

**Gordon Institute
of Business Science**
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The effect of power distance on the career advancement of women

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Abstract

Power distance is a cultural value that has a strong influence in both societal and organizational behaviour. The need for this research resulted from the basis that South Africa has a high value for power distance and a low number of women in senior business roles. By understanding the role power distance plays in the career advancement of women, organisations can put systems in place to create a more equal workforce and leverage the benefits of Smart Economics.

The research was conducted via an online survey and was completed in full by 67 business women based in South Africa. The questionnaire was based on the GLOBE cross-cultural study as well as supplementary questions relating to specific features affecting career advancement for women. The outcome allowed for a model to be developed that gives light to the effect of power distance on organizational features, specifically the career advancement of women.

Specific features such as the desire to attain power or to maintain power emerged through this survey. A cultural model (figure 8) was developed that presents an outline of the different ways power distance values can affect organizational features and influence the career advancement of women. The outcome of this research could contribute to the way companies develop internal structures that may either encourage or inhibit women from achieving career advancement within the context of power distance.

Keywords

Power distance

Career Advancement

Women

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements of 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 authorization and consent to carry out this research.

Portia Gibbs

09 November 2015

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Chapter 1: Introduction to the research problem

Smart Economics is a theory that rationalizes the need for investing in women and girls for more effective developmental outcomes (Chant & Sweetman, 2012). Specifically, it argues that increasing the number of women in the workplace is regarded as one way countries and companies can improve their competitive status (Chant & Sweetman, 2012). Despite this, in South Africa only 34 out of 293 JSE listed companies have more than 25% of women in director or executive managerial positions (Business Woman's Association South Africa, 2015).

South Africa and South African businesses are struggling particularly because of the country's low levels of economic participation (Africaneconomicoutlook.org, 2015). While the South African government is trying to achieve greater transformation (National planning commission, 2012), through programmes such as the Employment Equity Act and Broad Based Black Economic Empowerment (Department of Women, 2015) only 6.8 million of South Africa's 15.5 million in employment are women (Department of Trade and Industry, 2015). The World Economic Forum Gender Gap Index (2014) currently ranks South Africa as 83rd out of 142 countries in terms of economic participation and having a generally steady decrease in equal wage for equal work (World Economic Forum, 2014). Similarly, the Gender Inequality Index places South Africa at 94th (United Nations, 2014), demonstrating that gender inequality persists in South Africa.

While theories encourage that women use their skills to contribute to economic development (Chant & Sweetman, 2012), data shows that companies in South Africa still do not demonstrate sufficiently equal levels of gender equality in their organisations (World Economic Forum, 2014; United Nations, 2014; Department of Women, 2015). Although there are a number of reasons for this one in particular is cultural values, specifically, the traditional role expectations placed upon women (Hewlett & Rashid, 2010).

The role of cultural values in society and the workplace has been researched at some length (Hofstede, 2001; House, Hanges, Javidan, Dorfman & Gupta, 2004), and is considered to provide added insight into the degree of societal, organisational

and legislative support for gender transformation in the workplace (Mills, 1988). Two prominent theories on cross-cultural dimensions are; Hofstede's *Cross-cultural Dimensions* (2001), and The GLOBE study, '*Culture, Leadership and Organisations*' conducted by House, Hanges, Javidan, Dorfman and Gupta in 2004.

Among the types of cultural values identified by both these studies include; Masculinity and femininity, uncertainty avoidance and power distance (House et al, 2004). In particular, both the GLOBE and Hofstede studies find that South Africa has a high value towards power distance (House et al, 2004; Hofstede, 2001). That is to say, the extent to which members of society accept that there are those in society with more power or, privileges.

The GLOBE study measured power distance against two constructs; 'as is' and 'should be' designed to understand views on values as opposed to practices (House et al, 2004, p.537-8). For South Africa, there was an inconsistency in these findings which presented a need to understand why there is a difference between values and practices. More importantly, as power distance is underpinned by the role power plays in workplace relationships and, power bases are a fundamental feature of workplace interactions (French & Raven, 1963), this paper looked at how power not only relates to, but may affect, career advancement in the workplace.

The aim of this paper was to gain a deeper understanding of ways in which power distance plays a role in the career advancement of women and ultimately, moves towards realising the theory of Smart Economics (Chant & Sweetman, 2012). The findings served to support much of the literature, that power distance does have an effect on the career advancement of women. Indeed, those women surveyed who were considered to be experiencing slowed career advancement reported a different, more prominent perception of power distance than those who were not experiencing slowed career advancement. Further to this, certain features were reported both from the perception of a subordinate and a manager indicating that some features, were valued at many levels. Given this, deeper analysis was conducted to understand whether those in power seek to maintain their power (Lee & Antonakis, 2014) and the value others place on attaining power (Hauff & Richter, 2015).

It is argued that members of a higher status in a high power distance culture are not only expected to seek to maintain their status (Lee & Antonakis, 2014) but also, may discourage lower level members from achieving a higher status thereby restricting

the inclusion of new groups into the upper echelons of a given organisational structure or society (Johnson & Mathur-Helm, 2011). Equally, and because of the exclusivity placed on these higher levels of status, a culture with a high value of power distance may also place a high value on attaining status (Johnson & Mathur-Helm, 2011; Hauff & Richter, 2015) and in a similar vein, Hauff & Richter (2015) argue that in a high power distance culture there may be a degree to which both parties will work to reinforce these distances.

The extent to which some in power may wish to maintain their status also occurs in literature on Queen Bee syndrome (Staines, Travis & Jayaratne, 1973; Abramson, 1975; Davidson & Cooper, 1992; Johnson & Mathur-Helm, 2011). Specifically, to what degree an executive woman may not assist with the career advancement of other women. While there may be many reasons for this, beyond cultural values such as power distance, there are consistencies with the two theories and were therefore considered side-by-side.

Importantly, this paper also aimed to understand the power distance sensibilities of women currently in the workplace as there is theoretical support that people form their perceptions based on whether their needs and preferences are being met in the environment (Lee & Antonakis, 2014; Migliore, 2011). Given the importance of status in a high power distance culture (House, et al, 2004), this paper considers whether both the leader's wishes to maintain status (Lee & Antonakis, 2014) and the employees wishes to attain status (Hauff & Richter, 2015) can co-exist such that it can facilitate the career advancement of women and, ultimately, improve an organisations productivity and competitiveness (Chant & Sweetman, 2012).

The literature review will be followed by a brief summary of the questions to be researched and then the proposed methodology outlining the structure of the quantitative analysis. Results will be presented across the descriptive statistics as well as each of the hypotheses, whereby each hypothesis will be analysed individually. Alongside this, a correlation of all questions will be run and analysis will report the findings. The conclusion to this research will provide interpretation as to the findings of this survey as they relate to power distance features and values as well as provide some recommendations for business and academia and future research recommendations.

Chapter 2: Literature review

The document to follow will outline literature on the topic. First assessing the subject area of culture and the two theory bases followed by a deeper analysis into power distance specifically. The literature will then review power distance features in the workplace, with a view to outline the role leadership plays in supporting or driving power distance practices in the workplace. The second phase of the literature review will look at the factors affecting career advancement within the context of an organisational environment. Therefore, the reality ('as is') versus the ideal ('should be') is important to unpack as a means for understanding behaviour in the workplace and future possibilities and challenges.

Cultural values

Theories and models

Numerous research studies have been completed to understand cross-cultural nuances of nations (Hofstede, 2001; Trompenaars & Hampden-Turner, 1998), which has since been expanded in contemporary times (House et al, 2004; Taras, Kirkman & Steel, 2010). Both original and contemporary findings (Hofstede, 2001; Trompenaar & Hampden-Turner, 1998; House et al, 2004) show that cross-cultural values not only exist in society, but can also be a key driver of behaviour in the workplace (Migliore, 2011, p.51).

The Hofstede study (Hofstede, 2001) is considered by some to be the seminal study on cross-cultural nuances and is often acknowledged in this regard (House et al, 2004; Hofstede, Hofstede & Minkov, 2010; Shi & Wang, 2010; Migliore, 2011). The study identified four cross-cultural dimensions at the national level; individualism-collectivism, power distance, masculinity-femininity, uncertainty avoidance and was later adapted to include a fifth dimension, time orientation (Hofstede & Hofstede, 2005). Most recently, Hofstede included a sixth dimension; indulgence versus restraint (Minkov & Hofstede, 2011; Daniels & Greguras, 2014).

Since Hofstede, Trompenaars & Hampden-Turner (1998), also contributed to the discussion on cross-cultural nuances citing seven distinct cultural dimensions; Universalism versus Particularism, individualism versus communitarianism, neutral versus emotional, specific versus diffuse, achievement versus ascription, attitudes to time and attitudes to environment (Trompenaar & Hampden-Turner, 1998, p.8).

Equally, the GLOBE study, *Culture, leadership and Organisations*, (House et al, 2004) findings outline nine cultural nuances however, the GLOBE study, (House et al, 2004) was further unique in that it sought to understand the difference between a value held belief and what is performed in practice (House et al, 2004, p.21) by measuring the data twice; once for values and a second time to measure practice (House et al, 2004, p.12).

Contemporary cross-cultural research discusses the merits of the Hofstede and GLOBE studies in particular (Hofstede 2001; House et al, 2004; Hofstede, Hofstede & Minkov 2010; Minkov & Hofstede, 2011; Shi & Wang, 2010; Migliore, 2011). Both of which identify similar dimensions; power distance, time orientation and uncertainty avoidance (Hofstede 2001; House et al, 2004; Hofstede, Hofstede & Minkov, 2010; Shi & Wang, 2010; Minkov & Hofstede, 2011; Migliore, 2011).

Although some discussions state that many contemporary cross-cultural studies have evolved from the base of dimensions cited by Hofstede in 1980 (Shi & Wang, 2011;), and extensive studies defend the validity of the seminal study, Daniels & Greguras (2014), argue that a study measuring values at the national level and then applying those findings to the individual would be improper. Although, Minkov & Hofstede (2011), defend the Hofstede study by outlining that the cultural dimensions were never intended to provide insight into sub-cultures such as organisational or individual culture or behaviour despite the fact that they have repeatedly been measured on this.

As sub-cultures may be one of the defining influences in the definition of national cultural values, so may be the distinction between practices and values. In their paper, *Interpreting Hofstede model and GLOBE model: Which way to go for cross-cultural research?* Shi & Wang (2011) identify that Hofstede's cultural framework does not drill down into the 'as is' nature of a society in relation to the 'should be' nature of a society as is measured within the GLOBE study (Shi & Wang, 2011). Minkov & Hofstede (2011) oppose this by arguing that measuring 'should be' is

misleading and offer power distance as an example of how a value, which exists on submission of others, cannot be a valued held by all. They state that practices as measured by Hofstede (2001) are therefore a truer reflection of values. Daniels & Greguras (2014), argue that labelling cultures against one societal value ignores important in-country variances (Daniels & Greguras, 2014, p.4), which is something that the GLOBE study measures via its division of values and practices and also black and white South Africans.

The argument that practices are a truer measure of values relies on the assumption that everyone exists in an environment whereby they are able to operate to their ideal scenario at all times (Minkov & Hofstede, 2011) and although studies have demonstrated strong correlation between individualism and extraversion, uncertainty avoidance with neroticism and power distance with conscientiousness (Migliore, 2011, pg.41), there is no agreement on which are the predictors and which are the criteria (Migliore, 2011, pg.41).

The discrepancy between the 'as is' and 'should be' findings of the GLOBE study for South Africa reveal differences indicating that respondents held largely different views about certain cultural values than they believed were practiced. One of these with the highest disparity between 'as is' and 'should be' was power distance (House et al, 2004, p.539-541).

Table 1: Comparison on Hofstede and GLOBE Models

Hofstede Cultural dimensions, 2001	GLOBE study, 2004
Features: Power distance index Uncertainty avoidance index Individualism vs. collectivism Masculinity vs. femininity Long-term orientation	Features: Performance orientation Future orientation Gender egalitarianism Assertiveness Institutional collectivism In-group collectivism Power distance Humane orientation Uncertainty avoidance
Power distance definition: The extent to which the less powerful members of organisations and institutions accept and expect that power is distributed unequally (Hofstede, 2015)	Power distance definition: The degree to which members of an organisation or society expect and agree that power should be shared unequally (House et al, 2004, p.517)

<p>Survey methodology: The survey was conducted in 1967-73 and surveyed non-managers and managers across 72 societies but within one organisation, IBM. This research and its analysis was conducted by Hofstede alone and did not include other team members (Shi & Wang, 2010)</p>	<p>Survey methodology: The GLOBE project was founded in 1993 and measures practices and values at levels of industry, organisation and society. It is a multi-phase, multi-method project, in which 170 investigators from 62 cultures, tested 27 hypotheses with data from 17,300 managers in 951 organisations (House et al, 2004, p.xv) The GLOBE study surveyed respondents for both societal and organisational values (should be) and practices (as is). It reported a disparity between the findings of 'as is' and 'should be' measures of power distance in South Africa (House et al, 2004, p.537-8)</p>
<p>South African findings: South Africa scores 49 on this dimension which means that people to a larger extent accept a hierarchical order in which everybody has a place and which needs no further justification (Hofstede, 2015)</p>	<p>South African findings: Power distance practice (as is): White south Africans – 5.16 Black South Africans – 4.11 Power distance values (should be): White South Africans – 2.64 Black South Africans – 3.65 *A higher score indicates greater power distance</p>

Power distance

Power distance is a value held highly in South Africa (House et al, 2004), but according to the GLOBE study there is a difference between power distance in practice and power distance as a value. The GLOBE project definition of power distance is, “the degree to which members of an organisation or society expect and agree that power should be stratified and concentrated at higher levels of an organisation or government” (House et al, 2004, p.12) and typically, a high power distance culture is more comfortable within these boundaries (House et al, 2004). The GLOBE study measured two constructs of power distance ('as is' and 'should be') in order to determine bases of influence, concentration of power, privileges of power and interpersonal behaviours at a societal level as well as at an organisational level (House et al, 2004, p.537-8).

The results of the GLOBE study showed that power distance in practice ('as is') at a score of 5.16 for white South Africans, whereas black South Africans recorded a score of 4.11 indicating that white South Africans recorded a higher power distance

culture in practice, than black South Africans (House et al, 2004, p. 539). Whereas, societal values ('should be') scored 2.64 for white South Africans and 3.65 for black South Africans showing that black South Africans believed that power distance was not as high as white South Africans found it to be, and although they believe the 'should be' state should be lower, they do not wish it to be as low as white South Africans. In other words, black South Africans showed a far greater discrepancy between the 'as is' state and the 'should be' state, reinforcing the difference.

Given that the GLOBE Study reported practices as societal norms, and values as a reflection of individual preferences, Shi & Wang, (2011) argue that there may be a discrepancy between the societal cultural values and the values of the individual.

The perception of power

While Shi & Wang, (2011) argue that there may be a difference between societal and individual values, Migliore, (2011) goes on to argue that, an individual's need for power and perception of power may play a role in determining power distance in society. While the GLOBE study measured the respondent's perception of their national cultures (Hauff & Richter, 2015; House et al, 2012), both Migliore (2011) and Lee & Antonakis, (2014) argue that people form their perceptions based on whether their needs and preferences are being met in the environment. Indeed, what some perceive as a cultural characteristic at a national level may be different from cultural values at an individual level (Migliore, 2011). Consequently, perception plays a role and the inter-relational aspect of personality and culture may vary among individuals within one culture (Migliore, 2011, p.42). But to what degree national culture influences the individual's perception of power (House et al, 2004; Hauff & Richter, 2015) is yet to be studied (Lee & Antonakis, 2014).

The role of power in relationships

Despite the inter-relational aspect of personality and culture (Migliore, 2011), Daniels & Greguras, (2014, p.2) argue that power is fundamental to all relationships. Many authors of cross-cultural research acknowledge a type of power distance concept present in different cultures (Hofstede, 2001; Trompenaars & Hampden-Turner, 1998; House et al, 2004; Taras et al, 2010). However, House et al (2004), note that

there is usually more acceptance of power distance in countries where there is a small middle class and a greater lower class, such as South Africa where 53.8% of the population is considered to be living in poverty (data.worldbank.org, 2015). Those who have a low ability to influence decision-making or their futures are generally forced to accept a high power distance (House et al, 2004, p.525). However, in cultures of a strong middle class this is less so the case as the middle-class strives towards values such as achievement and recognition (House et al, 2004, p.525).

Beyond values such as recognition, Maslow's Hierarchy of Needs includes esteem and self-actualisation (Hall & Nougaim, 1968), which House et al, (2004), argue may signify a person's need for power in an organisational setting (Hall & Nougaim, 1968; House et al, 2004, p.515). In the context of South Africa, Lee & Antonakis, (2014) claim that a person's need for power may explain the differences reported between, behaviour that accepts there are those with more power (House et al, 2004), and behaviour of those with power who seek to preserve power distance (Lee & Antonakis, 2014) and subsequently uphold power distance features.

The role of power in defining leadership styles

Cultures which place a high value on power distance may encourage specific leadership traits that uphold power distance features (Hauff & Richter, 2015). Emmerik, Wendt & Euwema, (2010) and Migliore (2011) argue that societal cultures do have a notable effect on organisational cultures which, in turn impact leadership behaviour (Emmerik et al, 2010; Migliore, 2011). According to Daniels & Greguras (2014), the role of societal culture on organizational culture is influential and would determine the way leadership enables the career advancement of others within an organization. Indeed, the framework outlined by House et al (2004, p.18) (Appendix 1), claims that there is a circular interaction between societal culture and norms and leadership behaviour (House et al, 2004, p.18).

However, to say that a high power distance culture creates a type of leader would be remiss because leadership behaviours are more predominantly explained by individual differences than organisational or societal (Emmerik et al, 2010, p.909). While House et al (2004), propose that leadership in general may be more supported in cultures that place a high value on power distance, as they support the concept of

leadership. The GLOBE study found that participative leadership is negatively correlated with the power distance value (House et al, 2004; Emmerik et al, 2010).

Since the GLOBE study, leadership theories have evolved outside of this traditional construct towards a more collaborative and charismatic set of leadership styles (Robbins & Judge, 2013). Inclusive leaders who generally have high-quality relations with their sub-ordinates (Robbins & Judge, 2013) would be in opposition to those cultures that place a high value on power distance. Another opposition between traditionally high power distance culture characteristics are concepts around participative management whereby subordinates share a degree of decision-making power with their superiors (Robbins & Judge, 2013). Indeed, Daniels & Greguras, (2014) summarise that transformational leadership styles are less likely to positively impact follower outcomes in high power distance cultures (Daniels & Greguras, 2014, p.8).

Career advancement

Organisational structures

Organisational cultures are often a reflection of societal cultures (House et al, 2004; Emmerick et al, 2010, Migliore, 2011) and consequently, these environments set the parameters within which employees operate in the work place (Robbins & Judge, 2013). Equally, management are often influenced by surrounding societal values (Peretz & Rosenblatt, 2011; House et al, 2004; Hofstede, 2001), therefore in a high power distance culture such as South Africa, organisations may exhibit high power distance practices. Practices may include formal structures to organize and coordinate authority (Lee & Antonakis, 2014).

Peretz & Rosenblatt (2011), further note that organisational culture has a significant affect on organisational behaviour. Although debate exists as to 'how to define the border of organizational culture an societal culture' (Shi & Wang, 2011, p.95), Daniels & Greguras, (2014) state that cultural values, such as power distance, affect

managers values and their assumptions about employees. Peretz & Rosenblatt (2011), argue that organisational culture and societal culture are two aspects that play an unavoidable and necessary influence on individuals; “Power distance affects how leaders and followers behave and interact” (Daniels & Greguras, 2014, p.15).

Given the role power plays in the ways followers and leaders interact, this highlights the importance that power plays in all relationships; especially in the context of power distance (Daniels & Greguras, 2014). Not to mention the effect it has on organisations and outcomes as it shapes views about the ways people of different levels or hierarchies should interact (Daniels & Greguras, 2014). The extent to which power distance becomes a moderating factor between the individual and the organisation (Lee & Antonakis, 2014), then depends on whether the individual needs and the societal norms are in conflict. As The GLOBE study (House et al, 2004) demonstrated in its findings, in South Africa there is a conflict between values and norms and therefore, power distance may have a moderating effect on delivering the organizational environment as it relates to individual preferences (Lee & Antonakis, 2014, p.648). Indeed, Lee & Antonakis (2014) state that the individual preferences come second to authority, hierarchy and societal norms, “higher level cultural values may thus override individual preferences” (Lee & Antonakis, 2014 p.652).

Organisational values versus Individual values

As an individual’s preferences may come second to authority and hierarchy in a high power distance culture (Lee & Antonakis, 2014), this may impact issues such as job satisfaction and job performance in an organisational setting (Hauff & Richter, 2015).

Hauff & Richter (2015) and Lee & Antonakis (2014) discuss ‘culture’s moderating role’ in relation to person-job fit and job satisfaction, with specific focus on power distance. Both Person-Job fit and Person-Organisation fit (Robbins & Judge, 2013) require a person’s values to match those of the organization. Lee & Antonakis, (2014) state that Fit theory is not solely determined by the job itself, but also on environment values. Equally, Hauff & Richter (2015) find that job satisfaction is affected by work values. Hence, job satisfaction (and its implicit results of career advancement) cannot be measured independently of the environment values.

High power distance organisational cultures may also include objective setting systems and clarity of expectation of roles (Daniels & Greguras, 2014; Lee & Antonakis, 2014) and tools such as job formalisation (Lee & Antonakis, 2014). Whereas factors such as employee empowerment, participation and job enrichment were found to be higher in low power distance countries (Daniels & Greguras, 2014, p.19). Consequently, Lee & Antonakis, (2014) find that there is a difference between what is received and what is preferred (Lee & Antonakis, 2014); thereby moderating Fit Theory and makes it into a pattern of 'partial fit' in high power distance contexts.

Career advancement and power distance

Hauff & Richter, (2015) argue that in cultures with high power distance, advancement opportunities will be more important given the associated status and prestige that comes with advancement in these cultures (Hauff & Richter, 2015, p.71). Considering South Africa's high power distance score for practices (House et al, 2004); this should confirm that advancement in South Africa is important. Of relevance to this debate is Queen Bee theory, which is used to describe women executives who, after advancing through the ranks, prevent other women from progressing (Johnson & Mathur-Helm, 2011). Reasons cited for Queen Bee behaviour include the desire to remain unique, fear of competition from other women, self-preservation and protection of their own positions (Johnson & Mathur-Helm, 2011). Sills (2007), supports this with findings that women seek to protect their own power base and position within the company.

Queen Bee features share similarities with power distance in that both place a high value on attaining and maintaining power, such that it takes priority over developing other employees so that they may advance up the ranks (Lee & Antonakis, 2014; Johnson & Mathur-Helm, 2011). Equally, a high power distance culture may also seek to discourage lower level members from achieving a higher status and thereby restricting the inclusion of new groups into the upper echelons of a given organisational structure or society (Peretz, Levi & Fried, 2015, p.878; Johnson & Mathur-Helm, 2011).

A Peretz and Rosenblatt (2011) study outlines that a high power distance culture tends to invest less in training and development because they value these

inequalities. Companies in high power distance cultures are found to invest less in training as it could have the result of reducing power gaps which are favoured in high power distance countries (Peretz and Rosenblatt, 2011; Coget, 2011). Specifically, performance appraisals as outlined by Peretz & Fried (2011), which include the purpose of promotion opportunities that may reduce power gaps, are not encouraged as they may dislodge the current status quo in terms of power distance. Literature further agrees that this is still low and ineffective for women in organisations (Peretz & Fried, 2012; Peretz & Rosenblatt, 2011; Hofmeyr & Mzobe, 2012; Peretz, Levi & Fried, 2015).

Hofmeyr and Mboze (2012) argue that gender stereotypes are another reason that some men do not actively engage in leadership or training programmes for women (Hofmeyr & Mboze, 2012, p.1278). However, findings relating to the Queen Bee theory find that this is not necessarily a gender based distinction and can sometimes be a limitation set by executive women towards other aspiring career women (Johnson & Mathur-Helm, 2011). Daniels & Greguras, (2014) argue that mimicry behaviour is expected in high power distance cultures, but how this impacts the career advancement of women when their superiors are looking to maintain the existing high power distance culture within the organization (Lee & Antonakis, 2014), is not yet known.

Aside of the theory of mimicry in high power distance cultures, Social Identity Theory (Ashforth, 1998) outline the ways in which we categorise ourselves and others, stating that this has a major effect on how we interact. In particular, power distance cultures tend to favour formalised communication networks (Lee & Antonakis, 2014) which indicate that high power distance cultures tend to be less likely to voluntarily request feedback, especially outside of the formalised structures (Lee & Antonakis, 2014). Consequently, relationships with managers and employees can be negatively affected in high power distance cultures. Hauff & Richter (2015), suggest that good relationships with managers can be important for job satisfaction. Hence, again, job satisfaction and its effect on career advancement cannot be measured independently of the environment values (Hauff & Richter, 2015).

Factors affecting career advancement for women

Alongside the theory of Smart Economics (Chant & Sweetman, 2012), the World Bank made gender equality an explicit millennium development goal in its Gender Action Plan 2007 – 2010, ‘Promoting gender equality and women’s empowerment’, however, men still receive more promotions than women (Ibarra, Carter & Silva, 2010, p.82). Zaroni, Janssens, Benschop & Nkomo (2010) note that gendered roles, relative numbers, network structures and gender related reward systems have kept women in subordinate professional positions which supports the thinking that power distance values are reinforced by superiors who seek to maintain their positions or subordinates who may submit to their positions (Lee & Antonakis, 2014; Peretz, Levi & Fried, 2015).

Firstly, a women’s biological status of child bearer creates an inevitable need in terms of maternity leave (Grant Thornton, 2015). Subsequent needs related to this include flexible working arrangements to accommodate parenthood responsibilities (Grant Thornton, 2015). Further factors affecting a women’s career have also been found to be; gender bias, a lack of female role models, insufficient support structures for women, legal or company conditions and male traditions around social interchange (Johnson & Mathur-Helm, 2011, p.51; Grant Thornton, 2015). While these imbalances are being addressed in some companies, largely, the paternity benefits as well as family responsibility needs are far less than female maternity benefits, in part sustaining the perceived inequality.

Proposals designed to provide women with structures that enable their career advancement include; flexible working arrangements (Johnson & Mathur-helm, 2011), sponsorship programmes (Ibara et al, 2010) and on-site childcare facilities as introduced at some companies however, research suggests there is also ‘a leaky pipeline’ (McKinsey & Company, 2013). The reasons for less women at the top include, the lack of development of career capital (Fitzsimmons, Calan & Paulsen, 2014), a lack of pro-family measures in place in organisations (McKinsey & Company, 2013), the fact that men and women network differently (Grant Thornton, 2015) and that, when mentored, women generally receive less senior mentors than men (Ibara at al, 2012).

Conclusion

Daniels & Greguras (2014), argue that a study measuring values at the national level and then applying those findings to the individual would be incorrect and the GLOBE study findings for South Africa support this. The discrepancy between practices ('as is') and values ('should be') in South Africa's power distance scores study cannot be overlooked. Not only did GLOBE create more defined areas of study by surveying black and white South Africans separately, it highlighted a need for defining the areas of study such that values and practices can be understood from a place of individual perception.

Both Migliore (2011) and Lee & Antonakis, (2014) argue that people form their perceptions based on whether their needs and preferences are being met in the environment. While House et al, (2004), argue that Maslow's Hierarchy of Needs demonstrates a person's need for power (House et al, 2004, p.515). Therefore, the role that perception plays in regards to cultural and workplace values is considered to be influential and further supports the need for research that aims to understand perceptions (values or 'should be') and features (practices or 'as is') of cultural values.

Given that the GLOBE study reported practices as societal norms, and values as a reflection of individual preferences (Shi & Wang, 2011) we can determine that there may be a discrepancy between the societal cultural values and the values of the individual, which may become apparent in an environment such as the workplace where hierarchies are strong.

As South Africa has been found to have a high value for power distance (Hofstede, 2001; House et al, 2004), it is necessary to understand it in two parts; those who are seeking power and those who wish to maintain power (Lee & Antonakis, 2014). This is based on existing literature that states that when power distance is of high value, then the acquisition of power and higher status is not only more valuable (Hauff & Richter, 2015) but may also determine behaviour towards others who are attempting to rise up the ranks (Johnson & Mathur-Helm, 2011).

In the workplace environment this logically leads to the desire for career advancement. However, the enablement of career advancement includes the assessment of whether those in power seek to maintain power. Lee & Antonakis,

(2014), Peretz, Levi & Fried, (2015) and Johnson & Mathur-Helm, (2011), state that power distance values may be reinforced by superiors who seek to maintain their positions. Supported further by Emmerik et al, (2010) and Migliore (2011) who argue that societal cultures do have a notable effect on leadership behaviours in the workplace. Therefore, we may assume that in a high power distance culture, such as South Africa, organisations may exhibit high power distance practices to organize and co-ordinate authority (Lee & Antonakis, 2014) and maintain current layers of authority, thus preventing career advancement.

For people seeking career advancement, and higher positions of authority, power distance practices are likely to create hurdles. Members higher in status in a high power distance culture are not only expected to seek to maintain their status but also discourage lower level members from achieving a higher status (Johnson & Mathur-Helm, 2011; Peretz, Levi & Fried, 2015), and thereby restricting the inclusion of new groups into the upper echelons of an organisational structure or society (Peretz, Levi & Fried, 2015, p.878). Similarly, Hauff & Richter (2015), argue that in cultures which place a high value on power distance, advancement opportunities will be more important given the associated status and prestige that comes with advancement in these cultures (Hauff & Richter, 2015, p.71).

This highlights the importance that power plays in all relationships and especially in the context of power distance (Daniels & Greguras, 2014) as well as the effect it has on organisations and outcomes (Daniels & Greguras, 2014). In a high power distance society, a formalized organization may be readily accepted, but the nature of power distance may also mean that the opportunities for change or advancement of everyone equally may not be enabled within these formalized parameters. For instance, a high power distance culture tends to invest less in training and development because they value inequalities (Peretz, Levi & Fried, 2015), which would oppose the theory of Smart Economics (Chant & Sweetman, 2012).

Given the literature findings, there is a clear argument that where power distance features and values exist they may have an effect on career advancement of those employees at lower levels. Potentially, this is caused by the desire of those in power to maintain power. With regards to women, traditional roles such as family obligations, continue to hamper their ability to compete for senior roles in a way that organisations require, compared to their male counterparts. However, which specific features or values of power distance continue to preserve maintain these obstructive

organisational features is less clear. Whether societal features or values influence organizational features or values or whether the mechanisms in place within organisations are themselves to blame for the obstruction needs to be understood further.

Chapter 3: Hypothesis

The literature suggests that certain power distance characteristics such as those in power seeking to maintain power (Lee & Antonakis, 2014) as well as the importance of attaining power (Hauff & Richter, 2015), may affect the career advancement of women. Given this, this research will seek to understand where power distance occurs. This paper hypothesizes that power distance occurs in at least one of these areas: societal culture, organizational culture, perceptions (values) or features (practices).

Proposed hypotheses:

H₀: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) at work has an effect on the career advancement of women

H₁: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) at work does not have an effect on the career advancement of women

H₀: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) in society has an effect on the career advancement of women

H₂: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) in society does not have an effect on the career advancement of women

H₀: Women who are experiencing slowed career advancement believe that Power distance perceptions (values) in both society and in at work has an effect on the career advancement of women

H₃: Women who are experiencing slowed career advancement believe that Power distance perceptions (values) in both society and at work does not have an effect on the career advancement of women

H₀: Women who are experiencing slowed career advancement believe that Power distance features (practices) in both society and at work has an effect on the career advancement of women

H₄: Women who are experiencing slowed career advancement believe that Power distance features (practices) in both society at work does not have an effect on the career advancement of women

Chapter 4: Methodology

The intention of this research was to understand where power distance characteristics occur such that they affect the career advancement of women. Specifically, characteristics such as the desire of those with power to maintain power, as well as the importance placed on attaining power, has on the career advancement of women.

The GLOBE study was conducted with middle managers (Peretz, Levi & Fried, 2015; House et al, 2004), which makes the study particularly relevant as this level of management has a perspective of both superiors and subordinates. The respondents in the GLOBE study also had an average of 10.5 years as managers (Peretz, Levi & Fried, 2015; House et al, 2004). Internationally based companies were excluded from the GLOBE survey because their employees would come from multiple cultures (Peretz, Levi & Fried, 2015; House et al, 2004) and may therefore have conflicting perspectives, which might sway the results. Specifically, the GLOBE study questionnaire sought to understand; the bases of influence, concentration of power, privileges of power and interpersonal behaviours at a societal level (House et al, 2004, p.537-8). Although this study uses many of the questions from the GLOBE study relating to power distance, the sub-constructs set out in the questionnaire were different.

Method

Where specific societal cultural values translate into the workplace such that they influence the career advancement of women makes this research design explanatory in nature. Literature confirms that there is an under-representation of women in leadership positions in South Africa (Peretz, Levi & Fried, 2015; Grant Thornton, 2015; Lean in, 2015). Studies also confirm that South Africa is a culture that places a high value on power distance (House et al, 2004). However, research does not explain the relationship between power distance specifically, the extent to which those in power wish to maintain their status, and any influence that has on career advancement of others.

Given the research conducted to date, a quantitative research approach was used to determine where power distance occurs such that it may affect the career advancement of women.

Given the findings from the literature review, a deductive approach was used to test the theoretical proposition that; power distance has an affect on the career advancement of women. It further enabled this research to generate a theory about the strength or weakness of the relationship between cultural values and the career advancement of women based on the observations and insights delivered by the study.

Building on work previously completed in regards to the variables, a thorough literature review provided a strong foundation for understanding against both the independent variable (Field, 2012); Power Distance, as a South African cultural value (House et al, 2004), and the dependent variable (Field, 2012); the career advancement of women, in order to generate a survey which provided insights to both the management science and behavioural science fields thus provide benefit to both the academic and commercial worlds (Bailey, 2014). Supplementary to this, secondary data was considered and used where relevant to provide a framework of understanding on the key topic areas as separate entities of study.

Population

The universe identified was business women, including middle to senior managers and executives of businesses based in South Africa which was designed to be in line with the GLOBE study which surveyed middle managers (House et al, 2004).

Women surveyed were from organisations based in South Africa in order to achieve a variety of respondents who are either South African or, are adapting to life in South Africa. In opposition to studies which seek to review a homogenous set of people, this study will leverage the most value from its quantitative research design by interviewing a broader variety of women in business, the insights of which was intended to shed greater insight on the discrepancy between the 'as is' and 'should be' findings of the GLOBE study.

Definitions for the purposes of sampling were as follows:

Corporate organisations: Global or national businesses with operations in South Africa. The business should be larger than 2 employees. These businesses may be product or service based.

Cultural values: (specifically Power Distance as defined by the GLOBE study). As the Independent variable for this study is power distance, it was a necessary stipulation that the organisation and participant must be based in South Africa in order to be able to study the cultural values as associated with South Africa. However, South Africa did not need to be the participant's home nation.

Business women: Women at the following levels were surveyed; C-Suite level, business owners, executive committee members, department heads, country leaders, general managers, managing directors, senior managers and middle managers.

Career Advancement: In order to be able to research the career advancement of women, it was a further requirement that the survey included a question to understand how long women had been in their current role and how long they expected before their next promotion. This was in order to benchmark whether women were experiencing slowed career advancement or not.

Sampling

It was necessary to study businesswomen of different organisations in order to create a sample with sufficient diversity (Saunders & Lewis, 2012). However, consistency was required in the context of South Africa as the base for the organisations given that the cultural value of power distance is critical to the study.

The questionnaire was issued to members of the South African Business Women's Association and members of a locally based executive business school's Women in Leadership programme. Further to this, members of those organisations were invited to provide referrals for further participants and thereby introduced a small degree of snowball sampling into the sampling method. Some judgement sampling was used to extend the survey to women who did not fall into these groups but did fit the criteria

stated above. These sampling methods were used collectively in order to achieve a minimum of 50 completed responses. Diversity was achieved by placing no restrictions on the industry sector that the participants were employed in.

According to Saunders & Lewis (2012), a type of judgment sampling such as this is also likely to provide deeper insights based on depth of experience selected in the sampling method. Surveying respondents who are most relevant to the study will help make logical interpretations of the findings that honestly represent the sampling frame and meet the study's objectives.

The sampling criteria was as follows:

- Business women in middle management, senior management or leadership positions
- Business women who work for South African or multi-national organisations based in South Africa
- Business women who are currently based in South Africa

Methodology

A quantitative approach was used (Creswell & Clark, 2007) in order to develop greater insight on the existence of power distance to career advancement. Although extensive research has been completed on the variables independently of one another, limited research is available on the relationship between these two variables in particular. Hence a quantitative survey will assist to categorise where the common issues occur as well as highlight any relationship that may exist.

The rationale for performing the quantitative study was to gain information across three key constructs:

- Perspectives on the concentration of power in society (features and values)
- Power distance in the workplace (features and values)
- Factors present affecting career advancement

The questionnaire was built in line with the three constructs above. Although societal questions and organisational questions were kept within clear constructs (perspectives on the concentration of power in society and, power distance in the workplace, respectively), questions regarding features or perceptions were mixed within these constructs. Therefore, at analysis stage the data was extracted according to these four areas. Within the first two constructs, questions relating to perceptions and features were mixed to ensure attentiveness of the respondent and in some instances a few questions were reversed in order to encourage active thinking of the respondent.

While many questions in the survey were taken from the GLOBE survey on power distance, they were also mixed with additional questions from other previous studies so that in combination they provided deeper insight into my specific areas of study, specifically maintaining power and features affecting career advancement. In order to understand these characteristics, it was necessary for the survey to attempt to understand what kind of environment people in positions of power create for people within the business. To do this, the questionnaire sought to understand both the formal (structures and processes) and the informal (culture) environments to determine if they are truly creating an enabling environment for women to achieve career advancement.

The reason behind the timeframes presented regarding current role and period to next promotion was to ensure that the respondent will be able to consider their working years up to the promotion and consider what factors were in play during this time. But more importantly, as this study relates to advancement and is hence forward-looking, years until next promotion was selected to be the defining variable in identifying career advancement.

Given that this research is quantitative, a 5-point Likert scale was selected as the most effective way to conduct this research. Findings have demonstrated that a 5-point scale has advantages of increased clarity around the meaning and less psychological discrimination among the options (Wakita, Ueshima & Noguchi, 2012). Although a 7-point likert scale has been found to provide the participant with improved satisfaction to express their specific feelings (Preston and Colman, 2000; Wakita et al, 2012), line items such as 'sometimes agree' and 'sometime disagree' could prove to be inconclusive. Further to this, Wakita et al (2012) found that the

number of categories did not affect the descriptive statistics, except when the scale was increased to 11- points (Asun, Rdz-Navarro & Alvarado, 2015).

The mid-point of the scale included an option to 'neither agree, or disagree' in order to provide a neutral 'anchor' (Wakita et al, 2012) as well as not to force respondents into making a choice if they were unsure. The objective was to achieve maximum complete responses. Based on the findings, it will be important to identify themes and areas of consistency or inconsistency.

Measurement instrument

Likert scale

A 5-point Likert scale was used for the quantitative questionnaire (Appendix 3) and placed the neutral value at three. Given that this research will test whether these factors have a positive or negative affect against the null hypothesis a two sample t-test was used as the measurement instrument to determine the hypothesis can be accepted or declined. The Likert scale also enabled the research to be structured into binary to further understand the 'as is' 'should be' perspectives.

Questions to understand the first two constructs; perspectives on the concentration of power and, power distance features in the workplace, were drafted from the GLOBE study on power distance and further pre-existing cultural questionnaires. Questions to understand the third construct; factors affecting career advancement were drafted to replicate the findings of the Grant Thornton International Business Report, 2015.

Variables

As the dependent variable was career advancement a high / low was established in order to divide the responses appropriately: less than three years before the respondents next promotion would be low and more than three years would be categorized as high (or, slowed career advancement).

For the purpose of analyzing the quantitative study, Strata 13 statistical analysis programme was used to analyse the findings. Results were presented in tables, pie charts, bar charts and frequency tables.

Data collection

Process

To ensure the sample was accurate to the population outlined, the study was circulated to a group of business women participating in a business school Women in Leadership programme, as well as members of the South African Business Women's Association (Appendix 2) via the online survey tool, Survey Monkey (Appendix 3). The online tool allowed participants to complete the survey anonymously. Given the nature of the explanatory research project, details about the industry were helpful. The survey did require participants to confirm the characteristics of their company so that it could be verified that the participants are aligned with the population as outlined in the sampling frame and consequently, that the findings were valid and true to the study. Limitations would have occurred if a large number of participants did not meet the criteria as set out in the sampling frame.

Although 100 respondents completed the survey, only 65 completed all questions. The survey had been in the field for six weeks and was closed at the end of this period. Spikes in responses occurred for a maximum of three days after the survey was issued and then again for three days after a reminder notice was issued.

Other than the communication with the Business Women's Association of South Africa which was issued to its entire database, the issue of the survey to the business school programme students was selected and issued via small groups; most email requests were sent to groups of four to five people. This was to ensure accuracy of population but also to convey personal selection. Once sufficient numbers of surveys had been completed, the results were then inserted into Strata 13 to analyse the findings.

Analysis approach

- The data captured from the Likert scale allowed for interval scales to be developed and the numeric data to be ranked.
- Once the standard deviation was measured a Z-Test was conducted to ensure that the data was normally distributed.
- The dependent variable; career advancement of women was defined by number of years expected until next promotion, whereby more than 3 years was considered low career advancement and less than 3 years was considered normal to good career advancement
- As this survey was divided into four sections, each were analyzed separately to answer the hypotheses:
 - Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) at work has an effect on the career advancement of women
 - Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) in society has an effect on the career advancement of women
 - Women who are experiencing slowed career advancement believe that Power distance perceptions (values) in both society and at work has an effect on the career advancement of women
 - Women who are experiencing slowed career advancement believe that Power distance features (practices) in both society and at work has an effect on the career advancement of women
- A table of descriptive statistics were developed to test against the mean scores and understand the average responses against the three constructs, specifically the 'as is' features and 'should be' perceptions as outlined in the GLOBE study, as well as the societal and organizational interpretations.
- Then a two sample T-Test was conducted to test each of the hypotheses:
 - Two groups were created: Power distance perceptions and power distance features

- The average of these two groups was then generated
- The average for each question was measured against the group average
- High perceptions of power distance and period until promotion were compared to low perceptions of power distance and period until promotion
- High features of power distance and period until promotion was compared to low features of power distance and period until promotion
- Here, a two sample T-Test was used to test the difference between the means
- Views of power distance in society with period until promotion against views on power distance in organisations with period until promotion was also compared
- Findings were reported in ranked data tables
- Further to this, a correlation matrix was then run within each hypothesis construct to understand whether some of the survey questions presented unique findings.
- Finally, a full survey correlation matrix was run to see if any of the questions generated significant correlations with other questions that might fall outside of their construct groupings. This was done to provide deeper insight and ensure that significant findings would not be missed by analysing solely within the confines of the constructs as set out at the outset.

Within the data analysis approach, there were concerns regarding Type I and Type II errors. These were mitigated as far as possible by running quality checks against the data once it was captured.

Upon data analysis, it was decided to remove the following questions; 4,5,9,12,13,19 and 24. The reason for this was that they were similar to other questions or, in some instances, closely duplicated. Therefore, it was decided to remove these in order to preserve the legitimacy of the statistical analysis.

Assumptions

- The nature of this research required breadth of industry inclusion in order to determine validity of results as it relates to cultural values of the nation.
- We assume that a power distance factor exists in the workplace and that the quantitative survey gives light to this.

- We assume that insights about the impact on career development can be gained by interviewing women not men.

Limitations

In terms of the findings of the literature review, it must be noted that Daniels & Greguras (2014), argue that culture is informed by other factors such as; economic climate, government structure, language and language and that it would not be possible to 'disentangle' (Daniels & Greguras, 2014, p.4) these effects from culture.

Further to this, in terms of the research conclusions, Saunders & Lewis (2012) outline two possible areas, which may have threatened the reliability and validity of the research and should be taken into account when drafting the analysis and conclusions:

Validity: Subject selection in this research area has been defined as judgment sampling and while this allowed the research to engage with a number of women who are likely to have had experience of career advancement issues or opportunities, it also provided a relatively niche group of women who are in highly competitive environments.

Validity of findings on the quantitative survey depended on the ability of the participants to answer all questions as accurately as possible, which in turn required the questions to be clearly phrased. A participant's inability to understand the question or provide an answer that best fits their feelings will hinder the insights gathered.

Reliability: As reliability is the base condition in the quantitative survey, Cronbach's alpha was used to ensure internal consistency of responses, before drawing conclusions or insights from the information gathered (Field, 2012). This helped assure reliability of results.

Chapter 5: Results

Based on the survey findings, descriptive statistics were run to further understand the sample population- specifically, the industry sectors and roles of those surveyed. Following that T-Tests were run to understand the sample means of comparable groups as set out in the methodology. The results of which are reported below:

Descriptive results:

Figure 1: Industry sector breakdown

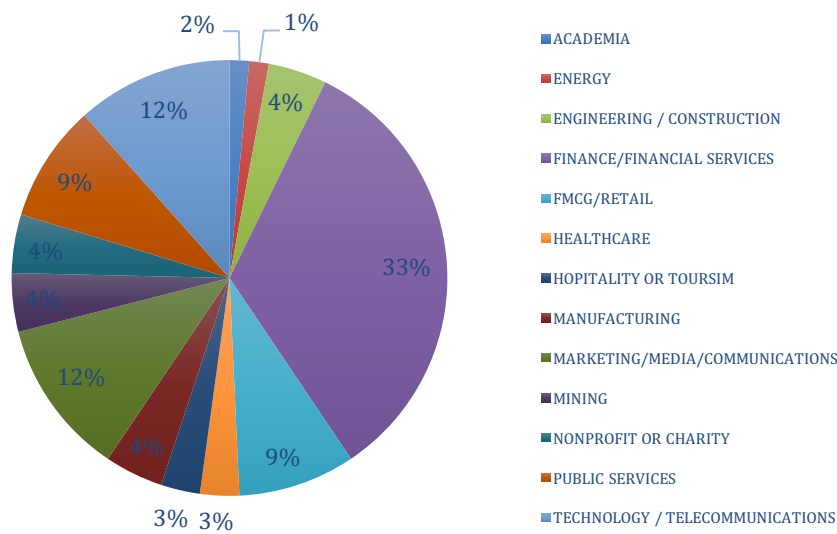
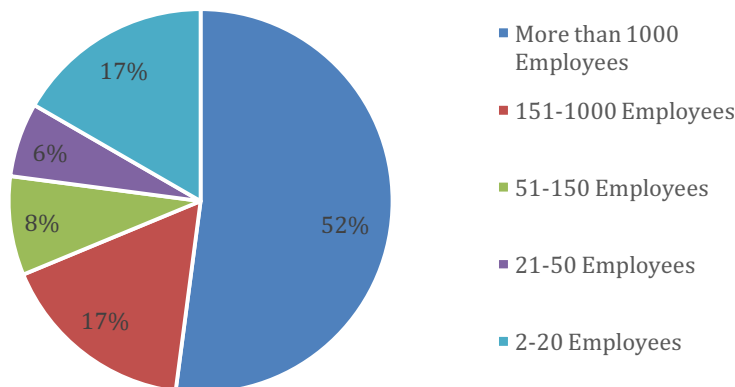


Figure 2: Company size breakdown



These results show that 69% of respondents work within large to very large organizations.

Figure 3: Role and position within the company

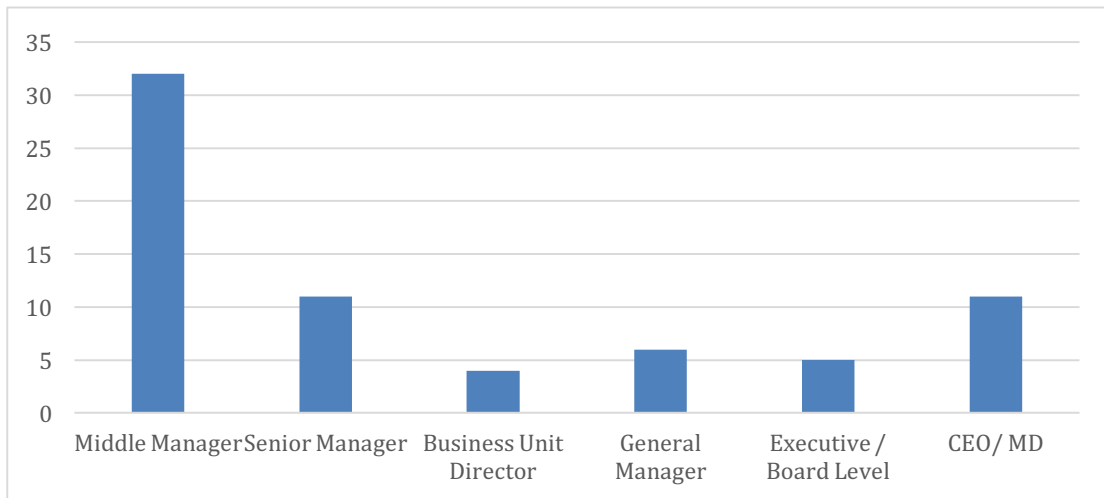
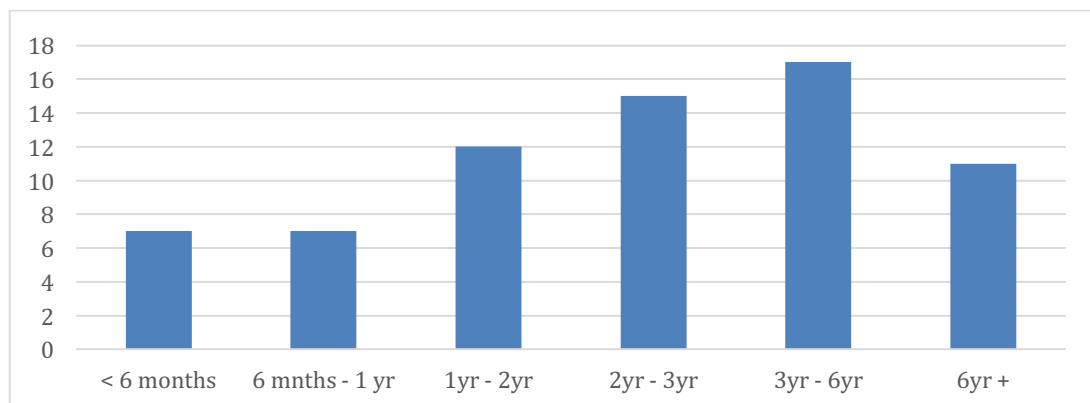
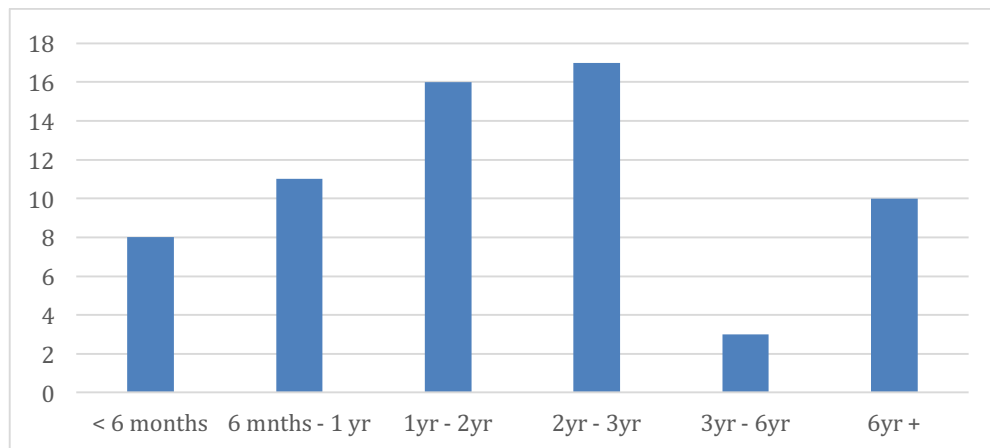


Figure 4: Length of time in current role



While many issues affect career advancement, the length of time in one role may indicate stagnation. The mean was 3.88 and the standard deviation was 1.5.

Figure 5: Length of time until next promotion (grouped by years)



The mean for the length of time anticipated until their next promotion was 3.4 with a standard deviation of 1.54. Middle managers anticipate promotion mostly between 6months-1 year and 2-3 years. However, taken in context of the length of time in current role, this may be between less than 6 months through to more than 6 years with the majority of responses recoding between 1-2 years and 3-6 years.

Table 2: Descriptive statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
Yrs_Curr	69	3.884058	1.548588	1	6
Yrs_Prom	65	3.4	1.539074	1	6
S_EstRanks	69	3.173913	1.327941	1	5
Power_Top	69	1.884058	1.036627	1	5
C_PowShrd	69	1.985507	.9624227	1	5
H_NoCnslt	69	1.782609	.99808	1	5
H_NoInter	69	1.492754	.8681147	1	5
H_Benfits	69	2.710145	1.307236	1	5
O_SubObay	67	2.268657	1.250237	1	5
C_O_SubQue	68	2.411765	1.174801	1	5
O_HiPriv	69	2.927536	1.275549	1	5
M_NoCons	69	1.927536	1.061614	1	5
Emp_NoDisp	68	1.926471	.9029996	1	5
M_NoDeleg	69	1.971014	1.097739	1	5
M_DecideAlon	69	2.144928	1.088379	1	4
Comms_Formal	69	2.333333	1.184044	1	5
Avoid_Disag	68	1.735294	.7454869	1	4
P_Conform	68	2.338235	.9558975	1	4
P_AvDisag	69	2.623188	1.138904	1	5
P_Disag	69	2.130435	1.174647	1	5
L_DifInte	69	2.927536	1.24048	1	5
O_ParLim	69	3.231884	1.139465	1	5
O_FamLim	69	3.275362	1.223352	1	5
O_GenLim	69	2.710145	1.125917	1	5
O_GenBias	68	3.455882	1.286367	1	5
O_InsufSup	69	3.42029	1.288019	1	5
O_SkillLim	69	2.73913	1.158754	1	5
S_FolObay	69	2.652174	1.359348	1	5
C_S_FolQue	69	2.782609	1.258729	1	5
C_O_InfCont	69	2.652174	1.234624	1	5
O_InfPos	69	3.289855	1.177003	1	5
O_ModelLim	69	3.15942	1.378652	1	5
O_LegalLim	69	2.478261	1.195687	1	5

After being converted into ranked data, an analysis of the variation around the means shows that the standard deviations were quite high. Typically, a large standard deviation can indicate volatility and less predictability. Those questions with the lowest standard deviation demonstrated higher predictability or consistency.

Two sample T-tests

Hypothesis one

H₀: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) at work has an effect on the career advancement of women

H₁: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) at work does not have an effect on the career advancement of women

Table 3: Years to promotion and organisational features or perceptions

```
. ttest Yrs_Prom, by(OGroup)
```

Two-sample t test with equal variances

Group	Obs	Mean	Std. Err.	Std. Dev.	[95% Conf. Interval]	
H	39	3.384615	.2587612	1.615963	2.860781	3.90845
L	26	3.423077	.2837826	1.447013	2.838616	4.007538
combined	65	3.4	.1908987	1.539074	3.018636	3.781364
diff		-.0384615	.3927209		-.8232516	.7463285

diff = mean(H) - mean(L)

t = -0.0979

Ho: diff = 0

degrees of freedom = 63

Ha: diff < 0

Ha: diff != 0

Ha: diff > 0

Pr(T < t) = 0.4611

Pr(|T| > |t|) = 0.9223

Pr(T > t) = 0.5389

Results:

In the two-sample T-test that was conducted to compare the two means (years to next promotion to organizational practices and values). The dependent variable was divided into two groups; High and Low based on the number of years the respondent expected until their next promotion; high was classified as 3yrs – 6yrs or more than 6 years, and low was classified as 2-yrs or below.

The average means was 3.4, the standard error was 0.19 and the standard deviation was 1.5 meaning that the standard deviation was high against the mean.

Based on a 95% confidence level, the alpha for this test is 0.05. Given that this is a one-tailed test with 63 degrees of freedom, the T-distribution critical value is 1.67. Therefore, as the test-statistic is -0.0979 which is less than 1.67 and greater than -1.67, it lies within the region of acceptance for the Null hypothesis meaning we accept the null hypothesis reject the alternate hypothesis. Which means those respondents who have a long period of time until their next promotion find organizational practices or values do have an effect on their career advancement.

In order to understand this further and identify the specific areas that showed the largest correlation between the relevant statements, a correlation matrix was run between all the questions relevant to this construct:

Table 4: Correlation coefficient on Organisational features or perceptions

	C_O_In-t	C_S_Fo-e	O_HiPriv	M_NoCons	Emp_No-p	M_Deci-n	P_Disag	Comms_-l	Avoid_-g	L_DifI-e	O_ParLim	O_GenB-s	O_Insu-p	O_Mode-m
C_O_InfCont	1.0000													
C_S_FolQue	0.1575	1.0000												
O_HiPriv	0.1346	-0.0015	1.0000											
M_NoCons	-0.1099	0.2231	0.0842	1.0000										
Emp_NoDisp	0.0556	0.1447	0.2840	0.2504	1.0000									
M_DecideAlon	0.0244	0.1366	0.2389	0.3701	0.3711	1.0000								
P_Disag	0.1350	0.3033	0.1475	0.2229	0.3127	0.3094	1.0000							
Comms_Formal	0.0758	0.2326	0.2590	0.3857	0.4285	0.3021	0.3044	1.0000						
Avoid_Disag	-0.0846	0.0594	0.2748	0.3814	0.6241	0.3454	0.2442	0.3550	1.0000					
L_DifInte	0.1894	0.2922	0.0699	0.1244	0.4044	0.3507	0.4841	0.2037	0.3676	1.0000				
O_ParLim	0.2242	0.1380	0.0570	0.1706	0.0420	0.1089	0.1963	-0.0904	-0.0161	0.1369	1.0000			
O_GenBias	0.2002	-0.0293	-0.0337	0.0605	-0.0202	0.1958	0.2374	-0.2080	0.0326	0.2334	0.4897	1.0000		
O_InsufSup	0.1743	0.0299	-0.0049	0.0740	0.2538	0.2795	0.3368	-0.0776	0.1826	0.4507	0.5542	0.6977	1.0000	
O_ModelLim	0.1257	-0.0431	-0.0700	0.0493	0.0212	0.1783	0.0605	-0.0685	-0.0360	0.2342	0.3233	0.6754	0.6339	1.0000

The most significant relationship (.6977) was between:

Q34: In this organization, gender bias affects the career advancement of women

Q35: In this organization, insufficient support structures affect the career advancement of women

The second most significant relationship (.6754) was between:

Q34: In this organization, gender bias affects the career advancement of women

Q37: In this organisation, there is a lack of female role models

While these analyses do not indicate a causal relationship, they do suggest that views on these two topics do move in the same direction and that there is a positive correlation between the statements.

A negative correlation $-.2080$ was identified between:

Q26: Communications with superiors should always be done using formally established procedures

Q34: In this organization, gender bias affects the career advancement of women

Hypothesis two

H₀: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) in society has an effect on the career advancement of women

H₂: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) in society does not have an effect on the career advancement of women

Table 5: Two-sample T-Test – Years to promotion and societal values and features

```
. ttest Yrs_Prom, by(SGroup)
```

Two-sample t test with equal variances

Group	Obs	Mean	Std. Err.	Std. Dev.	[95% Conf. Interval]	
H	32	3.46875	.2730664	1.544697	2.911827	4.025673
L	33	3.333333	.2706147	1.554563	2.782109	3.884557
combined	65	3.4	.1908987	1.539074	3.018636	3.781364
diff		.1354167	.3844828		-.6329109	.9037442

diff = mean(H) - mean(L) t = 0.3522
 Ho: diff = 0 degrees of freedom = 63

Ha: diff < 0 Ha: diff != 0 Ha: diff > 0
 Pr(T < t) = 0.6371 Pr(|T| > |t|) = 0.7259 Pr(T > t) = 0.3629

Results:

In the two-sample T-test that was conducted to compare the two means (years to next promotion to Societal practices and values). As before, the dependent variable was divided into two groups; High and Low based on the number of years the respondent expected until their next promotion.

The average of the means was greater for the 'High' group (more than 3 years until their next promotion) with a standard deviation of 1.54 meaning that the effect was greater for this group of respondents. That is to say, those respondents who had a

longer time period before their next promotion (more than 3 years) found that societal practices and values had a greater effect on their career advancement.

Based on a 95% confidence level, the alpha for this test is 0.05. Given that this is a one-tailed test with 63 degrees of freedom, the T-Distribution critical value is 1.67. Therefore, as the test-statistic is 0.3522 which falls into the region of acceptance for the null hypothesis we may accept the null hypothesis – that societal practices do have an effect on the career advancement of women.

Further analysis was conducted within this hypotheses group to understand which questions generated a significant finding. The findings are below:

Table 6: Correlation on societal practices or features

```
. correlate S_EstRanks Power_Top C_PowShrd H_NoInter H_NoCnslt, means
(obs=69)
```

Variable	Mean	Std. Dev.	Min	Max
S_EstRanks	3.17	1.33	1	5
Power_Top	1.88	1.04	1	5
C_PowShrd	1.99	.962	1	5
H_NoInter	1.49	.868	1	5
H_NoCnslt	1.78	.998	1	5

When the responses to the questions in this construct were run independent of the dependent variable (slowed career advancement) the results show that there were consistently low levels of agreement for the following statements:

Q6: I believe that power should be concentrated at the top

Q7(R): I believe that power should be shared throughout society

Q8: People in higher positions should make most decisions without consulting people in lower positions

Q10: People in higher positions should avoid social interactions with people in lower positions

Table 7: Correlation coefficient on societal practices or features

	S_EstRanks	Power_Top	C_PowShrd	H_NoInter	H_NoCnslt
S_EstRanks	1.0000				
Power_Top	-0.0172	1.0000			
C_PowShrd	-0.3547	0.5732	1.0000		
H_NoInter	0.1797	0.3586	0.1847	1.0000	
H_NoCnslt	-0.1153	0.5012	0.4406	0.4988	1.0000

The most significantly related statements 0.5732 in the correlation coefficient matrix for perceptions can be found between:

Q6: I believe that power should be concentrated at the top

Q7(R): I believe that power should be shared throughout society

The second most significantly related statements in the correlation matrix were found to be between;

Q6: I believe that power should be concentrated at the top

Q8: People in higher positions should make most decisions without consulting people in lower positions

Despite these statements showing a positive correlation, they do not show a perfectly positive correlation value of 1 which indicates that, although the relationship effect is large it is not as perfect as might be expected given the close association of the statements.

There was a negatively related statement:

Q2: There should be established ranks in society with everyone occupying their rightful place regardless of whether that place is high or low in the ranking

Q7(R): I believe that power should be shared throughout society

the null hypothesis– that power distance perceptions in societal or organizational environments do have an effect on those respondents who have a longer period of time until their next promotion.

To understand this further, further analysis was conducted within each hypotheses group to see which questions generated a significant difference. The findings are below:

Table 9: Correlation on perceptions (societal / organisational)

	S_EstRanks	H_NoCnslt	H_NoInter	H_Benefits	O_SubObay	O_HiPriv	M_NoCons	Emp_NoDisp	Comms_Formal	Avoid_Disag
S_EstRanks	1.0000									
H_NoCnslt	-0.0961	1.0000								
H_NoInter	0.1981	0.4917	1.0000							
H_Benefits	0.1074	0.3990	0.1476	1.0000						
O_SubObay	0.0144	0.1105	0.2563	0.0378	1.0000					
O_HiPriv	0.1125	0.3151	0.1754	0.5337	0.1425	1.0000				
M_NoCons	0.0442	0.2051	0.1984	0.1806	0.0511	0.0843	1.0000			
Emp_NoDisp	0.2861	0.1540	0.3458	0.2364	0.3717	0.2842	0.2609	1.0000		
Comms_Formal	0.1706	0.1152	0.3408	0.0093	0.0924	0.2835	0.3994	0.4445	1.0000	
Avoid_Disag	0.1865	0.3369	0.4053	0.2357	0.2025	0.2755	0.3895	0.6306	0.3664	1.0000

The most significantly related statements (0.6306) in the correlation matrix for perceptions can be found between:

Q20: Employees should not disagree with management decisions

Q27: I always conform to my supervisors wishes

The second most significantly related finding (0.5337) in the correlation matrix for perceptions was between:

Q11: Higher level managers deserve more work privileges and benefits than lower level ones

Q18: In this organization, rank and position in the hierarchy should have special privileges

While these analyses do not indicate a causal relationship, they do suggest that views on these two topics do move in the same direction and as they are above 0.5, we can conclude they have a large effect.

Hypothesis four

H₀: Women who are experiencing slowed career advancement believe that Power distance features (practices) in both society and at work has an effect on the career advancement of women

H₄: Women who are experiencing slowed career advancement believe that Power distance features (practices) in both society at work does not have an effect on the career advancement of women

Table 10: Two sample T-Test: Years to promotion and societal or organizational features

```
. ttest Yrs_Prom, by(FGroup)
```

Two-sample t test with equal variances

Group	Obs	Mean	Std. Err.	Std. Dev.	[95% Conf. Interval]	
H	38	3.605263	.2759684	1.701184	3.046098	4.164428
L	27	3.111111	.2406859	1.250641	2.616374	3.605848
combined	65	3.4	.1908987	1.539074	3.018636	3.781364
diff		.494152	.3854518		-.2761118	1.264416

diff = mean(H) - mean(L) t = 1.2820
 Ho: diff = 0 degrees of freedom = 63

Ha: diff < 0 Ha: diff != 0 Ha: diff > 0
 Pr(T < t) = 0.8977 Pr(|T| > |t|) = 0.2045 Pr(T > t) = 0.1023

Results:

In the two-sample T-test that was conducted to compare the two means (years to next promotion to power distance features). As before, the dependent variable was divided into two groups; High and Low based on the number of years the respondent expected until their next promotion.

The average mean was greater for the High group indicating that those respondents with a longer amount of time until their next promotion believed power distance features within society or their organization had an effect on their career advancement.

Based on a 95% confidence level, the alpha for this test is 0.05. Given that this is a one-tailed test with 63 degrees of freedom, the T-Distribution critical value is 1.67.

Therefore, as the test-statistic is 1.2820 which is less than 1.67 we accept the null hypothesis – that power distance features in societal or organizational environments do have an effect on the career advancement of women.

It was necessary to conduct further analysis into the questions within this construct.

Table 11: Correlation on features (societal / organizational)

	S_FolO~y	O_InfPos	P_Disag	P_Conf~m	P_AvDi~g	O_ParLim	O_FamLim	O_GenLim	O_Skil~m	O_Mode~m	O_Lega~m
S_FolObay	1.0000										
O_InfPos	0.1925	1.0000									
P_Disag	0.4524	0.3392	1.0000								
P_Conform	0.0281	0.2923	0.4599	1.0000							
P_AvDisag	0.1050	0.2387	0.4845	0.5109	1.0000						
O_ParLim	0.0971	0.2346	0.1863	-0.0573	0.0774	1.0000					
O_FamLim	0.1358	0.1858	0.2636	-0.0013	0.2794	0.8305	1.0000				
O_GenLim	-0.0378	0.0561	0.0074	0.0293	0.1097	0.0212	0.1624	1.0000			
O_SkillLim	0.0300	0.0980	0.0179	0.0681	-0.1298	0.0317	0.0806	0.3699	1.0000		
O_ModelLim	0.0906	0.2832	0.0847	0.2245	0.1605	0.3002	0.4560	0.2401	0.2762	1.0000	
O_LegalLim	0.1040	0.0501	0.1298	0.0542	0.1817	0.3621	0.5491	0.2724	0.1113	0.4176	1.0000

The most significant finding (0.8305) in the correlation matrix for power distance features can be found between:

Q31: In this organization, Parenthood affects the career advancement of women

Q32: In this organization, family obligations/pressures effect the career advancement of women

The second most significant finding (0.5491) in the correlation matrix for power distance features was between:

Q32: In this organization, family obligations/pressures effect the career advancement of women

Q38: In this organization, legal / company conditions effect the career advancement of women

While these analyses do not indicate a causal relationship, they do suggest that views on these two topics do move in the same direction.

Further correlation analysis

Further to this, a complete correlation matrix was run across all questions in the survey to understand if any other questions, outside of the proposed hypotheses and survey constructs, generated significant findings. The top five most significant findings for a positive correlation were as follows:

Table 12: Full survey correlation matrix

RANK	VALUE	QUESTIONS
1	0.8327	Q31: In this organization, parenthood affects the career advancement of women Q32: In this organization, family obligations/pressures affects the career advancement of women
2	0.6731	Q34: In this organization, gender bias affects the career advancement of women Q35: In this organization, insufficient support structures affect the career advancement of women
3	0.6610	Q2: In this society followers are expected to obey their leaders without question Q3(R): In this society followers are expected to question their leaders when in disagreement
4	0.6382	Q34: In this organization, gender bias affects the career advancement of women Q37: In this organization, a lack of female role models affects the career advancement of women
5	0.6298	Q34: In this organization, gender bias affects the career advancement of women Q32: In this organization, family obligations/pressures affects the career advancement of women

Results

1. Correlation coefficient value: 0.8327

This would indicate that those respondents who agree or strongly agree that in their organization, Parenthood affects the career advancement of women is significantly related to those respondents who also believe that family obligations/pressures affects the career advancement of women.

2. Correlation coefficient value: 0.6731

This would indicate that respondents who agree or strongly agree that in their organisation gender bias affects the career advancement of women is significantly related to those respondents who also believe that insufficient support structures affect the career advancement of women.

3. Correlation coefficient value: 0.6610

This would indicate that respondents who believe that in this society followers are expected to obey their leaders without question is significantly related to those respondents who also have a high response that disagrees with that statement that, in this society followers are expected to question their leaders when in disagreement.

4. Correlation coefficient value: 0.6382

This would indicate that respondents who agree or strongly agree that in their organization, gender bias affects the career advancement of women is significantly related to those respondents who also believe that in their organization, a lack of female role models affects the career advancement of women.

5. Correlation coefficient value: 0.6298

This would indicate that respondents who agree or strongly agree that in their organization, gender bias affects the career advancement of women is significantly related to those respondents who also believe that in their organization, family obligations/pressures affects the career advancement of women.

Summary of results of hypotheses testing:

H₀: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) at work has an effect on the career advancement of women

H₁: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) at work does not have an effect on the career advancement of women

We accept the null hypothesis and reject the alternate hypothesis. Which means those respondents who have a long period of time until their next promotion find organizational practices or values do have an effect on their career advancement.

H₀: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) in society has an effect on the career advancement of women

H₂: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) in society does not have an effect on the career advancement of women

We accept the null hypothesis – that societal practices do have an effect on the career advancement of women.

H₀: Women who are experiencing slowed career advancement believe that Power distance perceptions (values) in both society and in at work has an effect on the career advancement of women

H₃: Women who are experiencing slowed career advancement believe that Power distance perceptions (values) in both society and at work does not have an effect on the career advancement of women

We accept the null hypothesis– that power distance perceptions in societal or organizational environments do have an effect on those respondents who have a longer period of time until their next promotion.

H₀: Women who are experiencing slowed career advancement believe that Power distance features (practices) in both society and at work has an effect on the career advancement of women

H₄: Women who are experiencing slowed career advancement believe that Power distance features (practices) in both society at work does not have an effect on the career advancement of women

We accept the null hypothesis – that power distance features in societal or organizational environments do have an effect on the career advancement of women.

Chapter 6: Discussion

Against the study dependent variable; slowed career advancement, we see that power distance does have an effect on the career advancement for those women surveyed. However, the findings of the correlation matrices; specifically, which issues or statements were found to support the practice of maintaining power or the value placed on attaining power, provided more insight into behaviour and features of power distance in the workplace as it relates to the career advancement of women.

Respondent insights

Industry sector analysis:

The survey sought to understand the industry sector the respondents are employed within. The financial services sector received the highest respondents followed by Marketing / Media / Communications, Technology / Telecommunications, FMCG / Retail and Public services. Aside of financial services industry, there was a balanced range of respondents across most industries which means that the survey findings may be considered indicative of most industries in South Africa.

Company size analysis:

Company size was also included to understand what size companies most respondents are employed within. These results show that 69% of respondents work within large to very large organizations. The reason for this was that some features of power distance, such as formal structures (Lee & Antonakis, 2014), may be influenced by the size of the organization. For instance, a large organization may have organizational structures in place that are hard to change due to the complexity of the structures. Alternatively, a small organization may present organizational structures that are more agile. However, as attaining power (Lee & Antonakis, 2014; Hauff & Richter, 2015) is also a key feature in this study, they may also present hierarchical structures that place a high value on power (Hauff & Richter, 2015).

Current role and position in company analysis:

An important step in understanding the survey respondents was to clarify their current role within the company they are employed within because career advancement may be more prevalent or pertinent at certain stages of a career. For instance, people in the CEO/MD category may perhaps feel they had no hurdles in achieving career advancement. Conversely these respondents may have defined views on how to achieve career advancement and what they currently practice or value in regards to how their subordinates should gain advancement (Johnson-Mathur-Helm, 2011). Middle or senior managers may find they are currently in a situation whereby career advancement issues are very pertinent. These perspectives may influence the respondent's views or practices in terms of power distance.

Length of time in current role:

Given the topic of career advancement, it was important to understand the length of time the respondents had been in their current role as an indicator to career advancement. When length of time in one's current role is considered against the number of respondents in each role, there is a large number of senior managers who have been in their current role for 3-6 years. While middle managers have a large representation across all brackets, this also suggests that those respondents in a middle manager role can be in this role for any length of time.

A further insight relates to those in the CEO/ MD role (this group may also include entrepreneurs or those who have started their own business and by virtue of this, may class themselves as CEO's). We see a large representation that have been in this role for 6 months – 1 year suggesting either a recent promotion, or that those respondents have perhaps recently started their own businesses. Results showing that respondents within the executive / board level or the CEO level to be in these roles for more than 6 years is not unexpected. Typically, it would be acceptable that these roles would last for a longer periods of time. However, it is interesting to see that the proportion of CEO's / MDs is equal to the proportion of senior managers indicating that career advancement is happening to some degree.

Years until next promotion:

Middle managers see both the swiftest advancement as well as the slowest advancement. Executive and board level all responded that they only expected advancement beyond 6 years, but given the seniority of the role, as well as the limited number of roles available at this level, slowed progression is not unexpected. Senior managers anticipate 1-2 years or 2-3 years which sits beneath the benchmark for slowed progression of this group; set at more than 3 years.

Hypothesis one - discussion

H₀: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) at work has an effect on the career advancement of women

H₁: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) at work does not have an effect on the career advancement of women

Lee & Antonakis, (2014) argue that countries with a high value on power distance may coordinate authority in order to maintain power and, Daniels and Greguras (2014) argue that power plays a role in all relationships but that it may have a significant affect on an organization and its outcomes. Associated with both of these was the issue of maintaining power.

The results (Table 3) were divided between those respondents who were experiencing slowed career advancement and those who were not deemed to be. The research findings reported that those respondents who were experiencing slowed career advancement also exhibited high responses for high power distance features or values in their organisation.

When the further correlation coefficient analysis was conducted (Table 4) between the survey questions within this sub-construct – organizational practices and values – we noted that there were two significant findings:

Firstly, there was a high response for the statement, *in this organization, gender bias affects the career advancement of women* as well as for the statement that, *in this organization, insufficient support structures affect the career advancement of women*.

Both these statements appear to support one another. Gender biases often relate to the traditional role of women (Hewlett & Rashid, 2010); parental and family responsibilities (Johnson-Mathur-Helm, 2011; Grant Thornton, 2015). The positive correlation with the statement that there are insufficient support structures suggests that the women surveyed believe support structures such as quotas or flexible working arrangements (Grant Thornton, 2015) may be absent from their organization.

Both of these statements are features. As they do not facilitate the advancement of women, we argue that these are power distance features in so much as they restrict the career advancement of women in an organizational context.

Lee & Antonakis, (2014) and Peretz, Levi & Fried (2015), state that power distance values may be reinforced by superiors who seek to maintain their positions. That these findings demonstrate both gender biases and insufficient support structures still exist may demonstrate that the desire of those in the upper levels of management do not wish to facilitate the career advancement of women. While this finding denotes a large effect, we are unable to draw causality from this insight.

The second most significantly related statements in this construct were *in this organization, gender bias affects the career advancement of women* and, *in this organisation, there is a lack of female role models*.

According to Hauff & Richter (2015), cultures which place a high value on power distance, may find that advancement opportunities will be more important given the associated status. Due to the value placed on attaining status, in this context, a role model may be someone who has been able to attain status.

We must also consider these statements within the context of a high power distance society. As hierarchies are strong in high power distance cultures, in an organizational perspective a role model is someone whose behaviours, styles and attributes are emulated by others (Singh, Vinnicombe & James, 2006; Shapiro, Haseltine & Rowe, 1978). Social learning theory gives more clarity, outlining that

people observe the behaviour of others and the outcomes and then model their behaviour on that which they have observed. Further to this emerges an appreciation of the values and abilities (Singh et al, 2006). However, who people choose to identify as their role models is more informative; whether these are people who stand up against traditional hierarchies or, people who comply to traditional practices and as a consequence succeed into a position of power. Within the context of a high power distance culture, a role model may be someone who has attained power or status. While we cannot determine by what method this role model achieved her status, the reference to role models closely links with the desire to attain power (Hauff & Richter, 2015) considering that social learning theory states people observe behaviour and outcomes and then models their own behaviour accordingly (Singh et al, 2006).

We cannot assume causality between the gender biases and a lack of female role models. However, it is likely that a lack of *female* role models within an organization would suggest to employees, when reviewing their organization, that gender biases exist. While this finding denotes a large effect, we are unable to draw causality from this insight.

A negative correlation was also identified, between; *communications with superiors should always be done using formally established procedures*, and, *in this organization, gender bias affects the career advancement of women*.

Given that these responses were provided by women only this tells us that those women surveyed see a decreasing relationship between formal communication procedures and gender biases. Furthermore, we may argue that formal communication procedures are a high power distance value and that the women surveyed do not subscribe to this. Unlike the positive correlations noted previously, this is a value, as denoted by the term 'should' therefore we may infer that perceptions around power distance is experiencing a decreasing relationship with features such as gender biases. As before, we do not draw causality from these two statements, however, we may deduce a decreasing relationship between communication lines within the organisations surveyed and gender biases in place.

Hypothesis two – discussion

H₀: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) in society has an effect on the career advancement of women

H₂: Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) in society does not have an effect on the career advancement of women

The results (Table 5) were divided between those respondents who were experiencing slowed career advancement and those who were not deemed to be. The research findings reported that those respondents who were experiencing slowed career advancement also exhibited high responses for high power distance features or values in society.

When the further correlation analysis was conducted (Table 6) between the survey questions within this sub-construct – societal practices and values – we noted that the means of the statements relating to power distance perceptions and values was low. Unlike the T-Test, this was run without the dependent variable; slowed career advancement (denoted by those respondents who expected more than three years until their next promotion). These results give weight to the role perception plays (Migliore, 2011) as well as the extent to which women may create their own barriers (Johnson & Mathur-Helm, 2011).

Both Migliore (2011) and Lee & Antonakis, (2014) argue that people form their perceptions based on whether their needs and preferences are being met in the environment. However, the findings of this study suggests that those who are experiencing career advancement do not place a high value on hierarchies and attaining status (Hauff & Richter, 2015). This may present an explanation as to why those respondents who were experiencing slowed career advancement viewed power distance to be high whereas those who were experiencing career advancement did not place the same ‘weight’ on power distance features or values. Therefore, the perspective from which the questions were answered is important.

If this argument is extended further, we may consider whether the respondents who are not experiencing slowed career advancement and also do not place a value on power distance would then support the advancement of other individuals. If this is the case and, given that all these respondents are women, it would oppose the literature relating to Queen Bee syndrome, that argues women who advance prioritise protecting their status over helping other women advancing as well (Johnson & Mathur-Helm, 2011). Indeed, it may also oppose the theory regarding a persons need to maintain their status. Peretz, Levi & Fried (2015), argue that members higher in status in a high power distance culture may discourage lower level members from achieving a higher status. For instance, a high power distance culture may tend to invest less in training and development because they value inequalities (Peretz, Levi & Fried, 2015). In this instance, managers who do not place a high value on power distance may prove to be more supportive of training programmes that would advance their subordinates.

When the further correlation analysis was conducted (Table 7) between the survey questions within this sub-construct – societal practices and values – we noted that there were two significantly related findings.

The most significantly related statements were found between, *I believe that power should be concentrated at the top*, and *I do not believe that power should be shared throughout society*.

The second most significantly related statements in the correlation matrix were found between; *I believe that power should be concentrated at the top*, and *People in higher positions should make most decisions without consulting people in lower positions*.

Despite these statements showing a positive correlation, they do not show a perfectly positive correlation value of 1 which indicates that, although the relationship effect is large it is not as perfect as might be expected given the close association of the statements.

When the complete correlation matrix was run across all questions; two questions within this sub-construct emerged with high correlations; *there should be established ranks in society with everyone occupying their rightful place regardless of whether*

that place is high or low in the ranking and, in this society, followers are not expected to question their leaders when in disagreement.

This suggests that the respondents value the ranking and hierarchical system, but they do not place a value on questioning leaders when in disagreement. This can be interpreted that hierarchies are accepted as status based, and not earned. Had the respondents placed a high value on questioning their leaders, it may have denoted that those who achieve status do so through achievement rather than an unquestionable acceptance of the division of power within society.

Hypothesis three – discussion

H₀: Women who are experiencing slowed career advancement believe that Power distance perceptions (values) in both society and in at work has an effect on the career advancement of women

H₃: Women who are experiencing slowed career advancement believe that Power distance perceptions (values) in both society and at work does not have an effect on the career advancement of women

The results (Table 8) were divided between those respondents who were experiencing slowed career advancement and those who were not deemed to be. The research findings reported that those respondents who were experiencing slowed career advancement also recorded high responses for high power distance perceptions (values) in either society or their organisation.

When the further correlation analysis was conducted (Table 9) between the survey questions within this sub-construct – power distance perceptions (values) in either societal or organizational environments – we noted that there were two significantly related findings;

That *employees should not disagree with management decisions* and, *I always conform to my supervisors wishes*. These statements are both related to the organizational environment rather than society and may be interpreted as an indication that women value the power distance that exists between management and subordinates and while the first statement may be viewed from either the position of the manager or the position of the subordinate, the second statement, crafted in the first person, denotes that this question was answered from the perspective of relating to someone of greater authority than the respondent.

It is important to note that while power distance may have negative connotations in that it relates to authority based on status or influence, an employee complying to her manager's wishes may not be without good reason - and that may exist aside of power distance features. In a study by Ronk (1993), it was concluded that female subordinates are more accepting of power when it is legitimate or referent power (House et al, 2004, p.517). Therefore, we cannot assume that complying with a managers wishes is necessarily a power distance feature or that it might negatively

affect career advancement. Indeed, there may be advantages of an employee complying with her managers wishes if that manager is supporting the employee's growth and providing her with advancement opportunities. If, however, compliance is conducted without question or consideration then this may have negative connotations and apply more closely to the power distance feature, specifically not disagreeing with someone in authority irrespective of the quality of a management decision.

Indeed, in a high power distance culture, it may be perceived that complying to a managers wishes is a route to attaining improved status. Hauff & Richter (2015) found that power distance cultures place high value on advancement opportunities and the acquisition of associated status. In an organizational context where there are strong power distance values and features, avid compliance with a managers wishes may be viewed as the best route to advancement. If this is the case, and we link it with the findings that those in power wish to maintain power (Lee & Antonakis, 2014), the system serves to support itself.

The second most significantly related finding (0.5337) in the correlation matrix for perceptions was between *higher level managers deserve more work privileges and benefits than lower level ones* and, *in this organization, rank and position in the hierarchy should have special privileges*.

Important is to clarify what privileges and benefits may mean to the respondent. While this was not clarified in the survey, generally privileges and benefits refer to, and are interpreted as being features of employment that improve the quality of the workplace experience. They are often material or financial such as leave days, medical benefits or improved working facilities.

If we again consider the role perception plays, the high value privileges and benefits, if answered by a higher level manager would confirm what is expected when reaching a higher level of status or if answered by a subordinate would reflect what they aspire to.

Given that these statements are both value statements, we may deduce that respondents believe higher level status should result in privileges. This would serve to support the argument that attaining power is of importance (Hauff & Richter, 2015). Interestingly, it also serves to support the concept that once in power, people

seek to maintain their power (Johnson & Mathur-Helm, 2011; Lee & Antonakis, 2014; Peretz, Levi & Fried, 2015). Although privileges may not always be formal benefits that necessarily prevent others from attaining the same status, they are outward reflections of a status held and this in itself may present as a desired status symbol.

Hypothesis four – discussion

H₀: Women who are experiencing slowed career advancement believe that Power distance features (practices) in both society and at work has an effect on the career advancement of women

H₄: Women who are experiencing slowed career advancement believe that Power distance features (practices) in both society at work does not have an effect on the career advancement of women

The results (Table 10) were divided between those respondents who were experiencing slowed career advancement and those who were not deemed to be. The research findings reported that those respondents who were experiencing slowed career advancement also recorded high responses for high power distance perceptions (values) in either society or their organisation.

When the further correlation analysis was conducted (Table 11) between the survey questions within this sub-construct – power distance features (practices) in either societal or organizational environments – we noted that there were two significantly related statements.

The most significantly related finding in the correlation matrix for features can be found between the statements; *in this organization, parenthood affects the career advancement of women* and, *in this organization, family obligations/pressures effect the career advancement of women*.

The second most significantly related finding in the correlation matrix for perceptions was between *in this organization, family obligations / pressures effect the career advancement of women* and, *in this organization, legal / company conditions effect the career advancement of women*.

While the first set of related statements are logically aligned, the second set provide more insight into organizational features. That family responsibilities are correlated with, and not relieved by, legal or company conditions suggests that organisations maintain features that hinder the career advancement of women. Indeed, the fact that women respondents felt family pressures were hindering their career advancement means that they may be assumed this responsibility due to the gender biases.

Overall discussion and findings

The following statements were found to be of significant influence in the understanding of power distance in the respective areas of study.

Figure 6: A summary model of the key findings of the research

	PERCEPTIONS (VALUES)	FEATURES (PRACTICES)
ORGANISATION	<ul style="list-style-type: none"> • Employees should not disagree with management decisions • Higher level managers deserve more work privileges and benefits than lower level ones • In this organization, rank and position in the hierarchy should have special privileges. 	<ul style="list-style-type: none"> • I always conform to my supervisors wishes • In this organization, insufficient support structures affect the career advancement of women. • In this organization, gender bias affects the career advancement of women • In this organisation, there is a lack of female role models. • In this organization, parenthood affects the career advancement of women • In this organization, family obligations/pressures effect the career advancement of women. • In this organization, legal / company conditions effect the career advancement of women.
SOCIETAL	<ul style="list-style-type: none"> • I believe that power should be concentrated at the top • I do not believe that power should be shared throughout society. • People in higher positions should make most decisions without consulting people in lower positions. • There should be established ranks in society with everyone occupying their rightful place regardless of whether that place is high or low in the ranking • In this society, followers are not expected to question their leaders when in disagreement. 	

Figure 7: An interpretation of the key findings of the survey

	PERCEPTIONS (VALUES)	FEATURES (PRACTICES)
ORGANISATION	Rules of engagement drive that position power as aspirational thereby encouraging the desire to attain and maintain power	Barriers that prevent the acquisition of power
SOCIETAL	Ideologies that assume a high level of individual autonomy in the acquisition of power	No societal features that help the acquisition or preservation of power in the workplace.

The group of women surveyed, would be categorized as middle-class women. Typically, the middle-class believe they are responsible for their own lives and also that they are in a position to make decisions about their futures (House et al, 2004, p.525). Given this, we would expect to see some contrasting results regarding power distance values versus features but this is not as apparent as one would anticipate. Although the findings against hypothesis 2 (Women who are experiencing slowed career advancement believe that power distance perceptions (values) and features (practices) in society does not have an effect on the career advancement of women) did offer some insight into the shift in perceptions that can occur when beliefs about one's own autonomy may be challenged.

Most of the findings however, presented insights into the importance of status; specifically attaining power or maintaining power. The extent to which organisations appear to maintain structures that allow those in power to maintain power is strong.

The relationship this has with the desire to attain power is also strong. The greater the elevation and associated prestige, the greater the desire to get there. The two concepts force-feed each other.

Is career advancement of women effected by power distance? Yes, in that organisations maintain structures that are unconducive to women's participation and thus hinder their opportunity to career advancement.

Chapter 7: Conclusion

These findings of this study served to support the hypotheses that power distance, perceptions, in society and the organisational environment as well as features in the workplace are perceived to affect the career advancement of women.

While all the hypotheses could be accepted, the greater insights emerged from the correlation matrices. Notably, some power distance values such as, *power should be concentrated at the top, people in higher positions should make most decisions without consulting people in lower positions, and that power should not be shared through society* remain strong.

This research presented an insight into female values and behaviour in the workplace. All surveyed were women, however, the insights into values demonstrate that women also place a high value on attaining power and the outward reflection of having achieved status. While we cannot determine that this is done in the face of assisting other women up the ranks (Johnson & Mathur-Helm, 2011), we do know that typically, this behaviour does not serve to support other people trying to acquire status and career advancement and therefore the two cannot coexist.

The fact that the majority of those surveyed are middle managers underscores the concept that power can exist at any level and is not a characteristic owned exclusively by those in leadership positions. However, it cannot be ignored that leadership, within organisations, drive culture and this influence filters down the ranks (House et al, 2004, p.18). In cultures that place a high power distance, such as South Africa, this is even more prominent as power and status is held so exclusively that those without power desire to attain it. In so doing, they serve to reinforce power distance.

While responses towards power distance societal features were weaker, organisational values and features were strong. Organisational values related very closely to both attaining or maintaining power. Whereas, organisational features related more to preventing others from reaching power status. While prevention is a tool for maintaining power and status it manifests in a different form in the workplace.

The insights into role models is also interesting. While the data supports this finding, that there are too few women in senior or leadership positions in South Africa, many of the respondents of this survey were middle managers, so one might expect that role models do not necessarily exist only in the leadership positions but anywhere in the hierarchical system above their status.

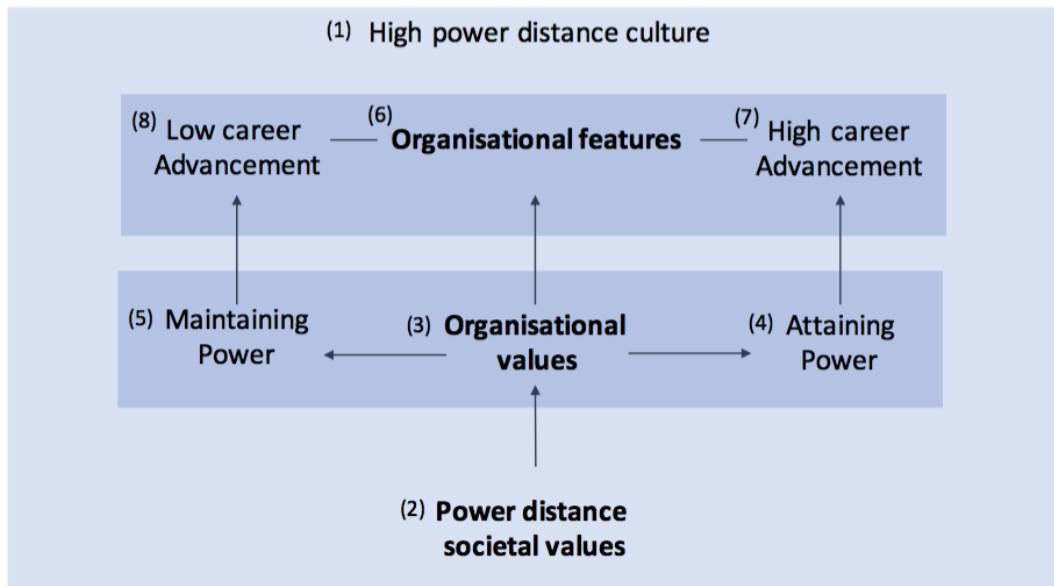
Those women who were experiencing slowed career advancement believed that power distance affected their career advancement demonstrating that perceptions play a significant role. Conversely, those women who are excelling did not place much emphasis on power distance values which opposes the theory that women who achieve do not support other women advancing through the ranks. Indeed, we may conclude that these women surveyed do not place a high value on power distance as it relates to preventing other women from advancing.

Respondents believe in power distance practices such as conforming to their supervisors wishes and not disagreeing with management decisions. But similarly, they believe rank and hierarchy should have special privileges. There is a definite chronology here; the respondents accept certain functions or behaviour as a subordinate but in turn, expect certain 'rewards' as a manager or senior.

In terms of features affecting career advancement, these appear to remain strong. Issues such as family responsibilities, parental pressures, and company conditions mean that organisations still present more favourable opportunities for men to advance than women.

The leaky pipeline, coined by McKinsey & Company (2013), is one symptom of this. Without sufficient measures in place to correct the favourable circumstances for men to advance than women, companies may continue to lose some of their best female talent.

Figure 8: A proposed model outlining the effect of power distance on the career advancement of women



The above model tracks the organisational identity and gives light to whether an organisation has a tendency to encourage or discourage career advancement. The research shows that within the context of a power distance culture (1), societal values (2) correlate with organisational values (3). However, organisational values may either place focus on attaining power (4) or maintaining power (5). If attaining power (4) is the power distance value exercised by an organisation, then the organisation features (6) will support career advancement (7). If however, the power distance value held highly by an organisation is maintaining power (5), then the organisational features (6) will create a downward pressure on career advancement (8).

While Smart Economics (Chant & Sweetman, 2012) argues the need for increasing women in the workplace, issues such as career advancement are going to determine how long women stay in the workplace (McKinsey & Company, 2013). The research shows that societal values influence organisational values and that organisational values play a role in the career advancement of women. Should businesses want to leverage concepts such as Smart Economics (Chant & Sweetman, 2012) for improved competitiveness then career advancement opportunities must be addressed.

Given these findings, and the high value South Africa places on power distance, South African businesses should seek to understand their organisations values. Importantly these should be understood both from the perspective of a senior employee as well as from a subordinate employee in order to develop an understanding of whether maintaining power or attaining power are the primary value drivers. If maintaining power is a primary value held by both the organisation and its individuals, then the business should introduce features that help combat this such as implementing communication lines that operate beyond traditional hierarchies, sponsorship and mentorship programmes are also a good way of providing visibility to junior employees aspiring towards career advancement. From a support perspective, companies should review current support structures relating to issues typically associated with female roles such as family responsibility and provide structures such as day care for children and flexible working arrangements to enable women to invest in their career and compete for jobs alongside their male counterparts.

While this research sought to understand the affect of power distance on women specifically, the insight into maintaining power and attaining power could be researched including male employees. Additionally, understanding how these features and values affect leadership styles and the extent to which leadership define the organisational values would also add insight to this research. Both the GLOBE study and the Hofstede study identify other cultural values, of which power distance is only one, therefore further research into the effect of those values on career advancement of women may also provide useful insights.

This research has provided insight into factors affecting the career advancement of women and while there are many factors, values relating to power distance have a notable effect. However, this research has also shown that perceptions have a significant impact on the way power distance is viewed and valued within both the societal and organisational perspective. While attaining power is a value held highly by business women in South Africa, so is maintaining power and the two cannot coexist constructively. In order for companies in South Africa to enjoy the benefits of Smart Economics (Chant & Sweetman, 2012), they need to understand whether their organisational values are driven by the desire to maintain or attain power and then reframe their structures to ensure that women may compete for career advancement as equally as their male counterparts and the desire of others to maintain power does not hold them back.

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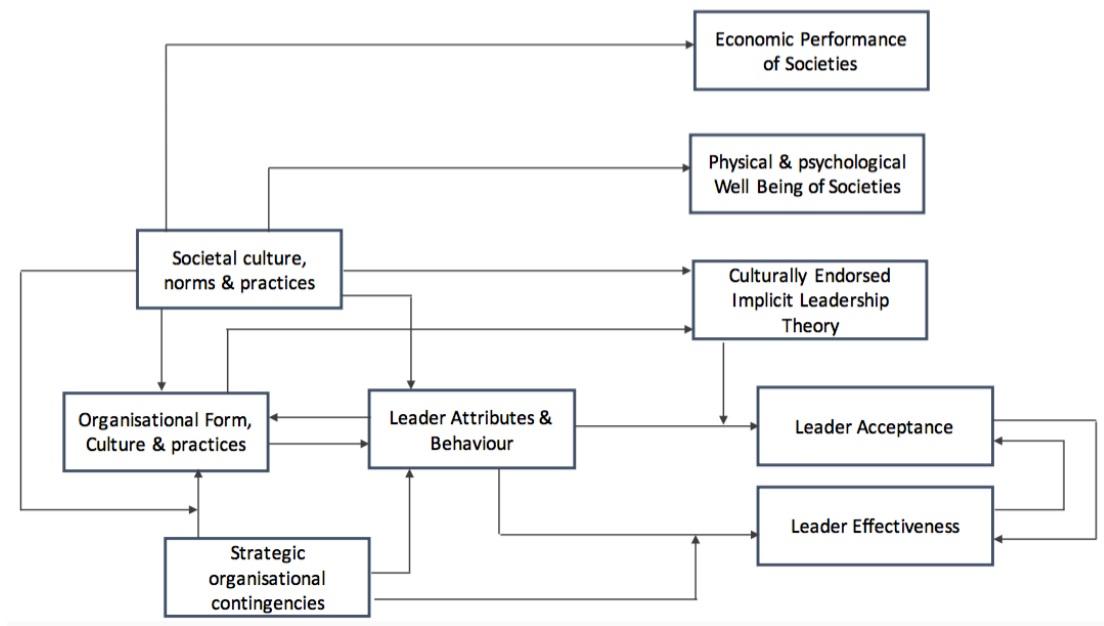
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Appendices

Appendix 1: GLOBE theoretical model



Appendix 2: Letter issued by Business Women's Association South Africa



The effect of power distance on the career advancement of women

Survey: Issues affecting the career advancement of women

My name is Portia Gibbs and I am currently a student at The Gordon Institute of Business Science studying for an MBA. I am conducting research into the issues affecting the career advancement of women and as such, would like to invite you to participate in a short survey.

Personal details will be confidential, please click on the [LINK](#)

The research attempts to understand whether power preservation plays a role in the career advancement of women. Specifically, this survey aims to understand how important maintaining power is to those in authority and whether this has an effect on the career advancement of women. To that end, you are kindly asked to complete the following survey.

The survey should take no more than 10 minutes of your time. Your participation is voluntary and you can withdraw at any time without penalty. All data is anonymous and will be kept confidential. By completing the survey, you indicate that you voluntarily participate in this research.

If you have any concerns please contact my supervisor or I, our details are provided below:

Researcher:
Portia Gibbs
Portiagibbs@icloud.com / 445886@mygibs.co.za
082 528 7127

Supervisor:
Desray Clark
Desray.clark@angloamerican.com
083 450 0054



Appendix 3: Research questionnaire

The effect of power distance on the career advancement of women

A survey to understand the career advancement of women

The objective of the research is to understand whether power distance effects the career advancement of women in South Africa

1. Which of the following best describes the principal industry of your organization?

Manufacturing

Other (please specify):

2. What is your current position within the company?

CEO / MD

Executive / Board level

General Manager

Business Unit Director

Senior Manager


Middle manager

Other (please specify):

3. Please indicate the period of time in your current role:

4. Please indicate the expected period of time towards your next promotion:

Next

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The effect of power distance on the career advancement of women

5. Please indicate the size of your company (in South Africa)

2 - 20 employees

21 - 50 employees

51 - 150 employees

151 - 1000 employees

More than 1000 employees

Prev Next

The effect of power distance on the career advancement of women

6. UNDERSTANDING CULTURAL VALUES- SOCIETAL AND ORGANISATIONAL: Perspectives on the concentration of power

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
There should be established ranks in society with everyone occupying their rightful place regardless of whether that place is high or low in the ranking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In this society followers are expected to obey their leaders without question	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In this society followers are expected to question their leaders when in disagreement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that followers are expected to obey their leaders without question	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that followers are expected to question their leaders when in disagreement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that power should be concentrated at the top	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that power should be shared throughout society	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in higher positions should make most decisions without consulting people in lower positions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in higher positions should not ask the opinions of people in lower positions too frequently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in higher positions should avoid social interactions with people in lower positions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Higher level managers deserve more privileges and benefits than lower level ones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. UNDERSTANDING ORGANISATIONAL CULTURE: Power Distance features in the workplace

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
In this organization, subordinates are expected to obey their boss without question	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In this organization, subordinates are expected to question their boss when in disagreement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In this organization, a persons influence is based primarily on one's ability and contribution to the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In this organization, a persons influence is based primarily on the authority of one's position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In this organization, subordinates should obey their boss without question	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In this organization, subordinates should question their boss when in disagreement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In this organization, rank and position in the hierarchy should have special privileges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers should make most decisions without consulting subordinates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers should seldom ask for the opinions of employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees should not disagree with management decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers should not delegate important tasks to employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In most situations managers should make decisions without consulting their subordinates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My superiors should make most decisions without consulting me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am always afraid to disagree with my superior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communications with superiors should always be done using formally established procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I always conform to my supervisors wishes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I try to avoid any potential arguments with my supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in lower positions should not disagree with decisions made by people in higher positions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is difficult for people in lower positions to meet and talk with people in higher positions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. UNDERSTANDING CAREER ADVANCEMENT

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
In this organization, Parenthood affects the career advancement of women	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In this organization, family obligations/pressures affects the career advancement of women	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In this organization, a lack of female candidates putting themselves forward for promotion affects the career advancement of women	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In this organization, gender bias affects the career advancement of women	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In this organization, insufficient support structures affect the career advancement of women	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In this organization, a lack of skilled candidates affects the career advancement of women	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In this organization, a lack of female role models affects the career advancement of women	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In this organization, legal / company conditions affects the career advancement of women	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Appendix 4: Ethics clearance

Gordon Institute of Business Science

University of Pretoria

Dear Portia Gibbs

Protocol Number: **Temp2015-01676**

Title: **The effect of power distance on the career advancement of women**

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

Appendix 5: Copyright declaration


COPYRIGHT DECLARATION FORM

Student details			
Surname:	GIBBS	Initials:	P N
Student number:	GIBS445886 / UP14431620		
Email:	poriagibbs@icloud.com		
Cell :	082 528 7127	Landline:	n/a
Course details			
Degree:	MBA	Year completed:	2015
Department:	GIBS		
Supervisor:	DESRAY CLARK		
Supervisor email:	CLARKD@GIBS.CO.ZA		
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I understand that all rights with regard to intellectual property in the work vest in the University who has the right to reproduce, distribute and/or publish the work in any manner it may deem fit.

I agree that, a hardcopy of the abovementioned work be placed in the Gordon Institute of Business Science Information Centre and worldwide electronic access be given to the softcopy on UPetd and UPSpace.

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Date: 09 November 2015

Appendix 6: Plagiarism declaration

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements of 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 authorization and consent to carry out this research.

Portia Gibbs

09 November 2015

Appendix 7: Turnitin report

Turnitin Originality Report

How Power Distance effects the career advancement of women in South Africa by
 Portia Gibbs

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paper text:

HOW DOES POWER DISTANCE AFFECT THE CAREER ADVANCEMENT OF WOMEN IN SOUTH AFRICA STUDENT NAME: Portia Gibbs STUDENT NUMBER:

445886 STUDENT EMAIL: 445886@mygibs.co.za STUDENT CELL: 082 528 7127

1. PROBLEM AND PURPOSE- EXECUTIVE SUMMARY Cultural values can have significant influence on organizational structures that support career advancement

(House, Hanges, Javidan, Dorfman, Gupta, 2012). **49In South**

Africa, women are still **poorly represented in senior** management and

leadership positions (StatsSA, 2011, p.37). The World Economic Forum

Gender Gap Index published in 2014 ranks South Africa as 83rd out of 142 countries in terms of economic participation and 85th out of 142 in terms of educational equality (WEF, 2014). In the workplace, this trend continues with the Gender Inequality Index placing South Africa at 94th (UNDP, 2013) indicating that firms in South Africa have not evolved enough to share managerial and leadership positions with women (Hofmeyr & Mzobe, 2011, p.1276). The two most notably theories on cross-cultural dimensions are; Hofstede's Cross- cultural Dimensions (2001), and The GLOBE Study, 'Culture, Leadership and Organisations' conducted

by **56House, Hanges, Javidan, Dorfman and Gupta in 2004**. Both of these

studies report South Africa to have a high value towards Power Distance (House et al, 2004; **62Hofstede, 2001**). The GLOBE study (House et al, 2004) reported a

significant difference in findings in the 'as is' measure of Power Distance as opposed to the 'should be' measure of the value of Power Distance in South Africa (House et al, 2004). Therefore, the intention is to understand whether this cultural value plays a role in preventing women from reaching the 'top'. This is particularly relevant for a society such as South Africa whereby the current government is actively trying to achieve transformation and employment equity through affirmative action

legislation: **18(Parliament of the Republic of South Africa, 1998)**. The reality

versus the ideal is important to unpack as a means for understanding future

possibilities and challenges. Career Advancement is a tangible effect to help measure and understand what organizational practices are in place (by virtue of Power Distance) that may serve to delay or slow the career advancement of highly skilled women. To date, it appears that companies are investing more in the training

and development of diversity groups (Peretz, Levi & Fried, 2015).

28 However,

little research has been completed to understand the impact of Power

Distance in the workplace and as such, the effectiveness of organizational structures such as these have not been assessed in the context of a high Power Distance culture. The document to follow will outline initial findings on literature on the topic. First looking at the subject area of culture and assessing the two theory bases followed by a deeper insight into Power Distance specifically. The literature will then cover Power as it relates to leadership, with a view to outline the role leadership has in supporting or driving Power Distance practices in the workplace. The third phase of the literature review will look at career advancement, how it can be defined and measured as tool for assessing the degree to which Power Distance plays a positive or negative role in the workplace in South Africa. The literature review will be followed by a brief summary of the hypotheses and then the proposed methodology.

2. LITERATURE REVIEW 2.1. CULTURAL VALUES 2.1.1. Theories and models

Extensive research has been completed to understand cross-cultural nuances of nations (Hofstede, 2001; Trompenaars, 1998), which has been extended in contemporary times (House et al, 2004; Taras, Kirkman & Steel, 2010). Both original and contemporary findings (Hofstede, 2001; Trompenaar, 1998; House et al, 2004) show that cross-cultural values not only exist, but can also be a key driver of behavior in the workplace (Migliore, 2011, p.51). The Hofstede study is widely considered to be the seminal study on cross-cultural nuances and is often acknowledged in this regard (House et al, 2004; Hofstede & Minkov, 2010; Shi & Wang, 2010; Migliore, 2011). The study identified four cross- cultural

dimensions:

38 at the national level; individualism-collectivism, power

distance, masculinity-femininity, uncertainty avoidance and was later

adapted to include a fifth dimension, time orientation (Hofstede & Hofstede, 2005).

Most recently, Hofstede included

1 a sixth dimension; indulgence versus

restraint (Hofstede & Minkov, 2010; (Daniels & Greguras, 2014). Since

Hofstede, Trompenaars (1998) also contributed to the discussion on cross- cultural nuances citing seven distinct cultural dimensions, however, only the GLOBE study, Culture, leadership and Organisations, House et al, (2004) sought to understand the difference between a value held belief and what is performed in

practice: 65(House et al, 2004, p.21). The GLOBE study findings outline nine

following cultural nuances; 25Power distance, uncertainty avoidance,

institutional collectivism, in- group collectivism, humane orientation,

performance orientation, assertiveness, gender egalitarianism and future

orientation, measured twice; once for values and a second time to measure

practice: 2(House et al, 2004, p.12) Cross-cultural research extensively

discusses the merits of two models in particular; Hofstede and the GLOBE study

(Hofstede: 142001; House et al, 2004; Hofstede, Hofstede & Minkov

2010; Hofstede & Minkov, 2010; Shi & Wang, 2010; Migliore, 2011). Both of

which identify similar dimensions; power distance, time orientation and uncertainty

avoidance (Hofstede: 142001; House et al, 2004; Hofstede, Hofstede &

Minkov, 2010; Hofstede & Minkov, 2010; Shi & Wang, 2010; Migliore, 2011).

2.1.2. Contemporary discussions Although there is agreement that many contemporary cross-cultural studies have evolved from the base of dimensions cited by Hofstede in 1980 (Shi & Wang, 2011; Hofstede & Minkov, 2010), and extensive studies defend the validity of the seminal study, there are differencing views about the framework provided by Hofstede (2001). Daniels & Greguras (2014), argue that culture is informed by other factors such as; economic climate, government structure, language and language and that it would not be possible to 'disentangle' (Daniels & Greguras, 2014, p.4) these effects from culture. Daniels & Greguras (2014), also argue that a study measuring values 1at the national level

and then applying those findings to the individual would be incorrect.

Hofstede & Minkov (2010), defend the Hofstede study by outlining that the cultural dimensions were never intended to provide insight into organisational or individual culture or behaviour despite the fact that they have repeatedly been measured on

this. But Emmerik, Wendt & Euwema, (2010) and Migliore (2011) argue that societal cultures do have a notable effect on leadership behaviours in the workplace in as much as societal cultures have an impact of organisational cultures which in turn impact leadership behaviour (Emmerik et al, 2010; Migliore, 2011). According to the framework outlined by House et al (2004, p.18),

52there is

an interaction between societal culture and norms, which

influences leadership behavior and attributes. Further to this, House et al (2004)

argue that these leadership behaviors and attributes influence leadership effectiveness and acceptance. With regards to sub-cultures, Daniels & Greguras (2014), argue that labelling cultures against one societal value ignores important in-country variances (Daniels & Greguras, 2014, p.4), which is something that the Globe Study measures more accurately via its division of values and practices and also black and white South Africans. Shi & Wang (2011), also note that the Globe model created more defined areas of study by recognizing some sub-cultures within one country. At that time of study, this acknowledgement was an important preservation made for possible cultural practice and value differences between the two racial groups (p.22). Emmerik

60et al, (2010) state

that differences in leadership behaviour are influenced by so many other

factors, such as; individual characteristics, skills and motivational drivers as well as organisational structure and design (Emmerik, et al, 2010, p.899). In their

paper,

32Interpreting Hofstede model and GLOBE model: Which way to go

for cross-cultural research? Shi & Wang (2011) identify that Hofstede's

cultural framework does not drill down into the 'as is' nature of a society in relation to the 'should be' nature of a society (House et al, 2004) as is measured within the GLOBE study (Shi & Wang, 2011). However, Hofstede & Minkov (2010) oppose this arguing that measuring 'should be' is misleading and cite Power Distance as an example of how a value which exists not on competition but submission of others can be a valued truly held by all. They state that practices as measured by Hofstede (2001) and therefore a truer reflection of values. However, the argument that practices are a true measure of values relies on the assumption that everyone exists

in an environment whereby they are able to operate to their ideal scenario at all times. 2.1.3 Power Distance Power is fundamental to all relationships (Daniels & Greguras, 2014, p.2) and almost all authors of cross-cultural research acknowledge a type of Power Distance concept present in different cultures (Hoftside, 2001; Trompenaars, 1998; House et al, 2004; Taras et al. 2012). As far back as 1959, French and Raven first outlined the sources of power as; legitimate, reward, coercive, referent and expert (1959), which continues to be discussed in recent times (Robins & Judge, 2013). In follow up to this Maslow’s hierarchy of needs includes esteem and self-actualisation, which, according to House et al, (2004), demonstrates a person’s need for power: **2(House et al, 2004, p. 515). In** Hofstede’s

study, **44Power Distance is classified as, “Social inequality, including the relationship with authority”** (Hofstede & Minkov, 2010, p.12). However, The

Globe project definition of **2Power Distance is, “the degree to which members of an organisation or society expect and agree that power should be stratified and concentrated at higher levels of an organisation or government” (House et al, 2004, p.12),** which suggests **that** there may be a

degree to which both parties will work to reinforce these distances as typically a high power distance culture is more comfortable within these boundaries: **54(House**

et al, 2004). The **Globe study** measured **the two constructs of** Power Distance (‘As is’ and ‘should be’) in order to determine bases of influence, concentration of power, privileges of power and interpersonal behaviours at **63a societal level as**

well as at an organisational level (House et al, 2004, p.537-8). As findings for Power Distance in South Africa recorded a marked difference between practice (‘as is’) and values (‘should be’) it can be argued that the individual differences are in conflict with the societal norms. Given that the Globe Study reported practices as societal norms, and values as a reflection of individual preferences (Shi & Wang,

2010) we can determine that there is a discrepancy between the societal cultural values and the values of the individual, which may become apparent in an environment such as the workplace where hierarchies are strong. A further consideration with regards to Power Distance is the role of perception (Migliore, 2011; Lee & Antonakis, 2014) in that culture also influences how people perceive whether their needs and preferences are being met in the environment. Migliore (2011) identified that perception plays a significant role in a society and therefore,

behaviours **8**in one particular culture may not have the same significance in

another culture thus the inter-relational aspect of personality and culture

will vary among individuals within a culture (Migliore, 2011, p.42) meaning,

what we perceive as a cultural characteristic at a national level may be different from the cultural values acted upon at an individual level (Migliore, 2011). Notably, perception plays a role but to what degree culture influences this further is yet to be studied (Lee & Antonakis, 2014) as per the respondent's perception of their

national **58**cultures (House et al, 2004; Hauff & Richter, 2015). In

the context of South Africa, the reported difference in findings between the 'as

is' and 'should be' also highlights potential differences between behaviour that accepts there are those with more power, and those with power continue to preserve the Power Distance (Lee & Antonakis, 2014). 2.2. LEADERSHIP 2.2.1 Power and leadership It is universally accepted that those in Leadership have a type of power. In

the Culturally Endorsed Leadership Theory (House et al, **21**2004), leadership

is defined as the 'ability to influence, motivate and enable others to

contribute to success of their organization'. (House et al, p. 22). In the

Globe study, participative leadership is negatively correlated with the **66**Power

Distance value (House et al, 2004; Emmerik et al, 2010). **45**According to

House et al, (2004), the extent to which Power Distance is practiced and

valued should be an important factor in determining the leadership styles in those cultures: 31(House et al, 2004 p.551). House et al (2004), go on to propose that

leadership in general: 59may be more supported in cultures of high Power

Distance, which may supportthe concept of leadership. 2.2.2 Leadership styles

in cultural contexts However, Emmerik et al (2010) state that leadership is very individual and affected by many personal factors. To say that a high Power Distance culture creates a type of leader would be remiss because organisational culture sits between the two and has a very significant affect (Emmerik et al, 2010). Therefore, it will not be sufficient to determine that because South Africa has a high value Power Distance culture that directly influences the leadership styles of those on power. Rather, that Power Distance influences organisations and that those organisational cultures influence the individual leadership styles. Since the Globe Study, leadership theories have evolved outside of this traditional construct towards a more collaborative and charismatic set of leadership styles (Robbins & Judge, 2013), which do not necessarily lend themselves towards the typical characteristics of Power Distance (Emmerik et al, 2010). The characteristics of transformational leadership, which are to inspire and influence followers to serve a higher purpose than themselves (Robbins & Judge, 2013), are in contradiction with the typical leadership styles of high Power Distance cultures (Daniels & Greguras, 2014). It is at this point we see a departure occurring between Trait theories of leadership and the emergence of Behavioural leadership theories. South Africa is entering a new paradigm of leadership which serves to reflect the dynamic market we are in, requiring new skills; collaboration, knowledge economy, diversity and empowerment (Daft, 2011, p.8). However, Trait leadership styles have previously been considered to be more compatible with high Power Distance cultures. 2.3. CAREER

ADVANCEMENT 2.3.1 Overview Career development is a tangible event, or series of events, that can be measured to inform progression and development in the workplace. According to Cummings & Worley (2009), the career advancement stage can be reflected by a series of considerations, all of which are highly autonomous in their nature and require a level of empowerment and self-actualisation. However, according to the Globe survey, employee empowerment, participation and job enrichment were higher in low PD countries (Daniels & Greguras, 2014, p.19). 2.3.2 Organisational culture Although debate exists as to (cont)