**Gordon Institute
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CHALLENGES ON IMPLEMENTING GENDER EQUALITY POLICY

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ABSTRACT

Striving for gender equality in private organisations has become a critical issue that is important to women, organisational leaders, organisations and has gained credence on a national level. Preliminary research indicated that the advancement of women to decision making roles in private organisations remains slow. This led to the exploration of reasons for private organisations' challenges in implementing gender equality policies effectively. This research report mainly explored the existing literature on gender equality, the quota system, organisational and leadership roles in promoting gender equality.

This research collected data using one-on-one, in-depth, semi-structured interviews from a sample of 18 diverse participants ranging from senior to executive managers across different races and genders from a listed large South African private business.

The research found that gender equality policy implementation challenges stem from organisations and leaders not being accountable, responsible and committed to gender equality initiatives. The research also found that organisational and leadership beliefs, practices and behaviours impact the implementation of gender equality policies in organisations. The organisational environment, culture and societal elements were also found to be influential in the implementation of gender equality policies in organisations. Lastly, the gender equality quota system was found to be one of the most currently debated policies, as organisations can be forced to ensure gender balanced management in their organisations in those countries that currently do not use the quota system, such as South Africa.

The research was conducted in one large organisation. Therefore, the conclusions drawn from the research may be limited. The findings also revealed that the country's circumstances i.e. history, may influence the implementation of gender equality policies.

The purpose of this study was to understand these organisational challenges on gender equality, in order to contribute to the body of knowledge on Gender, Work and Organisation.

KEY WORDS

Gender equality, Gender equality quota, Organisations roles, Leadership and Organisational Culture.

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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1.1   Introduction

The debate over gender equality is rife with sensitivity such as challenging religious principles, cultural beliefs, leadership beliefs and behaviours, organisations' cultures, and the history, social norms and human rights values of various countries. However, the reality is that businesses are holding themselves back from realising their full potential by not addressing gender equality within their own organisations. Businesses have the opportunity to contribute to more equitable outcomes for society, including supporting good corporate governance practices, positive investor reactions, long-term relationships between businesses and stakeholders, improved performance from the diversified ideas and innovation from gender diverse perspectives, improved reputation, improved workers' participation, and contributing to improving women's skills in different sectors of society in general.

According to a recent McKinsey study, the importance of gender inequality as an economic issue is critical. Presently, women comprise half of the total global workforce, but generate only 37% of the world's GDP. The report "The Power of Parity: How Advancing Women's Equality Can Add $12 Trillion to Global Growth" cites, "If women – who account for half of the world's population – do not achieve their full economic potential, the global economy will suffer", (Mckinsey Global Institute, 2015). Seguino (2010) articulated that currently women are often found in in insecure, low-wage jobs, while men are dominating high income jobs with more job security and benefits. Therefore, empowering women is not only concerned with human rights but is increasing concerned with economic activity, productivity and growth, (United Nations, 2010). Empowering women is also about economically advancing women's rights to the same income level, employment integration and financial aid policies that are enjoyed by men, (Doomen, 2013).

Dutton (2015) noted that the world may be missing out on $28 trillion of additional annual GDP by 2025 if the gender gap is not entirely bridged worldwide, which equates

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to approximately the size of the combined economies of the United States and China. The exclusion of women concerns and contributions from crucial conversations around economic structures (financial markets and institutions, labour markets, economics as an academic discipline, economic and social infrastructure, taxation and social security systems) creates this challenge of gender gap, (United Nations, 2010; Patel & Buiting, 2013). Dutton (2015) further stated that, unless gender equality is seriously addressed and becomes the norm, those economic benefits will go unrealised. An online discussion that was conducted by the UN Women on women leadership roles concluded that investing in women leaders can have positive effects on a country's GDP and the welfare of the succeeding generations. Advancing women was noted that it can have possible percentage increases in GDP of the economies and these are estimated to be as follows: India 27%, South Africa (SA) 10%, and the United Kingdom 5% by 2020. This is largely because women tend to increase their spending on their children's education and health when compared to men's spending on those factors (UN, 2010). Companies with sustainable women representation on their boards have proven to have done well when compared to companies with a visibly low representation of women on their boards. The low representation of Women in Boards (WBD) stems from the low percentage of women coming through the executive ranks, even though current gender equality policies are meant to address this disproportion, (Carter & Wagner, 2011).

Societal discourse on gender inequality has a long history. The principle of gender inequality began in 1948 when a universal declaration of human rights and awareness of gender equal rights delivered a platform for women to take their place in society, (Bulbeck 1988; Connell, 2011). This was formalised in Mexico City in 1975 by the UN through the Scandavian Nation's effort. A World Plan of Action was developed as a result, with one key objective of achieving political and social participation gender equality, (Botlhale, 2011; Haack, 2014).

In 1985, 70 nations signed the UN Convention on the Elimination of All Forms of Discrimination against Women in Nairobi, known as CEDAW, (Botlhale, 2011; Haack, 2014). This resulted in the creation of the Gender Policy Frameworks. The Millennium Summit in 2000 further stipulated that every country must implement legislation and policies on issues affecting women in 12 critical areas of concern for woman and girls across the globe, namely poverty, education and training, health, violence, armed

conflict, economy, power and decision-making, institutional mechanisms, human rights, media, environment, and the girl child (UN, 2000).

In spite of these advances, only 5.6% of CEOs in publicly listed companies in China were women in 2014; 3% of Australia's top 200 companies were women in 2014; 4% of female CEOs represented UK companies in 2013; and 4% of female CEOs were recorded in India in 2012, (ILO, 2015). In South Africa, only 11,6 % of the CEOs are women, (BWASA, 2015). To truly make sustainable progress, there is a need for a stand-alone goal on gender equality, women's rights and women's empowerment.

There have been challenges in the gender equality implementation process. According to Lee-Gosseli, Briere and Hawo Ann (2013) this is attributed to various factors, including a lack of understanding about how to implement these policies, how to measure their impact, and some organisational cultures that do not allow the gender equality policies to be carried out efficiently.

However, there are some successes in the implementation, especially in the public sector. The global average of women in the South African government is 21,8% with Rwanda at 63,8%, Sweden at 43,6% and Senegal at 42,7% of female representation in their respective governments, (Inter-Parliamentary Union, 2015). South Africa's Parliament has a female representation of 42,3%, although state-owned enterprises only have 40,5% women as top managers, (BWASA, 2015). Thus, the data indicates that governments remain committed to women empowerment in spite of the challenges in implementing gender equality policies across all government structures, and the private sector.

1.2   Research Problem

"*Gender equality is defined as women and men enjoying equal rights, opportunities and entitlements in civil and political life as well as compete as equals in the workplace and the labour market by eliminating structural and procedural barriers to women's success*", (FAO, 1997; Meyerson & Kolb 2000; Bill, 2013).

There have been interventions in organisations to uplift women, such as establishing goals for the proportion of women in leadership roles, and the development of mentoring and training programmes. However, many of these initiatives have not succeeded, while some have even stifled previous progress made (Lee-Gosseli et al., 2013). Also, the predisposition of gender inequality is more prevalent at the top than at the bottom of organisations. This signifies that gender stall is created by the problem of structural inequality for female top managers, (Huffman, Cohen, & Pearlman, 2010). Globally, gender equality progress has been slow with 200 of the largest companies in the world from 2004 to 2014 increasing the percentage of women board directors by only 7.4% between 2004 and 2014. This is less than 1% annually over the same period, (CWDI Report, 2015).

The literature indicates that challenges in policy implementation relate primarily to the lack of:

- Understanding how to implement these policies; (Lee-Gosseli et al., 2013).
- Knowledge on how to measure the impact of these gender equality policies; (Lee-Gosseli et al., 2013).
- Leadership responsibility in ensuring that the implementation is carried out efficiently; (Lee-Gosseli et al., 2013).
- Organisational culture not allowing the gender equality policies to be carried out efficiently; (Lee-Gosseli et al., 2013).
- Clear guidelines of what is expected and; (Lee-Gosseli et al., 2013).
- Gender equality not being a part of the organisations, (Lee-Gosseli et al., 2013).

Other challenges are the imperfect organisational control of change agents, (Van den Brink & Stobbe, 2014); and the view of gender equality programmes as conflicting with career management policies that emphasise merit and individual progression (Noon, 2010); the shallowness, poor application and fragmentation of gender policies, (Van den Brink & Stobbe, 2014); gender equality being considered too provocative, (Van den Brink & Stobbe, 2014); concealed or open resistance as some might see little need for such changes, (Van den Brink & Stobbe, 2014); and exclusive emphasis on the minority group, (Van den Brink & Stobbe, 2014). BWASA (2015) pointed out that if SA specifically is unable to retain and progress women talent, SA will not be able to compete in a global market.

SA will also not be able to improve its current unequal distribution of human development and ranking in the Human Development Index if the gender inequality gap is not reduced, (SAHDR, 2014). Lack of gender equality will also delay SA in improving its racial tension, poverty and violence against women as South Africa's has historically been influenced by gender disparity, (Ahamer & Wittmann, 2012). Lastly as literature indicated that the governmental sector has taken more steps than the private sector in being gender aware and if gender equality challenges are not eliminated by private organisations, this can result in the two sectors having tensions and being on opposite sides of how to take this country forward, (Horwitz & Jain, 2011; Ahamer & Wittmann, 2012).

Having reviewed existing literature, this research paper sought to add to the body of knowledge on gender, work and organisation by providing a contextual understanding of the challenges faced by organisations in implementing gender equality policies and initiatives.

CHAPTER 2:   LITERATURE REVIEW

2.1   Introduction

The purpose of this literature review is to understand the history of gender equality; and the impact gender equality has on global and organisational environments. The literature review also seeks to outline the gender equality policies currently implemented in organisations, and the challenges faced by organisations during the implementation of these policies. The paper also analyses the different methods or models used to effectively implement gender equality policies.

2.2   Gender

Hoffman (2006) developed a gender self-confidence theoretical framework, which states that gender is based on individuals' own intense self-belief based on their standards of femininity or masculinity. Doomen (2013) articulated that women should have political rights (e.g.: voting, freedom of speech); legal rights (equal treatment and enforcement by the constitution); economic rights (same income, employment and financial aids); and cultural and social rights (treated as equals). From a feminist perspective, worldwide gender issues are crucial and are being motivated by the desire to protect and empower women on societal and personal levels, (Heisler, Firmin, Firmin & Hundley, 2015).

To date, gender has been a difficult concept for scholars to define universally due to differences and conflicted connotations across individuals, organisations, cultures, national circumstances and authority of state actors, (Kardam, 2004: 91; Van den Brink, Benschop & Jansen, 2010; Krook & True, 2012; Dobrotic, Matkovic & Zrinšcak, 2013). As gender is socially constructed, it is not something that is tangible. Therefore, it poses a challenge as to who is included or excluded from the definition, as well as who is covered in and who is left out of the gender policies.

2.3   Equality

Equality is seen as an important principle of distributive justice that continues to be actively spoken about, (Zorlu & Phillpott, 2011; Kim & Harmon, 2014). The word equality is used interchangeably with 'fairness', 'equity', and 'egalitarianism',

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(Chismaya, DeJaeghere, Kendall & Khan, 2012; Bendl & Schmidt, 2013; Schwartz, 2014). In terms of economic equality, it refers to the equal distribution of material resources, and equality in their ownership and control, (Conama, 2013). From a political perspective, it refers to political inclusion, political elevation or political representation, (Conama, 2013). In a socio-cultural context, equality is noted when there is no cultural power but recognition and symbolic representation of all cultures, (Conama, 2013).

The challenge with the concept of equality though is that when analysing equality from a socially constructed manner, it tends to be used to avoid differentiating between individual contributions in a group or organisation. This remains true even if the organisation can determine the individual contributions, as ignoring these contributions to create harmony in the team is a the detriment to the individuals who contributed more and deserve more, (Morand & Merriman, 2012).

When equality is correctly applied, as an opportunity to create fairness and the initial point where everyone is at a similar level or has equivalent chances is achieved, equality of opportunity can be experienced, (Conama, 2013; Cuesta, 2014). This concept has been noted in governmental implementation of policies with examples such as education social programmes, and pursuing future economic advancement and equality, (Conama, 2013). Organisations display equality in their enforcement of organisational values and it appears to be part of organisations' desire to do the right thing, (Zorlu & Phillpott, 2011). Tomlinson (2011) echoed similar sentiments by stating that gender equality is more likely to be attained in an employment system that has a strong history of commitment to social inclusion and equal opportunities.

Equality is critical because it decreases discrimination, stereotypes and glass ceilings, thereby permitting inspiration from diverse organisational members, (Richard, Roh & Pieper, 2013). Equal societies are known for providing its citizens with equality of opportunities which allows access to a wider and superior pool of competent persons, (Swaab & Galinsky, 2015). Equal societies also defend equal rights between people, such as the freedom of expression, belief or personal autonomy, (Swaab & Galinsky, 2015). There are so many types of equality dimensions as discussed above but this paper focuses specifically on gender equality.

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2.4 Gender Equality

Gender equality is a difficult concept to define, as noted by many academics. There are two parts that encompass gender equality, namely 'gender' and 'equality'. Each one of these two parts is highly disputed due to differences and conflicted connotations across individuals, organisations, nations and authority of state actors, (Kardam, 2004: 91; Van den Brink et al., 2010; Krook & True, 2012; Dobrotic et al., 2013). There is a general and globally used definition of gender equality, which is:

> "*When women and men enjoy equal rights, opportunities and entitlements in civil and political life, as well as compete as equals in the workplace and labour market by eliminating structural and procedural barriers to women's success*", (Bill, 2013)

Gender equality progress and sustainability plans have proven to be difficult to implement as shown by slow progress, (Benschop, Mills, Mills & Tienari, 2012). One of the reasons that have been cited has been that men hold the power in the organisations, yet the plans to endorse gender equality are only directed at women who are seen as threatening to men, (Rönnblom & Britt-Inger, 2013). As such, men conclude that there is discrimination against them and, therefore, do not support the initiatives of gender equality as power holders, (Rönnblom & Britt-Inger, 2013). This argument led the UN Commission on the Status of Women (UNCSW) in 2004 to develop the first world-level policy document related to men and boys in relation to gender equality (UNCSW, 2004).

Detractors have argued that women's emancipation requires strengthening women's participation in all the economic structures until gender equality is attained, (Ray, Gornick, & Schmitt, 2010). Further inclusion of men can only be attained once gender equality has been established, (Ray et al., 2010). There is also a view that the slow progress is due to individuals who are passionate and devoted about achieving gender equality being labelled 'equality flagship' and get treated unfair and discriminated against and therefore stop fighting for equality, (Soltani, Syed, Liao & Shahi-Sough, 2012; Bendl, Danowitz & Schmidt, 2014). Therefore, until this labelling can be done away with and it is acceptable for both genders to openly discuss gender equality

issues, it is important for gender equality policy to focus on ensuring that there is equality between men and women.

Van den Brink and Stobbe's (2014) study demonstrated numerous reasons for the limited success of gender equality, such as the imperfect organisational control of change agents. Equality programmes are also often seen as conflicting on career policies based on merit and individual progression, (Noon, 2010). Gender equality might be considered highly provocative, (Van den Brink & Stobbe, 2014). There is also the possibility for concealed or open resistance, as some might see little need for such changes, (Van den Brink & Stobbe, 2014). The shallowness, poor application and fragmentation of gender policies, (Van den Brink & Stobbe, 2014), and the exclusive emphasis on the minority group, (Van den Brink & Stobbe, 2014) are examples of some the limitations that hinder the effectiveness of gender equality policy implementation effectiveness.

With all these challenges to gender equality implementation plans, most women have not been adequately represented as the concentration of women is too low to drive and generate enough endogenous force for equality at global, national and organisational levels, (Kogut, Colomer & Belinky, 2014). It appears that prevalence of gender inequality is concentrated at the top of the corporate levels rather than at the bottom, which signifies that the problem is structural inequality for female top managers, resulting in gender stall, (Huffman et al., 2010). Structural equality refers to the point when women have been granted a serious figure in decision making positions which is adequate to withstand more natural equality progression once the quota is removed. The measure of structural equality is the point at which senior women leaders are associated with organisations without relying upon male mediators, (Kogut et al., 2014). According to Huffman et al. (2010), to address this gender stall issue, gender equality policies need to target women's progression on all the levels of organisational hierarchies and not merely just for women to be representation in management, (Huffman et al., 2010).

To deal with these gender equality implementation challenges, it is recommended that gender equality needs policymakers, politicians, researchers, organisations and others to monitor it. Furthermore, gender equality requires the development of valid measures to compare and use in future policy makings, (Holvoet, 2010). However these suggestions are difficult to implement as gender equality and women empowerment

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often do not achieve high priority status in organisations and national priority list and they are difficult to measure, (Holvoet, 2010). Social standard changes are also recommended as society's expectations become a challenge for the women who desire growth and progress in organisations.

2.4.1 Gender equality global impact

Gender equality levels differ from one country to another globally hence there is great difference in the ways in which national governments have established institutional to manage it, and embed gender and equality concerns in their own policy planning, (Swaab & Galinsky, 2015). According to Swaab and Galinsky (2015), countries with better organised equality harvest higher talent levels than countries that deny a subsection of their citizen's access to opportunities. Also, countries with better equality have better accomplished countrywide teams as they allow, inspire and encourage people to better use the opportunities made accessible to them, (Swaab & Galinsky, 2015).

Gender equality has surged in global importance as it is viewed as a fundamental human right. Gender equality was documented as an essential global norm since at least 1948 with the Universal Declaration of Human Rights. Human rights concept amongst other things includes women's rights, economic rights and access to drinking water and essential medicines, (Krook & True, 2012). This global view of gender equality led to international standards of gender equality being settled by 189 member states of the UN at the 1995 UN Beijing Declaration and Platform for Action. This was viewed as the global society's most comprehensive framework for gender equality, (Krook & True, 2012). Therefore the gender equality focus shifted from mainly the developing world to include the gender equality plans from a global perspective, (Krook & True, 2012).

The global plans included identifying limitations in women's participation in the economy and gender policies of all member states and as a result gender equality became a global topic as it was viewed as a global struggle, (Krook & True, 2012). Therefore it is important to note that gender equality goals do not belong or are not unique to a specific country as most beneficiary countries have expanded gender

policy papers and signed international agreements related to gender equality actions they plan to implement, (Holvoet, 2010).

As part of the agreements signed, some countries opted to use quotas to achieve gender equality in outcome, access, opportunity and this has been successful to narrow the gender equality gap and assist in breaking down structures that favour inequality, (Kogut et al., 2014). There are three key recognised reasons for some countries' decisions to endorse formal legislation on gender quotas and these include existing gender welfare policy to support women's employment market contributions, nature of the political alliance in power and recognised policy inheritances in the effort toward gender equality, (Terjesen, Aguilera & Lorenz, 2015). Some countries that use genders quotas include Belgium, Finland, France, Iceland, Kenya, Canada, Norway and Spain, (Terjesen et al., 2015). The ranking of these countries indicates their progress. These are the rankings according to the Global Gender Gap Index (2014):

Figure 1: Ranking of Countries That Utilise Quota System for Gender Equality

Iceland – 1
Finland - 2
Norway – 3
Belgium – 10
France – 16
Canada – 19
Spain - 29
Kenya – 37
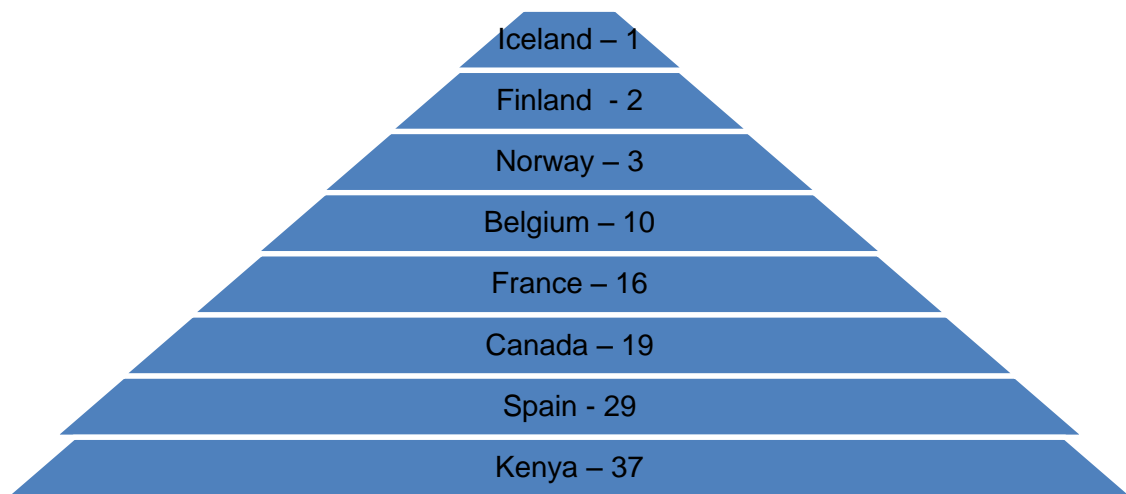
Despite the three key reasons for endorsing the formal legislation on gender quotas and indicated progress, there is still reluctance in a massive adoption, (Krook & True, 2012). Many countries are viewed as using gender equality quota system to personalise gender equality goals and that results in a dismissal of mass women's movements and has left questions concerning the motives and real effectiveness of the gender equality quotas' implementation, (Krook & True, 2012). This is explored further on when assessing "gender equality quotas" impact in section 2.5.

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As countries signed a global agreement committing to gender equality goals, global gender equality measures at country level using different indicators were developed. These measures are known as "Gender Inequality Index (GII)" and "Global Gender Gap Index", (Palència, Malmusi, De Moortel, Artazcoz, Backhans, Vanroelen & Borrell, 2014). The GII **(Appendix 1)** measures gender inequality in three significant features of human development that assess long-term progress and these include: decent standard of living, long and healthy life, and access to knowledge (Gender Inequality Index, 2014). The higher the GII value, the more differences are there between men and women (Gender Inequality Index, 2014). Therefore nations with a greater gender inequality index tend to experience a more unequal distribution of human development (Gender Inequality Index, 2014).

Appendix 2 refers to the Global Gender Gap Index Report (2014) which benchmarks national gender gaps of 142 countries on economic, political, education and health based criteria (Global Gender Gap Index, 2014). This index's maximum score a nation can achieve is 1, which symbolises highly equal nation and the minimum score a nation can attain is 0, which symbolises highly unequal nation (Global Gender Gap Index, 2014). The rankings are intended to generate better mindfulness among a global audience of the challenges posed by gender gaps and the opportunities shaped by decreasing these gender gaps, (Wold Economic Forum, 2014). Norway and Denmark have highest rankings in both reports while each country employs a different strategy. Norway applies gender equality quotas while Denmark is one of the 15 countries that include the targets in their respective corporate governance codes. Through the codes, organisations are required to report gender diversity recruitment efforts and board gender composition, (Terjesen et al., 2015).

According to Krook and True (2012) there are two vital requirements for the successful implementation of global gender equality and global progress, and these are cited as the need to reconsider and politicise failings between the theory and practice of international standards as well as the need to endorse influences between developing global gender equality standards and women on the ground. Nekhili and Gatfaoui (2013) further added that gender equality for any nation needs to follow ethical principles, comply with anti-discrimination laws; and comply with equality of opportunity standards. Gender equality needs to illustrate the social responsibility of organisations and reflect the nation's demographic diversity to be successfully implemented, (Nekhili & Gatfaoui, 2013).

2.4.2   Gender equality national impact: South Africa (SA)

South Africa is ranked 118 out of 187 countries on the Gender Inequality Index and 18 out of 142 countries on the Global Gender Gap Index Report (Gender Inequality Index, 2014; Global Gender Gap Index, 2014). This ranking of Gender Inequality Index indicates that SA is average regarding human development which questions the long-term progress of closing the gap of gender inequality. The Global Gender Gap Index Report shows a good ranking for SA but whether that is due to other countries being far worse off than SA or improvement in the economic, political, education and health based criteria's is questionable and must be explored. There has been progress though in SA's Human Development Index (HDI) over the years despite the index showing an average score. However, it is a slow progress and SA is still seen as a highly inequitable society, (Unterhalter & North, 2011).). Between 1980 and 2014, SA's HDI value improved from 0.569 to 0.658, an increase of 15.6%, (SAHDR, 2014).

South Africa's progress shown above has been attributed to the post-1994 changes the country underwent; where apartheid network was disassembled and a new policy and legal charter was developed for a non-racial republic, (Jewkes & Morrell, 2010). This change led to a better public integration between the racial groups and changes in gender related circumstances, (Jewkes & Morrell, 2010). This progress was also seen by 41.1% of South Africa's parliamentary chairs being held by women, 72.7% of adult women having received at least a secondary level of education compared to 75.9% of their male counterparts and women's participation in the labour market being recorded at 44.2% compared to 60.0% for men, (SAHDR, 2014).

As much as progress was seen post-1194, it was slow as it was strongly influenced by SA history, (Ahamer & Wittmann, 2012). The gender directive in SA under colonialism and apartheid rule (1948–1994) was strongly segregated by racial and gender lines, (Unterhalter & North, 2011). Racial mixing only occurred at a limited degree, where black African and white South Africans lived mainly separate lives and only meeting in the work place under conditions of inequality, (Jewkes & Morrell, 2010). Condition of inequality meant that whites were controlling professional and business positions, and black Africans restricted to positions as low wage workers or subsistence farmers, (Jewkes & Morrell, 2010). According to Jewkes & Morrell (2010), until 1994 white men and women were the only ones that could vote, had full right to economic control, and

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had stable employment and recognition of social and public. This arrangement perpetuated the racialised and gendered segregation which played a significant role in the slow progress of SA's human development which has an impact on gender equality gap, (Jewkes & Morrell, 2010).

In 1994 when African National Congress (ANC) was voted into power during the country's first democratic elections, they invested in a far-reaching set of governmental changes that were intended to eliminate all remainders of racism and to redress inequalities, (Horwitz & Jain, 2011). Some of the changes were the introduction of the Employment Equity Act (EEA) (1998), as well as other legislative and institutional interventions with a specific pledge to gender equality, (Horwitz & Jain, 2011). These changes were accompanied by welfare initiatives that comprised of a school nutrition programme, free health care for pregnant women and young children; and a means-tested Child Support Grant, (Horwitz & Jain, 2011; Unterhalter & North, 2011). The Labour Relations Act (1995) also made racial and gender discrimination an unfair labour practice, (Horwitz & Jain, (2011). SA is seen as a nation with a good number of new regulations as articulated above for a new democratic nation but there is a lack awareness campaigns run by government institutions on these new regulations, (Ahamer & Wittmann, 2012).

The influence of SA's history on gender equality is reducing over time as women who traditionally have been involved in gendered employment such as domestic work are economically independent of men, (Jewkes & Morrell, 2010). Despite the shift and evolution, according to Unterhalter and North (2011), economic growth was adopted at the expense of redressing historic inequalities such as gender equality. In the many years of democracy in SA, numerous national initiatives to address gender and poverty have still not resulted in substantial changes, (Unterhalter & North, 2011).

The shift and evolution in SA requires more gender equitable and caring social norms of masculinity, and less compliant femininities as many of the structures presented to endorse gender equity and protect women's rights are weak, (Jewkes & Morrell, 2010). Addressing these issues requires shifts such as investment in education; national legal and policy frameworks related to gender equality changes; and changes in property and inheritance rights for women, (Jewkes & Morrell, 2010)

Another issue raised as contributing to the slow progress of gender equality in SA has

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been attributed to the governmental sector being more proactive and effective than the private sector in spite of the mutual benefits, (Horwitz & Jain, 2011; Ahamer & Wittmann, 2012). This public versus private sector disparity will be explored further on the next section when the paper looks at "Gender equality organisational impact".

2.4.3 Gender equality organisational impact

Organisation refers to various kinds of actors in the society such as civil society, companies, knowledge institutes, government, non-governmental organisations and other parties, (Romero & Molina, 2011; Wieczorek & Hekkert, 2012).

Organisations are different from institutions. Institutions come in two forms, namely hard and soft institutions. Hard institutions deal with rules, laws, regulations and instructions while soft institutions deal with customs, common habits, procedures, established practices, societies, ways of conduct, norms and expectations, (Wieczorek & Hekkert, 2012). Both organisations and institutions are seen as catalysts for gender equality. Specifically for organisations, as they evolve over time, the structures and processes create organisational dynamics that affect gender inequality which ultimately affects business performance, (Huffman et al., 2010).

Private organisations are still viewed as implementing fewer legislative interventions to reduce inequality than public sector organisations, which has in turn resulted in slow progress for gender equality in private organisations, (Horwitz & Jain, 2011; Ahamer & Wittmann, 2012; Kogut et al., 2014). Rwanda and SA are among the top 10 ranking countries globally on having the highest number of women in the public sector, which confirms the progress of gender equality policy implementation in the public sector, (Wold Economic Forum, 2014). By contrast, private organisations have been less effective, pursuing instead economic outcomes and incentives for gender equality, (Morand, & Merriman, 2012).

Gender equality is meant to be a means to maximise performance for organisations but the measurement of the effectiveness of this strategy has been intangible, hence there has also been resistance when it comes to focusing on organisational implementation of gender equality, (Benschop & Verloo, 2011).

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Organisations' inability to prioritise gender equality and business bottom-line issues simultaneously is at the heart of this, (Benschop & Verloo, 2011). Organisational strategies are often seen to approach gender equality as window dressing, to safeguard them against obligation to implement equality, and to advance employee morale rather than increase diversity, (Kalev, Dobbin & Kelly, 2006).

Larger organisations are expected to encourage gender integration amongst organisations as their sizes increase visibility of their initiatives to other organisations. Public and government regulatory agencies therefore create pressure to adapt to social expectations, (Huffman et al., 2010). In reality, larger organisations are slower to integrate their gender policies and plans even though they have more formalised human resource functions, (Huffman et al., 2010). They are instead seen as displaying greater structural inaction, which raises moral hostility to change and limit organisations' adaptation, (Huffman et al., 2010). The slow integration of gender equality in larger organisations is attributed to bureaucracy where size generally has a potential of increasing bureaucratisation and differentiation in the division of labour, (Huffman et al., 2010). Baron and Bielby (1984) also agreed that bureaucratisation enables organisations to create divisions of labour that lead to demotion of female employees to low-ranking jobs.

Organisational policies and practices are seen as critical factors of work-based gender equality management and can help reduce or eliminate inequality in organisations, (Baron & Bielby, 1986; Kmec, 2005). The next section explores these gender policies and practices that can be used by organisations to reduce or eliminate gender inequality.

2.5   Gender Equality Policy

Many countries use gender equality quota implementation system as a gender equality policy, even though these have been widely criticised. However, some researchers see quotas as an effective way to enforce gender equality policy, as evident in countries like Belgium, Finland, and Kenya, (Global Gender Gap Index, 2014; Terjesen et al., 2015). The section below will therefore look at the different perspectives on gender equality quotas system impact and effectiveness.

2.5.1   Gender equality quotas

Although quota and target terms refer to the requirement of a minimum number and percentage of women or of either gender, there is a key difference between the two terms. Quotas are mandatory, whereas targets are voluntary, (Adriaanse & Schofield, 2014).There is different types of quotas namely: reserved seats, voluntary party quotas and candidate quotas and these are defined below, (CWDI Report, 2015).

> "**Reserved seats** are when a certain number of public office seats are specifically reserved for women through legislation and are used as a more direct way of regulating the number of women in elected positions (e.g. Uganda, Tanzania, and Sudan), (Darhour & Dahlerup, 2013; Muriaas, Tønnessen & Wang, 2013). **Voluntary political party quotas** are when a party elects voluntarily to apply quotas in their organisation. They involve a party committing itself to nominating a certain percentage of female candidates for electoral lists, such as in SA, (Darhour & Dahlerup, 2013; Muriaas et al., 2013). **Candidate quotas** come from a requirement from the law of a country and stipulate that a certain number of candidate positions must be reserved for women, (Muriaas et al., 2013). Candidate quotas sometimes include conditions on the position of women on the electoral list, for instance by requiring that every second entry on the list must be a woman, (Darhour & Dahlerup, 2013; CWDI Report, 2015).

Quotas are constituted for a purpose and are seen as a positive tool to be applied for gender equality progression for the reasons cited below from different researchers:

- Quotas as seen as a tool to stop inactivity or lip service promises by the organisation with the current voluntary initiatives. They force the organisations to change their behaviour and act, (O¨zbilgin & Tatli, 2011)
- Quotas force the organisation to recognise and utilise the currently unutilised competent women potentials and give companies competitive advantage as they increase their pool of talent, (Tatli, Vassilopoulou & Özbilgin, 2013).
- They are used as a breakthrough tool for gender equality challenge; promote gender equality consciousness; and encourage competence based recruitment while demonstrating gender representation at all levels, (Tatli et al., 2013).

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- Quotas can also be used by companies as a tool that signals their seriousness in promoting women talent, (Tatli et al., 2013).
- With the shortage of women mentors and role models, quotas as seen as a tool to increase this figure of women role models; give gender equality progression and equal opportunities call the attention it deserves, and help shape the gender beliefs the society have in a transformational manner, (Tatli et al., 2013).
- They are viewed as an enforcement tool for organisations to respond quickly in identifying, developing, promoting, and retaining competent women talent for leadership structures, (Terjesen et al., 2015).
- Quotas increase diversity, and can contribute to better strategic choices, more innovation, faster restructures, and through these actions increase .profitability, (Strøm, 2015)

Prior to the 1990s, a relatively small number of countries had adopted quotas for the progression of women but since then, more than 100 countries around the globe have introduced quotas which indicate their popularity, (Krook & True, 2012).

Studies show that to enhance women participation, quotas have been highly applied by countries in their political positions and this has led to quotas being mainly applied by public organisations as they are regulatory requirements, (De Paola, Scoppa & Lombardo, 2010; Panhwar, Channar & Brohi, 2012; Terjesen et al., 2015). Private organisations have less applied the quotas as they are not bound by the quotas legislation, which results in private organisations lagging behind in gender equality progression, (Panhwar et al., 2012; Terjesen et al., 2015). Gender quotas have only recently been applied in private organisations via the voluntary gender quotas method, (CWDI Report, 2015). One of the global organisations that voluntarily implemented gender quotas is Daimler (2006), which pledged to fill 20% of all management positions with female candidates by 2020, (CWDI Report, 2015). Another organisation that voluntarily implemented gender quotas is Deutsche Telekom (2010) - they committed to fill 30% of their management positions with women by the end of 2015, (CWDI Report, 2015).

The most widely known example is Norway where a 40% gender quota requirement for public limited, state-owned and inter-municipality companies was introduced in

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December 2003, (CWDI Report, 2015). This policy saw female representation jumping from 15.9% in 2004, to 37.0% in 2007, and finally reached the 40% target in 2008, (CWDI Report, 2015). By February 2008, 93% of organisations in Norway had complied with the membership quota system and for those companies who had not complied yet; an additional notice was served to them, which demonstrated commitment to the quota system from both the government and companies, (Casey, Skibnes & Pringle, 2011).

Other countries use targets as a form of gender progression measures but these are normally limited to a requirement to report on gender diversity status and activities by corporate governance principles. However, because they are not enforced, they have not yielded the progress in gender equality that was expected, (Terjesen et al., 2015). Research shows that gender equality quotas are seen as top-down enforcement without the support of and ownership by organisations, (Forstenlechner, Lettice & Ozbilgin, 2012). They are seen as law that is imposing upon companies from the political establishment, (Strøm, 2015).

Gender equality quotas provoke positive and negative reviews. Positive reviews are that gender equality quotas are efficient when they achieved the reasons mentioned above for adopting them in the first place, (Ellemers, Rink, Derks & Ryan 2012). Gender equality quotas also face barriers and challenges when it comes to their acceptance, implementation and impact because they confront the established order of power and status at work, (Tatli et al., 2013). Opposing scholars have argued that quotas lead to women with less experience being appointed and, as a result, their performance becomes less satisfying compare to their male counterparties, (De Paola et al., 2010). Moreover, quotas are perceived to also create a glass ceiling which prevents women from being progressed beyond the quota requirement or to non-reserved seats positions, (Dahlerup & Freidenvall, 2010).

Quotas also lead to stereotyping and enforcing negative views or casting doubts on women's competence and suspecting that women are not appointed on merit, (Casey et al., 2011; Adriaanse & Schofield, 2014). Finally, quotas are seen as placing women in hostile environments where the pressure from top-down to serve erupts. Women may be seen as quota-filling members rather than as individuals appointed primarily on

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merit and competence, (Casey et al., 2011; Adriaanse & Schofield, 2014). Sometimes these stereotypes even come from women as they are of the view that women feel stigmatised when their organisations subject them to the quota system. This concern comes from the perception that fellow employees may think that women are only progressed because of the quota policy rather than because of their qualifications, (Akyol, Neugart & Pichler, 2015).

Tomlinson (2011) indicated that quotas are only effective if they are comparable between the nations and organisations, and there is commitment to them. Commitment is required from the organisations and leadership of the organisations to ensure that these quotas are adhered to. If there is no commitment to these targets then the interpretation and implementation of them can be superficial, (Tomlinson, 2011). The quota system is seen as essential in establishing a numerical presence of women for advancing gender equal participation in organisations but it needs to operate in conjunction with other gender initiatives to work efficiently and result in sustainable and real change in relation to strategic direction and resource allocation (Adriaanse & Schofield, 2014).

It is also important for organisations to recognise that quotas may be an effective strategy to attract and recruit female talent, but alone they are not sufficient to ensure the retention, recognition and full utilisation of talent, (Tatli et al., 2013).

Corporate Governance's impact on gender equality policy

Corporate governance is defined as a system of laws, regulations, institutions, markets, contracts, corporate policies and procedures that direct and influence the actions of the top-level decision makers such as shareholders, board of directors (board), and executives in the organisations, (Brickley & Zimmerman, 2010; Rost, Inauen, Osterloh & Frey, 2010). Corporate governance systems typically refer to the ways in which business corporations are directed and controlled, (Casey et al., 2011). In addition, they also have a role of performance targets, accountability to stakeholders and compliance with legal statutes, and they play a central role in value creation and setting ethical norms of corporate behaviour, (Campbell & Vera, 2010; Casey et al., 2011). Lloret (2015) defined corporate governance as a system that "controls the internal and

external actions of managers, employees, and external business stakeholders" as well as "provide tools to enhance internal capabilities to face long-term sustainability challenges".

Brickley and Zimmerman (2010) note that there are particular important activities when it comes to corporate governance systems, such as the allocation of top-level decision making rights among the three groups; and the actions of top-level decision makers as they are a primary determinant of organisational value.. Corporate governance is also closely linked with managerial structures in terms of power, responsibility, and duties as well as in establishing strategy to achieve main organisational goals, (Casey et al., 2011). All of the above activities of this structure show the importance of its composition including its gender diversity as it is made up of top-level decision makers in organisations and participation of women in this level of decision making is important.

In corporate governance structures, the board plays a crucial role in directing, controlling, and driving the culture, performance and value creation of the organisation including appointing the Chief Financial Executive, (Casey et al., 2011). They also have the role of appointing, supervising and remunerating senior managers of the organisations, (Campbell & Vera, 2010). The board also plays a role in framing organisational strategy, (Campbell & Vera, 2010). Therefore, it is crucial that the board as the driver of the organisation is gender diversified. Lack of women representation in the board structure means that women in organisations are not part of the crucial decision making processes, (Nielsen & Huse 2010; Seierstad & Opsahl, 2011; Casey et al., 2011).

The significance of improving the gender diversity of organisational boards is acknowledged across the world, (World Development Report, 2012). Across 67 countries, females comprise only 10.3 % of board directorships, with some of the lowest rates in Morocco (0 %), Japan (0.9 %), and Chile (2.4 %), and some of the highest rates are in Norway (42 %), Sweden (28 %), Finland (27.2 %), and France (22%), (Terjesen et al., 2015). Norway has one of the highest women representations in their boards due to taking the lead in 2003 in enforcing organisational boards to have at least 40% women representation in their boards, (Seierstad & Opsahl, 2011; Wang & Kelan, 2013; de Anca & Gabaldon, 2014; Strøm, 2015). This again takes the conversation back into the importance of gender equality quotas in influencing

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organisational structures.

The overall low global levels of gender diversity in organisational board representation is regarded as surprising considering that gender diversity on organisational boards is often related with higher returns on equity, operating profits and share prices, (Gul, Srinidhi & Ng, 2011; Melero, 2011; Terjesen, Aguilera & Lorenz, 2014. Gender diverse boards are viewed as producing better governance controls and accountability while achieving healthier recruitment and retention of women throughout the organisation (Gul et al., 2011; Melero, 2011; Terjesen et al., 2014). According to Campbell and Vera (2010), it is ethically immoral for women to be excluded from organisations boards on the basis of their gender and organisations need to rectify this position in order achieve a more equitable outcome for society.

Despite all the benefits mentioned above, women are still seldom appointed to the decision-making roles such as boards, and this is a concern, (Lazzaretti, Godoi, Camilo & Marcon, 2013). The low levels of representation of women on boards globally, the progress seen in countries like Norway, and the benefits mentioned above if organisations were to have diversified genders in their boards has led to a global debate about whether the quota system should be implemented globally, (Bosch, 2013; Wang & Kelan, 2013). SA is one of the countries impacted by the debate, (Bosch, 2013; Wang & Kelan, 2013). The Norwegian quota system provided an ideal scenario in which to explore how the gender distribution of leaders changes under the forced gender equality quotas, (Wang & Kelan, 2013).

SA is currently one of the 15 countries that apply "best practice" approach where organisations provide disclosure requirements of their gender diversity profiles as a requirement from King Code of Governance for SA 2009 (King III), (Chapple & Humphrey, 2014; Terjesen et al., 2014; Terjesen et al., 2015). King III states that:

> "*Every board should consider whether its size, diversity, and demographics make it effective. Diversity is defined as academic qualifications, technical expertise, relevant industry knowledge, experience, nationality, age, race, and gender*", (Chapple & Humphrey, 2014; Terjesen et al., 2014; Terjesen et al., 2015).

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It has been acknowledged that currently many organisations boards are starting to comprise of women, but organisations numbers remain very low, (De Anca & Gabaldon, 2014). The quota system seeks to create a larger pool of women role models to support other women as there is currently a shortage of that and most men leaders are not comfortable mentoring young women due to the misinterpretation of these relationships at times, (Ibarra, Carter & Silva, 2010; Perryman, Fernando and Tripathy, 2015). The government's proposal for the gender equality quota law is due to the belief that gender diversified boards contribute to organisations better strategic choices, more innovation, quicker restructures, and through this to increased profitability, (Strøm, 2015).

One of the arguments against the gender equality quota system was that this will allow government to be controlling the organisations on how they must run their businesses, (Bosch, 2013). Furthermore an argument that women might not be chosen based on merit by the organisations but to fulfil the quotas can take place and this will leave little interest on dealing with the actual women concerns, (Bosch, 2013). Campbell & Vera (2010) also raised a concern that quotas implemented at a board level can have a negative impact as the decision to appoint women will be driven by a societal pressure. Razavi (2012) argues that there is a closing gap between men and women when it comes to education which indicates that there are competent women coming out of the system but not being progressed faster to close the gender equality gap.

Bosch (2013) echoed the same sentiments when SA's statistics were analysed. A report showed that women are the highest enrollers in tertiary education, exceeding 50%, which indicates that there are a higher number of competent and trained women in the country than men, (Bosch, 2013). Campbell and Vera (2010) further stated that organisations need to develop their internal pipeline of female managers just below main board director level as a means of achieving this aim and eliminating the merit concern.

There has been an acknowledgement that inclusion of gender diversity language in corporate governance codes has been effective. Organisations based in countries with gender diversity provisions in corporate governance codes have an average of 24.2% of women directors while companies based in countries without those guidelines have

only 13.6% women-held board seats, (CWDI Report, 2015). But there is still a concern that if these gender diversity provisions were a requirement, not a recommendation, more organisations would implement them. Therefore, there are still contrasting views when it comes to the notion of gender equality quotas being enforceable to organisations even at a corporate governance level.

2.6   Organisational Roles in Gender Equality Policy Implementation

2.6.1   Organisational leadership

Baldoni (2000) defines a leader as "an individual who listens and learn from others, energises the organisation, acts for the benefit of everybody, develops themselves and others, empowers others to lead and recognises achievement". In most organisations, decision-makers are often referred to as leaders and these are the leaders the rest of this section will be referring to, (Van Riel, Victorino, Verma, Plaschka & Dev, 2005).

Women leaders specifically are faced with a leadership dilemma where they are expected to conduct themselves in a certain way to satisfy the social expectations of what a women role is, but also be expected to behave in a certain way, which is generally masculinity, in order to be perceived as an authentic leader, (Patterson, Mavin & Turner, 2012). With this challenge, a call has been made for either gender equality policies such as quota system or organisational leadership intervention to be able to assist women in being taken seriously as leaders while maintaining their femininity.

As already covered in Section 2.5 above, there have been discussions and critiques for gender equality quota systems and one of them is the belief that organisational leadership should be taking responsibility for the implementation of gender equality measures instead of it being enforced into organisations through the quota system. This section will therefore unpack this belief and expected role of leadership. It will also look at what type of leadership traits are required in order to fulfil this role expectation for organisations.

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Organisational leaders often have inadequate responsibility for effective implementation of gender equality policies, (Bendl et al., 2014). This has contributed to ineffective implementation of these policies as the policies are not filtered down the organisation via leadership channels, therefore the policies do not make a sizeable impact if not supported by the leadership. Although organisations currently report on their gender equality status on their annual reports, it is important to encourage leaders to show proactiveness and behavioural aspects towards achieving gender balanced status, (Bendl et al., 2014). According to Moss and Wilson (2014), unless leaders appreciate how the numerous dimensions of equality affect the wellbeing and performance of the organisation, they will not be able to introduce measures that prevent these difficulties hence the encouragement to be part of this process. Leaders through their powers, manage the resources of the organisations hence it is important that they show their willingness to provide competent resources, including competent women to their organisations and not based on gender, in order to have a positive impact on the excellence and performance of the organisation, (Lewis & McCann, 2004). Therefore leadership is basically the driver of the diversity management process through leaders' influence and ability to manage the resources, and being in a position to support the benefits of gender-diverse organisations and boardrooms, (Galbreath 2011; Ng & Sears 2012; Ho, Li, Tam & Zhang, 2015).

Gender equality policy is one of the organisational justices that elude to fair and moral treatment of individuals, women in this case, in organisations and this requires leaders and managers to implement fair practices within their organisation, (Ledimo, 2015). When leaders and managers have an understanding of the issues that are relevant to justice in organisations they are able to enhance or improve their employees' perceptions of fairness, hence the level of leadership involvement is crucial for diversity, (Ledimo, 2015). If organisational leaders take responsibility for justices such as gender equality, this result in their organisations being able to eliminate employment disputes that generally result from employees' perceptions of organisational injustice in its policies and practices, (Ledimo, 2015). Fairness is also a significant virtue for leaders and managers as it prevents leaders from putting the organisation and employees at risk i.e. risk of losing talented employees, in the case of gender equality, talented and competent women due to injustices, (Ledimo, 2015). It is therefore the responsibility of leaders and managers to ensure that they set aside their personal

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biases in order to make decisions regarding the organisation in an objective manner and to reflect respect for the rights of others including women in their roles, (Ledimo, 2015). Leaders and managers are also responsible for influencing their subordinates' perceptions of justices such as gender equality in their practices, (Ledimo, 2015). Therefore it should not only be left to the women leaders to influence their leadership structure to progress more competent women but a leader's role whether it be men or women.

There are different types of organisational leaders, which influence their role and motivation when it comes to implementing diversity policies such as gender equality and these are either transactional or transformational leaders. Transactional leadership are known as leaders that exercise organisational authority and legitimate power in the organisation to lead and these leaders mainly focus on job duties, work standards, and employee compliance, and they are well organised, (Spencer, Buhalis & Moital, 2012; Ng & Sears, 2012). Transactional leaders focus on rewards and punishment to influence employee behaviour, (Spencer et al., 2012; Ng & Sears, 2012). Transformational leaders are visionaries as they outline and communicate a vision for the organisation and motivate groups of individuals to execute it, (Spencer et al., 2012). They are charismatic and influence strategic transformation through motivation, (Spencer et al., 2012). Transformational leaders are therefore associated with being more concerned with social fairness; while transactional leaders are associated with being more concerned with structural or procedural fairness, (Ng & Sears, 2012). These leadership styles are entrenched to the leader's personality and what personally motivates them and both impact the behaviour of the leader, (Spencer et al., 2012).

Transformational leader characteristics are important because these appeal to the followers which generally results in them performing beyond expectations, (Rowold & Heinitz, 2007). Therefore even for the individuals who do not believe in gender equality, this type of leadership can persuade them to change their values if the leader believes in gender equality. The dimensions also create willingness on the part of subordinates to sacrifice their personal interests for the collective good, (Howell & Shamir, 2005). Transformational leaders are known for greater moral development, (Turner, Barling, Epitropaki, Butcher & Milner, 2002), and more principled conduct in how they behave, (Brown & Trevino, 2006).

Moral development and principled behaviour possessed by transformational leaders are positively linked to diversity agenda, (Demuijnck, 2009; Wilson, 2009). It is therefore expected that transformational leaders are likely to take more consistent actions when it comes to diversity issues such as gender equality with the consideration inclusivity and social responsibility, (Nishii & Mayer 2009). Transformational leaders through their strengths are also better able to encourage groups of individuals that dealing with diversity challenges is a moral obligation, and not simply an issue of complying with governments' directive, (Leonard & Grebler, 2006). Transformational leaders are presumed to be more motivated to manage diversity such as gender equality because it is the right thing to do, while transactional leaders may be more interested to just comply with existing environmental pressures, i.e.: gender equality quota system legislation, or because it is good for business; which questions the genuineness and sustainability of the implementation of the policy, (Ng & Sears, 2012). Transactional leaders are not suitable for driving diversity agenda due to unsustainable their motivation to do so is. In the absence of the external pressures, transformational leaders' motivation to implement diversity measures becomes less as they have neither the personal motivation nor transformational leadership traits to implement such policies, (Ng & Sears, 2012).

Therefore transformational leaders are generally viewed as the type of leaders suitable to help women aspiring leaders' progress and ultimately result in gender inequality gap reducing significantly, (Eagly & Carli, 2003). Lewis and McCann, (2004) echoed the same sentiments stating that, the era organisations are operating in requires leaders to be more transformational rather than transactional in order to remain effective and sustainable as there has been changes in the way the markets and workforce operate. Transformational leaders are seen as more effective to assist with diversity policies such as gender equality policy implementation in organisations as they entail:

> "*a greater degree of emotional and cultural intelligence, an ability to empower others and to share leadership, a greater attention paid to customer service and employee welfare, and are more considerate and embody a caring leadership style*" (Evans, 2010).

Despite the fact that any gender can possess the leadership traits described above that are required from leaders of the organisations in order to assist with gender inequality gap, these features tend to be associated with men and this perception and stereotype contributes to the challenges that women face in gaining support for leadership roles and performing well in them, (Koenig, Eagly, Mitchell & Ristikari, 2011). These perceptions and stereotypes have a tendency to portray women as being incapable of occupying vital leadership positions. Leadership is usually related with masculinity and men are therefore seen as more alike to the leader stereotype than women are which therefore creates difficulty for women to progress to leadership roles, (Koenig et al., 2011). The next section elucidates the cultural impact but specifically the organisational culture's contribution or dismissal of these stereotypes when it comes to gender equality progression.

2.6.2   Organisational culture

According to Ayman and Korabik (2010), the relationship between gender and culture is important mainly because they both have physical (visible) and value (invisible) elements. They both affect individuality and group unity, social interactions, and access to power and resources, (Ayman & Korabik, 2010). Ayman and Korabik (2010) believed that both cultural and gender beliefs; values and attitudes that individuals hold are learned, and not genetic therefore they can be unlearned or taught if required.

Organisational culture specifically is defined as:

"*Relatively stable beliefs, attitudes, symbols and rituals, and values that are held in common among organisational members which define the way things are done in an organisation in order to solve both internal management problems and those related to customers, suppliers and environment*, (Claver, Llopis, González & Gascó, 2001). *Organisational culture is also shared normative beliefs and shared behavioural expectations,* (Cooke & Szumal, 2000), *or a particular set of values, beliefs, and behaviours that characterise the way individuals and groups interact in progressing toward a common goal,* (Eldridge & Crombie, 1974; Aktaş, Çiçek & Kıyak, 2011). *Organisational culture*

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signifies an active, living, phenomenon by which key members of the organisation, such as leaders, create shared meaning", (Aktaş et al., 2011).

Essentially, organisational culture is a model of norms, values, beliefs and attitudes which affects organisational behaviour, (Aktaş et al., 2011). It includes both group and individual-level systems, (Kwantes & Boglarsky, 2007). It is also related to attitudes and actions of individuals, specifically for organisations, to those of employees, i.e.: leadership and staff included, (Kwantes & Boglarsky, 2007). Organisational culture is often a consequence of gathering information about the organisation at the individual level; from employees of the organisation, and combining it to the organisation level, (Hofstede, Neuijen, Ohayv & Sanders, 1990). Organisational culture therefore reflects the values, beliefs, and behavioural norms that are used by employees in an organisation to give sense to the circumstances they encounter, (Aktaş et al., 2011).

An aspect of organisation culture that tends to be detrimental to women is that of organisations with "old boys clubs or networks". The old boy clubs or networks form an exclusive club for persons who are similar to those in power, (Vinnicombe & Singh, 2011). According to Fisher & Kinsey (2014), these clubs or networks manifest based on the back of shared interests and values, and this could range from similar class origins or schooling, or what is described as "locker room" exchanges around work, sex, sport, cars and alcohol. These networks then unite men and exclude women in a variety of jobs and organisations. The old boys' clubs or networks not only offer influential advantages but also create bonds between members and provide more general support amongst its members, (Durbin, 2011). As advantageous as these clubs or networks are, more often than not, they do not work for women as these are formed during activities that re not women friendly which leads to women leaders not being included in them, (Arthur, Del Campo & van Buren III, Harry, 2011). The segregation of women from these powerful decision-making networks has negative costs for women progression in the organisations that possess this culture, (van den Brink & Benschop, 2012). One of the examples cited on how this culture could be detrimental to women is in the form of recruitment for roles, especially senior roles, as these could occur on an "*ad hoc*" basis and tend to be done via the "old boys' network" associations, (Linehan, 2001).

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Culture plays an important role in shaping certain leadership behaviours, i.e.: the usage of superiority, power, and close supervision etc., alluded to in Section 2.6 regarding the importance of leadership behaviours in shaping gender equality, which further emphasises the point of importance in understanding the cultural aspect on gender equality, (Van Emmerik, Euwema & Wendt, 2008; Aktaş et al., 2011). Ayman and Korabik (2010) echoed the same sentiments but in a different context; they stated that leadership models are important to culture and gender subjects as leadership models are expected to be more inclusive of different cultures and to be representative of all social groups including different genders. Therefore both gender and culture is important, especially in this research study because these factors affect a leader's style, behaviour, development, and effectiveness in many complex ways which could have an either adverse or positive impact on gender equality progression. Gender and culture can impact the choices leaders make about the way in which they will lead, whether it is a woman leader dealing with gender issues or a leader in a position to promote gender equality, (Ayman & Korabik, 2010; Aktaş et al., 2011). In summary, a leader' actions and behaviours contribute to the organisation's culture, (Zehir, Ertosun, Zehir & Müceldili, 2011).

Contingency theory contends that organisational culture should be suitable to the social environment, i.e.: national culture in order to achieve high performance and be a strategic asset for the organisations, (Naor, Linderman & Schroeder, 2010; Aktaş et al., 2011). Kwantes and Boglarsky (2007) similarly stated that organisational cultures do not function in a vacuum but within their social environment, i.e.: social and national cultures therefore also should shape sense making in organisations. In this case, this means that organisations that have majority of their employees as women and are part of a country that has high figure of women in its population, need to reflect this demographic in their organisational culture, i.e.: through their level of women progressions in decision-making roles and women's development in general.

When an organisational culture is built on a very competitive culture amongst the employees, it encourages a culture of employees wanting to win at another's expenses or progression halt, (Kwantes & Boglarsky, 2007). This becomes evident in gender equality progress between women and women, or women to men as it becomes difficult to progress others while fighting for own progression, (Kwantes & Boglarsky, 2007). Organisational cultures that encourage hostility, competitiveness, and promote power seeking are negatively related to leadership and personal effectiveness,

(Kwantes & Boglarsky, 2007). This negativity then becomes detrimental to shaping an effective organisational culture as this depends on the leaders' ability to influence the groups in the organisation by exercising control over variables that contribute to organisational culture, (Marcoulides & Heck, 1993). Therefore is also a belief that organisational leadership can create, maintain, and change the organisation culture which therefore emphasises the importance of the leaders' effectiveness, (Naor et al., 2010; Aktaş et al., 2011).

Leadership responsibility in shaping organisational culture though does not exempt organisations from being active and aggressive in shaping their own culture as part of their organisation's strategy, i.e.: have own organisational gender equality targets and actively measuring these. Inactive or defensive organisational cultural norms are seen to produce an attitude of "it's up to the individual or leaders to get things done", (Kwantes & Boglarsky, 2007). This attitude of organisational culture then promotes delays while waiting for the individual rather than doing anything about the issue as an organisation, which therefore results in no changes materialising, (Kwantes & Boglarsky, 2007). Van den Brink et al. (2010) similarly advocated that gender equality requires transparency and accountability at both an organisation and leadership level which is the key tool in attaining gender equality.

Therefore organisational culture needs to be shaped at both organisational and individual levels to promote agendas such as gender equality. Horwitz & Jain (2011) further emphasise that for SA, progress has been made improving racial and gender representation in organisations through comprehensible human resource development priorities such as the implementation of the skills development legislation and changes in the organisational culture, (Horwitz & Jain, 2011). The next section describes how organisational strategy caters for gender equality at both leadership and organisational levels.

2.6.3 Organisational strategy

Managerialism by its nature requires gender equality policies are part of an organisational strategy, set within an agenda of a larger purpose-driven active rationality, which is elaborated through long- and short-term goals, (Bendl et al., 2014). How organisations respond to the gender equality subject is important as there is a

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tendency for organisational practices to fight change over time, (Stainback, Tomaskovic-Devey & Skaggs, 2010).

Organisational inactivity with regards to gender equality initiatives is cited as the most usual act and with high impact on workplace inequality, (Stainback et al., 2010). This act produces challenges for organisations as it creates divisions with regards to jobs, racial and gender make of jobs, and differences between the diverse groups in terms of power, status, reward, and respect, (Stainback et al., 2010). These challenges impact women greatly most of the time. The power of internal constituencies tend to cause internal burdens for both organisational stability and change if it fails to recognise the inequality issues faced by organisation, i.e.: when considering gender inequality, competent women leave the organisation and constant changes have to be made to the business and projects those same women were working on, (Stainback et al., 2010). External environmental pressures on organisations' to adopt or preserve organisational strategies, routines, and practices, i.e.: targets from government, also impact the level of attention given to diversity issues like gender equality in most organisations but the extent to which this attention is given must be determined, (Stainback et al., 2010). Organisations often reply to these external factors by developing many strategies and remedies, i.e.: transformation forums, women forums etc., and organisations fall into the habit of following a tick-box approach, where many programmes lack evidence of transparency and usefulness in remedying biased behaviour and unequal outcomes, (Stainback et al., 2010).

The idea of diversity transformation if understood and actioned by the organisations, it can be a   strategic assets which could provide a competitive advantage for them if well managed, (Boxenbaum, 2006; Zanoni, Janssens, Benschop & Nkomo, 2010). Therefore gender diversity at a senior management level is one means for organisations to recognise strategic opportunities, find alternatives, and handle environmental changes, (Perryman et al., 2015).

2.7   Gender Equality Implementation Frameworks

Gender equality policy implementation framework refers to gender equality policy implementations reap required outcomes, (UNWCD, 2014). The implementation plan and guidelines for gender equality policies need to include responsibility for follow-up,

timelines, resources and capacity required by the organisation for implementing the policy, (UNWCD, 2014). This implementation plan needs to be updated frequently to strengthen its quality, timelines and resources required to implement it as well as include the monitoring and evaluation plan, (UNWCD, 2014). Gender equality policy framework is generally referred to as "gender mainstreaming process" where the implication for women and men of any planned actions is assessed, (ILO, 2012; Bill, 2013). These assessed actions include legislation, policies or programmes, in any area and at all levels", (ILO, 2012; Bill, 2013). Below is a full definition of gender mainstreaming:

"*Gender mainstreaming is an approach for making the concerns and experiences of women and men an essential element of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not continued*", (ILO, 2012; Bill, 2013).

According to Zorlu and Phillpott (2011), currently there is no emphasis placed on the difference between policy mindfulness and the understanding of how to implement the policy; this is vital in understanding the matters close to the implementation of gender equality policies.

The definition of gender equality also remains a challenge, depending on continuous struggles at global and national levels to confirm a valid definition of the concept. Therefore there is often inconsistent and variation in policy implementation, (Krook & True, 2012). Up until recently though, the implementation of gender quotas has been the most extensively recognised instrument to achieve a gender-balanced structure in most countries and political organisations, (Terjesen et al. 2015). At the private organisation board level, some countries have also been using forms such gender quotas and have given the organisations a time period in which to rectify their gender equality positions and have imposed penalties for non-compliance, such as in Spain, where any board appointment that violates the quota is considered null; and in Norway, where companies are dissolved if they violate the quotas, (Terjesen et al. 2015).

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There have been several arguments though against the implementation of gender quotas as articulated in Section 2.5. These arguments have been suspected as being the reason for the less aggressive adaptation or acceptance of gender quotas in some countries and in some organisational levels that have resulted in other implementation methods being explored. Some of these alternative implementation plans are explained below:

Vietnam:

In Vietnam, the Women's Union designed and implemented the microcredit programme with the objective of empowering women through economic independence and promoting gender equality, (Dineen & Le, 2015). This framework emphasises individual expression and confidence in their ability to exercise control over their own motivation, behaviour, and social environment, and they see this emphasis being obtained by economic independence, (Dineen & Le, 2015). The Women's Union is a mass organisation established in 1930 to representing the rights and interests of women through an extensive network of members, (Dineen & Le, 2015).

The Women's Union has been active as they contributed to implementing and enforcing national programmes to support women's progression, (ADB, 2002). These programmes include social and educational activities, health advancement and family planning, domestic violence, and developmental projects like agriculture expansion and microcredit and microenterprise, (ADB, 2002). The microcredit programme has shown success as before it was implemented, 15 out of 50 women and their households were classified as living below the poverty line, representing 30% of the borrowers. By the end of 2010, nine of these 15 households were no longer classified as living in poverty due to the implementation of this programme, (Dineen & Le, 2015). Below is a figure showing how the programme works:

Figure 2: An integrated Microcredit Program

FIGURE 1. AN INTEGRATED MICROCREDIT PROGRAM

Women's Union
• Design and implement the program

↓

PeaceTrees Microcredit Program
• Provide loans to women

↓

Women's Empowerment

Feminist Empowerment
• Transformation of power relations
• Gender equality

↔

Poverty Alleviation
• Increased well-being
• Self-sufficiency

↔

Financial Self-Sustainability
• Expansion of individual choice
• Self-reliance

↓

Professional Development
• Cattle breeding techniques
• Intensive rice farming
• Disease prevention methods

↔

Human Development
• Family planning
• Nutrition and health
• Gender issues

↔

Professional Development
• Business skills training
• Saving
• Microenterprise development

Retrieved from: Dineen & Le (2015)

Spain:

In Spanish law, the implementation framework used for gender equality is a requirement on contracting authorities to include rules within the particular organisational clauses which necessitate the contractor to obey with the responsibility to draw up and implement an equality strategy, and this plan is now a requirement for all companies employing more than 250 workers, (Medina-Arnáiz, 2010). Therefore this framework in a way forces organisations who want work from the authorities to consider gender equality composition and show that it is part of their plans.

Spain has also as shifted towards a "dual bread-winner model" environment where both women and men are allowed to be carers and breadwinners and this has demonstrated a growing contribution of women in the labour-market, (Kvist & Peterson, 2010). This ""dual bread-winner model" has been a driving force for Organisation for the Economic Co-operation and Development (OECD) member nations in implementing their gender equality policy frameworks, (Pocock, Charlesworth &

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Chapman, 2013). The model has been mostly motivated by the need to deal with the aging population, as they are facing a rising dependency ratio challenge, which is the ratio of the population not economically active versus the population who are active, (Pocock, et al., 2013).

Some of the informal frameworks that have been used generally and globally have been campaigns from feminists, unions, human rights agencies and some government sectors with an interest in gender equality, (Pocock et al., 2013).

Gender equality frameworks implementation requires consideration of the country or organisational environment as the application of such frameworks is embedded in traditional cultural aspects of that country or organisation, (Medina-Arnáiz, 2010). According to Medina-Arnáiz (2010), this type of implementation in some cases can require change in the culture and social structures and that is the challenge on its own. Therefore this institutional and political setting consideration required from the social agents that develop implementation plans is a determining factor for the optimum implementation of gender policies, (Medina-Arnáiz, 2010). Bjørnholt (2011) further stressed the importance of emphases of work-sharing concept, i.e.: the dual bread-winner model promotes gender balance and to some extent serves as a theoretical framework for facilitating change.

Some other studies believe that gender equality policy implementation frameworks cannot be efficiently achieved without: policy-makers comprising of women, keeping in mind the gendered consequences of all public policies, (Krook & True, 2012).

According to Bendl et al. (2014), the model of recalibration can assist the individuals who are passionate about gender equality and organisations to achieve their goals. The model focuses on how employee engagement reshapes agendas of management such as gender equality based on Lewin's (1947) three-step model which has been extended by Bendl et al. (2014) to include a fourth stage and has therefore become a four-step model, (Bendl et al., 2014). The model identifies and addresses forces within and between groups and shows how actors behave in response to the gender equality issues, (Bendl et al., 2014).

Figure 3: Model of recalibration

Figure 1. Model of recalibration
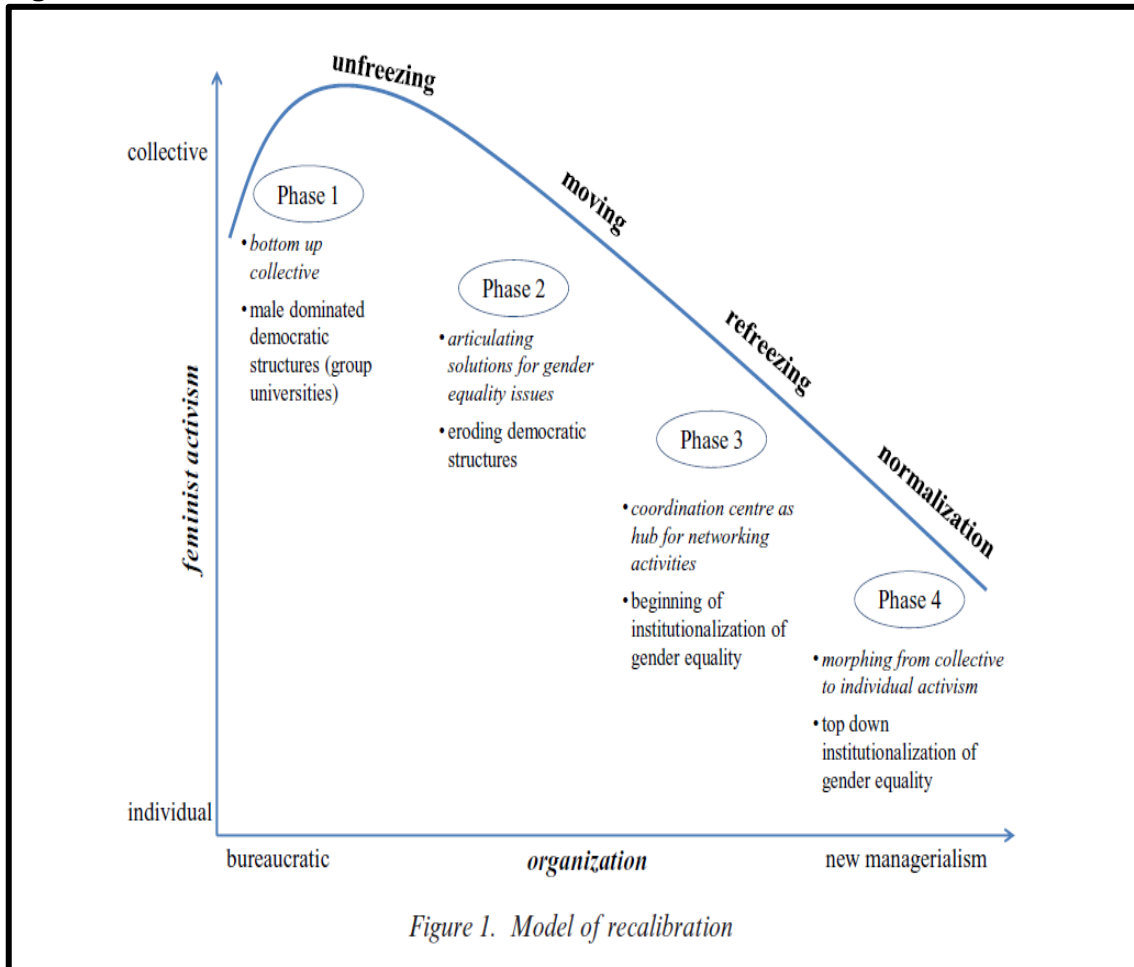
Phase 1: This is a stage where pressure is placed on the organisations with the support of the gender equality laws to respond, to the point where it is unfrozen to accommodate the campaigner's aims, (Bendl et al., 2014).

Phase 2: Once the unfreezing had taken place, further initiatives by the leadership and organisation supporting gender equality such as town halls and transformation forums, become more visible and recognised within the organisation, (Bendl et al., 2014).

Phase 3: A form of refreezing occurs. The progressive changes towards new managerialism will then bring about further changes in the organisations' policies and the implementation of gender equality policies which makes it possible to take first steps to institutionalise gender equality as a top-down movement. In such an environment the organisational efforts to set up new structures to support gender equality become successful, (Bendl et al., 2014).

Phase 4: All these phases then finally lead to a standardisation or new status for gender equality within the organisation agenda combined through official policies and procedures. In new managerialism, gender equality is established in a top-down agenda, for which managers are responsible, (Bendl et al., 2014).

The model suggests that in a management context, the subject of gender equality should be part of the managerial structures and processes, (Bendl et al., 2014). The model also suggests that the change in processes of new managerialism and gender equality policies require a far richer understanding of the nature of the difficult relations between governance structures, employment policies and practices, and feminist or employee activism, (Bendl et al., 2014).

2.8 Summary of Literature Review

The literature review revealed that gender equality is an old concept that dates back to 1948 with the Universal Declaration of Human Rights and it consists of two elements, namely gender and equality. Gender appears to be a difficult concept as it is based on individuals' self-belief of what gender means to them but ultimately there is a common belief that women should have rights and need to be protected and empowered. The literature showed that equality is mainly concerned with equality of resources, ownership and control, political elements and representation of all cultures. The opposite of equality is inequality, which the literature showed to have negative impacts such as people being discriminated against and creating stereotypes. Furthermore, equality was expressed as a tool to create fairness, equality of opportunity and decreasing discrimination, stereotypes, glass ceilings, women and minority flexibility, and other impairments. As literature has also evidenced, the concept of gender equality is difficult to define but there is a globally used definition which mainly refers to equal rights, opportunities and entitlements.

There have been formal actions plans such as the 12 critical areas of concern discussed in Beijing in 1995 with regard to gender equality but there are still challenges when it comes to implementing gender equality policies globally due to numerous reasons mentioned in the literature review, which has led to very low numbers of women to drive and generate enough of an endogenous force for equality at global, national and organisational levels. The literature also proved that gender equality is not a one-country issue but rather is a global issue and all that differs is each country's

level of equality or inequality. Literature noted that certain countries have made progress such as Belgium, Finland, France, Iceland, Kenya, Canada, Norway and Spain due to interventions such as gender quota system.

South Africa's average ranking when it comes to gender equality rankings was explored and it was found that SA's history has greatly contributed to the slow progress in gender equality. However the incremental progress over the years was also noted and reasons for these changes, such as post-1994 changes were cited. More importantly though was the finding that in SA, private organisations play little role compared to government in implementing gender equality policies.

The gender equality quota system was shown by literature to be the policy mainly used by countries and the reasons for that were assessed, but debates around the policy effectiveness and geniuses of it remain, even though there are countries like Rwanda that have demonstrated the effectiveness of the policy. The corporate governance structures were also noted to be crucial in advancing women as these mainly consist of individuals who ultimately control the organisations and currently women are missing in these structures, such as the boards. Lastly, the organisational role came across as the strongest and most pertinent missing link concerning gender equality policy implementation. This role stems from organisational leaders, culture and strategy. Different implementation frameworks from different countries were also provided in the literature.

CHAPTER 3:   RESEARCH QUESTIONS

This chapter outlines the purpose of this research paper. The literature that was reviewed defined the different constructs of gender equality and discussed gender equality's impact at global, national and organisational levels. The literature also explored the debate currently taking place about the gender equality quota system as well as the role of organisational leadership and culture and strategy on gender equality policy implementation. The literature analysed some of the gender equality implementation frameworks used and suggested frameworks. The literature review attempted to articulate what is expected of the organisations in assisting with narrowing gender inequality but also stated that enhanced business performance through implementation of gender equality measures is required.

What the literature failed to do though was to provide convincing arguments for the adoption or lack of adoption of reasons for gender equality quotas at a private organisational level. It did not indicate the best way that gender quota systems could be introduced to private organisations. Nor did it indicate the impact that gender quota systems would have on private organisations if it were to be eventually implemented to nations that have unique circumstances, such as SA's history.

Questions such as the characteristics required from leaders to be able to play a role in gender equality progression in organisations remain unanswered and the lack of gender equality policy implementation frameworks that were built within organisations are also lacking, but rather indicated governmental views.

Therefore the study aims to explore these shortfalls evident from the literature reviewed:

Research question one: What is the impact of the gender equality quota system on a private organisation?

Research question two: What is the role of organisations in driving gender equality policy implementation strategy?

Research question three: What leadership aspects are important for leaders to possess in order to be able to be catalysts for gender equality policy implementation in organisations?

CHAPTER 4:   RESEARCH METHODOLOGY

4.1   Background

This research study focuses on understanding the impact and challenges in successfully implementing gender equality policies within organisations. This is achieved by gaining an understanding of participants' experiences to be able to understand what is involved in improving the implementation of gender policies in organisations. The research study also aims to contribute to the body of knowledge from studies of Organisational Development and Transformation. This section discusses the research methodology that was selected to conduct this study. Research design, population, sampling and sampling method, data collection, method of analysis and research limitation are discussed in the section.

4.2   Research Design

This qualitative study took the form of an exploratory approach as the aim was to understand the challenges experienced by the organisations in successfully implementing gender equality policies, as well as understanding the experiences of the people impacted by these policies. The exploratory approach is defined the process of seeking new insights; asking new questions and assessing themes in a new light, (Saunders & Lewis, 2012). This study analysed the underlying themes presented in the literature review as the foundation for providing answers to questions posed in this research study, (Kothari, 2011; Birkinshaw, Brannen & Tung, 2011; Collis & Hussey, 2013).

This study sought to gain a deeper understanding of the thinking and perspective of the individuals with the formal power to implement gender equality policies in organisations, and to ascertain the thoughts and opinions of those who were impacted by the policies implemented, (Yin, 2003; Birkinshaw et al., 2011; Ulin, Robinson, & Tolley, 2012). According to Merriam (2014), "qualitative research is a process where things are studied in their natural setting while attempting to make sense or interpret the meaning people attach to their experiences of the phenomenon". The study invited the participants to interpret their experiences and attribute meaning to them while the

researcher aimed to understand various characteristics, (Ulin et al., 2012; Corbin & Strauss, 2014).

For the purpose of this study, as well as for the purposeful discussion between the researcher and the participants, (Saunders & Lewis, 2012), and to gather rich information from people who have different roles and experience different situations, (Myers, 2013), one-on-one, in-depth semi-structured interviews were conducted with a diverse group of individuals ranging from senior to executive managers, across different races and genders from one large South African private organisation. The interview questions were open-ended, (DeCuir-Gunby et al., 2011). The research was cross-sectional as the data was collected from participants at only one period in time, which Saunders and Lewis (2012) described as a "snapshot" view, (Saunders & Lewis, 2012).

4.3   Population

The population for this study was both women and men of all races in senior to executive management roles. The literature review suggested that gender is not determined biologically as a result of sexual characteristics of either women or men, but is constructed socially, (Bruni, Gherardi & Poggio, 2004; Poggio, 2006; Mathieu, 2009; Pullen & Simpson, 2009). Hence the study focused on both genders impact and experiences.

As literature noted that gender equality will be achieved when women and men enjoy equal rights, opportunities and entitlements in civil and political life, as well as compete as equals in the workplace and labour market. This will be done by eliminating structural and procedural barriers to women's success. This research study, therefore, focused on both genders to ascertain the requirements for the achievement of gender equality to become a reality, (Bill, 2013).

4.4   Sampling and Sampling Method

Purposive sampling suitably used for this study as it allowed the researcher to select a sample based on the organisation and people on which the study wanted to focus It also allowed the researcher to choose according to the needs of the study, which is also known as heterogeneous purposive sampling, (Hesse-Biber & Leavy, 2010; Jeanfreau & Jack, 2010).

The sample was selected from a large private organisation that has a hundred year legacy behind it and is one of Africa's largest organisations, with a large foot print in SA. Due to the size of the organisation, the sample was selected from different business units within the organisation. The sample was selected from a diversified workforce of 69 000 people in terms of race, gender, age and cultures. For the purpose of this study, the researcher approached identified participants that were suitable for the needs of the study across the organisation from different business units, gender, races and managerial levels using either email requests or the face-to-face approach. Six men and 12 women agreed to be participants in the study. The participants further consisted of one senior manager and 17 executives. The sample size was selected in this manner to attempt to understand this social challenge of gender equality policy implementation from a balanced point of view and not to generalise to a wider population, (Hesse-Biber & Leavy, 2010).

4.5   Data Collection

Data was collected using semi-structured, face-to-face interviews with 18 participants as they are described in Section 4.4. This form of data collection provided the participants the opportunity to describe their organisational and personal perspectives on which the study was based. The face-to-face interviews were arranged for one hour with each participant as each interview would be an in-depth focus on the individual, (Onwuegbuzie, Leech & Collins, 2010; Englander, 2012; Ritchie, Lewis, Nicholls & Ormston, 2013). The participants were all taken through **Appendix 3** to ensure they understand the purpose of the study. Another purpose for this was to ensure that the researcher gained the full support from the respondents and assured them of their confidentiality before the interviews commenced. The final purpose was for the

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participants to give consent on how the data collected could be used, (Saunders & Lewis, 2012).

Most of the interviews were conducted in a quiet, closed and private setting at the participant's organisational premises for convenience and ease of access to the participants. The researcher ensured that their appearance was professional and they were well prepared for the interviews.

The list of interview questions in **Appendix 4** was printed out to ensure the researcher addressed all the questions, while maintaining flexibility throughout the process. All the interviews were recorded on a Dictaphone and the recordings were sent for transcription immediately after the interview sessions, not when all the interviews were finalised as this allowed for insights that came from the initial interviews to be probed further on the follow-up interviews as well allowed the researcher to realise when the questions were being answered in the same manner and no further new insights were expected to come from the interviews, (Saunders & Lewis, 2012; Tesch, 2013). All the participants were made aware that a copy of the findings would be provided to the researcher's education institution, as well as to the organisation that was selected for the study, and the participants.

4.6 Method of Analysis

The type of data collected in the study was text qualitative data where words recorded during interviews were processed, analysed and converted into text though interview transcripts, (Saunders & Lewis, 2012). Narrative analysis was applied for this study as the aim was to seek to interpret the way people perceive reality of gender inequality in organisations, how they make sense of their own world or circumstances around this subject and perform social actions related to gender equality implementation, (Phoenix, Smith & Sparkes, 2010).

After the data was collected and transcribed by a professional transcriber, the researcher attended four sessions with an expert in qualitative analysis to understand the process of analysing transcriptions to identify patterns and codes, and to refine

these. After the sessions, transcripts were reviewed and loaded onto Atlas.ti software for analysis and to determine patterns. The process undertaken was to first develop meaningful codes to describe the researcher's data; some of these came from the literature review and some came from the data, (Saunders & Lewis, 2012). Coding refers to the process of identifying a word or short phrases that symbolise a collective, relevant, core taking and suggestive characteristic from the data, (Saldaña, 2012). It is a critical link between data collection and attributing meaning to the data, (Saldaña, 2012). The codes identified in the data analysis were initially 73 in total and were subsequently refined and narrowed down to 34 codes by grouping the codes into families and searching for synonymous codes. Themes were created first from the data, and then the codes were linked to these themes. The unit of data was based on the transcripts and specifically on the responses relating to the relevant categories, (Saunders & Lewis, 2012). The codes were classified and put into themes for each research question, as presented in Table 7 below. The analysis of the themes, categories and codes is discussed in Chapter 5.

Table 1: Themes, Categories and Codes

Theme	Gender equality quota system		
Categories	**Quota system regulating**	**Belief in quota system**	**Quota system as an execution strategy**
Codes	Quota system policing and measures.	Commitment, Relations and Benefits.	Perceptions about the impact of quota system on organisations.
	Government responsibility in enforcing quota system.		
Theme	**Organisational role**		
Categories	**Organisational Behaviour**	**Organisational environment**	**Organisational Culture**	**Organisational strategies**
Codes	Organisational Acknowledgement.	Male-dominated environment.	Shaping Organisational culture.	Execution.
	Organisational Accountability.	Women specific "roles".	Anti-femininity culture.	Forums/Programmes.
	Organisational Responsibility.	Family friendly environment.	Social networks based culture.	Communication.
	Organisational Commitment.	Societal environment impact.	Business performance dominated culture.	
			Selective culture.	
Theme	**Leadership**		
Categories	**Leadership style**	**Leadership Behaviour**	**Implementation/execution strategies**
Codes	Leading by example.	Accountability.	Leadership Performance management
	Open-minded.	Responsibility.	Mentorship
	Vision.	Commitment.	
	Emotional intelligence.	Women Leaders' behaviour.	
	Brave.		
	Personal conviction.		
	Non-Bias.		
	Transformational leader		

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4.7   Research Limitations

The possible limitations for this study are the following:

- The study was cross–sectional in nature: As the data was collected in a snapshot view, this can result in the social phenomenon discussed in this study not being studied in its entirety and a longitudinal study being required to explore the topic further.

- Sample selection: The sample size being sourced from one organisation means that the insights from this study cannot necessarily be generalised to the wider population. However, the study's purpose was to understand the challenge of gender equality policy implementation from a balanced point of view, rather than to generalise to a wider population. Future studies should improve sample sizes to address this limitation and further corroborate the findings of this study.

- Research bias:

  ➢ Due to researcher's limited experience with the process to extract similar themes or codes from the interview transcripts, this posed a challenge for the researcher but was overcome with the help of a professional analysis expert, (Turner III, 2010; Onwuegbuzie et al., 2010).

  ➢ Pre-conceived ideas and own biases based on own beliefs and behaviours could have posed a limitation for the researcher but these were mitigated by the researcher, (Ritchie et al., 2013). It is difficult for the researcher to be entirely neutral or objective, therefore to avoid this bias and be as neutral as possible in the collection, analysis and presentation of data. The researcher strived to practice empathetic neutrality known as reflexivity and this required the researcher to be explicit about her beliefs and values and these were always articulated in the "research limitations" section, (Ritchie et al., 2013).

CHAPTER 5:   RESULTS

5.1   Introduction

The previous chapter outlined the methodology used in this research study to explore the research questions stated in Chapter 3 that were derived as a result of the literature reviewed in Chapter 2. This chapter presents the findings from the semi-structured, face-to-face interviews with 18 participants, consisting of six men and 12 women who are senior managers to executives, across different races and genders from one large SA private organisation. These findings are presented as expressed in **Table 7** in Section 4.6 of Chapter 4.

5.2   Interview Schedule

The interviews were conducted with senior to executive management of a financial services organisation, selected as they are the leaders with influence on the implementation of gender equality policies in the organisation and some of them are the recipients of the programmes that have been implemented to date. The study predominately focused on executives to understand the challenges faced by large organisations in implementing gender equality policies with visibly low numbers of women senior managers. Characteristics of the interviewees are outlined in **Appendix 5.** The full list of the respondents responses is in **Appendix 6**, in the below sections only a few respondents' responses are cited; with the quotations over 30 words shown in double spacing.

The first question that was asked to all the respondents was: "What is your understanding of what gender and gender equality entails?" With a variant understanding of gender equality, researcher attempted to attain an understanding of the respondents' understanding of gender equality. All 18 respondents demonstrated an understanding of the general global definition of gender equality with the emphasis being on equality of opportunities across all genders as stated in the definition provided in Section 2.4 of Chapter 2. A full list of the definitions provided by the respondents is in

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Appendix 7; below are some of the few that were very similar to the definition provided in Chapter 2:

Interviewee A2 – *"So I think it is equal access to opportunity especially in an institution like this but I think that applies across the board in society, so I think it is equal access for both genders to opportunity".*

Interviewee A8 – *"Gender equality is about sexes being equal, and I'll touch on the home environment as well as we go on because it's important. Sexes being equal more so with regards to equal opportunities; being given the space to compete equally, across all the sexes".*

Interviewee A9 - *"Gender equality means, where there are equal opportunities for both male and female in the work place. The preference is not given to one gender. The best person gets the job, based on their qualification; based on experience, and I guess it's based on the raw fit in terms of what the role requires".*

5.3 Research Question One - Gender Equality Quota System

What is the impact of gender equality quota system on private organisations?

The literature review explored the discussion currently taking place concerning the gender equality quota system globally and its impact on the various countries' economies. Countries like Norway have demonstrated gender balance progress due to the implementation of the quota system. The literature though fell short in presenting whether implementing this system for all nations at a private organisational level would be effective or not as the level of gender equality was already difficult to quantify from country to another, (Swaab & Galinsky, 2015). There is great difference in the ways in which national governments have established institutional mechanisms to manage gender equality, as stated in Section 2.7 of Chapter 2.

To explore this encounter anticipated, the three questions below were posed to the respondents:

1. What are your thoughts on the effectiveness of gender equality quotas to progress women's representation in senior decision-making roles for organisations?
2. What do you think is the impact on private organisations not being legally bound by the gender equality quota legislation?

3. What are your thoughts on imposing gender equality quotas on senior positions by government or corporate governance on organisations?

Below is the analysis of the respondents' responses concerning these quota questions:

5.3.1 Quota system regulating

To understand how a quota system can be implemented effectively, the regulation process was explored. Three respondents felt that the gender equality system would not work without the correct measures and penalties in place to hold the implementers' accountable or else it would become a tick-box process. One of these respondents further felt that the quota system might be what the organisations need in order to progress more women as they have not demonstrated willingness to change gender equality status on their own. Below are some of the quotations from these respondents:

Interviewee A9 – "*So the targets and quotas we have at the moment won't work because there are no punitive measures if you don't abide by those laws. But if you introduce a quota system with laws that are enforceable and with punitive measures then it will work…"*

Interviewee A11 – "*So sadly, business won't change by itself, I don't believe; I think unless there is some kind of stick in place then it is not going to happen, it is not going to happen quickly. If there was a law that came in that said '30% of your board and 30% of your senior managers must be women and if you don't you get a 10 million rand fine' it would focus the minds. Sadly I believe that unless it is law it won't happen".*

Some of the respondents pointed out the current gender equality targets (voluntary) under employment equity are not measured or policed by the government and have not demonstrated success. Therefore if the same happens to forced quota system, they feel that they will not succeed as well. **Interviewee A5** articulated this feeling in his statements that *"the problem with forcing change is the repercussions of people not buying in and then you have just initially with Black Economic Empowerment (BEE) and employment equity was being implemented then you had organisations who were putting in people who were not ready for those jobs, who were not skilled and who were not the right people for their position and just setting them up to fail. Then that is also something else because then you have a self-fulfilling kind of prophecy where you are saying black people can't perform and then you put someone in who is going to be a non-performing black person and they say see what did I tell you. So I think similarly when you do that with gender you are enforcing numbers and enforcing that on people".*

Observed from the respondents' responses was that they are not necessarily against the quota system but do not have faith in the organisations implementing these quotas without any form of measure and penalty imposed on them or they will manipulate the system.

As measure and policing of the gender equality quota system was a concern for the respondents. The next step was to assess the entities that would be responsible to play this role between government and organisations (i.e. corporate governance). None of the respondents who were vouching for the quotas thought that the organisations can implement the quota system on their own. One of the respondents felt strongly that government would be better suited to enforce the quota system as organisations have not voluntarily implemented targets as was expected. Below is the quotation from the respondent:

Interviewee A9 – "*I think introducing enforceable quotas is the only way to solve this.

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Government should intervene to enforce them, not organisations. And the sanctions should go beyond fines because people are quiet happy to pay the fine". …"There are people here that are not prepared to bring about change. The only people that can bring about meaningful change is the government, and the government make it law; and the law must go way beyond "we're just going to fine you." It must threaten your license to trade".

5.3.2 Belief in quota system

Female representation in Norway increased drastically from 15.9% to 40% between 2004 and 2008 due to implementation of gender equality quotas and 93% of organisations complied, (CWDI Report, 2015). This progress and compliance was attributed to the commitment and good relations between the different actors in the society, and having belief in the system as there is recognised policy benefits towards gender equality efforts, (Tomlinson, 2011; Terjesen et al., 2015). Three respondents expressed their lack of progress and complying belief in the different actors in the system. One respondent articulated that it had already failed due to the already existing diversity structures and one related it to manipulation of the system. Below are quotations from these respondents:

Interviewee A3 – *"Quotas in my view do not work. Just to cite an example, if you look at what happened post the unbanning of the ANC, the PAC and the likes. You had affirmative action which was one of the quotas by Mbeki and Mandela and to prove that quotas do not work as we're sitting now in 2015. When last did you hear about an advert on the newspapers or, saying that this post we need an AA? That thing ended up 10 years ago so, so people need to believe in why they're doing things".*

Interviewee A6 – *"It is one thing to have quotas, it is how do you manage them and also then how do you not trick the system? What I'm saying is that you have to have a high level buy-in and people must really believe in this thing to make it effective*

otherwise you are going to have people just skewing out numbers that don't necessarily in my view add up to what I may think is gender equality or an organisation that is reflective of the demographic or the people of this country…".

5.3.3 Quota system as an execution strategy

Having established that there is lack of belief in the gender equality quota system from the respondents, it was important to understand exactly what their reservations were when it comes to the system. The findings showed that the respondents had their own perceptions of how the system would impact organisations and their behaviours. These perceptions were articulated by five respondents, below are few quotations from them:

Interviewee A8 *– "…..You have a quota; you may be force[d] to just fill up positions with incompetent individuals just to meet the target. As SA we're not at the stage where we have enough highly equipped and qualified/skilled people to carry out quotas effectively and beneficially when one looks at enforcing a gender equality quota".*

Interviewee A10 - *"Voluntarily more so than by legislation. I actually think bringing it in by legislation will like many other things cause resentment. … And it would create again an element of window dressing and that is why I believe the organisation itself – I also don't want to be promoted to meet a quota, I want to be promoted because the …. Believes in the value I add. So the unintended consequences of blanket legislation could be to nobody's benefit".*

Six of the respondents though felt differently from the impacts cited above as they saw the system being effective if it was implemented correctly. Their feelings were expressed in their quotations and here are a few of them:

Interviewee A4 - *"...And people like saying quotas are going to lead you to appoint people that are not qualified. And I say no, quotas are going to make you organise the qualified people that you have been ignoring".*

Interviewee A9 - *"With that said, the quotas are the way to go, but still maintaining a workforce of skilled competent professionals. There are skilled competent women. If we were serious about finding them we would. There are a lot of black women in this organisation who would advance into senior positions if given the right exposure and growth opportunities as their white female and male counterparts".*

Interviewee A17 - *"In the real world people do not do certain things voluntarily especially when there is perceive[d] loss or giving up. With gender equality there is a perceive[d] giving up of our right to management positions, perceive[d] giving up of my career path and so forth and so on or my grouping, or people that look like me and those sorts of things, human beings naturally do not do voluntary, they need encouragement and in some instances they need to be pushed to be able to do that so I do not think we can ever run away from Government quotas even with best intentions because human beings by definition do not do things that are perceived to be a loss voluntary enough though gender equality is not a loss but people perceive it at least those people who have power where privilege of status perceive it that way".*

The same respondent above further articulated that the quota system as a strategy alone is not sufficient but does drive the right focus. Below is the respondent's statement:

Interviewee A17 - *"Quotas is the right to focus the mind but quotas on their own can do more damage than good because then people just pursue quotas for their own sake and they start creating artificial jobs, window dressing and so on and in the process undermine the credibility of the leaders that they put there or the women that they advance because they are not put there for the right reasons; they are put there purely*

to fulfil the quotas when in substance they do not have a substantive role, they have not been given the skill, they have not been equipped, they have not be given the support and so forth and so on so effectively set people up for failure to be mocked at and so on so I think quotas on their own - my view is that they tend to do more damage than good…".

What was observed in this section was that there are respondents, who are completely against organisations relying on a quota system as a gender equality execution strategy due expected negative outcomes, while other respondents cited success stories of the quota system, believing that it is a strategy that can be effective. One responded felt that the quota system in conjunction with other gender equality strategies can be explored.

5.4   Research Question Two - Organisational Role

What is the role of organisations in driving gender equality policy implementation strategy?

Having closed Section 5.3 with a recommendation to consider alternative strategies to accompany gender equality quotas system for implementation by organizations, and with the literature having not sufficiently provided examples of gender equality policy implementation frameworks for private organisations or even showing private organisations gender equality strategies for gender equality policy implementation, further probing was required. Probing was done to understand the organisational role in implementing gender equality policy in the organisation; its behaviour; the environment in which it operates. Further the requirement to be effective in pursuing this subject needed to be understood; including the culture impact, organisational characteristics and the strategies implemented. The questions below were posed to the respondents to understand these organisational roles further:

1. Tell me about your organisational gender equality core strategy including development programmes and any forums/frameworks to implement gender equality policies and the effectiveness of them.
2. Describe your organisational culture and sub-cultures.
3. What do you think is the impact of your organisational cultural or sub-culture on effective gender equality policy implementation?
4. What have been some of the best models you have seen or are aware of that have indicated efficient implementation of gender equality policies?

Below is the analysis of the respondents' responses around the quota questions:

5.4.1 Organisational Behaviour

How an organisation behaves with regard to implementation of gender equality initiatives was regarded as an important finding. This was deconstructed to include organisational acknowledgement, accountability, responsibility, and commitment aspects. Some of the quotations supporting these elements are as provided below:

Acknowledgement

Interviewee A10 - "It's something that the company, the leadership must acknowledge that there's something wrong in the system that needs to be corrected".

Interviewee A13 - "….Diversity…. Very strongly messaged in our strategy, but we don't particularly point out gender equity".

Accountability

Interviewee A8 - "Until organisations like ….are held as accountable for implementing gender equality strategies and policies, the organisation and its leadership will continue to sweep gender equality issues under the rug".

Responsibility

Interviewee A8 - *"The same goes for organisations and leaders; they have to be willing to make the investment in women for us to start seeing change, otherwise there will be none".*

Interviewee A10 - *"At the top there must be a conscious dedication to bring in more senior women …… Where it doesn't happen naturally because you would very often hear say 'oh but we try and women leave".*

Commitment

Interviewee A2 - *"If the organisation is committed to this – … – and are going to prioritise this as a business imperative, just like we prioritise financial performance…"*

Interviewee A10 - *"There is some strategy on paper around diversity, I will still question the actual level of commitment, into that, but as far as females are concerned, definitely not".*

Interviewee A8 - *"Company….. Has begun to say "employ black people" but they haven't begun to say "employ women." People hung on to the organisation as saying "employ black people" and that's exactly what they keep doing but you won't see them driving the employment of more women because that's not what they've been told, and so they miss the opportunity to empower women".*

In summary, with regard to **acknowledgement**, respondents' felt that the organisation needs to acknowledge the need for women's progression as it is not particularly emphasised. With regard to **accountability**, respondents felt that organisations should be held accountable for the implementation of gender equality policies. Concerning **responsibility**, respondents felt that the organisation needs to dedicate itself to acknowledge the need to do something about gender progression, empower women, give them opportunities and be willing to invest in them. With regard to **commitment**,

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respondents felt that organisations are not showing commitment to gender equality policy implementation like government has done. There is a quest for organisations to deliberately think about their commitment to gender equality policy implementation at all levels of the organisation and communicate it. This section demonstrated that the respondents expect the organisation to play its part in gender equality policy implementation but also feel that the organisation is currently not doing so.

5.4.2 Organisational environment

With regard to the organisational environment, it was important to understand the kind of environment in which the organisation operates. This would enable the researcher to have a better understanding of the challenges organisations face to implementing gender equality policies to progress women to senior positions. Findings from the respondents showed that four aspects of the environment played a role and these include having a male-dominated environment, women specific "roles", lack of family friendly environment and societal environment impact. Below are some of the respondents' quotations about these environmental aspects:

Male-dominated environment

Interviewee A2 - "We are still a very male-dominated environment and I think we are still in an environment where men are not used to dealing with women in leadership or in the professional environment. I think it is probably a historical fact but maybe it is a global phenomenon, the fact that I would often be the only woman in a meeting, with clients and a team from …. Company, I will often be the only woman in the meeting".

Interviewee A10 - "Financial services industry which I believe in this country is still – and in many other countries for that same matter – is extremely male dominated".

Women specific "roles"

Interviewee A10 - "… It is very easy to see that there are lots of women in the more

secretarial, HR, softer type of roles".

Interviewee A11 - *"….Do you have to be in HR or marketing if you are a woman, to get on the board?*

Family friendly environment

Interviewee A5 - *"I think if you want to implement something it needs to go towards …. More family-friendly working environment and family-friendly approach to working hours".*

Interviewee A15 - *"I am an Executive and I have two children. Meetings can start from anytime of the day and end at any time of the evening. I am a single mother. When do I see my children? ….. If you want to succeed you have to be here all the time, it is impractical and it does not actually build the society we want … It is like people do not think that I am [a] mother and the reason why I am able to what I do so hopefully well is because I embody all of that. I doubt that I would be as effective as an Executive if I did not have my children and I was not a mother, there are certain elements about how I relate to solutions for the customers that is taking from specifically from that part".*

Societal environment impact

Both the literature and the respondents raised the importance of organisations operating within the larger society environment. This became important for this research study as organisations are expected to co-exist with the societal cultures that tend to see women in a different context and at the same time mirror their environments which include a majority of women. This led to the research study exploring the impact of the societal environment on organisations, especially concerning the implementation of gender equity policies. Below are some of the respondents' views on the societal impact on gender equality initiatives:

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Interviewee A5 – *"We also have society and communities that we need to think about in this discussion because people come from a culture, they come from their own communities and that kind of thing. So I think it also stems from how women are seeing in those cultures, how women are seen in those communities".*

Interviewee A7 - *"I think that's why gender equality is that much harder, gender equality is for me as a business has to live on a foundation of gender equality in a broader society and we are a long, long way from that".*

Yet respondents felt that organisations need to consider the below issues:

Interviewee A9 - *"Where you look at numbers and you say, 'What is the population of this country?' (as an example), and 'what is the split of that population in terms of gender' (men and women); and your organisation is therefore reflective of that split. So if women make up 60% of that population (in the working class), and men make up 40%, you would expect the split in an organisation to mirror that".*

Interviewee A10 – *"As leaders we don't operate in a vacuum. We operate in an environment that has women; that has people with disabilities; that has black and white people, so surely your organisation has to mirror the environment that you operate in. So if you're operating as a leader in an environment where there are clearly only white males then there is something wrong and if you don't see that as a leader then there's something wrong with you. So it is incumbent upon me to embrace the environment that I operate in as a leader, and the makeup of my workforce reflects that environment".*

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Importantly observed in this section is that organisations operate within a bigger society, therefore it is important that the society features are considered when crafting organisational strategies. These strategies include diversity strategies such as gender equality but that does not seem to be currently taking place, hence the emphasis from the respondents analysing this aspect.

The requirement to take account of the society at large when analysing the environment led to a further curiosity of understanding SA's unique environment due to its past, and how that affects gender equality policy implementation in organisations and how this subject is viewed at a national level. One of the respondents raised the following crucial point:

Interviewee A17 – *"I think all of these things are dependent on the environment, I think SA is slightly complex and let me explain what I mean by that in that you have a number of challenges that need to be addressed and these challenges are not necessarily competing but they do at a level of resources, management, attention, prioritisation create a situation and create complexity in a manner in which all of this is balanced so let me give you an example: We have got a legacy here of both gender imbalances as well as racial imbalances. Both of these are emotive issues. Racial imbalances are much more distinct, they have translated themselves into physical location where people see it and leave, the education system that was designed into job preference and so on and of course gender imbalances had similar characteristics but they tended to cut across all races as opposed to one it was clearly distinct and particular to a specific grouping of people so in dealing with then issues of imbalances in SA it becomes much more complex because you are not dealing with just one element of gender imbalance, you are dealing with gender imbalance, you are dealing with racial imbalance, you are dealing with issues of depravation from an education point of view".*

Based on the responses, the environment described is one controlled by men and not being friendly towards women and their needs. The environment described also showed bias of senior women being more inclined to fill softer roles and not necessarily decision-making roles for the organisation. One respondent though showed that SA specifically is a unique country that has to deal with race and gender issues and gender has become a secondary priority when compared to the other challenges.

5.4.3   Organisational culture

While assessing the organisational environment impact, both literature and the respondents showed that organisational culture plays an important role in gender progression. Findings showed that organisational culture is shaped by anti-femininity features in the culture, social networks based culture, business performance dominated culture and selective culture; these can impact the organisation's success of gender progression.

Shaping Organisational culture

According to Aktaş et al. (2011), organisational culture is a model of norms, values, beliefs and attitudes that affect organisational behaviour. Organisational culture includes both group and individual-level systems, (Kwantes & Boglarsky, 2007). The findings showed that *Interviewee A1* agreed with this definition stating that:

> *"Culture of the organisation is the crux of every organisation, the biggest thing is what the culture in this organisation is, culture is not defined by policies and pieces of papers but culture is defined by behaviour".*

Interviewee A9 further showed the norms and attitude element of organisation culture stating that:

> *"So it's about a culture that is fostered within that environment that says, "we look at our employees across the 'gender bar' (if I may use that term) and the best person gets the job, irrespective".*

This indicated that there was an understanding from the respondents about what

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influences organisational culture.

Anti-femininity features culture

One of the respondents passionately raised an issue of how the organisational culture fosters women who behave in a certain way that is not natural to them in order to fit in and be taken seriously for progression. Below is how the respondent articulated this challenge:

Interviewee A1 - "There is an expectation that we women have to fit in and as women we have always felt we don't have a choice but to fit because at the end of the day and do well at your job because the numbers are unfortunately against you so yes you do, there is an expectation of fitting in, it's harder to try and fight it, if you show signs of being a women in an organisations it seen as being weak so you have to be like them, be harsher, stronger dress up like them. Wear black, if you come with your orange nail polish, sometimes it's like what is happening there, so we have to dress like them, we have to sound like them and we have to behave like them because that's how we think they will take me seriously, if I come in and started to talk about shoes and hair and makeup it's unlikely that people will entertain this but, but if we talk about sports people will be more receptive".

Another respondent also raised an issue of how organisational culture also places women in a position where they have to choose between their families and progression if they want both. The quotation below expresses the interviewee's point:

Interviewee A5 - "Even in my own career planning we wanted to have a child, but I decided I don't want to have a child until I am a director....I have to think like that because I know that if I have a big stomach here in December/November last year when they decided the directors for the next year I'm not going to get chosen….That

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has got nothing to do with how much work I have done, it is just appearances because then it is this is a reason to not pick that person….the perception that I have of that and that was a real fear that I experienced when I was thinking about starting a family. I really want to make director this year and the last thing I need is to fall pregnant and that is a conversation that I had with myself and the fact that I am having that conversation…"

Respondents alluded to the difficult choices women have to make in order to progress in organisations.

Social networks based culture

Social networks culture was raised by most respondents as one of the most challenging cultures opposing women's progression as these networks are generally not inclusive of women and makes them outcasts. Below are some of the quotations from the respondents to substantiate this point:

Interviewee A11 - *"Culture is still dominated by old school white male[s], it is traditional in terms of what school did you go to, what did you study, are you a lawyer, are you a CA? It sounds strange but for our male leaders, what do their wives do? Because if they have got a stay-at-home wife, who takes care of all the domestic responsibilities, then do they appreciate what female executives have to go through? "*

Interviewee A13 - *"…Networking is on the golf course or at the bar after work or in the men's loo or whatever it just exacerbates the problems. These kinds of traditionally male activities are where these relationships are forged. They even have their children at the same schools. So it is kind of social networks outside of work as well that continue the sense of there being an inner and an outer".*

Interviewee A4 - *"Organisational culture is very buddy, it is about who is in my network, who do I like, and in fact because women have to work so hard to become competent, a culture that doesn't focus on competence is likely to even ignore them".*

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Business performance dominated culture

One respondent added that a culture that concentrates too much on financial results and is short-term orientated tends to exacerbate gender equality challenges as it lacks appreciation for sustainability and long-term orientation that women tend to bring in organisations. Below is the respondent's statement:

Interviewee A7 - "Organisation's culture that we are very much result orientated and short-term orientated. It's around getting things done, doing and delivering, with a risk that the sustainability is not necessarily being built from that perspective. The impact that I think that has on woman is the way we operate is that we are much more long-term based not short-term based. We seem to operate on the basis of relationships; we tend to be much more orientated towards working through people".

Selective culture

The selective culture comment came from one respondent who felt that organisations have a tendency to progress one woman at a time and feel like they achieved something which is not the case. Below is the respondent's comment:

Interviewee A11 - "Many years ago I heard Gill Marcus make such a beautiful speech about it, and it was to the Women's Forum we had in those days, where she said 'you know transformation is not to let one women or one black person through; it is what the culture of the organisation has changed, and to get that you need a lot of people through' so that … because at the moment, and I have seen this in various institutions it is not only just gender equality but the broader transformation is the moment they let one woman through you almost have to become one of the boys to succeed".

5.4.4   Organisational strategies

There were clear mixed emotions from the respondents about the quota system as an execution strategy for organisations. Some of the respondents further cited that the

organisations need to change their behaviours on their own. This led to the research study investigating the processes organisations are currently employing to effectively implement gender equality policies on their own and what could be the challenges that organisations experience when implementing these policies. Three findings came from exploring this question, which includes the lack of an execution plan, ineffective and non-transparent forums/programmes and the lack of organisational communication of their gender equality strategies.

Lack of standardised clear execution plan was articulated in the comments below:

Interviewee A4 - *"So my biggest anxiety is not about whether it is part of the agenda or not; my anxiety is whether it is part of the execution. …. So for you to see that the gender is being executed are when the power relations are such that you are seeing women increasingly in decision making and leadership positions that are about influence. …So it is not so much about being in the strategy, it is about the organisation executing what it claims to be".*

Interviewee A17 - *"… Requires also a very clear plan as to how organisations are going to nurture and develop this talent and I think that is the element in my view that has been grossly lacking in a lot of the plans and things that have been done…"*

Interviewee A5 - *"… I don't believe there is anything and from my perspective I don't think that is a reflection of executing on any kind of strategy, but rather individuals who have taken it upon themselves to put something together".*

Interviewee A3 - *"So it's got to be something that's uniformly applied across the board. Company …. Is a group to represent group not different pockets"?*

Ineffective and non-transparent forums/programmes are seen as tick-box exercises and solely focus on women, excluding men as part of the conversation despite being drivers of the organisations as evidenced in the comments below:

Interviewee A1 - "There is a women's forum that been formed by …. For women that is called something where we meet once a month in a function. For me I feel that those things are not because they are core of the organisation but as a way to tick the box".

Interviewee 1 further articulated that *"…Some of the initiatives. ….. Trying to do in order to accommodate women and make us feel comfortable but as we have highlighted in that group, it is a group of women sitting there and discussing these things, in actual fact the people who should be having these conversations are the men because they have to implement them so that's what it is".*

Interviewee A3 - "The programmes that you're talking about must be transparent. People need to know that they're going to be part of this bigger picture in the future".

Lack of organisational communication of their gender equality strategies

Interviewee A1 - "There needs to be a target to say this what we are towards and we are kept updated on a yearly basis to say that this is where we were last year and this is where we are today and therefore this is the improvement we have done, even if it is one percent but there has been a change from the year before. There must be a culture of communication. There should be a focus on men teaching them and training them how to treat it and address it because as women we can meet and speak until the sun comes but if the mentality of the people we are trying to change hasn't changed then it's not going work".

Interviewee A13 articulated that *"The strategy hasn't been properly communicated".*

It was observed from respondents that they require a clear and group-wide execution strategy that is communicated throughout the organisation instead of gender equality being left to the hands of the few. The respondents stressed that for the forums and programmes, it is important that these initiatives are structured and aligned to the

organisational strategy, and are communicated and that men need to be part of these programmes as the resource holders or else these activities become tick-box programmes.

5.5 Research Question Three

What leadership aspects are important for leaders to possess in order to be able to be catalysts for gender equality policy implementation in organisations?

It was mentioned in Chapter 3 that the literature did not delve deeper into the characteristics required from leaders to be able to play a role in gender equality progression in organisations, especially the organisations with challenging organisational cultures. In this research study it became important to ask the respondents what they think are the leadership traits required to be able to carry out this agenda. Below are the questions that were posed to the respondents with regard to the leadership role:

1. What is your understanding of what your leadership responsibility is in the implementation of gender equality policy in your organisation?

2. Describe what you think are the characteristics leaders need to display in order to encourage or promote equality.

Below is the analysis of the respondents' responses concerning the leadership role in gender equality implementation process:

5.5.1 Leadership style

A list of leadership characteristics is required to be able to carry out or influence a subject like gender equality in organisations, as cited by the respondents. This list included ***leading by example, being open minded, having a vision, emotional intelligence, being brave, having personal conviction, being non-biased and being a transformational leader.*** Below are some of the comments from the respondents for each characteristic:

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*Interviewee A14 - "….. We need leaders who are going to work on building a socially inclusive culture, we need to do both and you cannot just put policies out there and think that people are going to believe you, you actually need to **lead by example** and you have to enforce it, if you are not enforcing it and doing regular check ins it is not believable".*

*Interviewee A2 - "…. Comes a sense of you have to be **open minded** because you have to be able to intake your talent, identify – ….. – but you have got to be able to grow people within your team".*

*Interviewee A3 - "So a leader in my view is someone who's got **vision**, and also who looks beyond peripheral of his vision in terms of who needs to be a player, who do I need to slot where and how do I need to do that so that the mood within the staff is actually constant and consistent in terms of adapting to the changes that are being affected and by doing so, you'll have a leader that's going to be followed by his or her people and they're going to believe in him and take the company to the next level".*

*Interviewee A14 - "Leaders that must be intelligent, they must have **emotional intelligence** but I think there is a certain fibre, there is a certain diversity intellect that they need to have as well, a certain ability to connect and appreciate people who are different from you".*

*Interviewee A7 - "…. **Brave**, someone whom is courageous, someone whom has insight, and someone whom has faith. Faith in the ability of the human person, as opposed to a man or a woman, we need leaders that a prepared to take a stand".*

Interviewee A17 - "Leaders must believe in the whole principle of gender equality because if you believe you are then willing take a risk and you are willing to stick your neck out and execute on the back of your beliefs but if you do not believe you will

quickly accept the reasons as to why you cannot do things because there is no strength of **conviction** *on what you are trying to do"*.

Interviewee A13 - *"Require of leaders is to actively reach out and to include people how have not traditionally been part of that inner circle and that is about self-awareness of your own* **biases** *and prejudices and stereotypes and behavioural patterns and then you have to work at it"*.

Interviewee A11 - *"We need* **transformational leaders**, *so we need leaders who understand the environment we now operate in and understand that there are multiple demands on an organisation both from internal and external stakeholders, and that if you don't understand and try and meet those expectations you will ultimate fail in the longer term as a business; your business won't be sustainable going forward. …. So our leadership needs awareness; it needs sensitivity"*.

What was therefore observed in this section of interview questions was that due to the sensitivity around gender equality in organisations, a certain calibre of leaders is required to promote gender equality.

5.5.2　　　Leadership Behaviour

Having explored the characteristics required from leadership to promote gender equality, the expectation of what these leaders are required to do with these characteristics was explored. The findings showed that leaders were expected to behave in a manner that demonstrated accountability, responsibility and commitment.

With regard to **accountability**, it was clear the respondents felt that leadership needs to be held accountable for delivering gender equality in the organisations in their comments. One of the respondents stated that: *"I think they need to be accountable, absolutely accountable. So it needs to be part of their performance goals. I think leadership needs to be accountable, for all transformation initiatives"* (**Interviewee A2**).

With regard to **responsibility**, respondents felt that leadership needs to use their power to influence gender equality, set the tone for the change in the environment

while giving women opportunities and shaping the culture of the organisation. They also felt that leaders also need to help create sustainable structures for the organisation. Below are some of the quotations from the respondents:

Interviewee A1 – *"If you as a leader want a certain culture in your organisation, the responsibility starts with you, it's not just your responsibility but you need to make sure that you walk the talk and we can see it in you that this is what you are and this is what you want to see this is what you are and this is what you breed and automatically when people come to you as a leader it has an element of personal response from you then people all the way down can the people can see that this is what we live and this is what we breed on a daily basis".*

Interviewee A6 – *"The leadership responsibility is to set the tone. So one is as leaders need to kind of have to set what the strategy or what the focus or what the expectation of the broader business is, they need to say we are transforming this business and this is what we want to achieve. So they kind of have to set the tone, the other thing that is important are that they need to live up to their expectations of the rest of the organisation".*

Interviewee A4 – "So that culture is set and defined by those who are leading. And their example, their behaviour and everything they do sets the tone as to what is the appropriate culture".

With regard to **commitment**, there was a sense that the leadership needs to commit on empowering and sponsoring women. This sense is evident from the comment below from one of the respondents:

Interviewee A11 – *"Leadership has to play a role, it has an important role to play, line managers have an important role to play, the policies of the organisation are important but also both men and women have to be committed to this so it is not only women should be concerned about, but they also have to come to the party".*

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Women leader behaviour

Women as leaders were also mentioned by the respondents as having to adopt or lose certain behaviours in order to progress. Findings also showed that women leaders need to embrace certain responsibilities as well in order to accelerate gender progression in organisations and empower other women. Quotations below are some of the few that articulate these women leader requirements:

Interviewee A1 - *"Us as women we sabotage ourselves, sometimes we don't think we are good enough to be leaders maybe it is because we have been told that we are not, I don't know but sometimes we don't go for those opportunities and opportunities are not going to find you sitting at home in your kitchen or wherever you are sitting then sometimes where men are better than us is that they go exactly for what they want whether or not they qualify for it they will realise it when they get there. It's something we have touched on, for us as women if there is a job there, if you don't meet the requirements we don't apply but a man will look at a spec if they meet 50 % of the requirements then they will go for it..... Sometimes we never raise our hands and say what we want".*

Interviewee A5 - *"I think that with female leadership there is still that thing of being the only female and also frankly I think females not being comfortable with other females because we are not used to it because you become so used to being with the guys and talking the way the guys talk and then now it is almost disturbing to have another female and particularly maybe if she is not that way and if she is comfortable with her femininity or maybe you are the one who is comfortable with your femininity and you have put that forward and it is something that you have embraced and gotten everyone comfortable with and you have go to the top with that style of leadership and maybe she is not like that".*

Interviewee A8 - *"..... It's not just men that need to adjust their mind-sets and be open to different ways of seeing thing because there are women that are also just as narrow*

minded".

Interviewee A8 - *"Women in these positions would need to pave the way for other women to travel up the pipeline because men can be selfish. The roles of female leaders are dual; advancing ones self as well as implementing structures that will allow other women to advance as well, which is what looking at the greater picture is about. Your performance at that level, as a woman, will reflect on other women in the organisation and will influence whether or not more growth opportunities are given to women".*

5.5.3   Implementation/execution strategies

After leadership was cited an important player in promoting gender equality policy implementation in organisations, understanding on how the organisations can enforce this importance on the leaders needed to be explored with the respondents. Below are some of the respondents' suggestions on how this can be achieved:

Interviewee A4 – *"The most important thing is to put this on the leaders' performance thing. That to me is the most critical. Because if you make it a performance agenda then you make it an organisational agenda".*

Interviewee A11 – "*Make it a target in senior managers' Employment Performance Management (EPM) and we would reward them on the basis of whether they achieve those gender targets or not".*

Observed in this section was that respondents strongly believed that gender equality measurements must be included as part of performance management deliverables.

Mentorship was cited as one of the most important leadership strategies that can be utilised to progress women to senior positions in organisations. Below are some the respondents' views:

Interviewee A2 – *"The women coming out of the tertiary system that are operating at*

an equal level as the men. And then you need to grow them from there. So there is a kind of an informal networking that goes on for men, they get an informal mentor and they learn really quickly, and the same support has to be provided for women. the girls and guys who have made it through, I think you need to offer them the same level of support coming into the organisation; they are equally competent, it is just that the men tend to get mentored just a little bit more than the girls and you know, because of that they move up quicker".

Interviewee A14 – *"I think what sponsors do are they give you high risk assignments so they give you an opportunity to learn and stretch yourself and they also facilitate you getting into bigger roles so it is a 'make things happen' role as opposed to a passive role which is traditionally how we establish a response of a mentor".*

This section expressed the important of mentorship of women to progress as the respondents felt that men are more exposed to mentorship than women hence they progress faster.

5.6   Conclusion of Result

The findings of this research study focused on the understanding of what gender equality entails the impact of gender equality quota system on private organisation, the role of organisational and leadership in driving gender equality policy implementation. The findings showed a similar view of what gender equality entails for all the participants, which is equality of opportunities across all genders. It also showed that there are currently two schools of thoughts when it comes to gender equality, namely whether quota systems are effective or not but importantly is that the majority of the respondents' were not necessarily against quota system but did not have faith in the organisations implementing them without any form of measure and penalty imposed to them or they will manipulate the system. Furthermore government was believed to be an influential player when it comes to implementing policies like gender equality quotas at an organisational level to achieve adherence as organisations having not voluntarily implemented targets currently in place.

Organisational behaviour which includes organisational acknowledgement, accountability, responsibility, and commitment was shown as required from organisation. Organisational environment made up of male-dominated environment, women specific "roles", lack of family friendly environment and societal environment ignorance was also shown to be detrimental to women progression. Organisational culture impact on gender equality came up as a strong finding with emphasise being on what defines it, anti-femininity culture existence, social networks based culture being dominant, business performance dominated culture focusing on short term gain reducing chances of sustainable efforts like gender equality and culture of selecting one women to progress at a time being a measure of success for organisations.

Findings showed a call from the respondents for a clear and group wide execution strategy that is communicated throughout the. For the forums and programmes, the importance of these initiatives being structured, aligned to the organisational strategy, being communicated and that men need to be part of these. What type of leader and how they behave came out as an important finding for gender equality implementation process. Transformational leaders were strongly articulated as leaders required driving gender equality agenda. Leaders are also expected to show accountability, responsibility and commitment to this agenda. Lastly findings showed that gender equality achievement needs to be part of management performance deliverables and mentorship of women to progress is important. The next chapter looks at these findings in conjunction with the research done in chapter two to check for consistency or deviance.

CHAPTER 6: DISCUSSION OF RESULTS

6.1 Introduction

The previous chapter presented the findings from the semi-structured, one-on-one interviews conducted with the 18 participants from mixed gender and race who hold senior to executive roles in one of the largest SA private organisations. This chapter discussed these findings in relation to literature reviewed in Chapter 2.

The respondents seemed to agree with the definition and the complexities of gender equality referred to by Doomen (2013), Krook and True (2012) and Kardam (2004) as well as other researchers described in Section 2.4 of Chapter 2; respondents' agreements are noted in **Appendix 7**. Tatli et al.'s (2013) work indicated that most of the nations that have adopted a gender equality quota system have progressed, while Krook and True (2012) revealed that despite that progress, there is still reluctance to adopt the quota system in a large-scale effort to reduce gender equality. The interview participants similarly evidenced mixed reactions to a quota implementation policy. Van den Brink et al. (2010) work was heavily aligned to the responses from the interview participants, as the authors concluded that gender equality requires transparency and accountability at both the organisation and leadership levels, which is a fundamental tool in attaining gender equality.

This chapter is laid out similarly to Chapter 5, in a format that is based on each research question.

6.2 Discussion of Research Question One

The first research question that was asked after the gaps in the literature review were presented was: *"What is the impact of a gender equality quota system on private organisations?"*

The findings presented in Chapter 5 indicated that many countries use a gender equality quota implementation system as a gender equality policy but this policy has been debated as some viewed it as a way to politicise gender equality goals, (Krook & True, 2012). The politicisation of the gender equality goals then often results in the dismissal of mass women's movements which leaves a question on the agenda and

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real effectiveness of the implementation of gender equality quotas, (Krook & True, 2012). Terjesen et al. (2015) exposed that some of the research has seen quotas as an effective way to enforce gender equality policy as countries like Belgium, Finland, France, Iceland, Kenya, Canada, Norway and Spain apply gender equality quotas and have shown significant progress in their gender equality status by implementing this policy. However, some of the respondents agreed with Krook and True's (2012) position where they questioned the effectiveness of a gender equality quota system. One of the interview participants who agreed with Krook and True's opinion:

Interviewee A3 - *"Quotas in my view do not work. Just to cite an example, if you look at what happened post the unbanning of the ANC, the PAC and the likes. You had affirmative action which was one of the quotas by Mbeki and Mandela and to prove that quotas do not work as we're sitting now in 2015 when last did you hear about an advert on the newspapers or, saying that this post we need an AA. That thing ended up 10 years ago so, so people need to believe in why they're doing things".*

Interviewee A8 also articulated reasons for gender equality quota system not being suitable for all the countries and why certain countries (as mentioned by Terjesen et al., 2015) have success in it by stating that:

Interviewee A8 - *"Norway can afford to have quotas and still do well because they have a large pool of eligible professionals/candidates that they could choose from. When you have a pool that is large and good enough, even if you close your eyes and randomly picked out a CV you would still find that you've chosen someone worthy and deserving, because you have a greater pool. But when you don't and you have a quota you may be force[d] to just fill up positions with incompetent individuals just to meet the target. As SA we're not at the stage where we have enough highly equipped and qualified skilled people to carry out quotas effectively and beneficially when one looks at enforcing a gender equality quota".*

Interviewee A4 however agreed with Terjesen et al. (2015) that quotas can be effective:

Interviewee A4 - *"Based on my own reading and understanding, where they drove these things very hard, like in the Nordic countries, you must see the results in those societies: you see the results and the number of women in industry, number of women in leadership positions across, who have gone on to do other things outside of that. They would not have done that without some aggression around certain quotas".*

Therefore having analysed the literature and respondents responses, it is clear that there is a debate on the effectiveness of gender equality quota system as a gender equality implementation policy across the different countries.

Some of the researchers who were investigated in Section 2.5.1 of Chapter 2 shared their reasons for why they think gender equality quota system results in gender equality progression. One of these came from the work of Terjesen et al. (2015) where they stated that gender equality quota system is viewed as an enforcement tool for organisations to respond quickly in identifying, developing, promoting, and retaining suitable female talent for leadership structures. One of the respondents agreed with these reasons by stating that:

Interviewee A11 - "*So sadly, business won't change by itself, I don't believe; I think unless there is some kind of stick in place then it is not going to happen, it is not going to happen quickly. If there was a law that came in that said '30% of your board and 30% of your senior managers must be women and if you don't you get a 10 million rand fine' it would focus the minds. Sadly I believe that unless it is law it won't happen".*

Interviewee A17 amongst others shared the same sentiments as Öžbilgin and Tatli (2011) in that quotas are seen as a tool to disrupt the current behaviour where voluntary measures often pay lip service to change but retain the status quo and promise little progress.

Interviewee A17 - "*In the real world people do not do certain things voluntary especially when there is perceive[d] loss or giving up, with gender equality there is a perceive[d] giving up of our right to management positions, perceive giving up of my career path and so forth and so on or my grouping, or people that look like me and*

those sorts of things. Human beings naturally do not do voluntary, they need encouragement and in some instances they need to be pushed to be able to do that so I do not think we can ever run away from Government quotas even with best intentions because human beings by definition do not do things that are perceived to be a loss voluntary enough though gender equality is not a loss but people perceive it at least those people who have power where privilege of status perceive it that way".

Therefore it was evident that for those who supported a gender equality quota system believed that any voluntarily measures have failed in the past and will continue to fail until government forces a gender equality quota system on organisations for them to comply and progress more women.

Tatli et al. (2013) reasoned further that quotas unleash the underutilised female potential and are likely to provide companies with a competitive advantage in the war for talent. Some of the respondents agreed with this reasoning, as one respondent stated that:

Interviewee A4 "... And people like saying quotas are going to lead you to appoint people that are not qualified. And I say no, quotas are going to make you organize the qualified people that you have been ignoring".

From the literature and the respondents' comments, it was evident that they believed there are competent women in the market but they are underutilised and the use of a quota system will force organisations to identify those women. This is in contradiction to what *Interviewee A8* was stating earlier which is that countries like South Africa do not have enough competent women in the pool to choose from and that the quota system will force organisations to simply fill positions with incompetent individuals to meet the target.

There were more benefits of a gender equality quota system that were cited by Tatli et al. (2013) in Section 2.5.1 of Chapter 2 that none of the respondents mentioned. This was an indication to the researcher that there are more benefits which might not be so obvious from having policies such as a gender equality quota system to help promote gender equality.

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Interviewee A6 raised a benefit of having quota system in place that was not found in the literature review, specifically as a gender equality quota system benefit but which in turn offered a response to the concern raised by Kardam (2004) and other researchers' work that gender equality is a complex issue in terms of defining it:

Interviewee A6 - "Quota is a very tangible target and that is why we are saying sometimes 'what is gender equality?' and 'how do you achieve it?' and 'how do people perceive it?' because people also have very different perceptions. So to have a hard quota helps in that you know the number that you need to get to".

This means that a quota system, as perceived by Interviewee A6 is a way to define gender equality in a numerical manner to avoid the complexity of defining it.

Forstenlechner et al. (2012) though argued that gender equality quotas are seen as top-down enforcement without the support of and ownership by organisations, hence these organisations are not supportive of them and they do not yield the desired outcomes. Strøm (2015) agreed with this observation by stating that quotas are seen as law that imposes the political establishment upon companies. *Interviewee A8* and others agreed with the two researchers, Forstenlechner et al. (2012) and Strøm (2015), and felt that the quotas would further induce a wrong behaviour by the organisations.

Interviewee A8 was quoted stating that - *"I can't stand regulations like that. Once you start stipulating and demanding that organizations should have 'x' amount of black people and 'y' amount of women, then you're asking for trouble. We've seen what happens when industries push for a certain number of black people to be brought into leadership or boards; making the directors of organizations and still not having it transforming the economy. All this becomes about is fulfilling the quota and meeting the regulated targets to appease the law as opposed to finding the right individuals within those brackets (race and gender) who will work on opening channels to empower those just like him/ her on the bases of either race or gender or otherwise. Because the candidates are put in positions just to meet the quota, you find that a white male who at a lower level then the black person or woman employed/ promoted*

because of the quota still had to answer to someone who is technically their junior, when practically, nothings actually change because that newly promoted/ employed senior doesn't get make any management decisions to help advance their kind anyway. Quotas are all about organizations putting up a front and window dressing themselves".

This again showed a clear division when it comes to implementing a gender equality quota system in organisations as some respondents agreed with the researchers that it is the best way to force gender progression in organisations while some respondents clearly felt that it would be imposing on organisations and creating unintended behaviours.

Some of the researchers' presented in Chapter 2 articulated that a gender equality quota system face barriers and challenges and these have led to some negative feelings against quota systems that include: Women with less experience are elected and, as a consequence, their performance is not as good as that of their male colleagues, therefore gender quotas are viewed as producing negative effects on women's representation, (De Paola et al., 2010). **Interviewee A8's** comments above already alluded to this challenge. Another interview participant also agreed with this sentiment:

Interviewee A9 - *"If not implemented properly, any quotas can have negative consequences. Because one could suddenly have an influx of people hired without the correct competencies and credentials, as companies push to meet their targets".*

This challenge showed the lack of trust in policies like a quota system due to experience from the previous policies like Black Economic Empowerment that failed to serve the people it was meant to serve, which is a valid concern. Measures to curb this challenge would have to be finely articulated before a policy like a quota system could be implemented in countries that have no trust in these kinds of policies.

Casey et al. (2011) and Adriaanse and Schofield (2014) argued that quotas lead to stereotyping and enforce negative views or cast doubts on women's competence and allows others to suspect that women are not appointed on merit. Also, quotas are seen as placing women in hostile environments where the pressure from top-down to serve

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erupts. Women may be seen as quota-filling members rather than as individuals appointed primarily on merit and competence. Akyol et al. (2015) further stated that this stereotyping concern even comes from women when they are subjected to quota system. Women seem to think that fellow employees may think that they are only progressed because of the quota policy rather than because of their qualifications. One of the female respondents agreed with this concern to an extent:

Interviewee A7 - *"No I don't think that the quota would be effective. It almost lacks authenticity is where I am coming from. As an individual you want to know that you have achieved something based on merit, you don't want to feel like you are that one person that was forced into doing something".*

This quote demonstrates that even women, for whom the quota system is meant to assist, have reluctances towards the system and are sceptical about the behaviour it may create.

Dahlerup and Freidenvall (2010) raised a negative impact of a quota system that none of the respondents stated, which is that quotas tend to create a glass ceiling which prevents women from being progressed beyond the quota requirement or to non-reserved seats positions. This is an important aspect as it shows that any system can be manipulated, including a gender equality quota system, if not reviewed and measured appropriately. This also shows that a quota system alone cannot be relied upon; these systems need to be accompanied by other strategies.

Tomlinson (2011) indicated that quotas are only effective if they there is commitment to them. Commitment is required from the organisations and leadership of the organisations to ensure that these quotas are adhered to. If there is no commitment to these targets then the interpretation and implementation of the quota systems can be superficial. An interview participant believed that this commitment should come in a form of a penalty method:

Interviewee A9 - *"…. So the penalty needs to go as far as saying "if you don't embrace the diversity in gender; race; disabilities, we're going to take away your trading license." It shouldn't just be penalties in the form of fines anymore, because people are even*

prepared to pay super taxes, and that's why I say it's only government that can enforce that law".

Again this quote articulates that if there are no measures linked to a quota system accompanied by punishment if the quotas are not met, organisations would have no reason to commit to them and the system can be manipulated or fail.

Adriaanse and Schofield (2014) believed that quota system needs to operate in conjunction with other gender equality initiatives to work efficiently and result in sustainable and real change in relation to strategic direction and resource allocation. Tatli et al. (2013) agreed with Adriaanse and Schofield (2014) by stating that quotas may be an effective strategy to attract and recruit female talent but alone this method is not sufficient to ensure the retention, recognition and full utilisation of talent. The interviewees' comments below all agreed with Tomlinson (2011), Adriaanse and Schofield (2014) and Tatli et al. (2013) in that quota could work but not in isolation. The quota systems need to be implemented in conjunction with other strategies according to the comments below: Below is one of the quotations from the respondents:

Interviewee A17 - *"Quotas is the right to focus the mind but quotas on their own can do more damage than good because then people just pursue quotas for their own sake and they start creating artificial jobs, window dressing and so on and in the process undermine the credibility of the leaders that they put there or the women that they advance because they are not put there for the right reasons, they are put there purely to fulfil the quotas when in substance they do not have a substantive role, they have not been given the skill, they have not been equipped, they have not be given the support and so forth and so on so effectively set people up for failure to be mocked at and so on so I think quotas on their own my view is that they tend to do more damage than good,…".*

Another respondent raised an objection to the quota system that led to the next research question, as it encompassed organisational role rather than a quota system objection:

Interviewee A5 - *"So I don't personally believe in quotas, I can see their value from the*

forcing change, but I think we are living in an equity system and any sort of change or any programme that is implemented needs to be supported by the culture, supported by mentorship, by coaching, by investing in that person".

6.3   Discussion of Research Question Two

The second research question related *to "What is the role of organisations in driving gender equality policy implementation strategy?"*

The research findings presented in Chapter 5 purported that managerialism by its nature requires gender equality policies to be part of an organisational strategy, set within an agenda of a larger purpose-driven active rationality, which is elaborated through long- and short-term goals, (Bendl et al., 2014). Some of the respondents agreed with literature, with one respondent **who** specifically agreed that organisations need to include gender equality as part of their strategy while simultaneously stressing the importance of the organisations and leadership being held accountable for the deliverance of this strategy:

Interviewee A8 - "*Until organisations like…. are held as accountable for implementing gender equality strategies and policies, the organization and its leadership will continue to sweep gender equality issues under the rug".*

The assessment of the literature and by considering the length of time that the gender equality issue has permeated the international arena and has continued to be topical and relevant, when compared to the respondents comments of how gender equality is not properly communicated in organisations, signals the lack of importance of gender equality in organisations.

Alternatively, some of the respondents felt that the recommendation by Bendl et al., (2014) to have gender equality as part of the strategy does not yield results, as there is generally lack of commitment and execution plan. A respondent stated the following:

Interviewee A4 - *"So my biggest anxiety is not about whether it is part of the agenda or not; my anxiety is whether it is part of the execution. …. So for you to see that the gender is being executed are when the power relations are such that you are seeing women increasingly in decision making and leadership positions that are about*

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influence. … So it is not so much about being in the strategy, it is about the organization executing what it claims to be".

This indicates that the strategy is crucial for gender equality policy but more important is its execution plans of the strategy.

Stainback et al. (2010) blamed workplace inequality and organisational divisions of labour and the demographic arrangement of jobs for the causes of differences in power, status, compensation, and for the respect afforded especially towards women to inactivity when it comes to gender equality at an organisational level*.* Some of the respondents agreed with this responsibility on the workplace:

Interviewee A8 - *"Company….. Has begun to say "employ black people" but they haven't begun to say "employ women." People hung on to the organization as saying "employ black people" and that's exactly what they keep doing but you won't see them driving the employment of more women because that's not what they've been told, and so they miss the opportunity to empower women".*

Both the literature and the respondents demonstrated the importance of the organisation participation when it comes to implementing gender equality policies.

Some of the respondents mentioned that there are programmes or forums in place that are geared towards gender equality but one of the respondents agreed with Stainback et al. (2010) as the authors stated that organisations often reply to external pressures for gender equality's call by developing strategies and remedies such as these transformation forums, women forums etc., as a tick box, many of which lack evidence of effectiveness in remedying biased behaviour and unequal outcomes.

Interviewee A1 - "*There is a women's forum that been formed by …. For women that is called something where we meet once a month in a function. For me I feel that those things are not because they are core of the organisation but as a way to tick the box".*

This casts doubt about the effectiveness of these forums or programmes that are implemented by organisations for gender equality promotion. Conversely, ***Interviewee A3*** made a suggestion with regard to how effective these programmes can be made: "*The programmes that you're talking about must be transparent. People need to know*

that they're going to be part of this bigger picture in the future". Another respondent articulated examples of what gender equality programmes should entail:

Interviewee A10 - *"So then I would expect to see a conscious programme to say these are the women targeted to be part of top management in the next few years and thereafter on a low level it needs to be like there are transformation targets, there need to be targets for women in management at every level, and it should be as much as a performance target, so that if it is not met there is actual repercussions. But it needs to be dual fold; you cannot implement that at a lower level if you are not leading by example at the top levels of the organization".*

These findings from both the literature and respondents indicate that until organisations find ways to make these gender equality programmes more impactful, these processes as merely seen as forming a tick-box approach.

According to Ayman and Korabik (2010), the more important factor than organisational role in gender equality is the organisational culture. Both gender equality and culture affect individuality and group unity, social interactions, and access to power and resources, (Ayman & Korabik, 2010). Ayman and Korabik (2010) posited that both cultural and gender beliefs, values and attitudes that individuals hold are learned, they are not genetic therefore they can be unlearned or taught if required. Almost all of the respondents agreed with Ayman and Korabik (2010) on the importance of organisational culture to implement gender equality.

Interviewee A1 - *"Culture of the organisation is the crux of every organisation, the biggest thing is what the culture in this organisation is, culture is not defined by policies and pieces of papers but culture is defined by behaviour".*

Both the literature and these comments from the respondents undisputedly confirm the importance of organisational culture promoting gender equality policies is considered, as the culture needs to embrace the initiatives that are taken.

Claver et al. (2001) in Section 2.6.2 of Chapter 2 defined organisational culture. Cooke and Szumal (2000) further added to this definition, by adding that organisational culture is shared normative beliefs and shared behavioural expectations. Aktaş et al. (2011)

importantly noted that organisational culture signifies an active, living, phenomenon by which key members of the organisation, such as leaders, create shared meaning. Kwantes and Boglarsky (2007) also agreed that organisational culture is linked to attitudes and behaviours of individuals but specifically those of employees, leadership and staff included. Most of the respondents seemed to grasp this definition which is closely linked to individuals and groups' beliefs and behaviours while some did not demonstrate a deeper understanding of the constituents of an organisation culture.

Interviewee A1 agreed with Aktaş et al. (2011) and Kwantes and Boglarsky (2007) that culture is shaped by the key members of the organisation, such as leaders which demonstrated the understanding of this individual element in the following statement: *"They need to implement the culture and a culture is defined by the leaders and then we will follow".* This further qualified their statement with a follow up statement:

Interviewee A1 - "If you as a leader want a certain culture in your organization, the responsibility starts with you, it's not just your responsibility but you need to make sure that you walk the talk and we can see it in you that this is what you are and this is what you want to see this is what you are and this is what you breed and automatically when people come to you as a leader it has an element of personal response from you then people all the way down can the people can see that this is what we live and this is what we breed on a daily basis".

To prove this understanding of individual beliefs in shaping culture, *interviewee A1* further stated that *"these things need to be imbedded in the culture, people need to believe in them, not do it because they have to but because they believe in it that it will make a difference".* By things, interviewee one was referring to things such as gender equality.

Vinnicombe and Singh (2011) raised the issue "old boys clubs or networks" as one of the organisational culture challenges that are detrimental to women. The old boy clubs or networks form an exclusive club for persons who are alike to those in power, (Vinnicombe & Singh, 2011). Fisher and Kinsey (2014) explained that these clubs or networks are formed based on shared interests and values which are based on

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possessing similar class origins or schooling, or what is described as "locker room" exchanges around work, sex, sport, cars and alcohol, which can then unite men and exclude women in a variety of jobs and organisations. Arthur et al. (2011) explained that these clubs or networks do not work for women as they are formed predominantly during a round of golf or over the weekend where bonds are forged, and often women leaders are not included in this kind of "old-boy; network event". Linehan (2001) provided an example of how this culture could be detrimental to women, mostly through the recruitment for roles (especially senior roles) and this could occur on an *ad hoc* basis reliant on associations via the "old boys' network". Many of the respondents agreed with these researchers.

Interviewee A11 - *"Culture is still dominated by old school white male[s], it is traditional in terms of what school did you go to, what did you study, are you a lawyer, are you a CA? It sounds strange but for our male leaders, what do their wives do? Because if they have got a stay at home wife, who takes care of all the domestic responsibilities, then do they appreciate what female executives have to go through?"*

This challenge is difficult to deal with as organisations cannot necessarily tell men not to socialise but both leadership and the organisations need to assist in creating a social environment that will be inclusive of women. A respondent alluded to this need by the organisation stating that:

Interviewee A11 - *"Proactive steps are taken to ensure that the working environment is fair towards women, so that may mean that extra steps need to be taken to ensure that women are adequately represented in all parts of the organization, all levels and functions of the organization".*

Naor et al. (2010) and Aktaş et al. (2011) raised another important element of organisational culture in Chapter 2 which plays an important role in gender equality progressions, which is known as contingency theory. It states that organisational culture should be suitable to their social environment, i.e.: national culture, in order to achieve high performance and be a strategic asset for the organisations. Kwantes and Boglarsky (2007) similarly stated that organisational cultures do not function in a

vacuum but within their social environment, i.e. social and national cultures, therefore these aspects should shape sense making in organisations.

Few of the respondents echoed the same sentiments by fully agreeing with Kwantes and Boglarsky (2007):

Interviewee A10 - "As leaders we don't operate in a vacuum. We operate in an environment that has women; that has people with disabilities; that has black and white people, so surely your organisation has to mirror the environment that you operate in. So if you're operating as a leader in an environment where there are clearly only white males then there is something wrong and if you don't see that as a leader then there's something wrong with you. So it is incumbent upon me to embrace the environment that I operate in as a leader, and the makeup of my workforce reflects that environment".

Another respondent conversely saw this environment requirement as a challenge due to the challenges a country like SA is confronted with

Interviewee A17 - "I think all of these things are dependent on the environment, I think SA is slightly complex and let me explain what I mean by that, in that you have a number of challenges that need to be addressed and these challenges are not necessarily competing but they do at a level of resources, management, attention, prioritization create a situation and create complexity in a manner in which all of this is balanced. So let me give you an example: We have got a legacy here of both gender imbalances as well as racial imbalances. Both of these are emotive issues. Racial imbalances are much more distinct, they have translated themselves into physical location where people see it and leave. The education system that was designed into job preference and so on and of course gender imbalances had similar characteristics but they tended to cut across all races as opposed to one it was clearly distinct and particular to a specific grouping of people so in dealing with then issues of imbalances in SA it becomes much more complex because you are not dealing with just one

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element of gender imbalance, you are dealing with gender imbalance, you are dealing with racial imbalance, you are dealing with issues of depravation from an education point of view".

As much as some of the respondents agreed with the literature with regard to the importance of the environment in which the organisation operates, when implementing gender equality policies, a point raised by interviewee A17 could not be ignored and suggests that the environment requirement is dependent on the nation's circumstances.

Kwantes and Boglarsky (2007) noted in the literature review that when an organisational culture builds a win/lose situation for employees, which is currently how gender equality is viewed in most organisations by women-to-women and women-to-men, employees become competitive towards each other and operate on the belief that to progress, they must win at another employee's expense, as stated to an extent by the following quotation:

Interviewee A7 - *"The only problem is that men run our world, and they feel threatened; there is no doubt that they feel threatened. Let's take it one step further; the larger sense is that they run by white men, so they are threatened double. They are threatened to an extent by pushing employment equity by a race perspective and then you throw gender on top of it".*

Kwantes and Boglarsky (2007) also suggested that an organisational culture that encourage hostility, competitiveness, and power seeking is negatively related to leadership and personal effectiveness. This ineffectiveness then becomes detrimental to organisations as organisational culture rests on the fact that organisational leaders have the ability to influence the effectiveness of an organisation by exercising control over variables related to organisational culture, (Marcoulides & Heck, 1993). These sentiments were echoed in the following quotation:

Interviewee A10 - *"Each of the individual women are also so busy fighting just to remain where they are, that their ability now to take time out and network and whatever is already compromised because you are one woman".*

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These comments from the respondents and literature send a message that more equality needs to be achieved to create a fair, harmonious and effective environment. Conama (2013) and Cuesta (2014) also stated that when equality is correctly applied, it serves as an opportunity to create fairness, (Conama, 2013; Cuesta, 2014).

An element of organizational culture that has an impact on gender equality was raised that the literature did not provide was the following:

Interviewee A7 - *"Organization's culture that we are very much result orientated, and short-term orientated. It's around getting things done, doing and delivering, with a risk that the sustainability is not necessarily being built from that perspective. The impact that I think that has on women is the way we operate is that we are much more long-term based not short-term based. We seem to operate on the basis of relationships; we tend to be much more orientated towards working through people".*

This element seems to suggest that women would struggle to progress in a culture that is focused on short-term results as they are more long-term orientated, which is one of the courses for gender equality implementation challenges.

6.4   Discussion of Research Question Three

The third research question the research study wanted to answer was related to *"What leadership aspects are important for leaders to possess in order to be able to be catalyst for gender equality policy implementation in organisations?"*

Baldoni (2000) defined a leader in Section 2.6.1 of Chapter 2 section 2.6.1. *Interviewee A3* certainly agreed with this definition where they stated that a leader: **"**…. *Need[s] to build, groom, and empower people who are going to be future leaders".* The respondent further articulated:

Interviewee A3 - *"So a leader in my view is someone who's got vision, and also who looks beyond peripheral of his vision in terms of who needs to be a player, who do I need to slot where and how do I need to do that so that the mood within the staff is actually constant and consistent in terms of adapting to the changes that are being*

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affected and by doing so, you'll have a leader that's going to be followed by his or her people and they're going to believe in him and take the company to the next level".

Interviewee A2 also agreed with Baldoni (2000) leadership definition by stating that with a leader *"… Comes a sense of you have to be open minded because you have to be able to intake your talent, identify – … – But you have got to be able to grow people within your team".* This respondent specifically further related the definition to gender aspect by stating that a leader needs to be seen as *"giving those women the opportunity, and backing them".* Just from the definition given by Baldoni (2000) and **Interviewee A3 and A2** of what a leader is, it becomes clear that this is a role that is important in the gender equality agenda and in promoting women in organisations.

Patterson et al. (2012) revealed that women leaders specifically are faced with a leadership dilemma as they are expected to behave in a certain way to satisfy the gender social role expectations of being women, but them also are expected to behave in a certain way, which is generally masculine, in order to be perceived as an authentic leader. Some of the respondents demonstrated agreement with this aspect.

Interviewee A1 - *"There is an expectation that we women have to fit in and as women we have always felt we don't have a choice but to fit because at the end of the day and do well at your job because the numbers are unfortunately against you so yes you do, there is an expectation of fitting in, it's harder to try and fight it, if you show signs of being a women in an organizations it seen as being weak so you have to be like them, be harsher, stronger dress up like them. Wear black, if you come with your orange nail polish, sometimes it's like what is happening there, so we have to dress like them, we have to sound like them and we have to behave like them because that's how we think they will take me seriously, if I come in and started to talk about shoes and hair and makeup it's unlikely that people will entertain this but, but if we talk about sports people will be more receptive. So it could be that this is something we impose on ourselves*

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because we think we will fit in but generally whether it comes from us or men, there is a perception that we have to try and fit in".

This leadership expectation from women seems to have strenuous implications for women and it seems that organisations expect them to have different personalities. This could possibly be one of the reasons why women are not progressed in organisations if they do not display this leadership expectation.

According to Moss and Wilson (2014), unless leaders appreciate how the numerous dimensions of equality affect the wellbeing and performance of the organisation, they are not able to introduce measures that prevent these difficulties. Only five respondents agreed with this appreciation need.

Interviewee A11 - "We need transformational leaders, so we need leaders who understand the environment we now operate in and understand that there are multiple demands on an organisation both from internal and external stakeholders, and that if you don't understand and try and meet those expectations you will ultimate fail in the longer term as a business; your business won't be sustainable going forward. …. So our leadership needs awareness; it needs sensitivity".

This element of leadership appreciation is seen as a tool to fast-track gender equality agenda in organisations; and makes leaders take gender equality policy implementation as serious as they take the business performance.

According to Galbreath (2011), Ng and Sears (2012) and Ho et al. (2015), leadership is basically the driver of the diversity management process through leaders' influence and ability to manage the resources, and leaders are in a position to support the benefits of gender-diverse organisations and boardrooms. One respondent amongst a few also agreed that leadership needs to drive the change with regard to diversity processes:

Interviewee A3 - "… The leadership… Drive and change the thinking and the minds of people around certain issues, but there are different pockets you know, in the world where they've got this thing right and again 'cause the leaders of the time were the people who were committed into driving the change in that direction".

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This again emphasises the importance of leadership roles in gender equality processes as the drivers of the organisations.

Ledimo (2015) explained gender equality policy as one of the organisational justices and stated that when leaders and managers have understanding of the issues that are relevant to justice in organisations they are able to enhance or improve their employees' perceptions of fairness, hence the level of leadership involvement is crucial for diversity. A respondent expressed the same sentiment as Ledimo (2015) concerning gender equality from a leadership perspective:

Interviewee A3 - *"Gender equality is selecting the different genders into the main stream of the economy. Empowering both males and females alike in participating the economy of the country. From the leadership perspective and, or whatever extreme you may think of. Gender equality is more of a moral obligation".*

Ledimo (2015) further stated that it is the responsibility of leaders and managers to ensure that they set aside their personal biases in order to make decisions regarding the organisation in an objective manner and reflect respect for the rights of others, including women, in their roles. *Interviewee A9* was one of the respondents who agreed with Ledimo (2015) by stating that *".... Leader that is not a racist; that is not prejudice towards women; that does not have biases that are not discriminatory in nature".*

This justice element of gender equality was also expounded by Zorlu and Phillpott (2011) and Kim and Harmon, (2014) where they referred to equality generally as an important principle of distributive justice. Soltani et al. (2012) further stressed the point of gender equality being a justice principle; they alluded that if inequality perpetuates, it will lead to distrust and perception of injustice. Campbell and Vera (2010) also stated that it is ethically immoral for women to be excluded from organisations' governing structures on the basis of their gender and organisations' needs to rectify this position to achieve a more equitable outcome for society, (Campbell & Vera, 2010). All of the comments from literature and the respondents concerning leadership being required to treat gender equality as organisational justice and ethical policy demonstrate the importance of this agenda as being more relevant than simply an economic issue, but that it must also be regarded as a human issue.

Eagly and Carli (2003) concluded that transformational leaders are suitable to help women to excel in leadership and ultimately result in the gender inequality gap reducing significantly. Lewis and McCann (2004) and Spencer et al. (2012) agreed that changes in the marketplace and workforce over the eras has resulted in the need for leaders to become more transformational and less transactional if they want to remain effective. Transformational leaders are seen as more effective in assisting with diversity policies such as gender equality policy implementation in organisations as they entail a greater degree of emotional and cultural intelligence, an ability to empower others and to share leadership, a greater attention paid to customer service and employee welfare, and are more considerate and have a caring leadership style, (Evans, 2010). Many interviewees certainly agreed with this type of leadership requirement:

Interviewee A11 - "We need transformational leaders, so we need leaders who understand the environment we now operate in and understand that there are multiple demands on an organization both from internal and external stakeholders, and that if you don't understand and try and meet those expectations you will ultimate fail in the longer term as a business; your business won't be sustainable going forward. ….so our leadership needs awareness; it needs sensitivity".

Interviewee A2 also agreed with Evans (2010) in that gender equality policy implementation needs a leader to *"…commit to getting people up there and empowering them".*

Interviewee A5 gave an example of how the leadership can pay a greater attention to employee welfare when it comes to gender equality as suggested by Evans (2010) in their work; they stated: *"I think if you want to implement something it needs to go towards …. More family friendly working environment and family friendly approach to working hours".* Another respondent agreed with *Interviewee A5* stating that leadership needs to engage in:

Interviewee A11 - "Proactive steps are taken to ensure that the working environment is fair towards women, so that may mean that extra steps need to be taken to ensure that women are adequately represented in all parts of the organisation, all levels and functions of the organisation".

Interviewee A5 certainly felt that all these environmental changes require the welfare of employees need to be considered by leadership in their comment of *"So changing the working environment is I think the leadership responsibility…."*

Nishii and Mayer (2009) also added that one of the requirements for a transformational leader is that they are expected to take more consistent actions when it comes to diversity issues such as gender equality with the essence of inclusivity and social responsibility. Another respondent raised the same need for a leader that can be socially inclusive which is what is expected from a transformational leader by stating:

Interviewee A14 - *"….. We need leaders who are going to work on building a socially inclusive culture, we need to do both and you cannot just put policies out there and think that people are going to believe you; you actually need to lead by example and you have to enforce it, if you are not enforcing it and doing regular check-ins it is not believable".*

Koenig et al. (2011) also articulated the challenge for women leaders to progress to cultural stereotypes which have a tendency to portray that women do not have what it takes for vital leadership roles. Leadership is usually related to masculinity and men are therefore seen as more alike to the leader stereotype than women are which therefore creates difficulty for women in progressing to leadership roles, (Koenig et al., 2011). A respondent resonated with this challenge by stating:

Interviewee A5 - *"We also have society and communities that we need to think about in this discussion because people come from a culture, they come from their own communities and that kind of thing. So I think it also stems from how women are seeing in those cultures, how women are seen in those communities".*

A respondent placed the cultural challenge in context, by explaining that culture makes it very difficult to attain gender equality in organisations:

Interviewee A7 - *"I think that's why gender equality is that much harder, gender equality is for me as a business has to live on a foundation of gender equality in a broader society and we are a long, long way from that".*

This indicates that there is still much work to be done to attain gender equality effectively in organisations as there are external factors like culture that impact also gender equality.

Some of the respondents also felt strongly about the need for a leader to lead by example in order for the organisation and everyone in it to follow when it comes to progressing women.

Interviewee A6 - "*The leadership responsibility is to set the tone. So one is as leaders need to kind of have to set what the strategy or what the focus or what the expectation of the broader business is, they need to say we are transforming this business and this is what we want to achieve. So they kind of have to set the tone, the other thing that is important are that they need to live up to their expectations of the rest of the organisation".*

Also what was evident from some of the respondents was that due to the articulated toughness of gender equality promotion in organisations, thick-skinned leadership is required to promote gender equality. A respondent stated that organisations need the following type of leaders:

Interviewee A7 - "*…. Brave, someone whom is courageous, someone whom has insight, and someone whom has faith. Faith in the ability of the human person, as opposed to a man or a woman, we need leaders that a prepared to take a stand".*

This just articulates the difficulty of implementing gender equality policies if the leaders are required to have thick-skin to promote this agenda.

Another finding that resulted from the respondents which the literature that was reviewed did not raise was one of the challenges for implementing gender equality policies at organisational level, namely the issue of women leader's behaviours themselves. A respondent felt that women can sometimes be their worst enemies when it comes to their progression:

Interviewee A1 - "*Us as women, we sabotage ourselves, sometimes we don't think we are good enough to be leaders maybe it is because we have been told that we are not,*

I don't know but sometimes we don't go for those opportunities and opportunities are not going to find you sitting at home in your kitchen or wherever you are sitting. Then sometimes where men are better than us is that they go exactly for what they want whether or not they qualify for it they will realise it when they get there. It's something we have touched on, for us as women if there is a job there, if you don't meet the requirements we don't apply but a man will look at a spec if they meet 50 % of the requirements then they will go for it. ....Sometimes we never raise our hands and say what we want".

She further added that *"we women have to walk away from that feeling of wanting to be the only one… We must support and empower each other".*

Interviewee A8 further added that *"…. It's not just men that need to adjust their mind-sets and be open to different ways of seeing thing because there are women that are also just as narrow-minded".* This came as a surprise as the respondent is a woman, but it just showed that the gender equality debate is not a one-gender issue but all genders are involved and change is required from the various actors, including the women at which these gender equality policies are aimed.

Some of the respondents also felt that the gender equality deliverable should be part of management's performance goals, which is something that the literature did not reveal as a method to implement gender equality. **Interviewee** A4 also agreed that gender equality needs to be part of the leaders' performance goals stating that *"The most important thing is to put this on the leaders' performance thing. That to me is the most critical. Because if you make it a performance agenda then you make it an organizational agenda".* This recommendation was received as the respondents' way of forcing management to take gender equality policy deliverables serious and be held accountable.

6.5　　　　Summary of Discussion of Results

What was clear from the interviews was that there are mixed feelings when it comes to a gender equality quota system policy, similar to the various perspectives expounded in the literature that was reviewed. This debate was sparked by different aspects, including different countries' circumstances, the belief that any voluntarily measures have failed and will continue to fail until government introduces gender equality quota system on organisations to force them to comply and progress more women while some of the respondents expressed the lack of trust on the policy due to prior experiences from policies like BEE. Others elements of the debate came from some respondents believing that there are not enough competent women to satisfy the quota system, while some respondents felt that is an excuse as there are competent women, and the quota system will force the organisations to find these women. The division also came from some of the respondents feeling that the quota system will impose on organisations and create unintended behaviours while some saw it as a way to speedily progress women. The lack of clear measures if the system were to be implemented casted doubts on its effectiveness, while some of the respondents felt that if the quota system were introduced in conjunction with other gender equality initiatives, they would work.

The lack of gender equality strategy communication and its execution plans was explained as a challenge by the respondents. The organisational role in implementing gender equality policies was strongly articulated by the respondents. They demanded that the gender equality programmes need to be more impactful as these methods are currently employing a tick-box approach. Organisational culture was raised as one of the important elements in promoting gender equality policies as the culture needs to embrace the initiatives that are taken by the organisations. Social networks were also cited as one of the most pertinent challenges to women's progression as these generally exclude women. The environment in which the organisations operate was raised by the respondents as one of the enablers of gender equality. Leadership traits were also strongly communicated by the respondents as one of the challenges and enablers of gender equality policy implementation. It was also suggested that a transformational leader is required to promote gender equality in organisations. Women leaders are also required to play their part, as exclusively mentioned by the women respondents.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1 Introduction

Chapter 1 established the sensitive and long-dated global topic of gender equality on businesses; specifically assessing the factors that hinder women from progressing to decision-making roles in private organisations when there are supposing policies in place to guide this progress, and when the benefits of women's promotion are significant. Seguino (2010) noted that women are more often found in insecure, low-wage jobs while men are concentrated in higher income jobs with more security and benefits, (Seguino, 2010). This observation led to the conclusion that there have been challenges in the implementation of the gender equality process. The goal of this research study was to explore these challenges that face organisations in implementing gender equality policies efficiently.

Chapter 6 reported and discussed the research findings in relation to the literature reviewed on the definition of gender equality, the policies of gender equality and the organisational role in implementing these gender equality policies. The research findings identified that as complicated as the gender equality concept is, it is a generally definable concept for organisations. The findings also identified that there is a continuous debate concerning a gender equality quota system policy as an execution strategy for organisations. From the research findings, it was affirmed that gender equality organisational strategy was lacking in terms of communication and execution plan. The research findings also identified that the organisational role in implementing gender equality policies is crucial role. Organisational culture was also found to be an important element of gender equality policy implementation. The research findings also highlighted the social networks in organisations as one of the challenges in implementing gender equality in favour of women. The social environment in which an organisation operates was found to be an important guide for organisations regarding their gender equality measures. The findings importantly noted leadership traits as a very strong element of gender equality policy implementation and progressing women in organisations, with the characteristics of the transformational leader being fundamental to women's progression. Women leaders were also found to be party to

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the challenges organisations face in progressing women and it was determined that women have a role to play in promoting gender equality.

This chapter briefly analyses the background of the research problem and the objectives that were assessed in this research study. The findings are summarised and concluded. Current research and future research recommendations are also made. Finally a conclusion to the research project is presented.

7.2 Background of the Research Problem and the Research Objectives

Businesses are seen as holding themselves back from realising their full potential by not tackling gender equality within their own organisations. This potential can stem from businesses contributing to more equitable outcomes for society, supporting good corporate governance practices, and positive investors' reactions, as well as long-term relationships between businesses and stakeholders, improved performance from the diversified ideas and innovation from gender balances mind-sets, improved reputation, improved workers' participation and potential to contributing to improving women skills in general. The United Nations (2010) suggested that empowering women is not only about human rights but is also increases economic activity, productivity and growth of the businesses. Doomen (2013) stated that promoting gender equality for businesses is also about economically advancing women's rights to same income levels for men and women, employment integration and financial aid policies which are in relation to contributing to improving women's skills in general.

Benschop and Verloo (2011) supported the notion of gender equality being good for business as they explained that gender equality is meant to be means to maximise performance for organisations. The importance of equality is also noted as critical for decreasing discrimination, stereotypes, glass ceilings, women and minority flexibility, and other impairments, thereby permitting inspiration out of diverse organisational members, (Richard et al., 2013). Importantly, when equality is correctly applied in businesses, it results in an opportunity to create fairness and equality of opportunity, (Conama, 2013; Cuesta, 2014). Swaab and Galinsky (2015) also admonished that societies with equality; which include businesses as they are part of the environment; provide citizens equal opportunities, thereby opening the doors to a superior and more

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varied pool of competent individuals. They further added that equal societies also defend equal rights between people such as the freedom of expression, belief or personal autonomy.

Dutton (2015) expressed that is it important for gender equality to be seriously addressed, because if it is not, and inequality becomes the norm, those economic benefits will go unrealised. Specifically to South Africa, if gender equality is not addressed by the country and its businesses, the country will be unable to retain and develop top female talent; SA will not be able to compete on a global business landscape, (BWASA, 2015). There will be a delay in South Africa's improvement of its racial tension, poverty and violence against women as SA's history has greatly influenced gender disparity (Ahamer & Wittmann, 2012). Also if the businesses are not seen to be making an effort to apply gender equality policies while the governmental sector is seen as having assumed more efforts than the private sector, this could result in the two sectors having tensions and opposing each other, (Horwitz & Jain, 2011; Ahamer & Wittmann, 2012).

According to Gosseli, Briere, and Hawo Ann (2013) there has been challenges in implementing gender equality processes. The United Nations (2010) and Patel and Buiting (2013) further articulated that this challenge stems from not allowing women's concerns and contributions to be part of relevant conversation when assessing economic structures, such as financial markets and institutions, labour markets, economics as an academic discipline, economic and social infrastructure, taxation and social security systems.

Having the understanding that there are challenges facing organisations in implementing gender equality policies and that there have been interventions implemented by organisations to uplift women (Lee-Gosseli et al., 2013), it became important for this research study to focus on understanding these challenges that organisations face when implementing gender equality processes effectively, as the reported progress is slow.

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7.3 Findings

Research Question One: What is the impact of gender equality quota system on private organisations?

The literature review referred to gender equality quota system as one of the most used gender equality policies by the different countries, (Krook & True, 2012) but there was not much relation of the policy at an organisational level. This led to research of whether this policy would be suitable for organisations in general. Below is a summary of the findings that attempted to answer this question:

- Some believe that this policy could work while some believed it cannot work. There was a clear division in the level of support for the policy at an organisational level. This stems from this policy being seen as a way to dismiss women's initiatives to promote gender equality. The group that supported the policy saw it as an effective and proven way to enforce gender equality, i.e. Norway.

- The policy was compared to the SA policy related to Black Economic Empowerment (BEE) where the findings mainly referred to BEE's failures and therefore some saw no reason for this specific policy to be implemented efficiently as well which resulted in the reluctance.

- A real fear of the results from implementing the policy is incorrect or inappropriate behaviour when promoting people to simply "tick the box"; this was mentioned many times.

- Findings also demonstrated that the policy is seen as tool to enforce organisations, hence it cannot be supported.

- Concern that the policy would create a glass ceiling which prevents women from being progressed beyond the quota requirement or to non-reserved seats positions was evident from the findings.

- South Africa specifically was not seen as a suitable country to implement gender equality quota system as there is a perception that the country does not have enough competent women to choose from, but this was highly disputed by the findings from other respondents as they stated that the country does have enough competent women, these women need to be given an opportunity and this policy can warrant that.

- The findings that supported the policy showed that this is a policy that can dispel paying *"lip service"* from organisations and rectify the failures of voluntary policies which the organisations have not adhered to.

- For the findings that supported this policy, they affirmed that government would be the correct vehicle to enforce these quotas and these quotas should be accompanied with clear repercussion methods, should the companies not adhere to the policy.

- The policy was shown by the findings to be a way for businesses to gain competitive advantage and make better strategic choices if applied appropriately due to the talent it would provide them.

- The findings also showed support for the policy as a means to increase the number of female role models.

- More importantly the findings showed the policy to be the best way to uncomplicate the gender equality concept as it has clear targets.

- Lastly the findings showed that a gender equality quota system would gain more support if it was implemented in conjunction with other gender equality initiatives that can eliminate the fears raised about the policy.

Research Question Two: What is the role of organisations in driving gender equality policy implementation strategy?

- The findings showed that regardless of the gender equality policy that is implemented, it does not exempt the organisation from playing a significant role in promoting gender equality in their businesses as the policies would fail if the organisation was not committed to these.

- The findings revealed that there is a strong requirement for organisations by virtue of their managerialism to include gender equality plans as part of their organisational strategy and currently this is lacking in organisations, and even if management is committed to gender equality plans, these are not properly communicated.

- Conversely, the findings also showed that it is not enough for gender equality to merely be part of the strategy but commitment and execution plans need to evident.

- Organisational inactivity concerning gender equality activities was one of the aspects raised as a reason for failure of gender progression, from the findings.

- The findings referred to organisational gender equality forums/programmes as currently being tick-box exercises stemming from external pressures and these are not impactful.

- It was evident from the findings that these gender equality forums/programmes would be more acceptable if they were transparent and consciously planned with all the progression steps embedded in them.

- The findings revealed organisational culture as one of the most significant affecters' of how gender equality policies are implemented in organisations and whether they succeed or not as it impacts both the organisation and individuals.

- Organisational cultural bias was found to be one of the reasons why women are often not progressed and this must be guarded against.

- The findings showed a belief that organisational culture is shaped by key members of the organisation; such as leaders are linked to individuals' behaviours and attitudes.

- "Old boys clubs or networks" were found to be one of the most detrimental organisational cultures to women's progression as these networks often do not include the women based on how the networks are formed and resultantly favour those in the inner circle when it comes to progression. Organisational culture was found to have the responsibility of ensuring that these structures cater for women or do not impact women negatively.

- The findings also showed the importance of the social environment awareness from the organisations in ensuring that organisations are aligned to the social environment, as it was stated that organisations do not operate in a "*vacuum*".

- South Africa was found to be a complex environment due its challenges which then impact the prioritisation of the gender equality agenda in comparison to other challenges, i.e.: racial imbalance.

- The findings also revealed that organisations that are "*result orientated, and short-term orientated*" have a risk of unsustainability and women are longer-term orientated which could make them an ill fit in such organisations and therefore are intentionally not progressed to higher structures.

Research Question Three: What leadership aspects are important for leaders to possess to be able to be catalysts for gender equality policy implementation in organisations?

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The findings showed the policies and organisational role as important elements of promoting gender equality but a strong message that was evident from the findings was that all these initiatives are heavily dependent on the type of leadership the organisations have as they can "*make or break*" the success of gender equality depending on their belief system on the need for this agenda. Galbreath (2011), Ng and Sears (2012) and Ho et al. (2015) emphasised this point stating that leadership is basically the driver of the diversity management process through leaders' influence and ability to manage the resources, and leaders must be in a position to support the benefits of gender-diverse organisations and boardrooms.

The type of leader that was expressed by the findings to be a catalyst for gender equality policy implementation in organisations was described as:

- A leader who needs to build, grooms, and empowers people who are going to be future leaders.
- Someone who has vision and is open-minded.
- A leader who leads by example and sets the tone.
- A leader who is brave, courageous and stands their ground as they will be challenged when dealing with policies such as gender equality.
- A leader who gives women the opportunity, and supports them.
- Leadership that acknowledges that there is something wrong in the system that needs to be corrected. Also, a leader who acknowledges that women bring certain benefits to the leadership structures.
- A leader who drives change and sets aside their personal biases. These biases were referred to as biases such as being racist and prejudiced towards women and discriminatory in nature.
- Leaders and managers who implement fair practices within their organisation, as gender equality is seen as an organisational justice that alludes to just and ethical treatment of individuals. It is a moral obligation.
- Leader who create more family friendly working environment and shows an understanding of humanity.
- A transformational leader; they must understand the environment in which they operate, have emotional and cultural intelligence, have an ability to empower others and to share leadership, have a greater attention paid to customer service and employee welfare, and have a more considerate and caring leadership style. These leaders were found to be generally charismatic

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and influence strategic transformation through motivation. They are also known for having moral fibre and are ethical, which is the mind-set required when promoting gender equality, according to the findings. Findings also showed these leaders as being consistent and displaying a culture of inclusivity and social responsibility which is other important aspect when implementing diversity agendas.

The findings also revealed that women are challenged in the leadership arena as they are expected to conduct themselves in a manner that is socially expected from them, but they are also expected to behave in a manners that is organisationally expected which is generally masculine in order to be perceived as an authentic leader as leadership is associated with masculinity. They cannot be their normal-self, i.e. caregivers and be taken seriously as leaders, according to the findings.

The findings also articulated that one of the challenges for organisations is promoting people based on their technical competence rather than their people management skills and they then do not understand how to manage and they particularly do not understand how to manage diversities.

The findings also expressed that cultural stereotypes concerning women leaders also form part of the setbacks for gender progression and these need to be guarded against when gender equality initiatives are executed.

Importantly the findings turned to women leaders and affirmed that sometimes women can be their own worst enemies when it comes to their progression by not having the confidence, not pursuing opportunities, wanting to be to be the only one in senior position and not supporting and empowering each other. Findings suggested a change of mind-set from the women leaders when it comes to these self-sabotaging activities.

Findings also revealed a strong sense of gender equality deliverables being made part of leadership's management's performance goals, to make them accountable.

7.4 Conclusion of the Findings

Based on Chapter 5's results and Chapter 6 that contained the discussion of the results in relation to literature review, this research concluded that organisations have challenges in implementing gender equality policies successfully. These challenges

seemed to be attributed to multiple things, including a lack of accountability and responsibility from government and organisations when policies are implemented, organisations specifically not acknowledging that there is a problem when it comes to gender progression which leads to them not showing commitment to the gender equality initiatives. Organisational culture was concluded to be a major challenge when it comes to gender equality progression and leaders are seen as crucial players in shaping organisational culture that is inclusive of women in all structures. Societal culture in general was concluded to also be a hinder to women's progression but more importantly organisations are expected to operate within their larger environment, not in a vacuum. A transformational leader with all the leadership qualities required from this type of a leader was concluded to be the leader needed to support and motivate the gender equality agenda and this was seen as the most pertinent enabler of gender progression. Leaders currently are not seen as taking accountability, responsibility or committing to gender equality initiatives, these activities are done in pockets and they are supposed to be the drivers of the organisations and the resources which make them crucial to this process. Lastly this research study concluded that there is a belief that policies like a gender equality quota system would work as a way to enforce organisations to take gender equality seriously but not in isolation, but rather accompanied by other gender equality initiatives as well as accompanied by punishments if not adhered to.

7.5   Recommendations

Having gone through the process of exploring the challenges faced by organisations in efficiently implementing gender equality policies as aimed by the research study, recommendations on activities that can be conducted in an attempt to improve this process were emphasised in the findings and these include:

- Large organisations like the one that was selected for the study need to break down their business units and task leadership of each business unit to make gender equality one of their priorities and part of their key strategies like is done with financial performances via budgets as opposed to expecting this agenda to be driven by the highest structures of the business. This indicates seriousness from the business as a whole and leaders in driving this agenda.
- A gender equality quota system needs to be introduced in SA by government for private organisations, especially listed ones as they can be tracked, where

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they are forced to have a certain percentage of women in their businesses, but they also have to show that they have programmes or processes in place to up-skill, equip and support these women to avoid progressing incompetent women.

- Any of the programmes that the organisations implement to promote gender equality need to be transparent. It is important for these women to know that they are part of a larger strategy, of a big picture of the organisation and should not feel like gender equality is conducted in pockets.

- Businesses need to start having conversations concerning their gender equality programmes or forums about why these not succeeding when they have invested in them, instead of changing programmes or sending people to programmes but not following up on what happens to those women after they have been through the programmes.

- Conscious programmes and forums for gender equality need to be implemented, where for example women targeted for senior management are identified earlier, groomed and empowered to be ready to be progressed when appropriate.

- It is important for organisations to invest in gender-based trainings for both women and men as this is not a one-gender issue. At the moment most of the trainings are geared towards women only but not the men, who are the drivers of the organisations. Men also need to be trained on how to deal with gender equality because women can be trained/meet to speak about their gender related issues but if the mind-set of the men who are in control is not changed, it will take decades to make progress.

- Leaders need to start questioning the plans that are being implemented to increase the number of talented women in their teams if they say there are not enough competent women from which to select leaders.

- Leaders also need to question whether they even deliberately socialise/sponsor/support the women in their teams to identify talent and progress them to avoid this social network gap.

- Organisations need to take proactive steps to facilitate and ensure that they create an environment that is conducive and fair to women remaining in the organisation.

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7.6　　　Recommendation for Future Research

One of the respondents mentioned that *"It's too early to monitor and see what the outcomes of those forums are and whether they are actually having the desired effect, which is retention of women and then also growing them within the organisation".* It is important to understand this if the forums were to be continued with, therefore a further research concerning cause and effect on these gender equality programmes is recommended.

Few companies were mentioned in the research that have women as Chief Executive Officers but whether this means these appointments filter into the organisation or whether it then empowers women within the organisation, and whether it necessarily means there is equal access to opportunity within the organisations was not clear. It is then recommended that research is conducted on this, as some companies boast about having women CEOs and are perceived to be gender neutral, while that might not be a true description of the organisation's policies.

The research showed much resistance towards gender equality quota system as these systems were not seen as being effective by some. However countries that have implemented quotas and had a negative result and did not achieve gender equality development need to be researched.

One of the respondents mentioned that when organisations are short-term and results orientated, they tend risk their sustainability and women generally do not progress in those companies as they are more long-term orientated. Research to determine whether there is a relationship between the type of company in terms of its goals and women's progression would be recommended to gain a more informed view of this observation.

This research study was explored with the senior and executive managers; it would be interesting to hear the views of the women who are still at lower levels and want to achieve senior levels to understand from them the challenges that they experience and to determine the level of assistance they expect from the organisations. This is an area that can still be further researched to have a balanced view.

7.7   Conclusion to the Research Project

This research study aimed to understand the challenges that organisations face in implementing gender equality policies. The findings showed that these challenges are mainly centred on accountability, responsibility, commitment, beliefs, practices, behaviours, execution strategies, and environment, culture and society elements of both organisations and leadership of these organisations.

Organisations are mainly implored to start recognising the imperative for equal access and for diversity within the organisation as the research showed the benefit from attaining gender equality at an organisational level. Leadership is also pleaded with to change their mind-sets and culture of the organisations to start seeing results in gender progression. A representation of women has been shown to be needed in order to say organisations have succeeded in implementing gender equality policies efficiently. Building a diverse workforce for organisations should be a priority and lead into equal opportunities for all. Progression should be based purely on capabilities and competency as opposed to it being based on either gender amongst other biases.

This research adds value to the body of knowledge in the field of Gender, Work and Organisation. The research study affirmed that companies are in a position to acknowledge their challenges and take the corrective measures to start working towards progressing women leaders and give them a voice in the organisations.

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APPENDICES

Appendix 1: Gender Inequality Index

Gender Inequality Index HDI rank	Country	Gender Inequality Index Value, 2013	Gender Inequality Index Rank, 2013
	Very high human development		
1	Norway	0.068	9
2	Australia	0.113	19
3	Switzerland	0.03	2
4	Netherlands	0.057	7
5	United States	0.262	47
6	Germany	0.046	3
7	New Zealand	0.185	34
8	Canada	0.136	23
9	Singapore	0.09	15
10	Denmark	0.056	5
11	Ireland	0.115	20
12	Sweden	0.054	4
13	Iceland	0.088	14
14	United Kingdom	0.193	35
15	Hong Kong, China (SAR)	..	..
15	Korea (Republic of)	0.101	17
17	Japan	0.138	25
18	Liechtenstein	..	..
19	Israel	0.101	17
20	France	0.08	12
21	Austria	0.056	5
21	Belgium	0.068	9
21	Luxembourg	0.154	29
24	Finland	0.075	11
25	Slovenia	0.021	1
26	Italy	0.067	8
27	Spain	0.1	16
28	Czech Republic	0.087	13
29	Greece	0.146	27
30	Brunei Darussalam	..	..
31	Qatar	0.524	113

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32	Cyprus	0.136	23
33	Estonia	0.154	29
34	Saudi Arabia	0.321	56
35	Lithuania	0.116	21
35	Poland	0.139	26
37	Andorra	..	..
37	Slovakia	0.164	32
39	Malta	0.22	41
40	United Arab Emirates	0.244	43
41	Chile	0.355	68
41	Portugal	0.116	21
43	Hungary	0.247	45
44	Bahrain	0.253	46
44	Cuba	0.35	66
46	Kuwait	0.288	50
47	Croatia	0.172	33
48	Latvia	0.222	42
49	Argentina	0.381	74
	High human development		
50	Uruguay	0.364	70
51	Bahamas	0.316	53
51	Montenegro	..	..
53	Belarus	0.152	28
54	Romania	0.32	54
55	Libya	0.215	40
56	Oman	0.348	64
57	Russian Federation	0.314	52
58	Bulgaria	0.207	38
59	Barbados	0.35	66
60	Palau	..	..
61	Antigua and Barbuda	..	..
62	Malaysia	0.21	39
63	Mauritius	0.375	72
64	Trinidad and Tobago	0.321	56
65	Lebanon	0.413	80
65	Panama	0.506	107
67	Venezuela (Bolivarian Republic of)	0.464	96
68	Costa Rica	0.344	63
69	Turkey	0.36	69
70	Kazakhstan	0.323	59
71	Mexico	0.376	73
71	Seychelles	..	..
73	Saint Kitts and Nevis	..	..
73	Sri Lanka	0.383	75

75	Iran (Islamic Republic of)	0.51	109
76	Azerbaijan	0.34	62
77	Jordan	0.488	101
77	Serbia	..	..
79	Brazil	0.441	85
79	Georgia	..	..
79	Grenada	..	..
82	Peru	0.387	77
83	Ukraine	0.326	61
84	Belize	0.435	84
84	The former Yugoslav Republic of Macedonia	0.162	31
86	Bosnia and Herzegovina	0.201	36
87	Armenia	0.325	60
88	Fiji	..	..
89	Thailand	0.364	70
90	Tunisia	0.265	48
91	China	0.202	37
91	Saint Vincent and the Grenadines	..	..
93	Algeria	0.425	81
93	Dominica	..	..
95	Albania	0.245	44
96	Jamaica	0.457	88
97	Saint Lucia	..	..
98	Colombia	0.46	92
98	Ecuador	0.429	82
100	Suriname	0.463	95
100	Tonga	0.458	90
102	Dominican Republic	0.505	105
	Medium human development		
103	Maldives	0.283	49
103	Mongolia	0.32	54
103	Turkmenistan	..	..
106	Samoa	0.517	111
107	Palestine, State of	..	..
108	Indonesia	0.5	103
109	Botswana	0.486	100
110	Egypt	0.58	130
111	Paraguay	0.457	88
112	Gabon	0.508	108
113	Bolivia (Plurinational State of)	0.472	97
114	Moldova (Republic of)	0.302	51

115	El Salvador	0.441	85
116	Uzbekistan	..	..
117	Philippines	0.406	78
118	South Africa	0.461	94
119	Syrian Arab Republic	0.556	125
120	Iraq	0.542	120
121	Guyana	0.524	113
121	Viet Nam	0.322	58
123	Cape Verde	..	..
124	Micronesia (Federated States of)	..	..
125	Guatemala	0.523	112
125	Kyrgyzstan	0.348	64
127	Namibia	0.45	87
128	Timor-Leste	..	..
129	Honduras	0.482	99
129	Morocco	0.46	92
131	Vanuatu	..	..
132	Nicaragua	0.458	90
133	Kiribati	..	..
133	Tajikistan	0.383	75
135	India	0.563	127
136	Bhutan	0.495	102
136	Cambodia	0.505	105
138	Ghana	0.549	123
139	Lao People's Democratic Republic	0.534	118
140	Congo	0.617	135
141	Zambia	0.617	135
142	Bangladesh	0.529	115
142	Sao Tome and Principe	..	..
144	Equatorial Guinea	..	..
	Low human development		
145	Nepal	0.479	98
146	Pakistan	0.563	127
147	Kenya	0.548	122
148	Swaziland	0.529	115
149	Angola	..	..
150	Myanmar	0.43	83
151	Rwanda	0.41	79
152	Cameroon	0.622	138
152	Nigeria	..	..
154	Yemen	0.733	152
155	Madagascar	..	..
156	Zimbabwe	0.516	110

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157	Papua New Guinea	0.617	135
157	Solomon Islands	..	..
159	Comoros	..	..
159	Tanzania (United Republic of)	0.553	124
161	Mauritania	0.644	142
162	Lesotho	0.557	126
163	Senegal	0.537	119
164	Uganda	0.529	115
165	Benin	0.614	134
166	Sudan	0.628	140
166	Togo	0.579	129
168	Haiti	0.599	132
169	Afghanistan	0.705	149
170	Djibouti	..	..
171	Côte d'Ivoire	0.645	143
172	Gambia	0.624	139
173	Ethiopia	0.547	121
174	Malawi	0.591	131
175	Liberia	0.655	145
176	Mali	0.673	148
177	Guinea-Bissau	..	..
178	Mozambique	0.657	146
179	Guinea	..	..
180	Burundi	0.501	104
181	Burkina Faso	0.607	133
182	Eritrea	..	..
183	Sierra Leone	0.643	141
184	Chad	0.707	150
185	Central African Republic	0.654	144
186	Congo (Democratic Republic of the)	0.669	147
187	Niger	0.709	151
	Other countries or territories		
	Korea (Democratic People's Rep. of)	..	..
	Marshall Islands	..	..
	Monaco	..	..
	Nauru	..	..
	San Marino	..	..
	Somalia	..	..
	South Sudan	..	..
	Tuvalu	..	..

Appendix 2: Global Gender Gap Index

Global Gender Gap Index 2014		
Rank	**Economy**	**Score**
1	Iceland	0.859
2	Finland	0.845
3	Norway	0.837
4	Sweden	0.817
5	Denmark	0.803
6	Nicaragua	0.789
7	Rwanda*	0.785
8	Ireland	0.785
9	Philippines	0.781
10	Belgium	0.781
11	Switzerland	0.78
12	Germany	0.778
13	New Zealand	0.777
14	Netherlands	0.773
15	Latvia	0.769
16	France	0.759
17	Burundi	0.757
18	South Africa	0.753
19	Canada	0.746
20	United States	0.746
21	Ecuador	0.746
22	Bulgaria	0.744
23	Slovenia	0.744
24	Australia	0.741
25	Moldova	0.741
26	United Kingdom	0.738
27	Mozambique	0.737
28	Luxembourg	0.733
29	Spain	0.733
30	Cuba	0.732
31	Argentina	0.732
32	Belarus*	0.73
33	Barbados	0.729
34	Malawi	0.728
35	Bahamas	0.727
36	Austria	0.727
37	Kenya	0.726
38	Lesotho	0.726
39	Portugal	0.724

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40	Namibia	0.722
41	Madagascar	0.721
42	Mongolia	0.721
43	Kazakhstan	0.721
44	Lithuania	0.721
45	Peru	0.72
46	Panama	0.72
47	Tanzania	0.718
48	Costa Rica	0.717
49	Trinidad and Tobago	0.715
50	Cape Verde	0.713
51	Botswana	0.713
52	Jamaica	0.713
53	Colombia	0.712
54	Serbia	0.709
55	Croatia	0.708
56	Ukraine	0.706
57	Poland	0.705
58	Bolivia	0.705
59	Singapore	0.705
60	Lao PDR	0.704
61	Thailand	0.703
62	Estonia	0.702
63	Zimbabwe*	0.701
64	Guyana	0.701
65	Israel	0.701
66	Chile	0.698
67	Kyrgyz Republic	0.697
68	Bangladesh	0.697
69	Italy	0.697
70	Macedonia, FYR	0.694
71	Brazil	0.694
72	Romania	0.694
73	Honduras	0.694
74	Montenegro*	0.693
75	Russian Federation	0.693
76	Vietnam	0.692
77	Senegal	0.691
78	Dominican Republic	0.691
79	Sri Lanka	0.69
80	Mexico	0.69
81	Paraguay	0.689
82	Uruguay	0.687

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83	Albania	0.687
84	El Salvador	0.686
85	Georgia	0.686
86	Venezuela	0.685
87	China	0.683
88	Uganda	0.682
89	Guatemala	0.682
90	Slovak Republic	0.681
91	Greece	0.678
92	Swaziland*	0.677
93	Hungary	0.676
94	Azerbaijan	0.675
95	Cyprus	0.674
96	Czech Republic	0.674
97	Indonesia	0.673
98	Brunei Darussalam	0.672
99	Malta	0.671
100	Belize	0.67
101	Ghana	0.666
102	Tajikistan	0.665
103	Armenia	0.662
104	Japan	0.658
105	Maldives	0.656
106	Mauritius	0.654
107	Malaysia	0.652
108	Cambodia	0.652
109	Suriname	0.65
110	Burkina Faso	0.65
111	Liberia*	0.646
112	Nepal	0.646
113	Kuwait	0.646
114	India	0.646
115	United Arab Emirates	0.644
116	Qatar	0.64
117	Korea, Rep.	0.64
118	Nigeria	0.639
119	Zambia	0.636
120	Bhutan	0.636
121	Angola	0.631
122	Fiji	0.629
123	Tunisia*	0.627
124	Bahrain	0.626
125	Turkey	0.618
126	Algeria	0.618

127		Ethiopia	0.614
128		Oman	0.609
129		Egypt	0.606
130		Saudi Arabia	0.606
131		Mauritania	0.603
132		Guinea*	0.601
133		Morocco	0.599
134		Jordan	0.597
135		Lebanon	0.592
136		Côte d'Ivoire	0.587
137		Iran, Islamic Rep.	0.581
138		Mali	0.578
139		Syria	0.578
140		Chad	0.576
141		Pakistan	0.552
142		Yemen	0.515

Appendix 3: Positioning and Consent form

My name is Asya Styodana, and I am a Master of Business Administration (MBA) student at the Gordon Institute of Business Science. I am currently busy with a study on "Organisational challenges on implementing policy on gender equality" and would like to understand your personal and organisational experiences and perspective when it comes to this challenge and any insights you might have on this topic. The aim of this study is to simply understand the challenges that organisations are facing in implementing the currently existing gender equality policies due to the reported slow progress being made in gender inequality gap. I will be conducting interviews with some of the leaders and staff of your organisation with regards to this topic but the organisation itself and the interviewees will not be mentioned in the findings. Upon completion of the study, I will provide the organisation with a bound copy of the full research report but not the raw data, only the consolidated findings. The final report will be available in the public domain. I would also like to highlight that these conversations will be recorded for transcribing purposes only with no reference to participants names and will be kept safely for my studies only. I will also request that you please sign the attached consent letter that states you are voluntarily participating.

CONSENT FORM

Organisational challenges on implementing policy on gender equality.
Asya Styodana, Transactional Sales Manager, 072 713 7453

Please Initial Box

1.   I confirm that I have read and understand the information sheet for the above study and have had the opportunity to ask questions.

2.   I understand that my participation is voluntary and that I
        Am free to withdraw at any time, without giving reason.

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3.   I   agree   to   take   part   in   the   above   study.

Note for researchers:

4.   I agree to the interview being audio recorded

5.   I agree to the use of anonymised quotes in publications

Name of Participant   Date   Signature

_____   _____   _____

Name of Researcher   Date   Signature

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Appendix 4: Interview questions

1. What is your understanding of what gender equality entails?

2. Tell me about your organisational gender equality core strategy including development programmes and any forums/frameworks to implement gender equality policies and the effectiveness of them?

3. Describe your organisational culture and sub-cultures?

4. What do you think is the impact of your organisational cultural or sub-culture on effective gender equality policy implementation?

5. What is your understanding of what your leadership responsibility is in the implementation of gender equality policy in your organisation?

6. Describe what do you think are the characteristics leaders need to display in order to encourage or promote equality?

7. What are your thoughts on the effectiveness of gender equality quotas to progress women representation in senior decision-making roles for organisations?

8. What do you think is the impact on private organisations not being legally bound by gender equality quotas legislation?

9. What are your thoughts on imposing gender equality target quotas on senior positions by government or corporate governance on organisations?

10. What have been some of the best models you have seen or aware of that have indicated efficient implementation of gender equality policies?

11. What does success of gender equality look like to you and your organisation?

12. What is your suggestion on how organisations and nations can implement gender equality policies effectively going forward?

Appendix 5: Interviewees

Interviewer Identification	Role	Gender	Race
Interviewee A1	Senior Manager - Investment Banking (IB)	Female	Black
Interviewee A2	Executive - IB	Female	Black
Interviewee A3	Executive - IB	Male	Black
Interviewee A4	Executive - IB	Male	Black
Interviewee A5	Executive - IB	Female	Black
Interviewee A6	Executive - IB	Female	Black
Interviewee A7	Executive - Retail Banking (RB)	Female	White
Interviewee A8	Executive - RB	Female	Black
Interviewee A9	Executive - RB	Male	Black
Interviewee A10	Executive - IB	Female	White
Interviewee A11	Executive - Group	Female	White
Interviewee A12	Executive - RB	Male	Black
Interviewee A13	Executive - Group	Female	White
Interviewee A14	Chief Executive Officer - RB	Female	Black
Interviewee A15	Executive - RB	Female	Black
Interviewee A16	Executive - IB	Male	White
Interviewee A17	Executive - IB	Male	Black
Interviewee A18	Executive - IB	Female	Black

Appendix 6: Full results per interview question

5.3 Research question one: What is the impact of gender equality quota system on private organisations?	
5.3.1 Quota system regulating **Quota system policing and measures**	
Interviewee A6	*"You also don't want a situation where you have kind of empty targets and people are just window dressing in a way. If you just employ x many women and you don't give them say you know what I mean. So it has to be really impactful and I think it really has to be at every level, if you don't ask that question on every level and correct it, it is just never going to come right. What I'm saying is don't put quotas and then just tick boxes".*
Interviewee A9	*"So the targets and quotas we have at the moment won't work because there are no punitive measures if you don't abide by those laws. But if you introduce a quota system with laws that are enforceable and with punitive measures then it will work…"*
Interviewee A11	*"So sadly, business won't change by itself, I don't believe; I think unless there is some kind of stick in place then it is not going to happen, it is not going to happen quickly. If there was a law that came in that said '30% of your board and 30% of your senior managers must be women and if you don't you get a 10 million rand fine' it would focus the minds. Sadly I believe that unless it is law it won't happen".*
Government responsibility in enforcing quota system	
Interviewee A9	*"I think introducing enforceable quotas is the only way to solve this. Government should intervene to enforce them, not organizations. And the sanctions should go beyond fines because people are quiet happy to pay the fine".*
	"There are people here that are not prepared to bring about change. The only people that can bring about meaningful change is the government, and the government make it law; and the law must go way beyond "we're just going to fine you." It must threaten your license to trade".
	"So the penalty needs to go as far as saying "if you don't embrace the diversity in gender; race; disabilities, we're going to take away your trading license." It shouldn't just be penalties in the form of fines anymore, because people are even prepared to pay super taxes, and that's why I say it's only government that can enforce that law".
	"…. these were self-governance charters but they were not met. That's why government intervened with their one where they've said "we've allowed you to self-govern and clearly there's no commitment, so we will tell you how you're actually going to drive transformation", which includes the issue of gender equality. The truth is that government is the only agent that can actually drive this. The private sector is not going to do it because it's still run by white males and it suites them to keep things the way they are".
5.3.2 Belief in quota system	

Commitment, Relations and Benefits	
Interviewee A3	"Quotas in my view do not work. Just to cite an example, if you look at what happened post the unbanning of the ANC, the PAC and the likes. You had affirmative action which was one of the quotas by Mbeki and Mandela and to prove that quotas do not work as we're sitting now in 2015 when last did you hear about an advert on the newspapers or, saying that this post we need an AA. That thing ended up 10 years ago so, so people need to believe in why they're doing things".
Interviewee A5	"So I don't personally believe in quotas, I can see their value from the forcing change, but I think we are living in an equity system and any sort of change or any programme that is implemented needs to be supported by the culture, supported by mentorship, by coaching, by investing in that person".
Interviewee A6.	"It is one thing to have quotas, it is how do you manage them and also then how do you not trick the system. What I'm saying is that you have to have a high level buy in and people must really believe in this thing to make it effective otherwise you are going to have people just skewing out numbers that don't necessarily in my view add up to what I may think is gender equality or an organisation that is reflective of the demographic or the people of this country. So it helps set a target, but I don't think it is the one thing that is going to fix the issue".

5.3.4 Quota system as an execution strategy

Perceptions about the impact of quota system on organisations	
Interviewee A5	"the problem with forcing change is the repercussions of people not buying in and then you have just initially with Black Economic Empowerment (BEE) and employment equity was being implemented then you had organisations who were putting in people who were not ready for those jobs, who were not skilled and who were not the right people for their position and just setting them up to fail. Then that is also something else because then you have a self-fulfilling kind of prophecy where you are saying black people can't perform and then you put someone in who is going to be a non-performing black person and they say see what did I tell you. So I think similarly when you do that with gender you are enforcing numbers and enforcing that on people".
Interviewee A7	"No I don't think that the quota would be effective. It almost lacks authenticity is where I am coming from. As an individual you want to know that you have achieved something based on merit, you don't want to feel like you are that one person that was forced into doing something'.

Interviewee A8	*"Norway can afford to have quotas and still do well because they have a large pool of eligible professionals/ candidates that they could choose from. When you have a pool that is large and good enough, even if you close your eyes and randomly picked out a CV you would still find that you've chosen someone worthy and deserving, because you have a greater pool. But when you don't and you have a quota you may be force to just fill up positions with incompetent individuals just to meet the target. As SA we're not at the stage where we have enough highly equipped and qualified/ skilled people to carry out quotas effectively and beneficially when one looks at enforcing a gender equality quota.*
Interviewee A8	*"I can't stand regulations like that. Once you start stipulating and demanding that organizations should have 'x' amount of black people and 'y' amount of women, then you're asking for trouble. We've seen what happens when industries push for a certain number of black people to be brought into leadership or boards; making the directors of organizations and still not having it transforming the economy. All this becomes about is fulfilling the quota and meeting the regulated targets to appease the law as opposed to finding the right individuals within those brackets (race and gender) who will work on opening channels to empower those just like him/ her on the bases of either race or gender or otherwise. Because the candidates are put in positions just to meet the quota, you find that a white male who at a lower level then the black person or woman employed/ promoted because of the quota still had to answer to someone who is technically their junior, when practically, nothings actually change because that newly promoted/ employed senior doesn't get make any management decisions to help advance their kind anyway. Quotas are all about organizations putting up a front and window dressing themselves.*
Interviewee A9	*"If not implemented properly, any quotas can have negative consequences. Because one could suddenly have an influx of people hired without the correct competencies and credentials, as companies push to meet their targets".*
Interviewee A10	*"Voluntarily more so than by legislation. I actually think bringing it in by legislation will like many other things cause resentment. It would be interesting. You know resentment, and it would create again an element of window dressing and that is why I believe the organization itself – I also don't want to be promoted to meet a quota, I want to be promoted because the …. Believes in the value I add. So the unintended consequences of blanket legislation could be to nobody's benefit".*
Interviewee A4	*"...And people like saying quotas are going to lead you to appoint people that are not qualified. And I say no, quotas are going to make you organize the qualified people that you have been ignoring".*
Interviewee A4	*– "based on my own reading and understanding, where they drove these things very hard, like in the Nordic countries, you must see the results in those societies: you see the results and the number of women in industry, number of women in leadership positions across, who have gone on to do other things outside of that. They would not have done that without some aggression around certain quotas".*
	"Rwanda, how can I forget – a country that came out of a genocide, and is now one of the most active in advancing in terms of advancing and promoting women, and by the way at the same time, is now emerging as one of the countries that people are praising as an area is

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	best placed to get investment in Africa".
Interviewee A6	*"Quota is a very tangible target and that is why we are saying sometimes "what is gender equality" and "how do you achieve it" and "how do people perceive it" because people also have very different perceptions. So to have a hard quota helps in that you know the number that you need to get to".*
Interviewee A9	*"With that said, the quotas are the way to go, but still maintaining a workforce of skilled competent professionals. There are skilled competent women. If we were serious about finding them we would. There are a lot of black women in this organization who would advance into senior positions if given the right exposure and growth opportunities as their white female and male counterparts".*
Interviewee A10	*".....made progress are the ones in the Nordic where they have absolutely put targets in place".*
Interviewee A17	*"in the real world people do not do certain things voluntary especially when there is perceive loss or giving up, with gender equality there is a perceive giving up of our right to management positions, perceive giving up of my career path and so forth and so on or my grouping, or people that look like me and those sorts of things, human beings naturally do not do voluntary, they need encouragement and in some instances they need to be pushed to be able to do that so I do not think we can ever run away from Government quotas even with best intentions because human beings by definition do not do things that are perceived to be a loss voluntary enough though gender equality is not a loss but people perceive it at least those people who have power where privilege of status perceive it that way".*
Interviewee A17	*"quotas is the right to focus the mind but quotas on their own can do more damage than good because then people just pursue quotas for their own sake and they start creating artificial jobs, window dressing and so on and in the process undermine the credibility of the leaders that they put there or the women that they advance because they are not put there for the right reasons, they are put there purely to fulfil the quotas when in substance they do not have a substantive role, they have not been given the skill, they have not been equipped, they have not be given the support and so forth and so on so effectively set people up for failure to be mocked at and so on so I think quotas on their own my view is that they tend to do more damage than good,...".*

5.4 Research question two: What is the role of organisations in driving gender equality policy implementation strategy?

5.4.1 Organisational Behaviour

Organisational acknowledgement, accountability, responsibility, and commitment

Acknowledgement	
Interviewee A3	*"It's something that the company, the leadership must acknowledge that there's something wrong in the system that needs to be corrected".*
Interviewee	*"....acknowledges that women and female work force brings very*

A10	*specific benefits to the organization".*
Interviewee A13	*"…. what I am saying is it is not just gender equity, it is diversity. So that is very strongly messaged in our strategy, but we don't particularly point out gender equity".*

Accountability

Interviewee A2	*"At the organizational level, accountability has got to be part of it, and real accountability".*
Interviewee A8	*"Until organizations like ….are held as accountable for implementing gender equality strategies and policies, the organization and its leadership will continue to sweep gender equality issues under the rug".*

Responsibility

Interviewee A2	*"Giving those women the opportunity, and backing them".*
Interviewee A3	*"…. need to build, groom, and empower people who are going to be future leaders"*
Interviewee A8	*"The same goes for organizations and leaders; they have to be willing to make the investment in women for us to start seeing change, otherwise there will be none".*
Interviewee A10	*"At the top there must be a conscious dedication to bring in more senior women and to the extent – and we can talk about this later – where it doesn't happen naturally because you would very often hear say 'oh but we try and women leave".*

Commitment

Interviewee A2	*"If the organization is committed to this – I think we have to qualify it with that – and are going to prioritise this as a business imperative, just like we prioritise financial performance…"*
Interviewee A8	*"Company….. Has begun to say "employ black people" but they haven't begun to say "employ women." People hung on to the organization as saying "employ black people" and that's exactly what they keep doing but you won't see them driving the employment of more women because that's not what they've been told, and so they miss the opportunity to empower women".*
Interviewee A9	*"But it's easier said than done. We put out all the right messages but when it comes to reality; in terms of really bringing women on board, I don't think that the commitment is there".*
Interviewee A10	*"There is some strategy on paper around diversity, I will still question the actual level of commitment, into that, but as far as females are concerned, definitely not".*

5.4.2   Organisational environment

Male-dominated environment, Women specific "roles", Family friendly environment and Societal environment impact.
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Interviewee A1	*"very male dominated organization and specifically in the team I work in it is also very male dominated an without them imposing their views or wanting you to conform to their views, you have no choice but to, however having said that, sometimes they are not even aware that they are doing it because this is what they have been doing it for ever and ever amen".*
Interviewee A2	*"We are still a very male-dominated environment and I think we are still in an environment where men are not used to dealing with women in leadership or in the professional environment. I think it is probably a historical fact but maybe it is a global phenomenon, the fact that I would often be the only woman in a meeting, with clients and a team from …. Company, I will often be the only woman in the meeting".*
Interviewee A5	*"Currently we do have largely male leadership". …"Very male dominated space and there is an expectation that the language is very male dominated and when I say language I mean talk about people are very comfortable using terms like 'we got completely raped by this client'. Women don't speak like that, they don't use terms like that in our normal conversation. So I just mean that is something that you need to get used to in our culture….".Terms like 'the client needs to give us a bit more information, they are kind of holding their cards close to their chest, but we need to ask them to raise the skirt a little bit and see what's going on'. That is the kind of terms that I have learnt and that tells you that is the culture that that is what women's role is seen as and that is how the managers are speaking and that is an indication to me that it is not a woman's environment".*
Interviewee A7	*"The only problem is that men run our world, and they feel threatened; there is no doubt that they feel threatened. Let's take it one step further; the larger sense is that they run by white men, so they are threatened double. They are threatened to an extent by pushing employment equity by a race perspective and then you throw gender on top of it".*
Interviewee A9	*"It's sad that I still walk into meetings and I'm the only person of colour and there are no women, whether they are black or white".*
Interviewee A10	*"Financial services industry which I believe in this country is still – and in many other countries for that same matter – is extremely male dominated".*
Interviewee A10	*"… it is very easy to see that there are lots of women in the more secretarial, HR, softer type of roles".*
Interviewee A11	*"…. a visible demonstration and that means thinking, the leadership needs to make more effort thinking about who would appoint, who would recruit, who sits on MANCO, who sits on the decision making structures of the …., who sits on the board, how visible are those people, are they role models or do you have to be in HR or marketing if you are a woman, to get on the board. Will the next financial director be a woman? The next CEO is a woman? What is our commitment?*
Interviewee A14	*"…the environment creates conditions that make people behave in dysfunctional ways and then when people do behave in dysfunctional ways then there is a sense of look it is you are being dysfunctional as opposed to looking at the overall environment".*

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Interviewee A15	*"I am an Executive and I have two children meetings can start from anytime of the day and end at any time of the evening, I am a single mother when do I see my children, when do I accommodate so the organization will say maybe you go and organize your life set so that you have the necessary support if you want to succeed you have to be here all the time, it is impractical and it does not actually build the society we want".*
Interviewee A18	*"I just think that as women in a corporate environment you are never going to succeed in your natural state of being you, cannot just be your normal self, we are natural caregivers, nurturers, inclusive people generally not all women are like that but generally we are like that and there is a lot of that that is counter intuitive to an environment like this completely"*
Interviewee A5	*"I think if you want to implement something it needs to go towards …. More family friendly working environment and family friendly approach to working hours"*
Interviewee A10	*"Norway - but the Scandinavian countries are different because they also have, and now we are touching upon some of the root causes, they have got paternity leave; you know their whole legal system is set up in that fashion, so that it is quite possible to require the man to take six months off to look after the baby if the wife's career is more important".*
Interviewee A13	*"It starts with the very basic stuff like looking at your current policies and processes. … Do we have policies that really enable free and mobile working and then once you have the policy do you have managers that embrace the concept of mobile working for example. You know maternity leave, do you have maternity leave policy that is there and equitable etcetera, but then do you have … company…. in London has this, they have a programme whereby before the woman goes on maternity leave they bring in the manager and the woman to say maternity leave is coming how are you going to manage it, do you want your manager to check in with you every now and then to tell you what is going on or do you want to be left alone, how are you going to cope. Then they have a return to work, it is called the New Arrival Survival programme where the woman returning and her manager comes on a programme and negotiates and agrees how the return to work is going to happen, is it going to be big bang you know eighteen hours a day from the start or do we want to start half time and then gradually build up to full time and we don't do any of that. So there are quite practical and concrete things that can be done, but it has to always involve the manager as well.*
Interviewee A15	*"it is like people do not think that I am mother and the reason why I am able to what I do so hopefully well is because I embody all of that, I doubt that I would be as effective as an Executive if I did not have my children and I was not a mother, there are certain elements about how I relate to solutions for the customers that is taking from specifically from that part".*
Interviewee A1	*"there are more women than there are men in the first place in SA if you look at statistics so there are more women than men so why should I have to be in the minority yet I am the majority in this country?"*

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Interviewee A5	"We also have society and communities that we need to think about in this discussion because people come from a culture, they come from their own communities and that kind of thing. So I think it also stems from how women are seeing in those cultures, how women are seen in those communities".
Interviewee A7	"I think that's why gender equality is that much harder, gender equality is for me as a business has to live on a foundation of gender equality in a broader society and we are a long, long way from that".
Interviewee A8	"SA needs to be more like Botswana in the sense that if a young girl in Botswana is smart enough to get into Harvard but she's from an impoverished background and there is no other way to get her university, the state pays for to go to Harvard. We need to be deliberate about it and we've already started in many small ways, like with the initiative that I'm apart called the 'New Voices, New Faces' initiative founded by Graca Machel, which looks solely at advancing women".
Interviewee A9	"Where you look at numbers and you say, "What is the population of this country" (as an example), and "what is the split of that population in terms of gender" (men and women); and your organization is therefore reflective of that split. So if women make up 60% of that population (in the working class), and men make up 40%, you would expect the split in an organization to mirror that".
Interviewee A10	"As leaders we don't operate in a vacuum. We operate in an environment that has women; that has people with disabilities; that has black and white people, so surely your organization has to mirror the environment that you operate in. So if you're operating as a leader in an environment where there are clearly only white males then there is something wrong and if you don't see that as a leader then there's something wrong with you. So it is incumbent upon me to embrace the environment that I operate in as a leader, and the makeup of my workforce reflects that environment".
Interviewee A11	"….the broader culture and the way women are treated and gender issues are dealt with in the broader society also has to change".
Interviewee A14	"….I do not know any organizations that honestly takes these things seriously and I think people are not really seeing the link, I think maybe what it is just more of the fact that leaders tend to be quite short sighted because today we make money, huge amounts of money despite all these things that are happening but there is not a thought process that says that the markets could be bigger and therefore we could make far more money in that environment but sadly no it is not".
Interviewee A16	"in society the way we bring up our children the assumptions we make from a young age that everything is wrong, I read an article about a female engineer and she just said how difficult it was to become a female engineer because when you are young and go to the boys division so everything around there is around boys and everything around Barbie is girls and they sort of psychologically shape you".

Interviewee A17	*"I think all of these things are dependent on the environment, I think SA is slightly complex and let me explain what I mean by that in that you have a number of challenges that need to be addressed and these challenges are not necessarily competing but they do at a level of resources, management, attention, prioritization create a situation and create complexity in a manner in which all of this is balanced so let me give you an example we have got a legacy here of both gender imbalances as well as racial imbalances both of these are emotive issues, racial imbalances are much more distinct they have translated themselves into physical location where people see it and leave, the education system that was designed into job preference and so on and of course gender imbalances had similar characteristics but they tended to cut across all races as opposed to one it was clearly distinct and particular to a specific grouping of people so in dealing with then issues of imbalances in SA it becomes much more complex because you are not dealing with just one element of gender imbalance, you are dealing with gender imbalance, you are dealing with racial imbalance, you are dealing with issues of depravation from an education point of view'.*

5.4.3 Organisational culture
Culture definition, Anti-femininity features culture, Social networks based culture, Business performance dominated culture, Selective culture

Interviewee A1	*"there is an expectation that we women have to fit in and as women we have always felt we don't have a choice but to fit because at the end of the day and do well at your job because the numbers are unfortunately against you so yes you do, there is an expectation of fitting in, it's harder to try and fight it, if you show signs of being a women in an organizations it seen as being weak so you have to be like them, be harsher, stronger dress up like them. Wear black, if you come with your orange nail polish, sometimes it's like what is happening there, so we have to dress like them, we have to sound like them and we have to behave like them because that's how we think they will take me seriously, if I come in and started to talk about shoes and hair and makeup it's unlikely that people will entertain this but, but if we talk about sports people will be more receptive. So it could be that this is something we impose on ourselves because we think we will fit in but generally whether it comes from us or men, there is a perception that we have to try and fit in".*
Interviewee A1	*"Culture of the organization is the crux of every organization, the biggest thing is what the culture in this organization is, culture is not defined by policies and pieces of papers but culture is defined by behaviour".*
Interviewee A3	*"Organisational culture is kind of fragmented let me put it that way and purely by virtue of the company having evolved with these fragmented business with different views and different strategies like".*
Interviewee A4	*"organizational culture is very buddy, it is about who is in my network, who do I like, and in fact because women have to work so hard to become competent, a culture that doesn't focus on competence is likely to even ignore them because they don't have these other things you are expected to have: you must belong to certain networks, you must have a certain type of an approach to life and you must belong to*

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	certain social circles, and you must be seen to behave in a particular manner".
Interviewee A5	*"Even in my own career planning we wanted to have a child, but I decided I don't want to have a child until I am a director and I really want to make director this year because I want to have a child next year. I have to think like that because I know that if I have a big stomach here in December/November last year when they decided the directors for the next year I'm not going to get chosen. Not because anybody hates me, I have still done all the work that I needed to do, but because I am appearing to be available and I am appearing to be you know then at least I am given that opportunity and only now do I feel that I can feel free now. That has got nothing to do with how much work I have done, it is just appearances because then it is this is a reason to not pick that person. I mean it has not happened to me, it has not happened to anyone I know, I am just saying that is the perception that I have of that and that was a real fear that I experienced when I was thinking about starting a family. I really want to make director this year and the last thing I need is to fall pregnant and that is a conversation that I had with myself and the fact that I am having that conversation…"*
Interviewee A7	*"Organizations culture that we are very much result orientated, and short term orientated. It's around getting things done, doing and delivering, with a risk that the sustainability is not necessarily being built from that perspective. The impact that I think that has on woman is the way we operate is that we are much more long term based not short term based. We seem to operate on the basis of relationships; we tend to be much more orientated towards working through people".*
Interviewee A9	*"So it's about a culture that is fostered within that environment that says, "we look at our employees across the 'gender bar' (if I may use that term) and the best person gets the job, irrespective".*
Interviewee A10	*"It's about fostering a culture that is not bias towards any gender or race group; religion; language(s). It's about creating culture that values and embraces the diversity within a country and I've seen that with some of the other African countries".*
Interviewee A10	*"Organization instead of just looking at two candidates equal on merit, etc. – should they go an extra mile to facilitate an environment that is conducive to women staying in the organization".*
Interviewee A10	*"Each of the individual women is also so busy fighting just to remain where they are, that their ability now to take time out and network and whatever is already compromised because you are one woman".*
Interviewee A11	*"Proactive steps are taken to ensure that the working environment is fair towards women, so that may mean that extra steps need to be taken to ensure that women are adequately represented in all parts of the organization, all levels and functions of the organization".*

Interviewee A11	"culture is still dominated by old school white male, it is traditional in terms of what school did you go to, what did you study, are you a lawyer, are you a CA? It sounds strange but for our male leaders, what do their wives do? Because if they have got a stay at home wife, who takes care of all the domestic responsibilities, then do they appreciate what female executives have to go through? "
Interviewee A11	"Man years ago I heard Gill Marcus make such a beautiful speech about it, and it was to the Women's Forum we had in those days, where she said 'you know transformation is not to let one women or one black person through; it is what the culture of the organization has changed, and to get that you need a lot of people through so that … because at the moment, and I have seen this in various institutions it is not only just gender equality but the broader transformation is the moment they let one woman through you almost have to become one of the boys to succeed".
Interviewee A13	"… I think there is research that shows this as well, at the networking particularly when that networking is on the golf course or at the bar after work or in the men's loo or whatever it just exacerbates the problems. These kinds of traditionally male activities are where these relationships are forged. They even have their children at the same schools. So it is kind of social networks outside of work as well that continue the sense of their being an inner and an outer.
Interviewee A15	"this is not about that it is about how do we actually create a movement that allows women to actually have the right kind of opportunities, the right kind of environments that embrace their diversity in all their diversity because not all women are the same, not all women have children, not all women want to have children, not all women are married and all of that and some do not want to be married at the end of the day it has to cater and support that level of diversity but we have to mobilize in our own actions that reflect that this is something that is important to us because who is meant to make it happen.
Interviewee A17	"Culture is about the way we do things, if the way we do things reinforces old if you like systems and practices then essentially you are sustaining a culture that does not help you to progress but if you are deliberately implementing certain things that seek to shift that culture to start to do certain things that are progressive, that promote transformation, composition of your committees, the language that we use, the people that we profile, the publications that we make, it is all about the series of little things both symbolic as well as substantive that ultimately make up the culture and if we craft and deliberately engineer it towards the board in transformation and gender equality so to speak then you start to have a positive impact in the manner in which you manage and run your own sort of institutions so what culture do we have within IB or …",
Interviewee A18	"there is a big cycling culture especially with investment banking, the people who are triathletes, who cycle, I do not know if there is golfing but I do know that cycle will benefit for that, I cannot ride a bike let al.one you into a triathlon, some people cannot swim and cannot participate in that so already there is an inherent bias towards people who do those activities, it also lends itself to people socializing outside the workplace doing physically activities and social activities that they enjoy, such social activities which are exclusive to a certain racial group

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	and cultural group that make it very difficult to integrate".

5.4.3 Organisational strategies
Execution, Forums/Programmes and Communication

Interviewee A1	*"There is a women's forum that been formed by …. For women that is called something where we meet once a month in a function. For me I feel that those things are not because they are core of the organization but as a way to tick the box".*
	"…. lean in thing so you have seen some of the initiatives of the ….. is trying to do in order to accommodate women and make us feel comfortable but as we have highlighted in that group, it is a group of women sitting there and discussing these things, in actual fact the people who should be having these conversations are the men because they have to implement them so that's what it is".
Interviewee A1	*"There needs to be a target to say this what we are towards and we are kept updated on a yearly basis to say that this is where we were last year and this is where we are today and therefore this is the improvement we have done, even if it is one % but there has been a change from the year before. There must be a culture of communication. There should be a focus on men teaching them and training them how to treat it and address it because as women we can meet and speak until the sun comes but if the mentality of the people we are trying to change hasn't changed then it's not going work".*
Interviewee A2	*"… Lean In initiative which is across the group and that involves more business units across the entire institution and that again is a networking platform for women who are in senior positions, that senior level of staff where borderline executive, but senior women, women in senior positions who are probably you know next step would be to enter into executive roles within the …. And it is quite important because research shows that at that level women tend to leave the organization. And so part of this initiative again is around empowering, but it focuses on networking to achieve that, and I guess the ultimate objective is to retain that level of seniority for women in the …. And then afford them the opportunity to still grow further from there".*
Interviewee A3	*"The programmes that you're talking about must be transparent. People need to know that they're going to be part of this bigger picture in the future".*
Interviewee A3	*"So it's got to be something that's uniformly applied across the board. Company …. Is a group to represent group not different pockets"?*

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Interviewee A4	*"So my biggest anxiety is not about whether it is part of the agenda or not; my anxiety is whether it is part of the execution. …. So for you to see that the gender is being executed are when the power relations are such that you are seeing women increasingly in decision making and leadership positions that are about influence. … So it is not so much about being in the strategy, it is about the organization executing what it claims to be".*
Interviewee A5	*"… I don't believe there is anything and from my perspective I don't think that is a reflection of executing on any kind of strategy, but rather individuals who have taken it upon themselves to put something together.*
Interviewee A5	*"I think if you have the initiative and the programme and it is quite transparent that will make people feel a little bit more at ease about their engagement because I think it is a difficult one".*
Interviewee A7	*"So there's lean in which is broader which is more about asking each other to share, what I like about is that we co-facilitate males and females".*
Interviewee A7	*"…having a conversation around why we aren't succeeding in, but it should be around why we are not succeeding when we put 100 women in this program and 90 % of them did brilliantly. Why are they not coming through in the work place and what is the problem, which is keeping them, rather than goodness we fall short of women to meet our target".*
Interviewee A10	*"So then I would expect to see a conscious program to say these are the women targeted to be part of top management in the next few years and thereafter on a low level it needs to be like there are transformation targets, there need to be targets for women in management at every level, and it should be as much as a performance target, so that if it is not met there is actual repercussions. But it needs to be dual fold; you cannot implement that at a lower level if you are not leading by example at the top levels of the organization".*
Interviewee A13	*"….I think one of the strengths of the Employment Equity Act in SA although it is not being properly enforced is that it says to organisations consider your own dynamics, your situation, where are you now, where can you get to in five years times, what is your skills score, what are your skills needs etcetera".*
Interviewee A13	*"The strategy hasn't been properly communicated".*
Interviewee A17	*"it starts with leadership buy in and secondly it cannot just be limited to targets and numbers, it must be targets because targets focus the mind but that must be supported by a clear program, anyone who puts targets without telling you how they are going to achieve them you must know that they are just wasting their time because they will never reach those targets".*
Interviewee A17	*"… requires also a very clear plan as to how organizations are going to nurture and develop this talent and I think that is the element in my view that has been grossly lacking in a lot of the plans and things that have been done…"*
5.5. Research question three - What leadership aspects are important for leaders to possess in order to be able to be catalyst for gender equality policy implementation in organisations?	
5.5.1 Leadership style	

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Leading by example, Open minded, Vision, Emotional intelligence, Brave, Personal conviction, Non-Bias, Transformational leader	
Interviewee A1	*"They need to live by example and show us they are serious about gender equality".*
Interviewee A1	*"These things need to be imbedded in the culture, people need to believe in them, not do it because they have to but because they believe in it that it will make a difference".*
Interviewee A2	*"….promote and foster and encourage the development of other women".*
Interviewee A2	*"…. comes a sense of you have to be open minded because you have to be able to intake your talent, identify – ….. – but you have got to be able to grow people within your team".*
Interviewee A3	*"So a leader in my view is someone who's got vision, and also who looks beyond peripheral of his vision in terms of who needs to be a player, who do I need to slot where and how do I need to do that so that the mood within the staff is actually constant and consistent in terms of adapting to the changes that are being affected and by doing so, you'll have a leader that's going to be followed by his or her people and they're going to believe in him and take the company to the next level".*
Interviewee A4	*"you must have the characteristics of being able to internalise the feelings of the people that are most affected, because then once you are able to do that you are able to get that which you cannot get".*
Interviewee A5	*"… It means changing potentially that need in your own mind-set because I think you also need to appreciate that a lot of these leaders their experience of a woman's role is in their homes. So they've got a maid who looks after their children and they've got a wife who looks after them and their home. So changing the mind-set of women's roles and saying that they actually can be people who are in the workforce and productive, I think the characteristics are someone who is a change agent".*
Interviewee A7	*"….brave, someone whom is courageous, someone whom has insight, and someone whom has faith. Faith in the ability of the human person, as opposed to a man or a woman, we need leaders that a prepared to take a stand".*
Interviewee A8	*"The second thing you need is to be gutsy in order to be able to carry out what you believe in".*
Interviewee A8	*"The first thing that you need to have is certainty and conviction with regards to your beliefs and that starts with you being confident and comfortable with yourself; your background; your ideologies; your circumstances. This allows for you to always be conscious of who and what you are".*
Interviewee A9	*"If I'm truly genuine and believe in the long term sustainability of my organization, I would be bothered why the composition of my workforce looks the way that it does; if it of course shows preference or discrimination".*
Interviewee A9	*"….leader that is not a racist; that is not prejudicing towards women; that does not have biases that are not discriminatory in nature".*
Interviewee A10	*"If we have a management that doesn't recognise and actually believe in it, they will be paying lip service going forward'.*

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Interviewee A11	"we need transformational leaders, so we need leaders who understand the environment we now operate in and understand that there are multiple demands on an organization both from internal and external stakeholders, and that if you don't understand and try and meet those expectations you will ultimate fail in the longer term as a business; your business won't be sustainable going forward. ….so our leadership needs awareness; it needs sensitivity".
Interviewee A12	"All of us as human beings are kind of shaped one way or the other by experiences and by backgrounds".
Interviewee A13	"require of leaders is to actively reach out and to include people how have not traditionally been part of that inner circle and that is about self-awareness of your own biases and prejudices and stereotypes and behavioural patterns and then you have to work at it".
Interviewee A14	" ….. we need leaders who are going to work on building a socially inclusive culture, we need to do both and you cannot just put policies out there and think that people are going to believe you, you actually need to lead by example and you have to enforce it, if you are not enforcing it and doing regular check ins it is not believable".
Interviewee A14	"I think the leader has to get it and it has to something beyond just commercial, I think we cannot get away from the fact that a lot of people in leadership today actually grew up without women around them so they have absolutely no idea what it actually is like to be a women".
Interviewee A14	"Leaders that must be intelligent, they must have emotional intelligence but I think there is a certain fibre, there is a certain diversity intellect that they need to have as well, a certain ability to connect and appreciate people who are different from you".
Interviewee A15	"we need leaders like that who are able to understand humanity without having to be that person because you are a being, at the basic, basic level you are not black, you are not a woman, all of those that is just your vehicle what you are is something in you and that thing in your needs to be talking to that thing in me and it needs to understand and empathize and understand to a great degree without having to be that person".
Interviewee A17	"Leaders must believe in the whole principle of gender equality because if you believe you are then willing take a risk and you are willing to stick your neck out and execute on the back of your beliefs but if you do not believe you will quickly accept the reasons as to why you cannot do things because there is no strength of conviction on what you are trying to do".
Interviewee A18	"it has to be a person that believes that my success has to be guaranteed by the people below me, I have to prepare the people below me to take my job again it comes from the confidence that says this is not my final destination, it is just the stop along the way so I need to be able to say she, he and her are ready to take over let us choose from one of the three but they are ready to take my job"
5.5.2 Leadership Behaviour **Leadership accountability, responsibility, commitment and women leaders behaviour**	
Accountability	

Interviewee A2	*"I think they need to be accountable, absolutely accountable. So it needs to be part of their performance goals. I think leadership needs to be accountable, for all transformation initiatives".*
Interviewee A6	*"I strongly believe that people kind of follow examples as opposed to instructions of this is the policy and we have to do it. So it is very important that they are seen to buy in and support and participate in those initiatives as well and again they need to hold people accountable to achieving what the strategy is".*
Interviewee A8	*"It's difficult to push an agenda when there are no enforceable guides in place and measures that will hold those in contempt accountable".*
Responsibility	
Interviewee A1	*"If you as a leader want a certain culture in your organization, the responsibility starts with you, it's not just your responsibility but you need to make sure that you walk the talk and we can see it in you that this is what you are and this is what you want to see this is what you are and this is what you breed and automatically when people come to you as a leader it has an element of personal response from you then people all the way down can the people can see that this is what we live and this is what we breed on a daily basis".*
Interviewee A1	*"They need to implement the culture and a culture is defined by the leaders and then we will follow".*
Interviewee A2	*"Putting people into those positions and giving them the responsibility. So promoting women you know? Putting women into leadership roles. You know one theory says that if you do that then you will get more women coming up through the ranks because a woman will naturally nurture and empower other women".*
Interviewee A3	*"it's the responsibility of the leadership to be aware of the nuances that are happening within different cultural people, races, genders and the like, and manage those accordingly and I think on those basis there is a willingness from the leadership to look into those issues, even though it took us a lot of time if one looks at with the country, you got independence 1995 or so and where we are now I think we should have made some strides but the willingness is there. I think there's a new refreshed awareness but we need to do the right things.*
Interviewee A4	*"….culture is set and defined by those who are leading. And their example, their behaviour and everything they do sets the tone as to what is the appropriate culture".*
Interviewee A4	*"….as a leader you have a responsibility to see what you need to do, not just in relation to your friends, your circles and your personal circumstances, it is about what creates sustainability for this organization in the environment and that is a very hard thing because it then means you make critical decisions that may sometimes be against the interests of individuals. But in the long term interests of the organization".*
Interviewee A5	*"So changing the working environment is I think the leadership responsibility…."*
Interviewee A6	*"The leadership responsibility is to set the tone. So one is as leaders need to kind of have to set what the strategy or what the focus or what the expectation of the broader business is, they need to say we are transforming this business and this is what we want to achieve. So they kind of have to set the tone, the other thing that is important are that*

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	they need to live up to their expectations of the rest of the organisation".
Interviewee A8	*"In a working environment the organization is never going to give you power and empower you enough; you've got to take the power, but within the confines of what's logical and serves the whole process. In as much as one should never wait for i.e. Company… to "allow" you power, one must always do things in a way that doesn't devalue and undermine the process, e.g. hiring a woman just for the sake of it and not because she's competent".*
Interviewee A13	*"What our leaders need to be doing is ensuring that the people who we put in people management roles are able to manage people. That sounds like a no brainer, but as with many organisations we promote people based on their technical competence rather than their people management skills and they don't understand how to manage and they particularly don't understand how to manage diversities. When a manager is where everyone is like me and we all talk the same language that's fine, but when you've got different people from different religions and different backgrounds and cultural systems that becomes very difficult and our managers just simply don't have that competence".*
Interviewee A14	*"Leaders have a lot of work to do, I think there is a thing that needs to be done at an intent perspective, I think we need to be very specific about what it is that we are trying to achieve…. I think you have to put out targets and numbers, this thing that we are only going to do inputs and we will see what happens is not acceptable because that is not how we run our businesses, we do not run our businesses like that we have targets and we reach them so I think for me we need to have very specific outcomes in terms of this is what the future looks like and then I think that we need to put policies that enable us to actually really manage those types of inputs*
Interviewee A14	*"leaders need to encourage a culture of engagement but proper engagement and when I say engagement I am talking about basic things like I see you as a person first, I respect you as a person, I listen to you so that kind of ethos and vibe has to be built into the organization, I think the other thing also is the leader has to sponsor people because mentoring is not enough so you as a leader need to sponsor enough people who can continue the journey or help you in continuing the journey"*
Interviewee A16	*"It is all about the leaders, if the leaders are not going to drive change it just will not happen".*
Interviewee A17	*"leaders must recognize that, that is who we are, that is the nature of … but they must be able to say how do I not lose the experience and the value that that brings whilst at the same time ensure that it creates space for change and for the accelerated growth of a diverse grouping of people".*
Commitment	
Interviewee A2	*"…. commit to getting people up there and empowering them".*
Interviewee A3	*"…the leadership…drive and change the thinking and the minds of people around certain issues, but there are different pockets you know, in the world where they've got this thing right and again 'cause the leaders of the time were the people who were committed into driving*

	the change in that direction'.
Interviewee A11	*"Leadership has to play a role, it has an important role to play, line managers have an important role to play, the policies of the organization are important but also both men and women have to be committed to this so it is not only women should be concerned about, but they also have to come to the party".*
Interviewee A13	*"The issue of sponsorship is critical, but that requires on-going commitment. You don't sponsor one for a day or a week or a month, it has to be continuous and by its nature it is quite sort of labour resource intensive as it were. So it only reaches a few people depending on the capacity of your senior leadership team".*
Interviewee A17	*"…so leadership for me is the most important thing, that leadership buy in, that commitment".*
Women leaders	
Interviewee A1	*"us as women we sabotage ourselves, sometimes we don't think we are good enough to be leaders maybe it is because we have been told that we are not, I don't know but sometimes we don't go for those opportunities and opportunities are not going to find you sitting at home in your kitchen or wherever you are sitting then sometimes where men are better than us is that they go exactly for what they want whether or not they qualify for it they will realize it when they get there. It's something we have touched on, for us as women if there is a job there, if you don't meet the requirements we don't apply but a man will look at a spec if they meet 50 % of the requirements then they will go for it. .."Sometimes we never raise our hands and say what we want".*
Interviewee A1	*"We women have to walk away from that feeling of wanting to be the only one…" We must support and empower each other*
Interviewee A5	*"I think that with female leadership there is still that thing of being the only female and also frankly I think females not being comfortable with other females because we are not used to it because you become so used to being with the guys and talking the way the guys talk and then now it is almost disturbing to have another female and particularly maybe if she is not that way and if she is comfortable with her femininity or maybe you are the one who is comfortable with your femininity and you have put that forward and it is something that you have embraced and gotten everyone comfortable with and you have go to the top with that style of leadership and maybe she is not like that".*
Interviewee A6	*"Women in organisations should be asking that question if they feel like they are not having access to opportunities. We should all be asking the people we report to why it is not representative or why there are different expectations or opportunities or payment and that kind of thing for male counterparts and women".*
Interviewee A7	*"….masculine, they embrace masculinity and most woman therefore either have to mold themselves into a requirement into what that is, and most of us don't want to live life in that way. You want to be the same person here, there and at home. You will see a lot of woman whom do it for a while and then back out of it, because the strain of trying to be someone that they are not becomes too much".*
Interviewee A8	*"….. it's not just men that need to adjust their mind-sets and be open to different ways of seeing thing because there are women that are also just as narrow minded".*

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Interviewee A8	"Women in these positions would need to pave the way for other women to travel up the pipeline because men can be selfish. The roles of female leaders are dual; advancing ones self as well as implementing structures that will allow other women to advance as well, which is what looking at the greater picture is about. Your performance at that level, as a woman, will reflect on other women in the organization and will influence whether or not more growth opportunities are given to women".
Interviewee A15	"think I am almost quite challenged by the inability sometimes for women to organize themselves because there is so much we could do yet we are not doing it, every time we talk about an organization I start with me, what am I doing, what are you doing, what is the next person doing so if we are doing nothing who is going to do this".
5.5.4 Implementation/execution strategies **Leadership Performance management**	
Interviewee A4	"The most important thing is to put this on the leaders' performance thing. That to me is the most critical. Because if you make it a performance agenda then you make it an organizational agenda".
Interviewee A5	"Leadership Performance management. If you want to implement something it needs to go towards Key Result Areas (KRA's)".
Interviewee A11	"Make it a target in senior managers Employment Performance Management (EPM) and we would reward them on the basis of whether they achieve those gender targets or not".
Mentorship	
Interviewee A2	"The women coming out of the tertiary system that are operating at an equal level as the men. And then you need to grow them from there. So there is a kind of an informal networking that goes on for men, they get an informal mentor and they learn really quickly, and the same support has to be provided for women. the girls and guys who have made it through, I think you need to offer them the same level of support coming into the organization; they are equally competent, it is just that the men tend to get mentored just a little bit more than the girls and you know, because of that they move up quicker".
Interviewee A5	"Currently we do have largely male leadership. So they need to take it up on themselves to ensure that they also bring in females because it is a natural thing to just bring in the males because they all get along and there is a natural energy between them as with females it is a little bit more of an effort, but it is that effort that is required from both sides, the females and the male leadership to be comfortable to get into a grooming relationship".
Interviewee A7	"any women who is in senior position at the moment or in sector management they would tell you that some manager by virtue of the times, who was a man, saw something in them and assisted them and maybe the problem is that we putting so much emphasis on sponsor that we are not allowing leadership to take on a group of individuals and take them on as protégés and so on regardless of what their sex, race is and the ones that stand out let them be, or spend a period of time with them and then let them stand out so that there is merit behind it.

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Interviewee A14	*"I think what sponsors do are they give you high risk assignments so they give you an opportunity to learn and stretch yourself and they also facilitate you getting into bigger roles so it is a make things happen role as opposed to a passive role which is traditionally how we establish a response of a mentor".*
Interviewee A10	*"There is a lot more mentorship in my view going on, of men – and again it comes back we don't have enough senior women – so even if we have senior women, someone like …. Who has mentored, she has got her own frustrations upwards; it is not like you are sitting at the top where you can really mentor people because you are facing this kind of like behaviour on a day to day basis".*

Appendix 7: Definition of gender equality from the respondents

Respondent	Definition of gender equality
Interviewee A1	*"In a situation of a work environment I am not different from a man. Whatever rights and entitlements they have, I think I should have the same rights".*
Interviewee A2	*"So I think it is equal access to opportunity especially in an institution like this but I think that applies across the board in society, so I think it is equal access for both genders to opportunity".*
Interviewee A3	*"Gender equality is selecting the different genders into the main stream of the economy. Empowering both males and females alike in participating the economy of the country. From the leadership perspective and, or whatever extreme you may think of. Gender equality is more of a moral obligation".*
Interviewee A4	*"Gender equality entails three main things, firstly it entails recognition of the fact that society has got inequity in it, in particular women are likely and also because historically how they were discriminated – are likely now in the economy to find themselves either on the marginal type of work, lowest paid type of work and also not being looked at equally for work opportunities. So gender equality is about recognition of that historical problem. It is also about a proactive process of trying to address that problem and correct it and then thirdly, and in a sustainable way, it is about creating a culture and an environment in which you allow people to be treated equally irrespective of gender, but in recognition of the historical issue".*
Interviewee A5	*"It is not say women are the same because I don't believe we are the same, I think it is rather having the same access and the same opportunities without discrimination because of sex".*
Interviewee A6	*"Gender equality for me I guess is having organisations and institutions that are reflective of the demographic of the country. So it is kind of making sure that the numbers add up and people have access to the right opportunities to redress what happened with*

	historical issues in terms of how organisations are made up or people are employed and in the economy broadly".
Interviewee A7	*"For me, gender equality is being met if we don't talk about gender and everyone is equally in the same position to do things. So it's a matter of a freedom of choice and it flows".*
Interviewee A8	*"Gender equality is about sexes being equal, and I'll touch on the home environment as well as we go on because it's important. Sexes being equal more so with regards to equal opportunities; being given the space to compete equally, across all the sexes".*
Interviewee A9	*"Gender equality means, where there are equal opportunities for both male and female in the work place. The preference is not given to one gender. The best person gets the job, based on their qualification; based on experience, and I guess it's based on the raw fit in terms of what the role requires".*
Interviewee A10	*"Gender of the individual should not play a role in the first place at all; secondly it should be purely competence, merit, experience based, and potential as well".*
Interviewee A11	*"Two components: the first is that people are not discriminated against because of their gender; so they are not treated differently for an unfair reason, which would be whether they are male or female".*
Interviewee A12	*"For me it is really about simply just doing the right thing, it is not about what, whether you have a policy or not, whether you have a target or not, it is kind of just doing the right thing".*
Interviewee A13	*"Think the first thing we always look at is numbers, but that is just one blunt indicator of equality. I think more important is the equity of opportunity for people regardless of gender and I don't know what the*

	right word is, but that all people have the same experience in the organisation. That they all feel enabled to perform to their full potential, that they all feel included, that they all feel heard, and that they all believe that they have the same opportunities. So it is not just about saying everyone has the same opportunity, people actually have to experience that in the way in which they live their day to day experience in an organisation. So numbers are useful because they obviously tell you where you are and especially in a … if you have a target people are going for that target, but I think far more important is the daily lived experience of women in the organisation".
Interviewee A14	"…there is no way we can unleash Africa's potential while we are ignoring 50% of its population so for me it talks to broader inclusivity and leveraging of all resources of the continent".
Interviewee A15	"It is also really about how we create a properly inclusive environment".
Interviewee A16	*"Genders are equal and I think if you look in a workplace it should transpire that throughout the organization you will have people in equal positions maybe if those first premises are correct".*
Interviewee A17	*"gender equality it is about the redress of the legacy of an institutionalized issue like segregation and imbalance between genders"*
Interviewee A18	*"….creating an equal playing field that is all. I actually have a very controversial view on gender equality as a concept, I do not think that it is ever attainable, I do not think there will ever be pure equality between men and women whether it is in the workplace, the home, in any social context I do not think it is physically possible otherwise we would all be able to get pregnant, all be able to give birth, there are differences and I believe that is how God intended it to be however I do think that there is inherent bias in the workplace that makes it more difficult for women that is for sure"*

Appendix 8: Ethical clearance letter

Gordon Institute of Business Science
University of Pretoria

Dear Asya Styodana

Protocol Number: Temp2015-01854

Title: Organisational challenges on implementing policy on gender equality

Please be advised that your application for Ethical Clearance has been APPROVED.

You are therefore allowed to continue collecting your data.

We wish you everything of the best for the rest of the project.

Kind Regards,

Adele Bekker