Maxwell Chuma and Florence Ncube (2003). Women are affectionately referred to as the life-blood of any organization and, at the same time, are also known as the 'Subordinate Sector'. It is difficult to envisage a society or organization without them. On the basis of their contradictory status, the researcher undertook an investigation to investigate the challenges faced by female managers in the banking sector of Zimbabwe. The research explored and established that women managers are sometimes held back in terms of exercise of authority, performance, and career progress as a result of a multiplicity of factors. The persistence of male chauvinism, informed by masculinity and traditional notions of patriarchal system, has been established as the chief culprit that undermines the effectiveness and efficiency of female managers.

For a long time, women in Zimbabwe had to contend with a plethora of challenges in the execution of their duties. The patriarchal nature of the societies militates against women

to ascend organizational hierarchy. Most organizations are systematically organized for male supremacy; hence, they are not gender neutral. Women in corporate Zimbabwe find themselves playing second fiddle to men because the core values of patriarchy are male domination and control of the perceived weak groups, which are women.

Female subjugation and marginalization has been reinforced and perpetuated through the process of gender socialization resulting in women domestication. Premised on androcentricism, women's domestic role is perceived as antithetical to public sphere activities informed by the process of socialization which in turn "elbowed" women out of the educational, political, and macro-economic spheres. Boserup (1995).

This effectively led to the crafting and implementation of some emancipatory and empowering initiatives, such as Affirmative Action programs in the education sector, particularly at tertiary level. Equal opportunities in employment and other pieces of legislation, which prohibited sex-based discrimination, were enacted by the Zimbabwe government. Through these noble initiatives, women gained some form of autonomy and, today, they enter the world of work as equal human beings to men. They also enter the realm of management which was formally a preserve of men. Maxwell et al (2003).

Owing to the fact that male chauvinism resists adamantly, the autonomous status of women in relation to career progress, managerial women are likely to face a multiplicity of challenges which might include resistance, strained social relations, devaluation of

assertive female behavior, sexual harassment, career stagnation, and isolation. Female managers might have to work twice as hard as their male counterparts and contend with a glass ceiling. This concept of 'glass ceiling' refers to the various barriers that prevent qualified women from advancing upward in their organizations into management positions. For the few lucky ones who successfully forced their way into management positions, they might also be discriminated against. (ibid)

Maxwell et al (2013) in a developmental report on women in managerial positions in the banking sector in Zimbabwe discovered that the majority of women interviewed pointed out that management is so demanding, that the pressure of work sometimes affects their family and social life. These women noted that while they work hard to prove themselves, their male counterparts could afford shoddy work but still maintain their positions. The concept of 'double shift', which entails women in management positions engaging in full-time paid work outside their homes and taking care of domestic duties put more pressure on these women. The numerous domestic chores that include general housekeeping issues and child care will interfere with management duties for attention. Female managers, as a result, are negatively affected by the double shifts resulting in low performance. The majority of women in senior management lamented how the pressure of work negatively affected their social life. Being a manager has meant that one has to work late into the night and travel constantly, which caused friction in one's marriage. Husbands usually gave their wives ultimatums, such as choosing between a job and a marriage. These women's kith and kin also look up to them, especially if one is the eldest in the family and has a decent or more paying job. Women in management

positions, at times, bear the brunt of being left by their husbands who would cohabit with other women. The pressure applied on women in management from various quarters usually results in divorce. These women find themselves between a rock and a hard place, that is, choosing between a husband and a job.

All these are a culmination and varying stances postulated by Schein (1994) and the scholarships that rose to further investigate the “think manager-think male” ideas. Women are disproportionately disadvantaged in the Zimbabwean corporate sector as they are expected to be on par with men when it comes to delivery of services at managerial level or at work places without reviewing corporate policies that would make women’s integration into the corporate world more palatable and comfortable. All that can be said about women working in the corporate world based on Maxwell et al (2013) is that “women are operating in men’s shoes”.

## **2.6 Religion, gender, development in post-colonial Africa**

*“Deprived of her magic weapons by nuptial rites, economically and socially dependent on her husband, the “good wife” is man’s most precious treasure. She belongs to him so profoundly that she shares the same nature with him: “Ubi tu Gaius, ego Gaia”; she has his name and his gods, and she is his responsibility: he calls her his other half. He takes pride in his wife as in his home, his land, his flocks, and his wealth, and sometimes even more; through her he displays his power to the rest of the world: she is his yardstick and his earthly share. For Orientals, a wife should be fat: everyone sees that she is well fed and brings respect to her master”.* **Simone de Beauvoir**

Rudo Gaidzanwa (1992). Religion had a strong influence on education in Africa in the 19<sup>th</sup> century. Together with the colonial state, religious organizations, particularly missions influenced the form, content and the processes of canon formation in African artistic and intellectual endeavors. Through formal, westernized education, pioneered by the church and subsidized by the state, women in many parts of Africa experienced a separation between religion, politics and the economy, disempowering them substantially and domesticating them in the process of restructuring labor and its distribution in colonial economies. Unlike men, women's western education was focused on domesticity, divorcing women from the political, public and lucrative spheres of colonial economies. In the process, many groups and classes of African women became formally dependent on men in many colonial economies, lost their political and religious powers, placing them in weak leadership positions socially and politically. This disempowerment persists to date and has very negative consequences for the inclusion of women in the canon in different areas of life in Africa.

On the other hand, African men's experiences with western education and the formation of the canon in the arts and intellectual arena took a decidedly different path. Men of different classes were the first to access western education and to participate in shaping the canon in specific areas of intellectual and artistic endeavor such as literature. The processes of colonization, state formation and modernization separated religious from

artistic, political and economic spheres, advantaging those African men who were at the centre of colonial and post-colonial education, and state, political and economic enterprise. These men occupy the centre of the canon in many areas of enterprise and shape the development of the canons in the artistic and intellectual arenas.

This section of the study will review the work of Rudo Gaidzanwa's "*Gender and Canon Formation: Women, Men and Literary Art in Africa*." The researcher will focus on the experiences of African men and women in colonial education, arguing that the head-start of men in different areas of African life shaped by western influences such as colonization has placed them at the centre of canon formation. It was only later that women from the emerging privileged classes were able to join these men and influence the processes of canon formation.

This interrogation will attempt to expound and detail the origin of modern women subordination in Africa and how marginalization and discrimination was geared to another marauding level with the advent of colonization through the guise of education and Christianization of Africa.

## **2.7 Gender and the missions**

Hastings (1993) and Labode (1993) assert that women missionaries comprised the majority of mission workers in Africa. Since the women missionaries were themselves subordinated to their sending religious hierarchies, the women missionaries were unable



to present much of a revolutionary force for African women whom they tried to evangelize and ‘civilize’. Labode (1993) points out those missionaries, many of them single women, performed most of the Anglican mission work in South Africa. Most of their work comprised what is termed ‘welfare’ work in contemporary parlance. This work included teaching, nursing, visiting people at homes, training women in homemaking and mothering skills, running orphanages and rehabilitating women who had gone into prostitution or had borne children outside wedlock. This was women’s work then as it is now. African women were, at that time, involved in agriculture, trade and other types of work outside the home in their peasant and pastoralist societies. Domestic labor, shared with children, was not women’s sole or primary focus in most parts of Africa that are dominated by female farming systems. (Boserup 1970)

However, missionaries sought to reconstruct the gender divisions of labor that they observed in Africa. As Comaroff and Comaroff (1992: 48) observe of the Livingstone in Central Africa, “The accomplishment of a missionary in Central Africa, argued Gaidzanwa is named, the husband to be a jack-of-all-trades without doors and the wife to be a maid-of-all-work within.” In effect, the confinement of women within the newly constructed private domestic and the men in the public domains was an important aspect of Christian evangelism. This thus shaped subsequent events in the evolution of rules, rights, obligations and accomplishments by gender in colonial and post-colonial societies.

It must be noted that the majority of missionaries in Africa in the early nineteenth century, originated from European countries, which were patriarchal. In the case of the United Kingdom, many missionaries had Victorian backgrounds and the subordination of women to men was taken for granted in these European societies of the nineteenth century. Thus, missionaries were nurtured in the context of ideologies of female subordination, which made them less open to other possibilities for gender organization, education and women's participation in public life in any society.

In South Africa, Sales, (1975) notes that at Bethelsdorp, the first Christian community, by 1806, the total baptized population comprised 43 women, 18 men and 62 children. As the first converts in many African societies, African women were central to the early church before western education became critical for social mobility in colonial society. This early phase characterized by the centrality of African women to the Christian church, presented opportunities for the church to play a pioneering role in women's education. These opportunities were lost as the church and state negotiated and compromised the interests of African women for the sake of the empire and the approval of male power holders and wielders in different African societies. As the influence of religion and its education grew, women became more marginalized in the church, occupying marginal roles both as missionaries and as converts.

## **2.8 The Christian curriculum for African women**

In general, the Christian curriculum for African women focused not on the interests of African women as expressed by them, but on the interests of their fathers, husbands,

brothers, the colonial state and the male-dominated church. While the early Christian churches, Anglican, Catholic and Methodist in Africa, allied themselves with women over issues such as the killing of twins, forced marriages, bride wealth payment and witchcraft accusations, they also allied with colonial and native men in subordinating African women through male-centered education which replaced variants of African education and socialization with a variety of European-derived patriarchal values embodied in formalized western education.

According to a variety of scholars, domesticity was the cornerstone of missionary education for women in Southern Africa, Nigeria and Kenya. Labode (1993) describes the strong non-academic bias to education for African women in colonial Southern Africa. Kanogo (1993) does the same for Kenya and Isichei (1993) for Nigeria. While native boys were trained to assume leadership and public roles in their societies, native girls were trained to become wives who had to run the homes and bear the children of these leaders.

## **2.9 The Christian curriculum for African men**

However, while African women were availed limited education for domesticity, African men were also offered education for subordination, albeit broader and less vocational. In Southern Africa, social work, carpentry, agriculture, teaching, pastoral work and the armed forces were the provinces of men. These men were the colonial functionaries who taught in the African schools, became the lay preachers, worked as orderlies under the western nurses and doctors, acted as interpreters in the courts, performed the policing of

the colonized and became the direct assistants of the colonial civil servants. Hansen, K. (1992).

### **2.10 Changes in the bases for women's participation in the canon in Africa.**

Africa is a broad and diverse continent, embracing matrilineal and patrilineal peoples. However, what is important is that in many of these African systems of social organization, women's political and social power was based on their economic contributions, their reproductive and religious roles. As indicated by a diversity of scholars such as Amadiume (1989 ) on Nnobi women in Nigeria, Mba on women in Nigeria, Gaidzanwa on Shona women in Zimbabwe (1985), some African women had access to religious, political and economic power on the basis of their skills and competence and this power was not based solely on child-bearing or servicing husbands' needs. These structurally powerful positions were available to distinguished, often older but not exclusively, women who became mediums of spirits, title holders on the basis of their wealth or skills which could be parlayed into social and economic power. The unity between the religious, the social and economic realms in many African societies, ensured that women were not marginalized in their societies. In these pre-literate societies, oral skills were important in passing on information and wisdom and constructing a canon of social, political and religious knowledge. Women participated with men in orature.

They were not as empowered as men especially in patrilineal societies but in matrilineal societies such as those of the Tonga, Akan and others, women's access to land and other immovable resources was direct and unmediated by marriage and men.

However, with westernized formal education, it could be expected that the new female converts would also take a pioneering role in women's education, creating new bases for empowerment for previously marginalized women. This did not happen. While in the pre-colonial systems, royal and ruling class women were certainly privileged in comparison to commoners, for enslaved women, captives or orphaned women, the new religions were attractive to these marginal women who went to mission stations for refuge. At the mission stations, African women often performed unpaid domestic and agricultural labor under the guise of 'training', thereby bolstering the economic viability of many missions. These women were not therefore in a position to establish new traditions and have any impacts on the emerging canons in the emerging African politics and economies given their limited education, leisure time and experience with the broader colonial world beyond the missions.

While the mission stations, religions and colonial jobs offered higher status and pay to male, previously marginal males, in most cases, the women they married became more subordinated and dependent on their husbands than women who were not converted and remained outside the towns, the centers of the colonial systems. Anthropologists such as Oppong (1981), Cheater (1984), Hafkin and Bay (1976) and Schmidt (1992) Krige and

Comaroff (1981), Little (1973), Lloyd (1966), Schuster (1979 ) and Hansen (1992) have documented the ‘untraditional’ dependence of middle class women, farmers’ wives, secretaries and clerical workers, teachers and nurses in middle class African marriages. Despite their primacy in driving the Christian church in Africa, African women’s growing dependence on men as husbands, employers, church and colonial authorities, is unprecedented in historical terms. The glaring picture of a predominantly female church with a male leadership, raises questions about the efficacy of the church in education for women’s participation in the shaping the form and content of the canon in various areas in Africa.

This is particularly so because in Africa, higher education has been instrumental in the nurturance and development of Black Nationalism and leadership in Africa. Kenyatta, Mugabe, Mandela, Tambo, Kaunda, Nkomo, Nyerere, Khama, Neto and Nkhrumah, the pantheon of African founding fathers, were products of missionary dominated or influenced higher education, which did not have the same impact on African women precisely because of the gendering of that education. Some of these men such as Mugabe, Kaunda and Nkomo were the children of Africans converted to Christianity. Kenyatta went on to contribute to the canon in anthropology in his work *Facing Mount Kenya*, in which he defended the culture of the Kikuyu peoples, in the process justifying female genital mutilation.

## **2.11 African Women and Men in the Literary Arts**

While it is relatively easy to name African men who have contributed to the canon and have influenced it significantly according to the standards of western scholarship, it is less easy to do this for African women until the sixties and seventies in the twentieth century. Davies argues that African writers such as Chinua Achebe, have consistently taken over the role of idealizing motherhood and wifehood. This is not only true for Achebe but for many other male writers such as Leopold Senghor of Negritude fame, Wole Soyinka, Ngugi wa Thiongo, Chinua Achebe, Charles Mungoshi and others. These depictions of African women have inadvertently contributed to attempts to lock African women into restricted domestic roles in colonial and post-colonial Africa. This specific construction of African women attempts to lock them into domesticity as if this is an uncomplicated, liberating and problem-free construction of African womanhood. The canonization of motherhood and wifehood pervades literature, the arts, social policy and practice and creates many problems for African women because of the one-dimensional construction of African womanhood.

### **2.12 The curse of the double burden-Women and unpaid household responsibilities**

*“A Muslim is all the more respected if he possesses a large number of flourishing wives. In bourgeois society, one of woman’s assigned roles is to represent: her beauty, her charm, her intelligence, and her elegance are outward signs of her husband’s fortune, as is the body of his car. If he is rich, he covers her with furs and jewels. If he is poorer, he boasts of her moral qualities and her housekeeping talents; most deprived, he feels he owns something earthly if he has a wife to serve him; the hero of *The Taming of the**

*Shrew summons all his neighbors to show them his authority in taming his wife”.*

**Simone de Beauvoir.**

Women are generally less able than men to participate in economic opportunities because they face a work burden that men do not. In most societies, women are responsible for most of the household and child-rearing activities as well rearing of small livestock, although norms differ by culture and over time. This additional work burden is unpaid and limits women’s capacity to engage in income-earning activities, which often require a minimum fixed time before being profitable. Furthermore, the nature of tasks, such as caring for children and elderly household members requires women to stay near the home, thus limiting options to work for a wage. Time scarcity forces many women to start-up cottage industries, such as handicrafts, which are often characterized by low returns and limited potential for expansion (Lanjouw and Lanjouw, 2001).

Gender differences become clearer when looking at women’s workloads. It is estimated that women provide 85 to 90 percent of the time spent on household food processing and preparation across a wide range of countries. Acharya and Bennett, (1982) Women are also usually responsible for child care and household chores. Depending on the household structure and size, these tasks may be extremely time intensive. Time-allocation studies have shown that women work significantly more than men if care giving is included in the calculations. Wrangham, (2009) find that girls do significantly more work in household chores and on the farm as compared to boys in Himachal



Pradesh, India. Ghanaian women carry a much heavier burden for household chores despite working outside the home almost as much as men. In Uganda, he also argued that women, when asked about the causes of labor constraints, cited the time they spent looking after their families, working in their husbands' gardens and producing food for their households as reasons for their inability to expand production in the market. Men, on the other hand, simply noted that they had no money to hire labor.

Wrangham, (2009) find a marked gender bias in most unpaid work in Tanzania.

Women, and in particular women from low-income groups and living in areas with limited facilities, spend long hours on water and fuel collection, food preparation and other domestic and child care activities to compensate for poor infrastructure. Malmberg-Calvo's (1994) study of household surveys from Ghana, Tanzania and Zambia, shows that women (and daughters) are responsible for about 65 percent of all transport activities in rural households, including travel for firewood, water and transport to the grinding mill. While women do have supervisory jobs among those directly involved in cultivation activities, they have a much lower share of managerial or professional jobs in other aspects of the sector (Friedemann-Sanchez, 2006). Similarly, Fontana (2003) finds that in sectors producing primarily for the export market, women tend to be replaced by males as profits increase.

### **2.13 Women on Boards**

This section of the study reviews a journal published by FTSE 100 in 2011 in the United Kingdom on the representation of women within board of director's positions in over

300 corporations that trade under the FTSE Stock market. Its findings posit that out of 100 boards 87.5% are men while 12.5% are women. It goes further to duly probe what reasons lie behind this disparity, decades after the clarion call for more female representation in positions of authority has been made. The researcher will evaluate the findings and relate it to the study and analyze how these findings affect women in corporate Zimbabwe.

At the current rate of change it will take over 70 years to achieve gender-balanced boardrooms in the UK. Corporate boards perform better when they include the best people who come from a range of perspectives and backgrounds. “The boardroom is where strategic decisions are made, governance applied and risk overseen. It is therefore imperative that boards are made up of competent high caliber individuals who together offer a mix of skills, experiences and backgrounds. Board appointments must always be made on merit, with the best qualified person getting the job. But, given the long record of women achieving the highest qualifications and leadership positions in many walks of life, the poor representation of women on boards, relative to their male counterparts, has raised questions about whether board recruitment is in practice based on skills, experience and performance. Government must reserve the right to introduce more prescriptive alternatives if the recommended business-led approach does not achieve significant change.” Lord Davies of Abersoch, CBE concerned about the slow rate of progress, the incoming UK Government pledged in the Coalition Government Agreement to “look to

promote gender equality on the boards of listed companies”. As a first step Edward Davey, the Business Minister and Lynne Featherstone, the Minister for Women, invited Lord Davies of Abersoch to undertake a review of the current situation, to identify the barriers preventing more women reaching the boardroom and to make recommendations regarding what government and business could do to increase the proportion of women on corporate boards.

This section of the review examines the current situation, using the number of women on FTSE 300 corporate boards as a starting point, and considers the business case for having gender-diverse boards.

#### **2.14 More women on the board – why does it matter?**

The issues debated here are as much about improving business performance as about promoting equal opportunities for women. There is a strong business case for balanced boards. Inclusive and diverse boards are more likely to be effective boards, better able to understand their customers and stakeholders and to benefit from fresh perspectives, new ideas, vigorous challenge and broad experience. This in turn leads to better decision making. McKinsey & Company, (2007).

This business case is backed by a growing body of evidence. Research has shown that strong stock market growth among European companies is most likely to occur where there is a higher proportion of women in senior management teams. Companies with more women on their boards were found to outperform their rivals with a 42% higher

return in sales, 66% higher return on invested capital and 53% higher return on equity.  
(ibid)

Despite this evidence, women are under-represented on the company boards of UK plc. In 2009 only 12.2% of directors of FTSE 100 companies were women, and on the boards of FTSE 250 companies the proportion was just 7.3%. By 2010 these figures had moved to 12.5% for FTSE 100 and 7.8% of FTSE 250.

The pace of change remains too slow, despite a range of initiatives aimed at training, mentoring and supporting women to be “board ready”, and projects undertaken by companies to address organizational issues such as unconscious bias.

This is not just a gender numbers game. It is about the richness of the board as a whole, the combined contribution of a group of people with different skills and perspectives to offer, different experiences, backgrounds and life styles and who together are more able to consider issues in a rounded, holistic way and offer an attention to detail not seen on all male boards which often think the same way, and sometimes make poor decisions. Lois Joy, Nancy M Carter, Harvey M Wagener, Sriram Narayanan, Catalyst, (2007).

A more recent non-academic study conducted by an asset management firm in the UK looked at those companies with a threshold of at least 20% female representation across FTSE 100-listed boards. They found that operational and share price performance was significantly higher at one and three year averages for those companies with women

making up over 20% of board members than those with lower female representation. Bhogaita M, New Model Advisor, (2011).

The correlation between strong business performance and women's participation in management is striking. Studies have shown that where governance is weak, female directors exercise strong oversight, can have a "positive, value-relevant impact" on the company, and that a gender-balanced board is more likely to pay attention to managing and controlling risk. A Leeds University Business School study showed that having at least one female director on the board appears to cut a company's chances of going bust by 20% and that having two or three female directors lowered the chances of bankruptcy even further.(ibid)

In the UK, since the economic crisis, there has been much public debate concerning gender differences in risk preferences and behaviors. There are acknowledged gender differences in attitudes towards indebtedness and debt management. Another recent study considered the proportion of female directors in UK company bankruptcies and failures over the past decade, with a particular focus on the period of the recent economic recession 2007-9 when there was a significant increase in insolvencies. There is a negative association between female directors and insolvency risk - gender balance reduces risk. This negative correlation appears to hold good, irrespective of size, sector and ownership, for established companies as well as for newly incorporated companies (ibid).

### **2.15 Accessing the widest talent pool – using the skills of all**

*“Through woman,” wrote Kierkegaard, “ideality enters into life and what would man be without her? Many a man has become a genius through a young girl... but none has become a genius through the young girl he married. Simone de Beauvoir.*

Around the world, women have become the new majority in the highly qualified talent pool. In Europe and the USA, women account for approximately six out of every ten university graduates and in the UK women represent almost half of the labor force. These are trends that British business cannot ignore. The failure of any business or economy to maximize the talents of its entire people will result in below-par performance. Tapping into the under-utilized pool of female talent at board level is vital if British companies are to remain competitive and respond to rapidly changing expectations and market demands. British corporate competitiveness is at stake. McKinsey (2007).

### **2.16 Being more responsive to the market**

Women now form 51% of the UK population and 46% of the economically active workforce. They are estimated to be responsible for about 70% of household purchasing decisions and to hold almost half of the UK’s wealth. Having women on boards, who in many cases would represent the users and customers of the companies’ products, could improve understanding of customer needs, leading to more informed decision making. Wilson, Nick and Altanlar, Ali, (2009).

### **2.17 Achieving better corporate governance**

A Canadian study entitled 'Not just the right thing, but the bright thing', looking at public, not-for-profit and private boards, found that boards with three or more women on them showed very different governance behaviors to those with all-male boards. The more gender-balanced boards were more likely to identify criteria for measuring strategy, monitor its implementation, follow conflict of interest guidelines and adhere to a code of conduct. They were more likely to ensure better communication and focus on additional non-financial performance measures, such as employee and customer satisfaction, diversity and corporate social responsibility. They were also more likely to have new director induction programs and closer monitoring of board accountability and authority.

UK FTSE 100 companies with more women on their boards adopted the governance recommendations from the Higgs Review earlier than those without. In particular they focused on: better succession planning and the use of external search consultants; new director induction and training; audit and balance of the whole board's skills, knowledge and experience; and regular reviews of board performance. (ibid)

These findings are again confirmed in more recent research. A 2010 survey commissioned by search consultancy Heidrick & Struggles and conducted by Harvard Business School researchers suggests that women appear to be more assertive on certain important governance issues such as evaluating the board's own performance and supporting greater supervision on boards. The researchers suggest that this changing dynamic may bring in a new era of strengthened governance.

Out of a total of 1,076 FTSE 100 directorships, 323 are executive appointments and 753 non-executive directorships. 941 of these positions are held by men and only 135 are held by 116 women. In addition, 1 in 5 (21%) FTSE 100 companies and over half, 131, (52.4%) of FTSE 250 companies still have no women on their boards. Only 2% of chairs of FTSE 100 companies are women.

### **2.18 Policy and female involvement, the female executive pipeline challenge**

The low number of women on boards is in part a symptom of insufficient numbers emerging at the top of the management structure and the under-representation of women in senior management generally. However, Cranfield School of Management research has identified a pipeline of 677 women on the corporate boards and executive committees of all FTSE 350 companies, not counting the 116 women on FTSE 100 boards. Across Europe female representation is low amongst executive board members. 20.7% of all board positions at the largest European companies are executive positions, of which only 4.2% are taken by women.

Of the 323 executive directorships within the FTSE 100 only 18 posts (5.5%) are held by women. These executive directorships are usually drawn from the pool of 934 senior executive positions, of which 161 (17.2%) are female and 773 male. It is a big and growing problem for British business, especially as demographics shift and the effect of the declining birth rate feeds into the workforce. The UK will need an additional five million highly qualified workers within the next ten years to compete globally. Raising



the proportion of women in the workplace to that of men would cut the gap to three million, however, the wider issue of women in the workplace is beyond the scope of this Review it seems that firms are investing in developing talented women, only to lose them before they reach senior management levels.

A sample of different measures being used by governments and corporations across the world to increase the representation of women on boards is set out below: Actions that different countries are taking – Quotas

**Norway** – in February 2002, the government gave a deadline of July 2005 for private listed companies to raise the proportion of women on their boards to 40%. By July 2005, the proportion was only at 24%, and so in January 2006 legislation was introduced giving companies a final deadline of January 2008, after which they would face fines or even closure. Full compliance was achieved by 2009.

**Spain** – passed a gender equality law in 2007 obliging public companies and IBEX 35-quoted firms with more than 250 employees to attain a minimum 40% share of each sex on their boards within eight years (2015). Companies reaching this quota will be given priority status in the allocation of government contracts. There are no formal sanctions. Women made up 6.2% of boards in 2006. This proportion has risen to 11.2% in early 2011.

**Iceland** – passed a quota law in 2010 (40% from each sex by 2013) applicable to publicly owned and publicly limited companies with more than 50 employees.

**Finland** – from 2008 the “comply or explain” code requires that every board should have at least one man and one woman.

Zimbabwe signed and ratified the CEDAW (1991), Beijing Platform of Action (1995), SADC Declaration on Gender and Development, National Gender Policy 2003, constitution of Zimbabwe section 23 and the national gender machinery. A full-fledged Ministry of Women Affairs, Gender and Community Development was established in 2005 with the aim of mainstreaming gender in public service, in addition to the 2004 Public Sector Gender Policy put in place with gender focal points in all Ministries and parastatals. Despite all these efforts, women’s participation in political and economic decision-making still is lagging. The Gender Empowerment Measure (GEM) has increased from 0.361 in 1995 to 0.402 in 2003 which is low and indicating that females are still far behind male empowerment. The participation of women in lower house at Parliament in Zimbabwe is still low and the target is to increase to 50 percent by 2015

### **2.19 Are women better managers?**

*“Man succeeded in enslaving woman, but in doing so, he robbed her of what made possession desirable. Integrated into the family and society, woman’s magic fades rather than transfigures itself; reduced to a servant’s condition, she is no longer the wild prey incarnating all of nature’s treasures”* **Simone de Beauvoir.**

In a journal, Kimberly Fitch and Sangeeta Agrawal published in October 16-2014 commented that ,“This may surprise people who prefer a male boss to a female boss, but employees who work for female managers in the U.S. are more engaged than those who work for male managers. Despite this Gallup finding, only one in three (33%) working Americans say they currently have a female boss. When considering whom to name manager, leaders should take into account the engagement power of female bosses. Leaders should also know that female managers themselves tend to be more engaged than male managers. Gallup finds that 41% of female managers are engaged at work, compared with 35% of male managers. In fact, female managers of every working-age generation are more engaged than their male counterparts, regardless of whether they have children in their household. These findings have profound implications for the workplace. If female managers, on average, are more engaged than male managers, it stands to reason that they are likely to contribute more to their organization's current and future success”. The maternal instinct that women are meant to reserve for the home, when put into practice in the workplace can be an effective management strategy eliminating the argument that women and their temperament are in conflict with the cold, stoic demeanor expected of managers. Where female managers take the time to listen to staff problems, care about their personal issues and nurture “weak employees”, this can overall be better for the organization and the staff. Happy workers increase productivity, efficiency and output.

## **2.20 Higher Levels of Engagement Mean Higher-Performing Workgroups**

Managers are responsible for at least 70% of their employees' engagement, according to Gallup's research. Given that female managers are more engaged than male managers, their higher engagement levels likely result in more engaged, higher-performing workgroups. Gallup's data confirm this: Individuals who work for a female manager are more engaged, on average, than those who work for a male manager (33% to 27%, respectively). Female employees who work for female managers are the most engaged, at 35%. Male employees who report to male managers are the least engaged, at 25%.

### **2.21 Organizations Should Hire and Promote More Female Managers**

Female managers in the U.S. exceed male managers at meeting employees' essential workplace requirements. And female managers themselves are more engaged at work than are their male counterparts. Although these findings may be surprising to some, the management implication is quite clear: U.S. organizations should hire and promote more female managers. (<http://www.gallup.com/businessjournal/178541/why-women-better-managers-men.aspx>) In his journal called "*Bosses than Men*" Barry Moltz argued that in the battle of the sexes, recent studies show that women have certain characteristics that make them better leaders though men still hold the majority of these positions. In the world of small business, there are more men than women bosses. However, two recent studies show that women may make for better leaders.

According to a survey conducted by Chris Bart, professor of strategic management at the DeGroote School of Business at McMaster University, and Gregory McQueen, a

McMaster graduate and senior executive associate dean at Still University's School of Osteopathic Medicine, women actually run better performing businesses than men.

In 2013, Zeneger Folkman, a company that studies leadership, found that women rated higher than men on 12 out of 16 attributes tested. After analyzing 7,280 of their clients' performance evaluations, they found two traits where women outscored men significantly: taking initiative and driving results.

Here are five additional ways that women are more effective bosses than men, and tips on how everyone men and women can improve their leadership skills.

**1. Better communicators.** Women are better listeners than men, and this is exactly the skill that is most critical for managing employees and customers. According to Dr. Susan Sherwood, this is a result of women being more discussion oriented and men wanting to just take action. Men communicate through activities rather than conversations.

*Why this is an important skill for everyone:* Employees want their managers to hear their point of view, and customers want everyone to empathize with their problems. Being a better communicator will lead to a stronger relationship built on trust, which is critical to establishing loyalty.

**2. Better community builders.** Women are better consensus builders and don't have the need like men to direct everyone in what to do. In this world of the connected Internet,

“beta managers,” those that know how to build cooperative relationships, are becoming more successful than traditional “alpha managers.”

***Why this is an important skill for everyone:*** In the new book *The Fall of the Alphas*, Dana Ardi shows how the traditional top down, male dominated authoritarian leader is being replaced by a more collaborative and connected manager. She says that the best managers are learning to lead through the influence that comes from building collaboration rather than straight force or all out competition.

**3.** Stronger business ethics. Bart and McQueen find that women, who are effective managers, “acknowledge and consider the rights of others in the pursuit of fairness ... that is consistently applied in a non-arbitrary fashion.”

***Why this is an important skill for everyone:*** Running a small business is a minefield of ethical choices. When pushed to the limit, too many owners do the wrong thing and run askew of their own ethical (and sometimes legal) standards. A strong moral code will help business owners deal with these types of challenges, which will certainly push them to their limit.

**4.** More patience. Women are far more patient with employees than men. They are less likely to jump to an immediate conclusion or make a quick decision or take action too soon. A study commissioned by my Hermes shows that women are willing to wait longer for a desired result.

***Why this is an important skill for everyone:*** For most small businesses, “overnight success” takes seven to 10 years. The winners are the ones that can be patient enough to take actions, which result in small steps toward a specific goal.

5. Better at activating passion. According to Jay Forte, author of *Fire Up! Your Employees and Smoke Your Competition*, women are “more astute about knowing how to activate passion in their employees. They watch the 43 muscles in your face and see how your emotions change.”

***Why this is an important skill for everyone:*** Passion builds loyalty. Motivate your employees, and they’ll in turn be passionate about your product or service and company. As Sarah Robinson says in her book *Fierce Loyalty*, “in a social media world where most consumers check online reviews before buying, a fiercely loyal community is the strongest marketing strategy for any business.

In spite of the shining examples and arguments for women as managers, what is important to remember in this narrative is that all people are individuals and pro-women and pro-men proponents whittle this important fact down to group dynamics. What one can glean from both sides of the fence is that individuals all deserves equal opportunities and a chance to prove themselves and realize their aspirations without any hindrances whether structural, cultural or otherwise. We all are born with some weakness and strengths; these should never be attributed or based on gender alone.

## **2.22 Theoretical framework**

*“Marriage rites were originally intended to protect man against woman; she becomes his property: but everything we possess in turn possesses us; marriage is servitude for the man as well”.* **Simone de Beauvoir.**

This study is informed and inspired by feminist theories particularly by the liberal strand of feminism. This theoretical framework, in collaboration with other strands of feminism, has given rise to a large body of knowledge, which attempts to explain gender inequalities and the subjugation of women. Liberal feminists tend to focus their energies on establishing and protecting equal opportunities for women through legislation and other democratic means. Schein, V. E. (2001). This theory seeks to achieve the emancipation and empowerment of women through the existing system of bringing about reforms in a gradual way.

It is both a theory and a movement which challenges all forms of prejudice in the contexts of patriarchy and capitalism. (Oakley, 1981, Korda 1974) posits that most men believe and perceive women as mainly concerned with things that are not serious, characterized by a propensity towards emotional responses rather than deliberate, unemotive thought. Women are also considered to be weak and having limited ambitions. The consequence is that women are elbowed out of decision-making and are “naturally” subordinated to men. The unshackling of women from male domination, as well as restoring their full humanity account for feminist’s preoccupation to fight gender



discrimination. There is need for gender equity in economic, social, and political development as pointed out by feminist liberal theory.

### **2.23 Summary**

The literatures reviewed in the second chapter of this study expound and reveal that women are disproportionately represented in the corporation all across the globe and Mutare is not exempted mainly due to numbers of marauding factors such as patriarchy, mainstream ideology of what constitutes an ideal manager or an astute leader. Many attempts has been made to achieve equilibrium but only little achievements have been made so far concerning corporate policies and stereotypes and discriminations that militates against women's participation in the corporate sector and in Mutare.

## **Chapter Three**

### **Methodology**

#### **3.0 Introduction**

This chapter contains the research methodology used for the research. It involves the design and method of data collection; the information concerning the participants especially the size of the population and how they are selected. It also highlights the instrument used in collecting data the research. Finally the data provides the method of handling the data collected

Research design refers to plans or strategies from philosophical assumption to specific assumption of respondents, data collection, and analysis. The researcher used the qualitative approach to get information about the barriers women face in corporate Mutare Zimbabwe using semi structured questions. The reason for administering the qualitative approach is to collect original data considering the size of the samples and this would enable the researcher to get narrations and stories and facts of how the corporate Mutare integrate women into its systems and the barriers therein that impedes women's progress, because qualitative approach gives room for free expressions, ideas and opinion. The questionnaires were given on a self-administered basis to allow the respondents a free hand so that they can share their views. The interview was also used to collect data to get firsthand data which would give the researcher the chance to hear the stories and narratives and be able to denote meanings of responses from respondents which often generates from both verbal and nonverbal communication modes.

In pursuit for the achievements of the desired objective of the research the researcher used both primary and secondary sources including; books, journals, articles and internet resources. These sources have helped directly and indirectly in answering the research question and also giving insight to the primary concept of the study.

### **3.1 Sample population**

The target population of this research was the women and men in the corporate sector in Mutare Zimbabwe Mutare was chosen because of its accessibility to the researcher and because the corporate plays important role in the bourgeoning economy of Zimbabwe and women's role and barriers to participating in the economic sector needs .

### **3.2 Sampling method**

The researcher made use of purposive sampling method for selection of participants. This is to ensure raw information is collected from informed sources that had knowledge on the challenges and barriers women encounters in the corporate sector. The researcher contacted the Women Alliance of Business Association WABAZ Mutare section on how to achieve the ultimate goal of getting data from credible and viable sources. 10 women were recommended as requested by the researcher and the researcher was also referred to men who are capable of participating in the study.

### **3.3 Methods of data collection**

For the purpose of collecting data the researcher used questionnaire and interview. These instruments were of a great value to this study. In order to answer the research questions, it was important that both instruments were applied for the purpose of data collection. The respondents were felt comfortable to be part of the research because the instruments were user friendly and accommodative of what they see fit to share with the researcher

### **3.4 Questionnaire**

In the course of the research, data was collected through the use of questionnaire. The questionnaire was used to reveal the experience of women in the corporate. 10 women responded accordingly. The questions were structured; open- ended and close-ended. The responses were analyzed based on the all their unique perceptions, attitudes and experiences of the corporate sector. The reason behind using the questionnaire was aimed at bringing out primary information from participants in a naturalistic setting.

### **3.5 Interview**

The interview schedule in this study has been designed for men to tell their stories in relation to the barriers of women's participation in corporate Zimbabwe, and how men perceive women in the corporate world and an overall conception of the nature of the relationship between men, women and the corporate world, also to assess the notion that men and women do not get equal access into the corporate world and women are expected to prove they can thrive in the corporate world by putting in extra hours. 10

men were chosen due to time consuming nature of interview and also to allow establishing rapport with the interviewees.

### **3.6 Research procedure**

The researcher began by consulting WABAZ for permission and directives on locating the participant before commencing the study. After achieving that on February 12- 2015 the researcher started administering the questionnaire between February 14 and March 14- 2015. After collecting the data they were subsequently assembled, classified and analyzed. Information acquired from respondents was interpreted in pie charts using Microsoft Excel 2007. Percentages were also used to interpret, measure and rate the responses given by respondents in different categories of the interview and questionnaire

### **3.7 Ethical considerations**

Participants in this study will be made fully aware as to the nature of the research, how their contributions will be used and what the implications of the study may be. The contact details of the researcher will be provided for each participant in the event that they have any questions, or concerns regarding the research. The privacy and personal space of each participant shall be fully respected, especially in cases where confidentiality is stressed or an unwillingness to participate any further should arise

### **3.8 Research challenges**

There are a number of challenges encountered during the course of this study. The major one is time. The researcher got to understand the saying “time is a priceless

commodity”. 80% of the participants rescheduled due to abrupt commitments in the line of their duty at work. The researcher could recall an incident that occurred with one of his respondent who had promised to fill the questionnaire at a given time and when the researcher return to pick up the questionnaire he was told snubbed and later told to leave the premises. Another issue the researcher had to go through is forfeiture of lunch and sometimes dinner due to delays on the part of the respondents. Lastly the researcher had to meet some of his male respondents for the interviews at informal venues like town pubs and homes of the respondents.

### **3.9 Summary**

This chapter has attempted to describe the research methodology, research design, research procedures. It was established that qualitative research designs was used to try and clarify the research outcome. This was done purposively with the intension of aiming to produce a systematic research design to gather as much evidence as possible to answer research questions justifiably. The next chapter focused on presentation, analysis and interpretation of findings of the study.

## **Chapter 4**

### **Results, Analysis, Discussion**

#### **4.0 Introduction**

This section of the study analyses the data collected from the respondents using the research instrument discussed in chapter three. The researcher proceeds to give below the respondent's view on the nature of women's participation in the corporate Mutare before proceeding to analyze it

The researcher realized a 95% response rate to the questionnaires sent out to women in various corporations within the city of Mutare. The interviews that were conducted among male respondents had a lower rate of participation at 80% mainly due to insufficient time and troubles with rescheduling appointments with respondents who proved to be very busy and in most cases showed unwillingness to answer most questions. However in spite of these obstacles, the researcher can attest that the data collected was sufficient for the purposes of this research and the results accrued will give a representative look into corporate Zimbabwe as experienced by women as well as the perceptions of their male counterparts towards their taking a more prominent and active role in businesses.

#### **4.1 The male perspective on women in corporate Zimbabwe**

The interviews were largely a success with honest and in-depth answers being given. The researcher can attribute this to the fact that he was able to establish rapport with the male respondents being a man as well. The respondents felt comfortable to talk and not

as though they were under attack, being judged for their views or criticized. The interviews almost took on an informal nature, with many occurring at lunchtime and in the city's local restaurants which removed tension and allowed the conversation to flow freely. Of the men interviewed (please refer to appendix for interview questions) most alluded to their being able to have careers as well as families to the support of their wives and larger families. When asked who the primary care-giver was for their children was, the duties predominantly fell on their partners, this in spite of the fact that the majority of the male respondents had wives who worked full –time jobs and in the case of one of the respondents, had a wife who was expecting their third . The researcher found this interesting and went on to ask the respondents whether their wives incomes were used to sustain the house hold and supplement their incomes as well. Nearly all the respondents answered yes to this question stating that in the current economy it was difficult to support their families on a single income. It should be noted that while men are considered bread winners, under the current Zimbabwean economy, so are women. Yet, the burden of looking after the home still falls disproportionately on their shoulders (women). While the economic downturn in the country has allowed the blurring of gender roles where women share the responsibilities of the breadwinner, this blurring is one-sided as the men do not then also become home-makers, and share the woman's burden.

The men interviewed also revealed that in the beginning of their careers, there were plenty of occasions where they would need to place themselves at the fore-front of the organization by being seen to be eager to work over time, take on extra loads of work



that others did not want or could not do and making themselves available as often as possible to offer support services to the company. This enabled them to, in some cases fast-track their careers and acquire mentors that spoke highly of them and referred them for more responsibility and higher positions. If this was one of the main tenets of success for these men, how then are single mothers, pregnant women and those who have to look after aged parents and children supposed to give as much as these men have given? These women are the first port of call for care and support for loved ones, and failing to live up to these duties as woman means she is a failure or lacking in some way. All the while, she has to compete with men that do not have to deal with half of the responsibilities she has and so they have more time to dedicate towards their careers. Corporations need to understand this unfair tipping of the scales that is invariably not in the favor of women and restructure themselves to accommodate them more and allow them to participate as much as these men have been able to. Women have to work twice as hard and put in more effort to gain half of the recognition that men do. Clearly there is a glaring underlying problem with corporate policies regarding gender that must make a paradigm shift from the obvious and “soft” issues to those that extend to societal pressures that are deeply embedded and often disguised as culture that heap unreasonable pressures and expectations on women who are constantly trying to keep up with and juggle alongside their professional careers and personal lives.

All of the men interviewed were in favor of more women in the workplace, but they differed on the positions that they should hold. Of those that were skeptical of women heading major corporations, 30% claimed that their reasons for feeling this way were

that women were petty, vindictive, moody and overly emotional thereby bearing grudges against co-workers and unable to separate personal issues from those related to work. The researcher piqued by these responses then went on to ask the respondents to explain or give instances where they had experienced this first-hand. Each of the men had no personal experience of the phenomena to give, with one referring back to his high school experience with a female teacher whom he says, “showed me what women in power can be capable of.” He had nothing positive to say about the said teacher and said she was not very effective and not up to the task. The researcher feels this is an unfair generalization of all women and it is unfortunate that rumors, perceptions and assumptions inform these men’s feelings on women in leadership. One of the respondents went so far as to give the example of politics in Zimbabwe referring to the infamous row between the First Lady Grace Mugabe and the then Vice President Joyce Mujuru. The “cat fight” as he calls it reflects that women simply cannot get along or handle power.

***“They wind up attacking each other”.-Jethro***

The only way to dispel these unfounded myths and generalizations about women in leadership that are rampant even among such an educated and urbanized demographic as the one interviewed, is to give more women access to leadership, have more men work alongside women and realize they are equals whose professional experience and competence should not be whittled down to mere hearsay.

Also surprising from the information gathered in the interviews was that many of the male respondents, at least 75%, saw no barriers to women in the corporate world and went on to reference the existence of paid maternity leave and quota systems going a long way to help. When asked whether they thought that having to work full-time and look after homes and families as well was a challenge, many thought it was not. They did not see home-based tasks as being additional work but something that was expected and in the nature of women. One of the respondent's quipped that his wife could not sleep well if there were dishes unwashed in the kitchen sink at night and had to wake up to do them regardless of the time. What these men's responses shows is that there is a lack of sensitivity to the work and roles that women perform in the home. These tasks are almost regarded as bordering on recreational for women and something they "enjoy" doing.

The division of labor in the home is a task that is easier said than done. Many African men consider helping their wives in the home to be emasculating and demeaning. There is still an extremely long way to go in changing the traditional mindset on gender roles but dialogue between the sexes is a good place to start where women's voices, opinions and qualms are heard in a forum that is respected and informs the national agenda. Political leadership and will to the cause of women and gender issues is also very important as the government informs and spearheads policy and education initiatives that influence the national consciousness.

#### **4.2 Profile of the female participants**

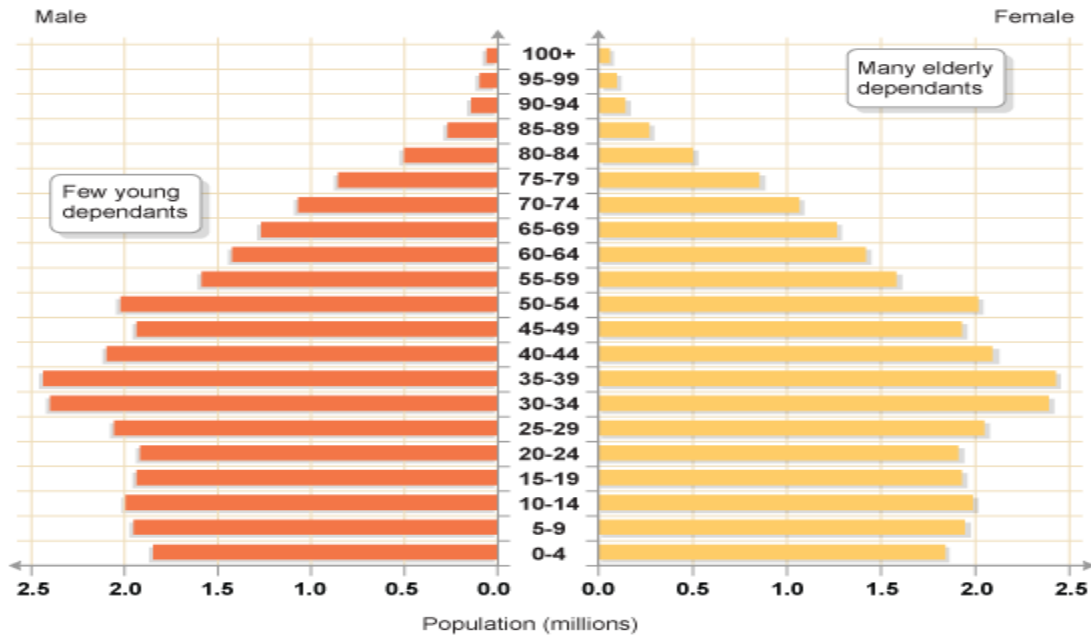
On average 90% of the female participants fell within the age groups of 25-35, these young women were on the cusp of the beginning of their careers, a pivotal and important demographic as they are still trying to leave their mark and more so than any other demographic will experience the majority of the possible difficulties that can be faced by women in corporate Zimbabwe. The researcher found it difficult to get older respondents as when he asked to have access to these women who in most cases sat on boards or were executive managers, the researcher was told they had previous engagements and could not make time, even after the researcher requested appointments. An alternative was normally offered usually in the form of women at lower levels in the company who handled multiple-high level responsibilities but had more free time available. The researcher was more than happy to work with these women as they represented an important demographic and fit the criteria of participants the researcher was looking for. These women, due to their availability were also able to give feedback on some of their responses when contacted for further information by the researcher.

100% of the participants had been educated to graduate level and came from what they considered, “modern” families. Upon following up on this phrase which many of the respondents had used in their questionnaires, it was revealed to the researcher that this referred to families who had in many cases parents who were graduates, and who in turn believed in the value of education for all of their children regardless of their gender. Also many of the women, though having traditional villages of origin, spent most of their lives in the urban areas of Zimbabwe such as Harare, Mutare, Kwekwe and Bulawayo. 95% were married with the same number having children, an average of 2.1,

this is typical and representative of the number of children that educated, urban women tend to have. Many began having their children from those ages of 23-29. This is a relatively “young” age to begin having children in development discourse, as compared to developed countries where women tend to delay the age at which they begin having children to their early 30’s and indeed into their late 30’s. For many of these women, their reasons for bearing children at such a late stage in life has been the pursuit of careers, lifestyle and the desire for mobility in their younger years as this is when the most opportunities are to be had, as well as being able to afford and look after their children after having accrued a sizeable life savings. This phenomenon is well-documented in the demographic transition model<sup>1</sup>. The population pyramid below reflects that of a developed nation that has a contracting base reflecting the low birth rates which ultimately lead to ageing populations with many elderly dependants. Women have fewer children and later on in life.

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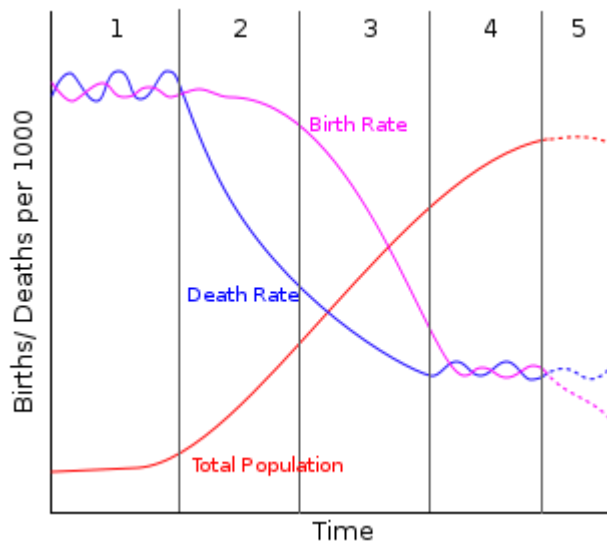
<sup>1</sup> According to demographic transition theory, societies transition from high birth and high death rates to low birth and low death rates. “Demographic Transition Theory.” *Boundless Sociology*. Boundless, 14 Nov. 2014. Retrieved 24 Mar. 2015 from <https://www.boundless.com/sociology/textbooks/boundless-sociology-textbook/population-and-urbanization-17/population-growth-122/demographic-transition-theory-690-10230/>



Source:[http://www.bbc.co.uk/schools/gcsebitesize/geography/population/population\\_change\\_structure\\_rev5.shtml](http://www.bbc.co.uk/schools/gcsebitesize/geography/population/population_change_structure_rev5.shtml)

In the context of developing countries that are now in stages two and three of the model (steadily declining birth rates and death rates, but still with a considerably sizeable population), birth rates are still rather high due to cultural and religious perceptions regarding children, lack of access to contraceptives as well as widespread poverty. The birth rate is being steadily reduced, largely in part because of the increasing priority that is given to educating the girl child, which in itself has delayed the age at which women have children as more time is spent in school. The mindset of African women is also gradually changing, with many wanting a return on their investments and ventures into education and a desire to proceed with their careers. While this has not drastically

delayed women's childbearing in the way it has in developed countries, women are having fewer children and deciding that quality is better than quantity. Having fewer children frees up women's time to enable them to endeavor to explore fully their opportunities. Furthermore, having fewer children allows for the provision of the best for that child or children with regards to resources, education and the attention that children so desperately need, which diminishes gradually the more children there are that are added. In some radical cases where poor women have numerous numbers of children, parents have to choose which child will have the chance to go to school and even more shocking, which ones to keep and which ones to abandon. In many instances, young girls are the ones who suffer for their parent's poor choices.



**Figure 1 . The demographic transition Model**

Source:<https://www.boundless.com/sociology/textbooks/boundless-sociology-textbook/population-and-urbanization-17/population-growth-122>

Women in developing countries, as shown in this research still have children relatively early but have fewer of them. The trend is that in having their children earlier, women will have more time later in their lives to follow their careers, this is interestingly the reverse of what women in developed countries do and perhaps this phenomenon can be attribute dot cultural norms and values. African societies place a high value on children.

### **4.3 Upbringing and Life Experiences**

As previously mentioned, many of the women stated that they were brought up in urban areas, when asked on their views regarding any challenges that they faced growing up as women in a largely patriarchal society, the respondent's made it known that they were aware of the challenges that they had heard of or that older generations had gone through growing up in a time when educating girls was not a priority. Some of these challenges that were highlighted included prejudice to young girls education, the common feeling being that it was pointless to educate girls who would soon be married and have the "hard work and money" spent on her benefitting another family, having to do time consuming and exhausting work such as collecting firewood, preparing food for the entire family at the expense of time that could be dedicated towards study, as well as a general lack of support. These women were extremely grateful to their families for educating them and gave them credit for being progressive with regards to their thoughts and mindset on what a girl can do and belief in the woman she is about to become.

### **4.4 "Support was critical"**



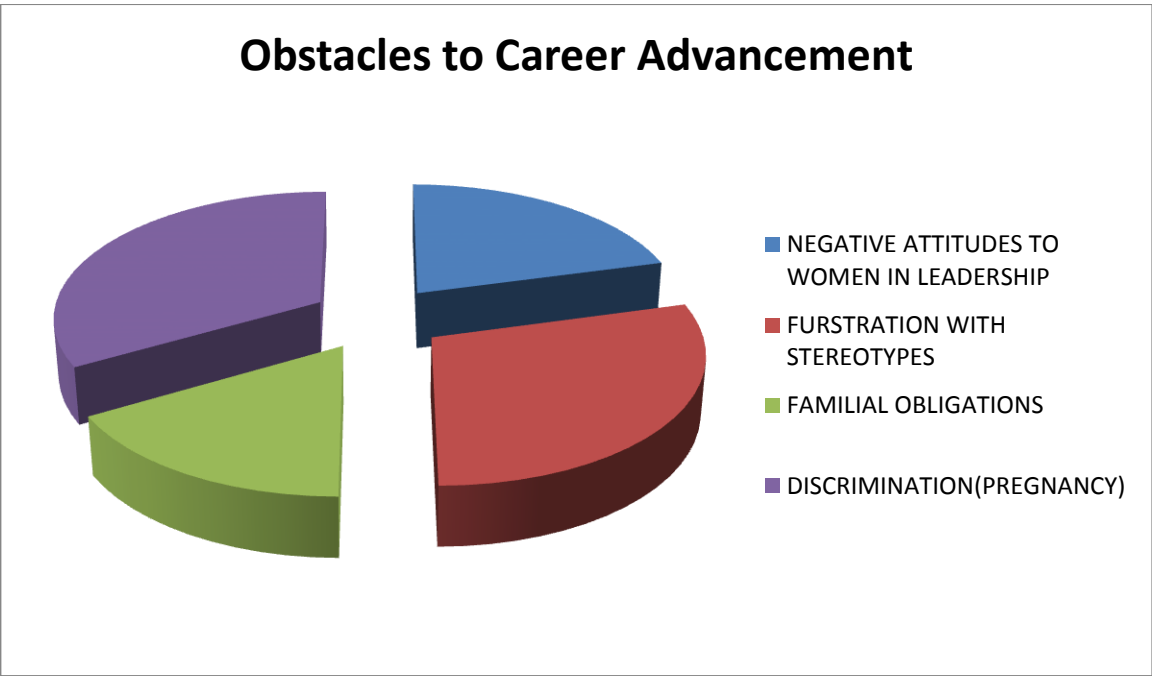
Whether this came from family, the community or their spouses, one thing that was the uniting factor in these women's success was support, this made all the difference, it was the key defining factor in making these women who they are. Sheryl Sandberg, CEO of Face book has stressed in her book Lean In (2010), the need for this and has gone so far as to state that this is a prerequisite for acquiring a successful career. 80% of the respondents stated that their spouses and families were in support of their careers and in some cases their husbands paid for their advanced degrees and took an active interest in what they did at their respective workplaces, recognizing their contributions to the family and respecting their aspirations as much as they would their own. Many of the respondent's husbands surprisingly were very willing to take up domestic responsibilities in the absence of their wives who were either at work or attending evening classes for professional courses. These duties included preparing meals and looking after the children. It must be noted that many of these men had a buffer when it came to taking on these responsibilities in the form of domestic workers, where the men usually supervise as opposed to being "hands on". This has led the researcher to wonder whether, these men would be as willing to pull their weight were they to be the sole and primary caregivers and caretakers.

#### **4.5 Corporate Zimbabwe, keeping women out?**

A staggering 95% of the respondents acknowledged that there was some type of obstacle to their progression both overt and covert; the main areas highlighted have been represented diagrammatically below with each explained and analyzed in turn.

#### **4.6 Negative Attitudes to Women in Leadership**

Many of the respondents felt that their male counterparts tended to undermine them when it came to the sharing of ideas and opinions. There was one such case, where the respondent gave a very passionate explanation and example of her current experience. For the purposes of confidentiality, she will be called Ruth. Ruth works in one of the few international companies that do business in Zimbabwe. She is a Junior Logistics and Operations officer for an international trading firm in the FMCG market. In meetings with her male colleague who is her superior, though they are equal in educational qualifications and skills, Ruth felt as though she were being forced to submit and dumb herself down so as not to threaten him. She hit the ground running and very quickly gained a good reputation as being innovative and hard working, fast superseding her superior in the organization and out-shining him. Ruth's male superior and colleague, whom she thinks resented this, went so far as to sabotage her advancement. Being her superior, he supervised and delegated work to her. Soon she noticed that her range of duties and responsibilities quickly began to dwindle and she was left with menial tasks that kept her out of key decision-making roles, lacking in crucial organizational knowledge and information rendering her nearly incompetent and far from



**Figure 2. Obstacles to Career Advancement**

Opportunities to be noticed and grow her career. She felt this was a sexist reaction to her as she saw first-hand how her male superior dealt with and respected other colleagues in his office at her level who were also under him who were males. He actively mentored and applauded them for doing the very things he was punishing her for. She felt singled out and targeted for being an outspoken and intelligent woman. She is the only woman employed in this company at her level and in this department. The researcher then asked her to reveal how she had attempted to solve her dilemma on following up her questionnaire and she told the researcher she had confronted her superior and called him out on his behavior, little if anything has changed. She did not want to take the matter up with a higher office as she felt that the treatment she was receiving would be regarded as “imagined” ,as sexism that is so covert as in this case is difficult to prove. Ruth has

decided to try and work to the best of her abilities in spite of this obstacle. She said that this was what women had to deal with at times.

***“I am not the first and will not be the last. Women going into male-dominated industries will always face problems. We just have to work harder” –Ruth***

It is very unfortunate that women like Ruth have to think that such malicious treatment is “normal”. This first case study shows a very worrying cross –section of the working experiences of women in Zimbabwe, more so, as Ruth said, for those in jobs that are deemed to be exclusively male. The researcher then wonders what happens to those women that are not as strong as Ruth, those that are not able to put up with such unjust behavior in a society that claims to respect and honor women and their dreams. This story is far too common with women being forced out of work because of prejudice, an unfair system and bullying. Women are then left with one of two choices, either take on more “manly” characteristics such as assertiveness, competitiveness and independence while showing less of those associated with being female such as kindness, patience and warmth (Alice Eagly 2001), or take on the overly effeminate and comfortable characteristics commonly associated with women such as vulnerability, average intelligence, flirtatiousness and submission. The latter makes everyone, both male and female feel comfortable and unthreatened, but at what cost? Professional advancement is slow, if there is indeed any and the individual runs the risk of not being taken seriously, whereas in the former, with male behaviors and an aggressive, no-nonsense, logical attitude, the individual progresses professionally but not socially. She is generally not

liked and can at times feel isolated and lonely. (S. Sandburg 2010). Asking women pursuing careers do one of these masks is unfair. They should not have to be placed in a situation where they have to choose. This represents a failure in the structures of corporate Zimbabwe and in fact corporate organizations around the world that have failed to level the playing field. Many corporations have gone out of their way to stem sexual harassment in the workplace against women, but one wonders what safety nets, if any in the form of policy there are to protect women against prejudice especially in cases such as Ruth's.

#### **4.7 Frustration with Stereotypes**

This brings to mind one of the sub-topics highlighted by the researcher in the literature review titled, "Think manager, think male." The respondents to the questionnaire felt that they faced bias in this regard with their being excluded from some decisions and meetings as it was thought "they could not handle the pressure" because they were women, or being passed over for promotions or opportunities as it was thought they would not have the time or be willing to put in the extra work or be away from their families. Most of these incidents were based on assumptions with no effort on the part of company management to actually ask the women whether this was indeed the case. Assumptions became reality and many times women were left out of the loop based on stereotypes that became facts.

This brings the researcher to the second case study of one of the respondents named Jennifer. She is a relatively new employee in junior management who states that she

began working at her organization at the same time as her male colleague Stanley who works in a different department but in exactly the same position. Both are in their mid-20's. Interestingly enough, she was recruited in the law department and the more "feminine" aligned department of human resources. Jenifer reported that being a woman in her department there have been many occasions where those within the business who work with her thought her to be a secretary. There were instances where she would be talked to in a very rude and condescending manner by individuals who without knowing it were actually her subordinates and expect her to take down messages for the executive manager and schedule appointments. Some would even go so far as to call her office extension constantly with messages for individuals in her department that they themselves could not get hold of. Jennifer says she is naturally not a confrontational person and would attempt to subtly let people know that she was not a secretary but part of junior management. Stanley on the other hand experienced no such challenges. He was treated with respect and his co-workers actually elevated his position, many thinking him to be a member of the executive middle managers. Jennifer had to reportedly tell people her position, she needed to constantly reaffirm who she was and where necessary show her clout within the organization to gain half of the respect that Stanley got without even having to open his mouth. Jennifer reports feelings of anger, frustration and resentment that her academic and professional qualifications were not enough, that she needed to remind people that she was to be respected. She gave another example from her company that annoyed her in the case of attachés. She noticed that the male attachés were entrusted with more responsibility, were shown the ropes early in

their training and soon became confident and welcomed. On the other hand, Jennifer would often meet some of the female attachés washing tea cups and plates from the previous day's lunches in the kitchenette. When she would ask them why they were doing this, they would answer that they had been told to do so by their supervisors.

*“Each attaché should be treated the same. If the girls are going to miss out on training to wash cups and plates so should the boys! I never saw the boys doing dishes in the morning or making tea.” -Jennifer*

In this case study, if women, even within the work place are pigeon-holed by larger societal stereotypes and not afforded the respect they deserve, what chance do they have? The systems are clearly not equal and to say so would be to grossly misrepresent the situation on the ground and the blatant bigotry that is still endemic to many corporations. As Jennifer alluded to, one cannot walk around showing off their CV to prove they are capable and qualified to gain respect. It should be something that every individual is entitled to.

#### **4.8 Familial Obligations**

At this point, the researcher would like to refer back to the literature once again and call forth the argument that women face a double burden, many a time leaving one place of work and going straight into another “shift”, that of performing her duties in the home (Jen Roesh2004). The double burden where women work their regular office jobs and then come home to begin the task of child-rearing, looking after the household, her

husband and sometimes extended family. Fortunately, the women that responded had reported a completely different scenario to that experienced by women in the developed world who have to pay a fortune for unreliable child-care, have no support and many more cannot afford the luxury of a nanny. In Africa, the extended family oftentimes steps in to offer assistance to overwhelmed mothers in the form of grandmothers, mothers aunts and so on who come into the home to offer child care. Mothers then are able to go to work in the knowledge that their children have been left in good hands. Failing this, many of the respondents also had domestic workers to help them when they were not able to look after the home. As such it was not surprising that only 20% of respondents cited family obligations as a challenge. Of the respondents that the researcher was able to follow up on, many said they would be stranded without this support system. 100% of the respondents stated that when offered new opportunities their family and the flexibility of that new position to these needs were of paramount importance. Were these women to be without the assistance of the uniquely African trait of “Ubuntu”, achieving their goals while having families would be nearly impossible.

#### **4.9 Discrimination (Pregnancy)**

This struck a chord with the respondents, with 40% stating this as the major challenge. The main type of discrimination the women alluded to was the matter of pregnancy. The research has proven these women’s concerns to be true, “Even when the economy is in good shape, tens of thousands of pregnant women and working mothers are the victims



of discrimination.... Charities, legal firms and campaign groups report a sharp increase in complaints from women of unfair selection for redundancy, as well as covert techniques used by their employers to drive them out, such as altering working hours or refusing flexible working requests” (K Hopkins and R. Sunderland 2009). “Women of childbearing age - whether or not they actually have children - were routinely regarded by some employers as unreliable, unable to cope with job demands, and a potential liability.... When women do return to work, they often go back to lower-paid and less secure work than before. Women are already facing an unacceptably high penalty at work for becoming mothers”. (Fawcett Society “Not having it all”)

Corporations fail to realize that in making pregnant women redundant because they are seen as a liability they are doing themselves a greater disservice, "If you are losing people who have been in the workforce for 10 to 15 years, who have developed great skills - that is a loss, regardless of gender. These people can't get back into work." (Sandra Lawson, Senior Global Economist- Goldman Sachs). The talent of plenty of young and able African women becomes sabotaged which has larger implications for the economy in which the best are not able to compete. One of the respondents said:

***“Few companies will want to employ a pregnant woman. Such chauvinistic thoughts come from men who fail to see that at some point their mothers were pregnant with them too!”- Ropafadzo***

Women can have all the support needed from friends, family and their spouses but so long as the companies they work for have systems and structures that do not lend

themselves to compromise and understanding; they will never have a chance of succeeding. While Zimbabwe does have laws in place to protect women who become pregnant with generous paid maternity leave and so on, more needs to be done. One such example is paternity leave. Not only would this offer relief to new mothers to have their partners there with them during such an emotional and overwhelming time, it would also create empathy among men who gain hands-on experience of what it is to be a primary care-giver and the stress and guilt that many mothers feel with having to leave their infants to return to work, more so after a lengthily absence and having to pick up where one left off. As the old adage goes, to sympathize, one must walk in another's shoes. Granting paternity leave would also help to break down rigid societal and cultural norms that have for too long allowed fathers to abdicate their responsibilities of parenting under the guise of masculinity and machismo. It would also be better for the children and the father in question. "The more involved fathers are with their children, the less those fathers suffer from depression and substance abuse, and the better it is for their children's social development and academic endeavors... These findings show that the popular definition of masculinity requires expanding and an attitudinal adjustment to go with it – especially when it comes to today's workplace and the benefits of paternity leave." (Ohio State University).

In the larger gender discourse on how to raise daughters who feel valued, loved and confident, paternity leave can be good for daughters as well. "Being on paternity leave will surely put the dad in scenarios where he has to stay at home and help do some of the housework ...according to recent research that has made daughters become more

successful in the workplace. A study found in The Psychological Science states that kids will look up to their dads and emulate their behavior if they see them taking the initiative.” (<http://national.deseretnews.com/article/2143/10-reasons-dads-should-take-paternity-leave.html>) Barrack Obama, The United States President said of his stance on paid paternity leave, “It’s time we stop treating child care as a side issue or a women’s issue, and treat it like the national economic priority that it is.”

Summing up all the responses of the women, one thing is clear, that there are indeed barriers to their advancement and that the one thing that has kept them and keeps them going is support. However a distinction must be drawn between the type of support afforded to women and the type that is afforded to men. The support that women receive in Africa is that that is confined to the domestic domain, rearing of children and maintenance of the household. The kind that men receive is that of a professional kind, they get access to networks, mentors, professionals that can groom them and grow their careers. Women have no such support professionally and this disparity must be addressed if any real change is to occur and the gap between the sexes in the corporate world bridged. 90% of the women were in favor of affirmative action as these subtle and very individual challenges are stumbling blocks that are ignored in corporate Zimbabwe. Quota systems and gender diversity, regardless of how divisive and breeding resentment as they can be are the only option available until they are recognized and addressed.

In Ropafadzo’s words, “Attitudes and perceptions are hard to change.”

#### **4.10 Summary**

The chapter presented and analyzed data collected from the respondents. The summary of the result is that women are constantly impeded by the “glass ceiling” that is imbued in cultures and traditions and also largely by patriarchy. The study also revealed that the corporate and government should interface in order to make female participation more convenient and easy. Government should exert its power to achieve gender parity since it is the life blood of any organization as revealed in chapter two.

## **Chapter 5**

### **Conclusion and Recommendations**

#### **5.0 Introduction**

This section of the study concludes the fifth chapter and recommends what actions or policy needs to be taken by both government and corporations in order to lessen the “double burden” that encroaches on women’s upward move in the corporations. The researcher separately implores the government and the corporate world to look into women’s plights and address the matters that has been highlighted in chapter four as what culminates into barriers to women’s participation in the corporate Mutare.

#### **5.1 Conclusion**

In concluding this chapter the researcher noticed that the barriers that impedes female participation has deep social undercurrents and is a symptom of entrenched cultural stereotypes and perceptions. What is important is that due recognition is given to this pervasive problem and that it never loses relevance for to do this would be a step forward in the pursuit of true gender equality and what can be said for this issue is that the first step is to raise awareness and keep the interest going so that eventually enough voices may be added to the argument to make the final push for real change and women’s empowerment. Liberal feminists believe by 2070 gender parity would be achieved at all levels of societies including the economic sector and this would usher in the long awaited achievement (<http://www.equalitynow.org/protocol>).

#### **5.2 Recommendations**

The first step is acknowledging that there is a problem, many of the men interviewed were ignorant of women's double burden, the loss of opportunities that come so easily to men and are harder to attain for women and the overall attitude to women in leadership. This study has shown that more awareness needs to be raised and the gains that have already been made should not be taken for granted and deemed to be "enough" to get more women actively participating in the economy.

### **5.3 Government**

Government can take a look at how corporations recruit and promote individuals to reduce incidents of cronyism and nepotism, where presidents of companies and executives surround themselves with "friends", who are no doubt qualified for the roles but are placed there due to past school affiliations and out of work networking that many women, as already mentioned, do not have access to and therefore are not able to take advantage of so as to progress.

Diversity should cease to simply be a buzz word and become a plan of action that is integrated into policies to end discrimination within the work place. The onus is on the government to educate executives on what the strengths are of having a diverse workforce where the best are selected and compete. The spillover effects for development and the economy would overall be beneficial to the country. Nobody benefits from exclusion but the minorities whom it is designed to serve, all it does is to

handicap a country and keep it in a permanent state of retardation from which escape is incredibly difficult.

Governments can encourage reform by subsidizing or showing favor to corporations that go the extra mile to recruit more minorities and women as well as train them and make them indispensable to the country's economy through their skills that they acquired through intensive training programs. It is also essential, that government in the position of leader and mediator of the debate in equality see to the provision of toolkits and guidelines on best practice for those organizations and corporations that have a desire to right the wrongs of centuries of patriarchy and be more fair and inclusive.

#### **5.4 Corporations**

“It is not women's inabilities that prevent their advancement, but rather their male managers' or peers' inabilities to deal with someone who is different and may not fit their paradigm.”(Dominguez 1992)

Some strategies that corporations can adopt include:

- Work-Life Integration
- Work-load modification in times of crisis
- Family-friendly policies such as that highlighted in the previous chapter in line with paternity leave, flexible working hours and recognition that women are encumbered with additional obligations that hamper their progress.
- Affirmative Action and antidiscrimination policies

- Mentoring, training and special job assignments for women
- Provision of child-care allowances and flexi-time initiatives

All these are useless if the psyche of organizations and their workers remains the same. This must also be addressed as all the above can be implemented but if the society as a whole continues to believe that women are less than equal and capable, and then all is for naught. The character of the workplace must be changed and undergo a radical transformation with women and men being truly equal. The researcher will now refer back to Jessica's case study where female attachés by virtue of their sex were told to perform such tasks as washing dishes and making tea for superiors while the male attachés were not expected to do such. Such mental imbalances are imbued into the attachés from their earliest experiences. What happens in the domestic sphere extends into the office. How are these young males ever to view these women as their professional equals if they are subjected to such treatment, in essence the message becomes, a woman may be as educated, as skilled and as capable as a man but even in the workplace she must conform to her level. Such attitudes and practices need to stop and be eradicated for any progress to be made. If such duties are expected from attachés then men should also perform these tasks and they should not exclusively be done by women. "Inclusive environments that enable organizational equity are characterized by work structures and cultural norms that support positive relations between men and women; freedom from stereotyping about women's and men's roles and occupations; work conditions (for example, job titles, work schedules, policies, and physical environment) that include both men and women; a critical mass of women; opportunities



for reward and advancement based on performance and talent, not gender; and work policies that help support work-life integration”.(McLean, 2003). In the process of such transformation, the workplace becomes supportive and motivating for all its employees, not just women and other minority groups (Meyerson & Fletcher, 2000).

“Transformation involves changing the institution’s culture (Eckel & Kezar, 2003). Transformational change depends on pervasive, deep, and sustainable institutional strategies that can counter competing priorities, resource constraints, and misunderstandings” (Rosser & Chameau, 2006). Eckel and Kezar (2003) “identified the following core strategies common to institutions undergoing transformation: senior administrative support, collaborative leadership, flexible vision, and visible action. Together, they serve as the internal factors facilitating transformation.”

In 2010, research by McKinsey & Company found that gender diversity was supported best where a company had management commitment, women's development programs, and a set of enablers that tracked diversity progress, examined human resource processes, and provided support such as child care. (Johns 2013) Clearly –defined goals of the end-state of affairs is needed to create commitment and a unity of purpose among company staff and management.

Any approach that a corporation embarks upon must be inclusive and take on a grass-roots approach. Men must not be overlooked and must be involved and enlightened. Failing to do this could result in such noble efforts being deemed as yet another

“women’s issue” and not the human issue that it is, with the result that this will be a problem that men will continue to completely fail to understand and sympathize with.

According to the 2012 McKinsey report, companies that recognized a success in improving gender diversity:

- Had top management commitment, making it visible, and supporting gender diversity as a way of life, not just a series of initiatives;
- Addressed women and men's mindsets to better support diversity and make the business case for gender diversity;
- Monitored women's representation carefully; and
- Drove their gender diversity programs.

In addition to all this, the Human Resources divisions of corporations need to demonstrate a strong will towards regularly reviewing their recruitment and training processes to ensure inclusivity and quickly identify inequalities. Following the Pipelines for Progress initiative adopted in the USA in the 80’s to address inequality; similarly, corporations in Zimbabwe can harness and track the progress of those young women that show potential. Other measures included in the program were, “creating an environment for a bias-free workplace, and making a conscious effort to hire qualified women and minorities in entry-level professional positions”.

([http://www.referenceforbusiness.com/encyclopedia/For-Gol/Glass-](http://www.referenceforbusiness.com/encyclopedia/For-Gol/Glass-Ceiling.html#ixzz3Vr52NXU3)

[Ceiling.html#ixzz3Vr52NXU3](http://www.referenceforbusiness.com/encyclopedia/For-Gol/Glass-Ceiling.html#ixzz3Vr52NXU3)). Companies such as ECONET and KPMG already have young talent programs in place that nurture and groom Zimbabwe’s future leaders

irrespective of background, gender and race. More of these initiatives much be rewarded by government as exemplary to urge more corporations to follow in their footsteps.

### **5.5 Summary**

This chapter has duly given recommendation both to the government and the corporate world. The researcher recommended that the government in its full capacity should subsidize corporations that promote gender parity and nepotism should be eradicated. Diversity should not just be a bye word but a plan for action. Corporations on the other hand should integrate work and life for women so as to cushion the workload women encounter after working hours. Paternity leaves should be put in motion so that men can also appreciate the unpaid work done by women. Finally childcare allowance should be introduced to reduce the strains on women's salaries

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## Appendix 1

### Questionnaire for Women in Corporate Zimbabwe

If you have any questions concerning this study or consent from beyond those answered by the researcher including about the research, your rights as a research participant, or if you feel that you have been treated unfairly and would like to talk to someone other than the researcher, please feel free to contact the Africa University Research Ethics Committee on telephone (020) 60075 or 60026 extension 1156 email [aurec@fricau.edu](mailto:aurec@fricau.edu)

1. What is your name

.....  
.....

2. Age

25-35    36-40    41-45    46-

3. Level of education

Diploma     Undergraduate     Graduate     PHD

4. Marital Status

Married     Single

5. Do you Have Children? If yes, please go to question 6. If no please go to question 9.

Yes     No

6. How many.....

7. At what age did you start having children

18-23    24-29    30-35    35-40

8. Has having children affected your career? If yes, please go to question.....

9. what is the nature of your job (Position-please give details).....  
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10. Do you feel that being a woman in corporate Zimbabwe you face challenges your male counterparts do not? If yes please elaborate.....  
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11. Was your spouse supportive of your career.....

12. If yes how.....  
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13. Do you feel there are any institutional barriers within companies that make entry into corporate Zimbabwe for women difficult?.....  
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**14. What challenges did you face growing up as a young woman in Zimbabwe (Societal, cultural expectations, personal aspirations).....**

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**15. What are your suggestions to bring more women on board.....**

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**16. Are you in favor of affirmative action as a solution, and if yes, why?.....**

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**17. What do you consider first when offered a promotion.....**

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**Appendix 2**

## **Interview for Men in Corporate Zimbabwe**

### Research Interview Questions

1. What \_\_\_\_\_ is \_\_\_\_\_ your name.....  
.....
2. What \_\_\_\_\_ is \_\_\_\_\_ your occupation.....  
.....
3. How long did it take you to reach your current position?
4. Would you please describe the personal support system you had to help you get to this point in your career?
5. What challenges did you face?
6. Would you say you got where you are from assertive, visible within the company and putting extra hours?
7. If yes, describe what you did.
8. What are your views on women in the workplace?
9. What positions do you think women should occupy?
10. Do you think there are institutional barriers that impede women's advancement and development?
11. If no, why?
12. What have you had to sacrifice in the pursuit of your career?
13. What are your views and feelings towards affirmative action?
14. Would you feel comfortable having a woman as your boss?
15. What in your opinion is women's place in society?

## **Appendix 3**

**Letter to Stakeholder**

Michael Olajiga

P.O. Box 1320 Mutare, Zimbabwe

IPLG

R096732 MG

11-02-2015

Dear sir/ Madam

My names are Michael Olajiga a student at the Institute of Peace Leadership and Governance at Africa University doing Masters in Peace and Governance. I am conducting a research for my dissertation as part of the institute's requirement.

I humbly ask your help in this quest to please be part of my research and you are assured that confidentiality would be observed in this exercise and your safety as respondent and stakeholder in this research would be guaranteed.

Yours Faithfully

Michael Olajiga 096732MG

Sign.....  
.....

Date



## INSTITUTE OF PEACE LEADERSHIP AND GOVERNANCE

*Investing in Africa's Future*

P.O. BOX 1320, MUTARE, ZIMBABWE - OFF NYANGA ROAD, OLD MUTARE - TEL: (263-20) 66788/60075/60026/61611 - FAX: (263-20) 66788/61785 - EMAIL: [ipigdirector@africau.ac.zw](mailto:ipigdirector@africau.ac.zw) - Website [www.africau.edu](http://www.africau.edu)

24 February 2015

TO WHOM IT MAY CONCERN

**Re: Permission to Undertake Research for Dissertation at Africa University**

**Michael Olajiga** student registration number **096732** is a student at Africa University. He is enrolled in a degree program in Peace, Leadership and Governance and is currently conducting research for his project, which is required for completion of the program in June 2015. The research topic is **"Women Leadership: The Barrier to Women's Participation in Corporate Zimbabwe: A Case Study of 10 Women in Harare"**. Michael is expected to undertake this research during the period February-May 2015 before the dissertation can be submitted to the Faculty in June 2015.

The student will share with you the results of this research after its approval by the Institute.

We thank you for your support and cooperation regarding this research.

Yours sincerely

  
**Prof. P. Machakanja**  
Director

*"Living our Vision in Faith, Embracing Diversity, Developing Leaders for Africa"*







# AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE (AUREC)

INVESTING IN AFRICA'S FUTURE

P.O. BOX 1320, MUTARE, ZIMBABWE • OFF NYANGA ROAD, OLD MUTARE • TEL: (+263-20) 60075/60026/61611 • E-MAIL: aurec@africau.edu • WEBSITE: www.africau.edu

Ref: AU254/15

March 31, 2015

Michael Olajiga  
Institute of Peace Leadership and Governance  
Africa University  
Mutare

**Re: Women in leadership: The barriers to female participation in corporate Zimbabwe:  
A case study of Mutare.**

Thank you for the above titled proposal that you submitted to the Africa University Research Ethics Committee for review. Please be advised that AUREC has reviewed and **approved** your application to conduct the above research.

The approval is based on the following.

- a) Research proposal
- b) Questionnaires
- c) Informed consent form

- **APPROVAL NUMBER** AU254/15

This number should be used on all correspondences, consent forms, and appropriate documents.

- **APPROVAL DATE** 31 March, 2015
- **EXPIRATION DATE** 30 March, 2016
- **TYPE OF MEETING** Expedited

After the expiration date this research may only continue upon renewal. For purposes of renewal, a progress report on a standard AUREC form should be submitted a month before expiration date.

- **SERIOUS ADVERSE EVENTS** All serious problems having to do with subject safety must be reported to AUREC within 3 working days on standard AUREC form.
- **MODIFICATIONS** Prior AUREC approval is required before implementing any changes in the proposal (including changes in the consent documents)
- **TERMINATION OF STUDY** Upon termination of the study a report has to be submitted to AUREC using standard form obtained from.

Yours Faithfully

**MITI G. P. AUREC Programmes Officer-  
FOR CHAIRPERSON,  
AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE**



### **Consent Form**

My name is Michael Olajiga, a final year Masters student (Masters in Peace Leadership and Governance) from Africa University. I am carrying out a study on, "*The Barriers to female participation in Corporate Zimbabwe: The case of Mutare*", and I would like to kindly request your participation in this study by filling in the attached questionnaire.

#### **Purpose of the Study**

The purpose of this study is to identify any inherent structural and institutional establishments within companies that make for environments that do not nurture and enhance the talent of the female workforce under their employ. Many organizations have these structures without even knowing they exist that directly or indirectly impede women's advancement in the corporate world. This study hopes to bring these to light and hopefully sensitize and inform corporations and government at large of the fact that more needs to be done to realize the full potential of Zimbabwe's daughters. You were selected as a participant due to your level of education, career advancement to date and for the simple reason that the researcher feels that working in an industry that is still decidedly male-dominated, you may be able to share some of the experiences and challenges you have faced, if any, in breaking the glass ceiling.

#### **Procedures and Duration**

The questionnaire comprises 15 questions in total that are a combination of both open-ended and closed questions. The entire process should take you no more than 10 minutes at the most to complete.

#### **Risks and Discomforts**

Some of the questions asked may be of a personal nature. If at any time you feel uncomfortable answering any of these questions, you are more than welcome to omit these.

#### **Benefits and /or compensation**

As a respondent, you are part of research that will hopefully chart a new path for development and growth for other women and young girls in the country who will soon forge careers in this sector and who will not have to endure any of the biases, obstacles or prejudices that women today may have to go through. By placing a finger on the pulse of women's issues in formal business set-ups, awareness and conscientization can be raised on how to level the playing field and allow women the same career success and gratification that is a basic human right for all regardless of gender.

#### **Confidentiality**

Your identity is held in the strictest confidence of the researcher. At no point in the research will your name and personal views be utilized or revealed. Your responses will be handled in such a manner that it will blend in with a statistical trend thereby eliminating the possibility of individual targeting.

#### **Voluntary Participation**

