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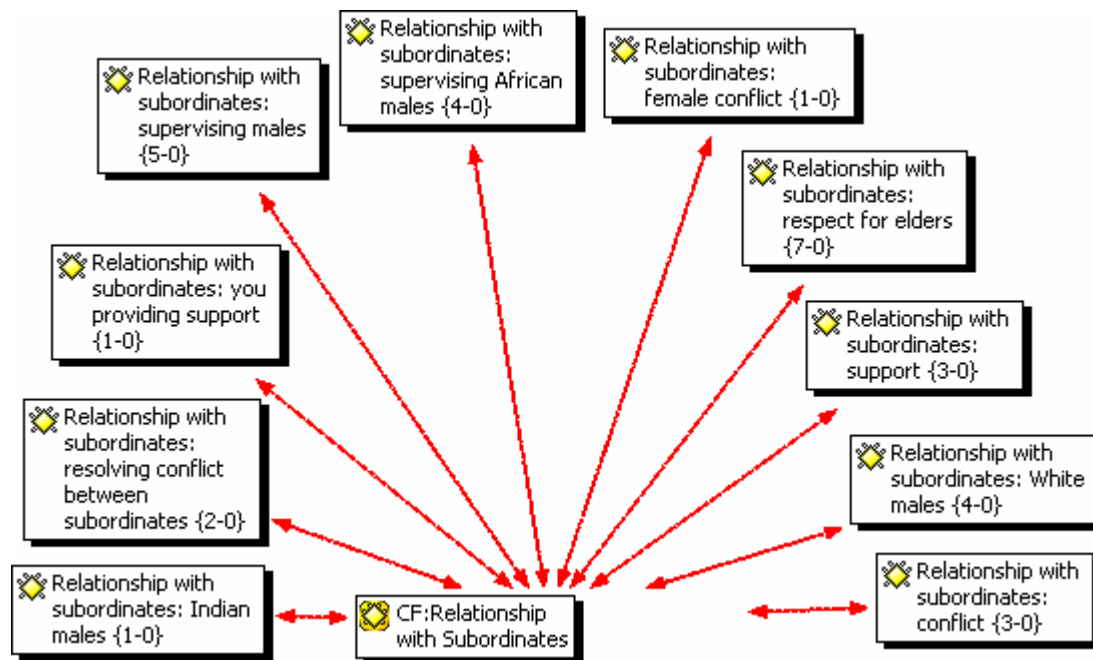
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ANNEXURE A: FIRST-LEVEL CODING FROM ATLAS.TI

Example 1: Indian culture



Example 2: Relationship with subordinates



ANNEXURE B: DESCRIPTION OF THE WOMEN IN THE STUDY

Pseudonym	Description of participants
Shamila Rumi	<p>Shamila Rumi arranged our first meeting at a coffee shop. What struck me about Shamila was that she did not look like a 41-year old, but at least 10 years younger. Shamila is a Muslim woman with shoulder-length wavy hair and a tan complexion. She had on a blue pants suit and appeared very calm and relaxed. Shamila was forthcoming and open about her experiences. She had an infectious laugh and a bubbly personality. Although she faced difficulties in her life, she still had a sense of humour. Reflecting back on her life, she laughed about some of the challenges she had had to face. She did not wear any make-up or jewellery. Shamila has a thorough knowledge of her job and at one stage provided a detailed description of her tasks. Our subsequent meetings took place at her home. At home, she wore shorts and T-shirts and walked around barefoot. She ensured that her sons did not disturb us during the interviews by inviting their friends over to play. She seated me at her dining-room table during the interviews and sat facing the window so she could keep an eye on her sons as well. She does not have a cluttered home – it is a house one can clean in two hours. She mentioned that she kept as few ornaments in her home as possible, because otherwise dusting would take hours. As she is always under time pressure, she prefers an uncluttered environment.</p>

Pseudonym	Description of participants
Saira Rehman	<p>I was invited by Saira, a Muslim woman, to meet her at her office. I arrived for the appointment a few minutes early, and she was busy on the telephone with a client. She requested the secretary to offer me refreshments in the boardroom and arrived for the interview on time. She is extremely time-conscious and did not inconvenience me by stretching her telephone call. Saira was dressed in a shirt and a pair of designer jeans, but she still maintained a professional appearance. She wore maroon lipstick and black eyeliner highlighting her beautiful brown eyes and tan complexion. She has waist-length sleek hair with a few blonde streaks which gave her a chic look. Saira is tall and slim and exudes an air of confidence and assertiveness. This came across very clearly in her speech and body language during the interview. Saira had arranged for the meeting to take place in her boardroom, as she did not want to be disturbed in her office. In subsequent interviews, I had the opportunity to interview her in her office, which is small but very neat, with the minimum number of documents on the desk. We did not have the conversation at her desk, as she directed me to a table in one corner of her office. At the end of the first interview, Saira commented: “I wonder what my father would say if he saw where I am today.” There was so much sadness and pain in her eyes and she was longing to hear her father’s words of praise and admiration. These words tugged at my heart strings, and I knew she knew the answer and her father’s reaction to her achievements, but I affirmed her thoughts by saying: “He would really have been proud of you and your achievements. Wherever he may be, he is proud of you, Saira.” These words brought a smile to her lips. I could see she really missed her father. She was his little girl all grown up and having to fight the battles on her own.</p>

Pseudonym	Description of participants
Waheeda Banu	<p>Waheeda, a Muslim woman, invited me to her flat while she was on annual leave. Our subsequent meetings also took place at her home. I met with her during the mornings when her children were at school. Waheeda is very fair-skinned compared to many Indians and has sleek shoulder-length hair. On all the occasions I met Waheeda, she was dressed in a tracksuit and running shoes. She did not wear any make-up and mentioned that at work she only wears kohl and lipstick. She is of average build and is full-figured. Waheeda's flat is very neat and cosy, but she feels that with four growing children she needs a bigger place and a yard where the children can play freely. She was house hunting at that stage. Her gentle manner hides the steel she must muster up every day as a Public Prosecutor to deal with hardened criminals. Waheeda had already started cooking before I had arrived for the interview. By the time the interview was complete, her food was also done. It is difficult for me to imagine her in a courtroom, as she seems so comfortable in a kitchen. I was amazed at how neat her flat was, considering she has four children. She mentioned she had taught her children from a young age to tidy up behind themselves. Her motto in life is "a place for everything and everything in its place".</p>

Pseudonym	Description of participants
Shabana Mahal	<p>Shabana Mahal, a Muslim woman, is the youngest of three children. She has an older brother and sister. I conducted the interview with Shabana at the organisation where she is a Board member. Shabana was dressed in a purple skirt suit with a cerise shirt and matching shoes. She has waist length straight hair and sharp features. Shabana had on purple lipstick and the same colour eye shadow. She has a wheat-coloured complexion. She is of average height and is slim. Before the interview commenced, she requested two staff members to follow through certain requests. She is assertive and this is reflected in her body language. I noticed that the staff literally jumped and quickly executed her requests. Shabana ordered refreshments for us, and while we were busy with the interview, her employees reported that the requests had been successfully completed.</p>
Bipasha Chaudry	<p>Bipasha Chaudry, a Hindu woman, invited me to her office for our meeting. Bipasha has a wheat-coloured complexion and shoulder-length layered hair with brown highlights. Bipasha is slim and of average height. Bipasha is very well-groomed and wore costume jewellery and light make-up which matched the colour of her clothes. She had on a blue pants suit with a navy shirt. Bipasha has a huge office which is well-furnished and neat, with all files behind closed doors. On the desk behind her, she had placed her awards, her family pictures and souvenirs from her travels abroad. She offered me a drink from a bar fridge in her office. Bipasha enjoys talking, and once she started on a subject, she offered lots of information.</p>

Pseudonym	Description of participants
Mahima Basu	<p>Mahima Basu, a Hindu woman, invited me to her office, where I conducted the interview. Her office was huge and sparsely furnished. The office environment was extremely quiet, as there were only two employees in the adjacent offices. Mahima is short and well-rounded. She has jet black hair that was tied in a thick plait which reached her thighs. Mahima was dressed in a grey pants suit and grey shirt. She asked me not to record the conversation, as she was uncomfortable with a tape recorder. After I brought it to her notice that I would have to write down her comments, she allowed me to record the conversation, as long as the recorder was placed in a corner of her desk where she would not see it. Mahima reminded me of a schoolgirl, as her youthful looks hid her intellect and ability to handle a senior management position. I was really impressed with how she maintained her youthful appearance. We met for follow-up interviews at her office.</p>
Preity Sen	<p>Preity Sen is tall, slim and has a wheat-coloured complexion. She has short cropped jet black hair and wears spectacles. Preity has an angular face and very sharp features. With her short hair, she looks very tomboyish. Preity wears pants suits, and when I met her, she wore a black suit with a white shirt and flat comfortable shoes, as she visits construction sites on a daily basis. Her jewellery was minimal, as she only wore earrings on the various occasions I met her. Her only make-up was kohl and maroon lipstick. She invited me to her office for all the interviews. She has a large rectangular office, which looks like a typical engineer's office, with plans on the tables and files neatly lined up on shelves. During our first interview, I witnessed two of her project managers trying to get the better of her on a project they were working on. She</p>

Pseudonym	Description of participants
	<p>stood her ground and in no uncertain terms persuaded them to approach the project from an ethical manner and to provide good service to the public. The two project managers were harsh towards her, but she was assertive and handled the situation with tact, without becoming aggressive. Her arguments were well formulated. I realised it is only someone with a thorough knowledge of the job that could have pulled off the difficult situation so easily. She used technical arguments and made her point very clear to the two men. Eventually, they conceded and agreed they would follow her method to conduct the project.</p>
Sushmita Zinta	<p>Sushmita Zinta, a Hindu woman, is the eldest of four children. Sushmita invited me to her office for the interview. Sushmita is petite and fair-skinned. She was very poised and bursting with energy when I arrived and informed me that she had another meeting after our interview. She had just finished a meeting with a staff member before I arrived. She did not look or sound tired or lethargic, although she had been in meetings since 7:00 that morning. Sushmita has black wavy short cropped hair, and wore a multi-coloured blouse with an orange skirt and fawn high-heeled sandals. Sushmita did not wear any make-up and wore dainty jewellery. Her office was decorated in shades of pink, with a huge work table and wall units. We sat at a conference table in her office which could accommodate twelve people. To me, her office seemed more like a dining room than a work office, as the furniture would be more suitable for a home. The office furniture was of solid oak and very expensive.</p>

Pseudonym	Description of participants
Rani Kapoor	<p>Rani Kapoor is the eldest of two children; she has a younger brother. Rani, a Hindu woman, invited me to her office, which consisted of one table with her lap top, and in one corner she had water and some sweets. Rani had resigned from her previous job and was temporarily operating as a consultant from a tiny office while she was searching for another job. She is petite with thick plaited hair that falls to her knees. Rani wore a shirt and pants, with court shoes. Her complexion is wheat-coloured and she did not wear any make-up. She is extremely soft-spoken and avoided eye contact during the interview. However, she is assertive and has been taking care of her parents for a few years. Three months after I interviewed her, Rani informed me she had been employed in a top management position at an organisation in Johannesburg.</p>
Karina Mukerjee	<p>Karina is the eldest child in her family. The interview with Karina was held at her office. She is a tall and slim Hindu female. She has bouncy black hair cut into a short bob. Her complexion is wheat-coloured and she wore no make-up or jewellery on the day of the interview. Karina wore a white blouse and black trousers. She is clearly an extremely busy person – her office was small and there were documents everywhere. She had a small round table in one corner of her office where we sat, and that too was covered with documents. The wall next to her work table displayed pictures of her family. We had a discussion over a cup of tea. After the interview, she rushed off to another meeting with senior managers.</p>

Pseudonym	Description of participants
Shilpa Chopra	<p>Shilpa is the eldest of three daughters and was raised in a Coloured community. Her family was the only Indian and Hindu family in the area. Shilpa invited me to meet her at the hotel where she was staying for a few days. She was here from the Cape for a series of meetings. I met with Shilpa early one morning for breakfast. Shilpa is tall and has a wheat-coloured complexion with big brown eyes. She has shoulder-length hair, which she had twisted into large curls. Her make-up was expertly done to highlight her light brown eyes and her high cheekbones. She wore costume jewellery that matched her outfit. She had on a white blouse with a navy pin-striped suit and high-heeled shoes to match. Shilpa looks every inch the executive.</p>

ANNEXURE C: EXAMPLES OF INTERVIEW QUESTIONS

1. Tell me about your childhood –
 - the era in which you grew up;
 - the area in which you lived;
 - the school you attended.

2. Tell me about your parents –
 - what type of family were you raised in;
 - what your father's profession was;
 - what your mother's profession was;
 - your relationship with your parents;
 - who encouraged you to study and pursue a career;
 - what type of support you got from your mother and father relating to your studies and career;
 - how you were treated in comparison to your brother(s).

3. What were your experiences at university?
 - access to university;
 - mixing with other cultures;
 - choosing a career of your choice.

4. What role did Indian culture play in your life when you were growing up and now in your adulthood?

5. What role did religion play in your childhood and what role(s) does it play in your adulthood?

6. What was the norm for women studying when you were growing up?

- What was the reaction of the extended family when you pursued tertiary education and a career?
 - What was the reaction of your community when you pursued tertiary education and a career?
7. Did you encounter difficulties in being hired after completing your tertiary education?
 8. What were the challenges when you first entered the workplace?
 9. What steps did you take to overcome challenges in the workplace?
 10. What were the reasons for your being promoted into a managerial position?
 11. Were there other Indian women who were already in higher managerial positions?
 12. What challenges did you encounter on your way to a senior/top managerial position?
 13. Tell me about relationships in your organisation relating to
 - women (senior, at your level, junior, older);
 - men (senior, at your level, junior, older).
 14. How do you balance your work and family life?
 15. Where to from here?
 16. Is there anything else you wish to elaborate on regarding your childhood, adulthood or professional life?

ANNEXURE D:

CONSENT LETTER



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Faculty of Economic and
Management Sciences

Informed consent for participation in an academic research study

Dept. of Human Resource Management

TITLE OF THE STUDY

“Who am i?”-

South African Indian women managers' struggle for identity: Escaping the ubiquitous
cage

Research conducted by:

Ms. N. Carrim

Cell: 082 341 8697

e-mail: Nasima.carrim@up.ac.za

Dear Respondent

You are invited to participate in an academic research study conducted by Nasima Carrim, a lecturer at the Department Human Resource Management at the University of Pretoria.

The purpose of the study is to examine the identity negotiation of Indian females in corporate South Africa.

Please note the following:

- This study involves an anonymous survey. Your name will not appear on the questionnaire and the answers you give will be treated as strictly confidential. You cannot be identified in person based on the answers you give.
- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.

- Please answer the questions in the attached questionnaires as completely and honestly as possible.
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

Respondent's signature

Date