

Women Leadership Influence on Corporate Performance in the Zimbabwe
Clothing Retail Sector: A Case of Edgars Stores (Pvt) Ltd Zimbabwe.

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**A Dissertation Submitted In Partial Fulfilment of the Requirements for
the Master Degree in Business Administration**

AT THE



UNIVERSITY OF ZIMBABWE

UNIVERSITY OF ZIMBABWE BUSINESS SCHOOL

**FACULTY OF BUSINESS MANAGEMENT, ECONOMICS AND
SCIENCE**

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NOV 2021

DISSERTATION TITLE			
Women Leadership Influence on Corporate Performance in the Zimbabwe Clothing Retail Sector. A Case of Edgars Stores (Pvt) Ltd Zimbabwe.			
DISSERTATION METHODOLOGY (please tick one)			
QUANTITATIVE	<input checked="" type="checkbox"/>	QUALITATIVE	<input type="checkbox"/>
		MIXED METHODS	<input type="checkbox"/>
INTAKE (YEAR AND MONTH)			
2018			
Registration No.:		STUDENT NAME:	
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DEDICATION

This research is dedicated to my staff members and parents. I would like to thank everyone posthumously for the encouragement and patience during my entire MBA study period.

ABSTRACT

The study examined the influence of women leadership on corporate performance by considering how women leadership has potential in influencing market share, service quality, customer satisfaction and sales volume. Women leadership is a concept that has become of recent interest as it has also reached a considerable amount of consideration in the media also. Some may ponder however, why it is essential to have more female leaders. There are numerous reasons why female leadership ought to be promoted, and numerous investigations have been directed to demonstrate the advantages of female leadership to organisations through organizational diversity. A research gap was to decipher on women leadership influence on corporate performance in the Zimbabwean clothing retail sector under unstable macroeconomic conditions.

Four research hypothesis are postulated and empirically tested using quantitative survey approach with a sample of 57 employees from Edgars. The sample yielded a 95% response rate. The results indicated that women leadership does positively influence market share, service quality, customer satisfaction and sales volume of the organization.

The study recommended that the management and human resources policies at the organization should continue to foster gender diversity in their leadership positions. Moreover the study recommended that further research should be carried out in different industries and other areas in the country and that subsequent research should envisage replicating this study in other developing countries in Africa to allow for comparison of results.

ACKNOWLEDGEMENT

First and foremost, I would like to thank my supervisor Dr C Gumbo for the continued support of my MBA research for his guidance and immense knowledge. His guidance assisted me in all the time of my research and writing of my dissertation. I could not have imagined having a better supervisor and mentor for my dissertation.

My completion of this dissertation could not have been accomplished without my staff members at Edgars Stores Ltd, thank you all for allowing me to take some time away to focus on my research. Many thanks to my family as well for the immense support I greatly appreciate.

Finally I would like to thank the Lord above for taking me through my MBA program so as to get to where I am today.... I say EBENEZAR LORD!!!!!!

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ABBREVIATIONS AND ACRONYMS

ZSE – Zimbabwe Stock Exchange

TMT – Top Management Team

CEO – Chief Executive Officer

SDGs – Sustainable Development Goals

CRM – Customer Relationship Management

SERVQUAL --- Service Quality

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Appendix 1..... Questionnaire

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE RESEARCH PROBLEM

1.0 Introduction

Throughout history, women have occasionally debuted in leadership positions, from the Queens of England to the Pharaohs of Egypt, yet females are still historically underrepresented in corporate leadership. This is also despite that women's presence on corporate teams is generally associated with a stronger social commitment and a more participatory leadership style that can enhance organization performance. Proponents of gender equalization in the ranks of corporations advance the notion that the presence of women managers adds value to firms. The purpose of this study is to assess the impact of women leadership on corporate performance in the clothing retail sector.

This chapter will present the background statement, problem statement, objectives of the study, scope of the study, research methodology, significance of the study and the chapter summary.

1.1 Background Statement

Enterprises globally recognize the imperative of having a gender diverse workplace, including the integral benefits of having women in top decision-making positions. Mounting evidence shows that achieving gender balance and diverse management teams at all levels deliver positive business outcomes (Schwartz and Ziv, 2017). However, males have conventionally dominated corporate leadership (Birindelli, Iannuzzi and Savioli, 2019) and this is despite the improvements in female education and labor participation, and governments' social efforts to promote gender balance in recent decades (Shoham, *et al.*, 2017). As further argued by (Setó and Pamies 2015), females are still underrepresented in the boardrooms of most firms in different countries compared with population composition in general or in specific areas such as the labour force and corporate management.

According to (Vähämaa 2017), beyond the social and ethical implications, the dearth of women at the top of the corporate hierarchy suggests that female representation in top management may have important implications for a firm's competitiveness, not merely as a reflection of a more gender neutral and thus more meritocratic recruitment and promotion process, but more specifically because of the potential benefits of gender diversity itself. Likewise, many governments explicitly urge corporations to increase female representation in boardrooms and senior management positions (Cabeza and García, Fernández Gago and Nieto, 2017). For example, the United Kingdom (UK) proposes a minimum of 25%, Norway mandates 40%, and Germany mandates 30% female representation in boardrooms (Carter, Franco and Gine, 2017). These legislative initiatives are based on the view that tapping female talent pools could positively affect corporate governance and performance. (Liu, 2018) revealed that, from 2002, a steady upward trend of women filling the ranks at greater speed than men has been reported seen, particularly in Asia and the Pacific, Latin America and the Caribbean, and Europe and Central Asia. However, the increase has been markedly smaller in some regions, such as Africa and the Middle East (Owen and Temesvary, 2018). These gains have yet to lead to a major shift in the gender composition of senior leadership and decision making positions within companies. The UN statistics reiterated that worldwide only 22.8% women are in leadership positions in firms (Hambrick, 2018).

Luo, Huang and Lin (2018) averred that empirical investigation has shown that firms that have a higher percentage of women managers, relative to their industry counterparts, display superior performance across a variety of performance indicators. On the other hand, (Frag and Mallin, 2017) pointed out in a recent comprehensive survey that existing empirical work on the relationship between female representation at the top of the corporate hierarchy and firm performance (the vast majority of which studies corporate boards) has produced decidedly mixed results and, more importantly, does not address the related issues of causality and endogeneity. Contrast, for instance, (Vähämaa, 2017) posits that a woman CEO is associated with a negative stock price reaction, while Liu 2018) argues that gender diversity on boards is associated with better firm performance. Examining the relation between female leadership and corporate

performance sheds light on these important issues. Based on Becker's discrimination theory, firms that discriminate based on non-talent-related factors in their hiring decisions will underperform. Therefore, by examining the relation between women leadership and firm performance, we can infer the allocative efficiency of human talents without assuming the existence of prejudice.

According to the Women & Men Report by the Zimbabwe National Statistics Agency, Zimbabwe has the lowest number of female board members in its listed companies when compared to its neighbours like, Botswana, Malawi and Zambia. As of 2019 out of the 403 the total number of directors who sit on the boards of Zimbabwe Stock Exchange listed companies, only 72 are women, that is 18% (Manyeruke, 2019). However, there are a few companies in Zimbabwe which have embraced the role women can play in leading a company and have catapulted women to top positions and Edgars Stores Limited is one of them. Edgars was founded in 1946 and today, is the market leader in casualwear and accessories in Zimbabwe. The firm is listed on the Zimbabwe Stock Exchange (ZSE). The company retails a range of high-quality casualwear clothing, footwear and accessories for children, ladies and gents in branded stores in Zimbabwe. The company operates three divisions namely Edgars Chain, Jet Chain and Manufacturing. The firm has embraced gender diversity in its leadership and management positions with current CEO being a female. It is against this background that the study seeks to explore women leadership influence on corporate performance in the Zimbabwean clothing retail sector, case of Edgars Stores Limited.

1.2 Problem Statement

A Women and Men Report by the Zimbabwe National Statistics Agency stated that women constitute 52% of the total population while men are 48% but unfortunately this does not translate into more women in business organisations leadership position (WIPUSU, 2018). A study by Zimbabwe Gender Commission titled Measuring Differences on Board of Directors in 2015 established that out of 406 directors in the private sector, 10% were women and on those companies on ZSE, female CEOs constituted only 18% (Manyeruke, 2019). It is against this backdrop that the study is motivated to decipher on

women leadership influence on corporate performance in the Zimbabwean clothing retail sector under unstable macroeconomic conditions, case of Edgars Stores Limited.

1.3 Objectives of the study

1.3.1 Main Objective

The study sought to explore women leadership influence on corporate performance in the Zimbabwean clothing retail sector.

1.3.2 Specific Objectives were

- To examine the influence of women leadership on customer satisfaction at Edgars.
- To identify the relationship between women leadership and market share at Edgars.
- To establish the nexus between women leadership and service quality at Edgars.
- To determine the link between women leadership and sales volume at Edgars.
- To establish whether there are any significant and statistical relationship between women leadership and corporate performance at Edgars.

1.4 Research Questions

1.4.1 Major Research Question

The research attempted to address the following questions

- What are the influences of women leadership on customer satisfaction, market share, service quality and sales volume at Edgars?

1.4.2 Sub Research Questions

- Does women leadership have an influence on customer satisfaction at Edgars?
- Is there a relationship between women leadership and market share at Edgars?
- Does women leadership have an impact on service quality at Edgars?
- Is there a link between women leadership and sales volume at Edgars?
- Are there any significant and statistical significant relationship between women leadership and corporate performance at Edgars?

1.5 Research Hypothesis

The following hypothesis was used in the study

H₁: Women leadership positively influences customer satisfaction at Edgars.

H₂: Women leadership is positively associated with market share at Edgars.

H₃: Women leadership has a positive effect on service quality at Edgars.

H₄: Women leadership has a positive influence on service volume at Edgars.

H₅: There are no positive and statistically significant relationships between women leadership and corporate performance at Edgars.

1.6 Delimitation

The study focused on women leadership influence on corporate performance in the Zimbabwean clothing retail sector, case of Edgars Stores Limited. The study concentrates on 26 Edgar's retail chains across the country which has 9 female Store managers. The study uses customer satisfaction, sales volumes and service quality as the elements of corporate performance. Theoretically the study is informed by Upper Echelons Theory and the Glass Ceiling Theory only. Methodologically the study uses structured questionnaires and annual company sales. The research is to be conducted over a period of 6 months.

1.7 Research Methodology

The study has adopted positivism (quantitative) research philosophy. Within positivism one would work with an observable social reality and some of the generalizations made are considered 'law-like'. Such is the case with the current study exploring women leadership influence on corporate performance at Edgars using quantitative data.

Research Design

The study has adopted the mono-method, which involves using one research approach for the study, as the study has only made use of one type of information from quantitative gathered by a point Likert questionnaire and extraction technique for secondary data.

Target Population

The study has to consider all workers at each 19 Edgar's retail chains across the country which has female Store managers, thus a total of 570.

Sampling Technique

The study has applied stratified and simple random sampling. Stratified sampling has been executed whereby the participants have been grouped according to each store that is putting them into strata that are homogenous. Each store has been considered as a stratum and subsequently simple random sampling has been used to select the respondents from each stratum.

Unit of Analysis and Observation

The unit of analysis in this research is all employees at each 19 Edgar's retail chains that have been at the organization for at least one year. Annual reports on sales volume and market share that span for five years from 2015 have been examined

Sample size

Sample size referred to the number of units in a sample selected from the total population (Kumar, 2012). The study has used a sample of 57 respondents (10% of the population). A sample size of 10% of the target population considered large enough to be a true representative of a descriptive survey of population greater than or equal to 500 elements (Erlanger, 2006).

Data collection procedure

The two sources of data are primary and secondary data. Primary data has been obtained by administering questionnaires to the sampled respondents. Secondary source will provide information and data from the published annual reports and organizational sources spanning five years. In this study, questionnaires and abstraction methods has been used in collecting data.

Data Analysis and Presentation

Data collected has been analysed using STATA (Version 14). For descriptive analysis, the mean and standard deviation has been used to determine the respondents' agreement or otherwise with statements under each variable. Inferential statistics has been applied in the form of linear regression to study the relationship between independent (women leadership) and dependent variable (corporate performance). Data has been presented using pie charts, bar graphs and tables that will be generated by making use of STATA.

1.8 Significance of the Study

The study is expected to enable the policy-makers, stakeholders and management in the Zimbabwean clothing retail sector to understand how women leadership can affect corporate performance under turbulent economic environment, and further shed more light on how they can optimize on it to gain and retain competitive advantage in today's unstable business environment and boost their organizational performance. The study furthermore provides valuable information that will aid the different stakeholders in the clothing retail industry, both current industry players and potential players, in redesigning their gender diversity plans. African like Zimbabwe countries have been relatively less proactive in pressuring gender diversity compared with European countries which have vast literature in the subject matter. Research results based on European empirical data are not necessarily applicable to African countries because of differences in cultures, demographics, and economic development. As such, based on African data could inform more effective policies and provide more practical guidance for African corporations and economies than references based on foreign experience. The research has also exposed challenges that are being experienced by women in occupying or ascending to corporate leadership with the aim of informing the policy-makers to devise ways of addressing the barriers.

1.9 Chapter Summary

The chapter focused on the introduction, background statement. Women leadership was discussed as it can influence corporate performance within the clothing retail sector. Four

objectives were to be achieved in line with the research question provided. As a way of coming up with appropriate results, the researcher laid down some hypothesis to provide possible answers to the research problem.

Significance of the study has also been provided in that the successful completion of the research will give new insight to the already existing knowledge on women leadership and how it can influence corporate performance. The research also provided the scope to which the research is going to be focused on, together with the sample size. Chapter two details the literature review and the development of the conceptual framework.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter appraises literature on women leadership influence on corporate performance in the dothing retail sector. This chapter reviews the studies carried out by various scholars in various countries and align the reviews to a local context. This information provides a foundation of theoretical foundations that will guide this study and provide basis for discussing findings after fieldwork.

2.1 Search strategy

Quantitative research technique was picked as the research strategy to this thesis. The idea of the examination is explanatory. By utilizing quantitative examination techniques the researcher can utilize interpretive practices while exploring the subject. It likewise permits the utilization of various sources like published data, documents, observations etc. (Lee and Saunders, 2017.) The explored data will be gathered from both primary and secondary sources. For the empirical piece of the theory, primary sources, for example, questionnaires and the researcher's perceptions will be utilized. Secondary sources like literature, Internet sources and articles are utilized for the theoretical part. The research approach of the study deductive. Deductive research begins from a particular perception on a particular branch of knowledge. Data is gathered and broken down and based on that investigation, hypothesis and conclusions are made. There may likewise be a few conclusions and not just one. The directed hypothesis is plausible and can modify, as it depends on the researcher's perceptions on the data gathered. (Johnson and Christensen 2018) Thus, the after effects of this investigation address potential answers and hypothesis concerning the theme, as they depend on the researcher's comprehension of the issue and the perceptions made during the interaction of the study

2.2 Definition of women leadership

There is leadership and there is women leadership. This determination of leadership is utilized regularly and it alludes to women being leaders or at times to a particular way of leading. The utilization of the prefix isolates suppositions. All things considered, most professional titles, like dental specialists and attorneys, are left without the prefix that indicates the sexual orientation of the individual. (Richardson, 2019.) If leadership is separated into women' and men's leadership, at that point it would imply that leadership isn't unbiased. Contentions against the utilization of the words female leaders or female leadership depend on the possibility that it doesn't have an effect whether it is a man or a woman who leads and that leadership is unbiased (Luximon and Chan 2017). Since the 1980's, the attention has been on accentuating female leaders' attributes and their advantages in organisations, as opposed to demonstrating women' humankind and capacity to work in higher positions (Zaccaro and Klimonski, 2017).

Those preferring the prefix or thinking it is innocuous, say that it really addresses change. Specifically underscoring gentility in leadership, implies that it is perceived that there have been and still are less female than male leaders and that it is evolving (Naranjo-Gil et al, 2018). Around there, the word female supposedly works as kind of a token of the way that there have not generally been female leaders. According to Hambrick and Mason (2019), a few women need to utilize the words female leadership intentionally, to draw out the upper hand that various abilities and capacities can make, this path raising the upsides of gentility. In some cases being a female leader and addressing minority in some sense can be advantageous as certain organisations may think about a woman as a really intriguing decision or as another asset.

Particularly in Zimbabwe, the prefix is beginning to be somewhat obsolete. The prefix female may get from the way that leadership is changing and the part of women also. It likewise focuses explicitly on the development of force and impact of women in business

life which has not occurred previously, and that is the reason it is complemented. Clearly, it has additionally certain worth yet accentuating it implies that the change is as yet going on. It demonstrates to us that it is as yet not a standard that women are leaders and that there are less of them. At the point when the objective is reached and there is an adequate number of women in administrative roles, there is no requirement for the separation any longer. (Broadbridge, 2019)

2.3 Underpinning theories

2.3.1 Upper echelons theory

The theory was founded by Donald Hambrick and Phyllis Mason in 1984. Upper Echelons Theory advanced the idea that top executives view their situations through their own highly personalized lenses. These individualized construals of strategic situations arise because of differences among executives in their experiences, values, personalities and other human factors (Hambrick, 2018). Using the upper echelons perspective, researchers have examined the effects of top management team (TMT) composition and processes on organizational outcomes, as well as the influences of chief executive officer (CEO) characteristics on company strategy and performance (Schwartz and Ziv, 2017). Dozens of studies have confirmed the basic logic of upper echelons theory (theory and research on executives, top management teams, and boards) pointing to the conclusion that if we want to understand strategy we must understand strategists (Liu, 2018). Hence its appropriateness in informing the study of the nexus between women leadership and corporate performance.

Gender diversity at the top of the corporate hierarchy—i.e., in the boardroom and top management positions—constitutes a trendy topic that has increasingly drawn scholarly and policy-making attention (Bass, 2017). A quick search through the academic literature shows that the amount of scientific articles on gender diversity has grown more than ten folds between 2006 and 2016. Beyond the social and ethical implications, the women's representation in top positions of the corporate hierarchy may have important repercussions for business performance, not only as a signal of a more gender-neutral

recruitment and promotion process, but also because of the potential benefits of gender diversity itself in terms of broadening the range of experience and expertise as well as human capital available to a team (Bolaman and Deal, 2018)

However, most studies coming from developing countries, such as Latin world and even the Sub Saharan part have been conducted by private consultancies and non-academic institutions. There is a lack of scientific evidence of the possible positive correlations between gender diversity of the upper echelons of corporations and business performance (Kim and Shim, 2016). Thus, the debate is still open and the governance implications of gender diversity raise the question of whether a greater participation of women in the upper echelons of Zimbabwe firms enhances business performance. On the contrary the issue of women leadership in our case study at Edgars stores has proven otherwise as 9 of its total branches countrywide are headed by women and have excelled in their results. The majority of the studies in Zimbabwe have found a positive relationship between gender diversity and corporate performance with regards to Edgars stores which has produced tremendous results because of the women leadership.

2.3.2 Glass ceiling theory

The term 'glass ceiling' was initially used to describe a corporate world in which women's access to the top-management positions was blocked by corporate tradition or culture (Vähämaa, 2017). It refers to the invisible barriers that prevent women from career advancement (Owen and Temesvary, 2018). The glass ceiling argument views the low representation of females in corporate leadership as a remaining gender discrimination issue, given that women were historically discriminated in social rights until the last century (Cucari, De Falco and Orlando, 2018). It infers that, that there is a gender-specific mechanism in the labor market hinders women from reaching the top of the wage distribution, thus a glass ceiling effect in top management (Owen and Temesvary, 2018). The effects of the glass ceiling are not only limited to females (individual level) but also organizational and national levels (Liu, 2018). Its effects are associated with both objective and subjective aspects of women's working lives

(Vähämaa, 2017). On the one hand, glass ceiling has a negative impact on women's career growth and it blocks women from top-management positions that mean preventing them from gaining a higher salary (Liu, 2018).

The glass ceiling metaphor is not just a depiction or example based on the fact that there are disproportionately few women holding leadership positions at the top of organizations. It is a reality for women indicating no matter how much education or experience a woman receives there is a great chance they will never achieve their highest professional aspirations (Kilic and Kuzey, 2016). The glass ceiling contradicts the nation's ethic of individual worth and accountability, the belief that education, training, dedication and hard work will lead to a better life, (Bass and Riggio, 2016). By casual surveillance there is a cultural belief that women are not supposed to be in top-level power positions. At the uppermost level of business there is certainly a barrier seldom penetrated by women. As men advance into top-levels of administration within athletics obstacles do increase but are limited, for women due to gender-discrimination and stereotyping there are no obstacles there are barriers that are rarely penetrated. "Despite identical education attainment, ambition, and commitment to a career, men still progress faster than women" (Richardson, 2019). Skinner (2016) has noted that it is more problematic for women than for men to be promoted up levels of authority hierarchies within workplaces. They added by explaining that women face more adversity comparative to men as they progress up the corporate.

With regards to Edgars Stores leadership is a greatly desired and valued action and behaviour not just a title or position. Leadership is a process whereby an individual influences a group of individuals to achieve a common goal. According to (Weiner, 2018) there are four aspects of leadership; the author describes leadership as a process that involves influence, attention to common goals, and occurs in groups. Leadership and management complement one another. For example, women leadership has created visions and clarifies a larger picture, influencing and empowering subordinates to commit to the goals. On the contrary male management is more detail and position oriented. Women leadership and management at Edgars has showed plans and allocates monetary

resources for the leader's aspired vision, and also establish rules, while creating incentives for subordinates. If a person, male or female, possess both leadership and management qualities, and effectively executes both commodities, then there should be no reason or doubt that they are title qualified person to lead and manage on a top-level of any organization or business. Actions and characteristics of leadership are not defined or depicted by a person's gender but by their ability to embrace leadership as a process, influence subordinates and others, to promote attention to common goals, and to work in groups (Marotta, 2017). The glass ceiling negates the country's ethnic of individual worth and responsibility, the conviction that education, training, commitment and difficult work will prompt a superior life. In spite of the current subject were more women are standing firm on positions of influence at Edgars Stores countrywide.

2.4 Importance of women leadership

Female leadership is a recent concern and it has reached a considerable amount of consideration in the media also. Some may ponder however, why it is essential to have more female leaders. There are numerous reasons why female leadership ought to be promoted, and numerous investigations have been directed to demonstrate the advantages of female leadership to organisations through organizational diversity (Stodnick, 2017). The reasons why there ought to be more female leaders can be isolated into four subjects. They incorporate equity, women' commitment as leaders, the significance of women having the option to stand up and meritocracy. Concerning balance, women and men should rise to conceivable outcomes to excel in their professions and ascend to higher positions, particularly when it's anything but an issue of ineptitude any longer. Meritocracy, then again, alludes to the significance and primality of ability and abilities leaving all the other things (like gender) less significant. Numerous organizations are missing accessible resources by not utilizing the potential women have. Having more female leaders and overcoming any barrier of sexual orientation division in leadership would bring better approaches for working and more knowledge to organisation. (Skinner, 2016). Thus, carrying advantages to organisations by utilizing the mastery, abilities and information female leaders have is critical. Female leaders are for the most

part underutilized, considering their educational level and the worth they can bring to organisations. Studies have demonstrated that organisational and monetary execution are connected to one another. Studies additionally uncover that organisations which have more women in the directorate or in senior administration perform better. According to (Jain and Agarwal, 2018). explore, the higher extent of women in senior administration has been demonstrated to emphatically impact the development of securities exchange, returns on contributed capital, returns on value and deals for instance (Jain and Agarwal, 2018).

An examination led by (Stodnick 2017), investigated the impacts of having more women in administration corresponding to organisational and monetary performance. The examination recognizes nine rules to gauge organisational performance. They are leadership, inspiration, vision, capacity, responsibility, workplace and qualities, coordination and control, outside direction and development. As can be seen from **figure 2.1**, organizations which hold multiple women in administration perform better in each rule, than those that don't have any women in administration. The beneficial outcomes of sexual orientation variety can be seen most noticeably in the workplace, qualities and vision. (Luximon and Chan, 2017).

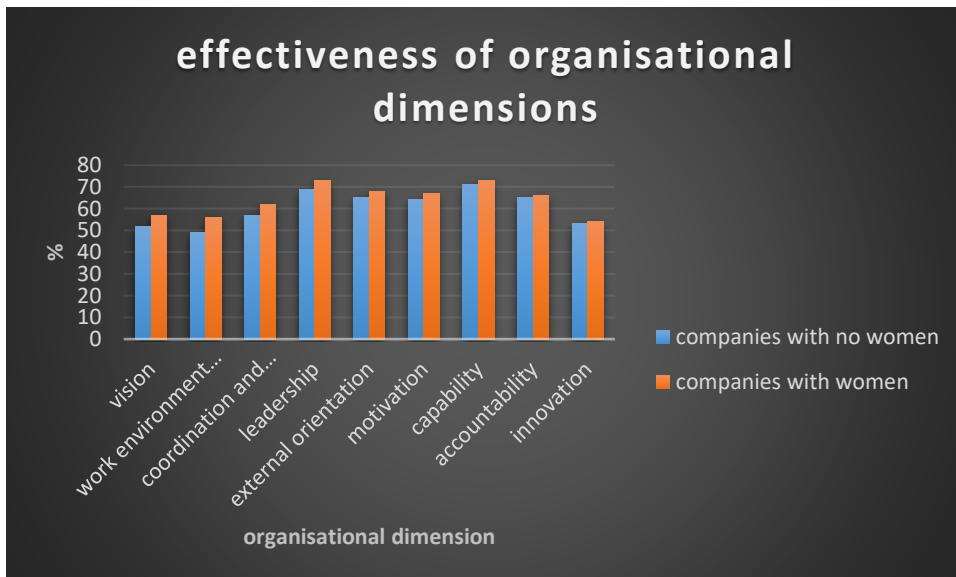


Figure 2.1 Analysis of a sample of 43 Zimbabwean companies (Randomly selected)

The entirety of the organizations with multiple women in their administration would be wise to viability in regards to the organisational dimensions than organizations with less women in administration. As indicated by the examination, workplace and qualities, vision, coordination and control were influenced the most by organizations having multiple women in their administration (Nishii et al, 2017). Innovation, responsibility and ability had just one point distinction and subsequently did not have that much contrast between organizations with less or more women in administration. It has been referenced before that the organisation of women in senior administration and decision making improves organisations' performance. One conspicuous explanation is the style of leadership women work out. By changing the nine components of organisational performance over to nine element of leadership conduct, Rhode (2020) analysed the utilization and impact of these practices among female and male leaders. The nine practices are participative decision making, good example, motivation, assumptions and rewards, individual's improvement, intellectual incitement, productive communication, individualistic decision making and control and remedial activity. These practices are demonstrated to positively affect organisational performance

2.5 Conceptual Framework

The conceptual framework for the study is depicted by figure 2.2 below. Conceptualization attempts to visualize the causality of the research problem prior to understand this research in detail. In this research it is planned to explain the impact of women leadership influence on corporate performance

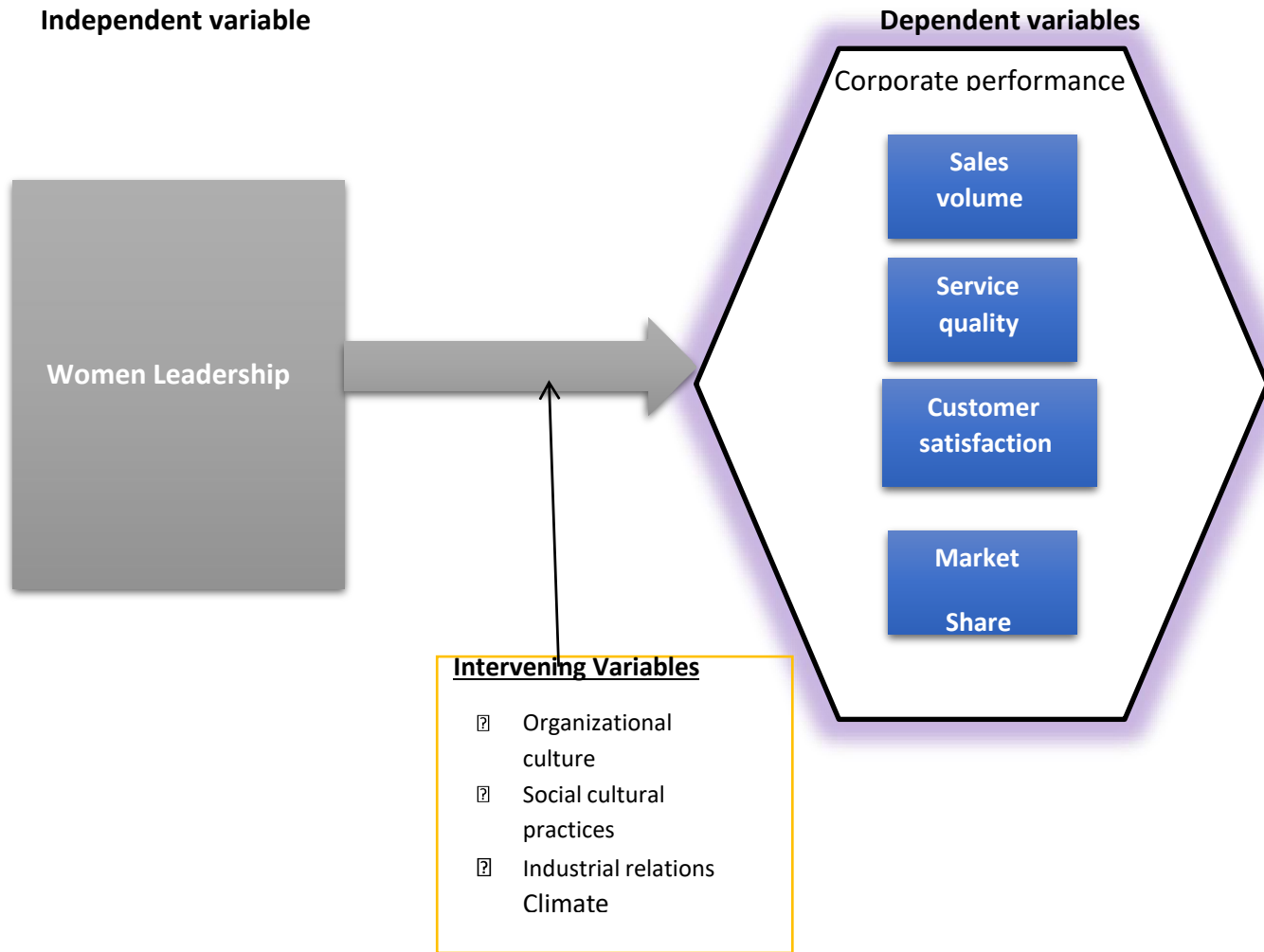


Figure 2.2 Conceptual framework

The variables of the conceptual framework can be explained as; the dependent variable, that is corporate performance (customer satisfaction, market share, sales volume and service quality) while the independent variable is women leadership. Moderating variables like organizational culture, social cultural practices and industrial relations climate influence women's involvement in corporate leadership and their contributions.

2.5.1 Hypothesis

The following hypothesis was used in the study

H₁: Women leadership positively influences customer satisfaction at Edgars.

H₂: Women leadership is positively associated with market share at Edgars.

H₃: Women leadership has a positive effect on service quality at Edgars.

H₄: Women leadership has a positive influence on service volume at Edgars.

H₅: There are no positive and statistically significant relationships between women leadership and corporate performance at Edgars.

2.6 Discussion of key variables

2.6.1 Society

Cultural elements are backhanded components, which impact both organisational and individual conduct. Society sets principles, assumptions and customs to organisations and people and consequently influences female leadership. Cultural elements are the most troublesome and time-accepting variables to change as they affect different elements of life and can't be effortlessly controlled (Howell and Proudlove, 2017). Conventional sexual orientation roles are as yet alive and solid and surprisingly the individuals who attempt to abstain from succumbing to generalizing, frequently end up acting as per their part, in some level, regardless of whether it is busy working or at home. Individuals are

influenced by the predominant gender roles for the duration of their lives and sexual orientation roles regularly have the impact of a self-fulfilling prophecy. For this situation, the generalizations that women work not as much as men or in less demanding positions or acquire less, are especially alive. (Stodnick, 2017).

2.6.2 Organisations

Organisations assume a major part in advancing female leadership. All things considered, it is the organisation which recruits or doesn't employ a female leader. Organisations and their inner culture influence women' career prospects and organisations have the likelihood to act diversely to expand variety and backing female leadership (Jeong and Harrison, 2017). Business culture or organisational culture alludes to assumptions, convictions and qualities which the leader practises. These fundamental beliefs of the leader influence employees' perspectives, tasks of the organisation and the general nature and culture of the organisation. (Niresh et al, 2018) Organizational culture is something normally partook in the work community and holds it together. Subsequently, the leader's own qualities, vision and method of working make nature of the organisations by practising them either intentionally or unwittingly. The way of life of organisations differ a great deal. Organisations can be little, enormous, local, worldwide and they work in various businesses. The way of life can likewise be characterized diversely and have various qualities. The way of life can be for instance, womanlike or manly, individualistic or collectivistic or low or high-performing societies (Kenesi et al, 2017). Organisational culture may change, if the organisation faces recent fads, changes in the business world or a difference in leader for instance. Organisational culture strongly affects the performance of the organisation just as on individuals in the organisation.

2.6.3 Individual factors

Singular elements in women' vocations are influenced by the cultural level just as the organisational level. As examined before in the proposal about the conventional assumptions towards women and men, women themselves have certain assumptions and thoughts regarding what they ought to be and do (Rhode, 2020). The business culture

may likewise influence how an individual feels and acts around there, and whether the person's vocation is upheld by the organisation or not. Women are supposed to be binding themselves into a glass confine, instead of confronting a biased based impediment any longer. As talked about before, women themselves can hold up traffic of their approach to leadership, or possibly gain the headway more slow by scrutinizing their capacities. This wonder gets from the customary assumptions that both society and culture set on sexes and people. As per the study by Skinner (2017), women' own mentalities were recognized as the second most compelling obstruction while excelling. Bass (2017) noticed that numerous women need certainty and will. This conviction is upheld by numerous other scholars also. A few group see that women would even prefer not to be leaders and are not able to work for it as much as men and consider it being the justification the low number of female leaders. A few women, not all, do not have similar certainty and will as men when intending to leadership roles which makes them not attempt. Additionally, beginning a family unavoidably influences women' profession improvement and many settle on the decision to chop down hours and focus on family over career for instance.

2.7 Literature synthesis

2.7.1 Impact of women leadership on customer satisfaction

Satisfaction implies the contentment one feels when he or she satisfies a longing, need or assumption. Moreover, Customer satisfaction can be a deliberate by how glad clients are with the services and results of the store. Satisfaction of clients is an essential part for the achievement of the business. Satisfied clients carry colossal advantage to organizations. Satisfied clients are bound to remain faithful, devour more and are bound to prescribe their companions to the business. Bass and Riggio (2016) characterized that consumer loyalty is the assessment process of repurchase assumption for the client and the genuine encounter after the utilization. Weiner (2018) found that satisfaction impacts repurchase expectations though disappointment is viewed as an essential justification client abandonment or end of purchase. Tidiness, security, an incentive for money and graciousness of staff decide consumer loyalty. Satisfaction is influenced by numerous variables which incorporate well-disposed employees, polite workers, learned employees,

and accommodating workers, exactness of charging, serious evaluating, leadership quality, great worth and speedy assistance. Consumer loyalty as the level of an individual felt state coming about because of looking at an item's apparent exhibition or result in an infringement to his or her own assumptions. According to Fisher (2016) customer satisfaction is an evaluative judgment about a product or service which is done after the utilization of the product or utilizing the assistance. The effect of consumer loyalty on recurrent buy, reliability and maintenance and they have all repeated concern that clients who are satisfied are well on the way to impart their encounters to others with respect to around five to six individuals. The conduct of the service staff is significant as a result of the immaterial components of services, and accentuates the reliance clients feel on the service staff to tackle their issues. Disappointed clients can decide to end buying the merchandise or services and participate in word of mouth (Terjesen et al, 2016)).

A developing group of proof backings that gender equality, especially in education and business, decidedly affects financial growth. Research demonstrates that clothing work, as an area that utilizes huge quantities of women, has an effect by deferring marriage, decreasing the quantity of kids women have, expanding education, and expanding women' decision making powers at home and in the community (Gaur and Agarwal, 2016). These ramifications are especially significant for attire, given the level of feminization in the sector. Women themselves can be the premise of social change in the production network, regardless of whether they possess positions at the top, in the centre or at the base. In positions of leadership they give better working conditions, a more sure working climate and they can be a model for future female business visionaries. In the centre or at the lower part of the store network they are irreplaceable to shape organisations, and subsequently to viably support women' and workers' privileges (Isidro and Sobral 2019).

In addition to the fact that women represent individuals who make our garments, they likewise make up most of the intended interest group of the clothing business. This outcomes in the way that female directors by and large better get workers' and buyers'

necessities and wishes than men, which could make an interpretation of into better working conditions and adaptability, yet additionally into more incentive for the client and in the long run expanding consumer loyalty (Klettner et al, 2016). Also, female influential positions in worldwide design organizations lead to brands being more straightforward and having better organization culture and higher qualities. Through giving a protected, agreeable and positive work space organizations can break the disgrace around lewd behaviour, which is vital on the grounds that this is something women who have encountered or seen it are as yet hesitant to discuss or potentially report. For the actual organization, a positive workplace will obviously bring about more achievement over the long run. Having women at the highest point of the clothing retail outlets like Edgars likewise imparts a solid message of autonomy and strengthening to the rest of the world. They become a model for the individuals who long for a task as an innovator in a design organization, which will at last prompt the expansion of the entire sector (Hambrick 2017). This thusly helps the accomplishment of the more extensive Sustainable Development Goals (SDGs) set out by the United Nations, particularly objective 5: “Achieve *gender equality and empower all women and girls* ”. Right now, there have been different examinations which have discovered that worker communication satisfaction have affected on organisational responsibility, which has would in general build employee performance and dedication (Hadi et al, 2019). Zeithaml et al (2016) found that workers' impression of top administration and their communication styles and related administration exercises impacted employee occupation satisfaction. Likewise, Richmond et al. (1982) proclaimed that administration communication style and type influenced worker satisfaction. Moreover, numerous some researchers found that workers who announced a significant degree of communication satisfaction normally watched out for express more satisfaction, which, thusly, influenced their performance emphatically.

Women leadership as noted at Edgars stores associate with clients and are in a circumstance to improve cognizance of and react to client's objectives and necessities. Additionally, it very well may be asserted that satisfied employees are viewed as

propelled workers who don't simply convey sufficient endeavours and give better consideration to clients yet they likewise can satisfy clients better (Gaur and Agarwal, 2016). Also, satisfied workers can be viewed as engaged employees who have the assets and preparing to play out their obligations viably. Then again, unsatisfied employees, regularly don't perform viably by showing understanding when serving client needs and in reacting to their solicitations properly. Likewise, it has been tracked down that satisfied employees are roused and want to offer great services at each chance and present positive view of products or services when selling. This exploration stretched out earlier examination by inspecting the degree to which worker satisfaction influenced consumer loyalty as suggested by (Howell and Proudlove, 2017). Moreover, the discoveries upheld proof that satisfied women leaders showed not just friend uplifting outlooks and feelings that influenced their efficiency and execution emphatically in the working environment, yet they likewise improved their organisational viability and citizenship conduct. A few examinations theorized that employee mentalities varied and these distinctions affected on worker execution and consumer loyalty.

2.7.2 Relationship between women leadership and market share

Clothing markets have gotten more differed and quicker changing in the current retail climate. The improvement of new, fast design seems indicative of the change from a creation headed to a market-driven methodology in the fashion clothing industry. Retailers have begun understanding that adaptability and fast responsiveness to the market are the territories that are generally significant in the present market. During the previous twenty years, the style clothing industry has gotten expanded consideration with regards to purchaser supplier connections, and fast reaction and supply chain management to acquire a cutthroat edge on the lookout (Campbell et al, 2018). In scholarly investigation, quick fashion has been explored from the viewpoint of a plan of action with a fast reaction methodology to decrease production times. Literature on quick style thinks about relationship with pressure lead-time decrease in an organisation and coordination with different parts in the production network (Rhode, 2020). The out of date long-purchasing cycles for some design retailers has constrained them to improve

responsiveness in decreased time, bringing about a presentation of a few practices in the clothing business that depict more limited, more adaptable stockpile chains like fast reaction, in the nick of time and agile supply chains. To improve productivity in the interest driven market, these practices have frequently been identified with vertical incorporation zeroing in on joint effort, data sharing and trust between elements in a supply chain. Moreover, upgrades in communication among retailers and makers through innovation, for example, computer aided design (CAD) and electronic information trade (EDI) have added to shortening lead times (Post and Byron 2017).

In the 21st century, the fourth Industrial Revolution will drastically change the area. New advancements, for example, IoT (Internet of Things), Big Data, 3D printing, mechanical technology, shrewd sensors, man-made brainpower (AI), and distributed computing have arisen. These specialized arrangements have gotten quite possibly the main cutthroat factors in acquiring an impressive stake in the portion of the overall industry — every one of them are information and capital concentrated, and a dynamic women leadership like at Edgars to change the connection between the actors in the chain, furthermore, their application or non-application is a huge separating factor between market players (Marotta, 2017). These days, Edgars' system centres on market direction, the organisations with the partners impacting the organization's outcomes (social capital), of which client relationship the board (CRM) sticks out (Chen and Popovich, 2003) and in the utilization of innovation in serving the on the web and disconnected clients. Purchaser satisfaction and client unwaveringness have gotten one of the key unimportant assets of the organizations. These days, faithful clients have become a capital component and one of the key achievement factors in the existence of organizations. Along these lines, exact information on and consistence with customer needs and assumptions is fundamental for effective organizations. Also, on this note the women leadership at Edgars has assumed a vital part in making this up.

2.7.3 Nexus between women leadership and service quality

Service quality can be communicated as the contrast between clients' assumptions and their perceptual experience of any product or service, which they may utilize. In light of that supposition, Huang et al (2017) built up the primary model, named SERVQUAL, to evaluate and characterize service quality. It comprised of 10 dimensions, explicitly physical assets, dependability, responsiveness, communication, believability, security, capability, civility, comprehension, and access. These unique dimensions were subsequently overhauled utilizing factor analysis and decreased to five dimensions, to be specific effects, unwavering quality, responsiveness, affirmation (counting fitness, graciousness, validity and security) and sympathy (counting access, communication, understanding and the client). Service quality in clothing retail is viewed as perplexing, on the grounds that it mixes selling products and services quality together to satisfy the client. Hair et al (2019) attempted to examine the traits that impact impression of purchasers towards service quality of hypermarkets around there, Gujarat. The examination used RSQS (Becerril-areol et al, 2017) which measure on the actual perspective, unwavering quality, individual communication, critical thinking, and strategy. The investigation contained 240 active retail customers by utilizing convenience sampling and broke down utilizing factor examination. The discoveries uncovered that the outcomes don't uphold the five dimensions that proposed by the (Selvabaskar, 2017), as the examination gave eight dimensions. In light of the conversation, it has been noticed that women leadership usually apply as much as five of the total dimensions in improving the service quality just like at Edgars stores.

Moreover Jain and Aggarwal et al (2018) completed an examination to explore the consumer loyalty of a style clothing retail in Chennai, India by utilizing the SERVQUAL model. The findings of the examination shown that the vast majority of the clients are happy with the greater part of the SERVQUAL dimensions. Likewise, the examination shows that there is a feeble and positive connection among income and amount of procurement. Asare and Xu Ming (2016) intended to explore the assumption for service quality and social variety in Hong Kong quick design industry. The service quality

assumption included actual perspective, dependability, individual collaboration, critical thinking, and strategy. The discoveries affirmed the significance of social components in forming service quality of shoppers. In light of the conversation, each client will have various assumptions and inclinations on the services given by the retailers, subsequently, the style retailers ought to comprehend the clients' assumption to remain upper hand among its opponents. Luximon and Chan (2017) mean to inspect the consumer loyalty of service quality at Mega Shops of Dhaka city. The discoveries of the relapse investigation shown unmistakable, client information, and capability significantly affects in general consumer loyalty, nonetheless, responsiveness doesn't show huge relationship with the general consumer loyalty of retail locations. In view of the conversation, it has been noted that women leadership of the retail store have enhanced the responsiveness and principle different traits of service quality. This is on the grounds that service quality fills in as a marketing tool in separating the organization and its adversaries. Hisham et al (2016) meant to consider the effect of service quality on the satisfaction of buyers in retail stores in Indian utilizing SERVQUAL and GAP models. Random sampling has been used to gather the information, which included 300 respondents from 3 urban areas of India (Priyo et al, 2019). The aftereffects of the examination shown that substantial quality, dependability, responsiveness, confirmation, and sympathy dimensions were coordinated into all the retail organizations in chosen communities. Also, substantial quality has a greater gap when contrasted with different properties. In view of the investigation, it has been acknowledged that Edgars store has focused on the visual characteristics which are interesting to the client (substance). Plus, retail outlet's workers at front counter are charming to the clients as employees are the personality and brand of the partnerships.

Leinkumar (2017) attempted to analyze the impacts of service quality and consumer loyalty in one of the Higher Education Institutions in Pakistan. The investigation used SERVQUAL model and the discoveries uncovered that there are positive and huge connections between every one of the characteristics (substantial quality, dependability, confirmation, responsiveness, affirmation, and compassion) with the leadership. In light of the above thought, among clothing retail organizations is testing. Henceforth, every

organization ought to fulfill their clients by giving high and great quality services the organization ought to have focused on women leadership to impact consumer loyalty. In his setting it has clear that women do impact service quality at Edgars Stores in Zimbabwe and lead to the dedication over the long haul.

2.7.4 Link between women leadership and sales volume

Various investigations have shown that women directors in the clothing retail business assume a vital part in impacting basic factors including sales reps' organisational responsibility, work performance, stress turnover aims or more volume of sales (Donald et al 2016). An investigation of sales reps tracked down that over 40% of the difference in all out work satisfaction was clarified by environment factors that included leadership activities with unique reference to women leadership at Edgars. Sales reps consider the leaders as proxies for the organisation and anticipate that they should arrange organisational resources needed for fruitful job performance. Salesmen will in general depend on the women leadership as a source of help, both material and mental. The women leadership at Edgars, with their instrumental leadership style has characterized the part for sales reps, build up clear undertaking rules and carry out proper prize frameworks that spur workers' consistence with rules. Oliver (2017) sets that their instrumental style has assisted with expanding sales inside Edgars stores.

2.8 Chapter summary

This chapter dwelled on the theoretical frameworks suitable for this research. All the literature reviewed paves way for this kind of research to be carried and fill the gaps within the scholarly views. The literature reviewed in this chapter confirms extensive research on women leadership influence on corporate performance in the Zimbabwe clothing retail sector.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The study explored the women leadership influence on corporate performance in the Zimbabwean clothing retail sector. The previous chapter provided the background to the study through a detailed review on the literature. In order to considerably address the research question, aim and the objectives of this research, suitable data collection and analysis means were considered. The chapter covers the research methodology that was used by the researcher and this involved the research design, the research population and sample size, the sampling procedures and the research instruments that were used to collect the data. It also examined the validity and reliability of the research instruments. The study used quantitative research methodology.

3.1 Research Philosophy

There are different research philosophies that should be acknowledged within methodology, (Saunders et al, 2009) mention four main philosophies; positivism, pragmatism, realism, and interpretivism. The study adopted positivism (quantitative) research philosophy. Within positivism one would work with an observable social reality and some of the generalizations that will be made are considered 'law-like'. Furthermore, another element within positivism is that the research should be conducted in a value-free way, meaning that it should be objective. Additionally, (Farquhar, 2012) explains that positivism has the main focus on casual relationships and providing explanations, this by discovering patterns, that is the case with the study exploring women leadership influence on corporate performance at Edgars using quantitative data.

3.2 Research Approach

The study applied deductive research approach. A deductive approach is concerned with “developing a hypothesis (or hypotheses) based on existing theory, and then designing a

research strategy to test the hypothesis (Creswell and Creswell, 2017), such is the case with current study that tested the relationship between women leadership influence and corporate performance in the Zimbabwean clothing retail sector. It has been stated that “deductive means reasoning from the particular to the general (Saunders, Lewis and Thornhill, 2019). If a causal relationship or link seems to be implied by a particular theory or case example, it might be true in many cases. A deductive design might test to see if this relationship or link did obtain on more general circumstances. Deductive approach can be explained by the means of hypotheses, which can be derived from the propositions of the theory. In other words, deductive approach is concerned with deducting conclusions from premises or propositions (Creswell and Poth, 2018). It has the possibility to explain causal relationships between concepts and variables as was the case with the current study that expounded the link between women leadership influence and corporate performance.

3.3 Research strategy

The appropriate research strategy adopted for this research was the survey. A strategy is a plan of action to achieve a goal. Saunders et al. (2012) defined a research strategy as a plan of how a researcher would go around answering the research question. It therefore provides a linkage between the philosophy and the subsequent choice of methods for data collection and analysis. The nature of the research question required that one research instrument be designed for data collection. Surveys address the following questions; the ‘what’, ‘who’, ‘where’, ‘how much’ and ‘how many’ questions. Survey strategies are associated with a deductive research approach (Saunders, *et al.*, 2012). They tend to be used for explanatory and descriptive research (Baskarada, 2014). Different methods can be used for data collection, with the use of questionnaires being the most popular (Creswell and Poth, 2018). Questionnaires used in the current study allowed for the collection of standardized data from a sizeable population in a highly economical way, allowing easy comparison. This implied that surveys were applicable for obtaining responses with respect to the investigation of women leadership influence on corporate performance in the Zimbabwean clothing retail sector.

3.4 Research Design

The study adopted the causal research design also called explanatory research design. It is used in instances where causation needs to be proved in terms of the direct cause effect relations between variables (Leedy, 2011), such as the case with the current study that will be examining the relationship between women leadership and corporate performance. Explanatory or causal research falls under the category of conclusive research, because of its attempt to reveal a cause and effect relationship between two variables (Farquhar, 2012). The goal of causal research is to give proof that a particular relationship exists (Creswell, 2014). According to Saunders, *et al.* (2012), research design entails devising the general plan of how the researcher would go about answering the research questions. In line with this, the need for the utilization of one data collection instrument was considered adequate for this research in order to address all aspects pertaining to the research question, aim and objectives of the research. This entailed the design of one research instrument focused on deriving data on the women leadership influence on corporate performance in the Zimbabwean clothing retail sector.

3.5 Methodological Choice

The study adopted the mono-method. It involved using one research approach for the study as the study only make use of one type of information from quantitative that was gathered by a point Likert questionnaire and extraction technique for secondary data.

3.6 Target Population

Study population is a subset of the target population from which the sample is actually selected (Baskarada, 2014). The study considered all workers at each 19 Edgar's retail chains across the country which has female Store managers, thus a total of 570.

3.7 Sampling Technique

The study applied stratified and simple random sampling. Stratified sampling was executed whereby the participants were grouped according to each store that is putting them into strata that are homogenous. Each store was then considered as a stratum and subsequently simple random sampling was used to select the respondents from each stratum.

3.8 Unit of Analysis and Observation

The unit of analysis in this research was all employees at each 19 Edgar's retail chains at that have been at the organization for at least one year. Annual reports on sales volume and market share that span for five years from 2015 were also examined.

3.9 Sample size

Sample size referred to the number of units in a sample selected from the total population (Kumar, 2012). The study used a sample of 57 respondents (10% of the population). A sample size of 10% of the target population is considered large enough to be a true representative of a descriptive survey of population greater than or equal to 500 elements (Erlanger, 2006).

3.10 Data collection procedure

The two sources of data were primary and secondary data. Primary data was obtained by administering questionnaires to the sampled respondents. Secondary source provided information and data from the published annual reports and organizational sources spanning five years. In this study, questionnaires and abstraction methods were used in collecting data.

3.11 Questionnaires

The study administered five-point Likert questionnaires to 57 respondents (**See Appendix 1**). A questionnaire is a research instrument that consists of a set of questions to collect information from a respondent. The questionnaires provided a relatively cheap, quick and efficient way of obtaining large amounts of information from the respondents. The other advantage of the questionnaires was that data was collected relatively quickly because the researcher would not need to be present when the questionnaires were completed. The questionnaires allowed the respondent to provide information that was easily converted into quantitative data allowing statistical analysis of the responses. The other merit of the using the questionnaires was that the questions were standardized. All respondents were asked exactly the same questions in the same order. This means the

questionnaire can be replicated easily to check for reliability. Therefore, a second researcher can use the questionnaire to check that the results are consistent.

3.12 Pilot testing

The researcher carried out a pilot study on the questionnaires. The questionnaires were piloted on 5 respondents. The pilot study of the study allowed the researcher to ensure that the questions are clearly articulated and that the response options are relevant, comprehensive, and mutually exclusive and not just in their own estimation, but from the point of view of the respondents as well. Making sure that researchers and respondents interpret the survey in the same way is of the very highest concern in survey design, and pretesting is one of the best ways to do this (Saunders *et al.*, 2019). Furthermore, the pretest also allowed the researcher to assess response latency, the amount of time it takes to complete individual items in the survey as well as the full survey.

3.13 Reliability and Validity

Reliability refers to the extent to which the same answers can be obtained using the same instruments more than one time (Hancock and Algozzine, 2016). In simple terms, if your research is associated with high levels of reliability, then other researchers need to be able to generate the same results, using the same research methods under similar conditions. Reliability reflects consistency and replicability over time. Furthermore, reliability is seen as the degree to which a test is free from measurement errors, since the more measurement errors occur the less reliable the test (Creswell and Creswell, 2017). To ensure reliability in this research, reliability of the questionnaire was also scrutinized through Crocbachs' Alpha value produced by STATA.

Validity of research can be explained as an extent at which requirements of scientific research method have been followed during the process of generating research findings (Hancock and Algozzine, 2016). Oliver (2010) considers validity to be a compulsory requirement for all types of studies. Validity is a matter of degree and not a specific value. To determine the validity of the study tools, views of specialists in the area of study, particularly the research supervisor, was obtained and also pilot testing of the tools was done to confirm validity and reliability of the questionnaire. This resulted in the

review and adjustment of the research tools so as to improve the whole validity of this study.

3.14 Data Analysis and Presentation

Data collected was analyzed using STATA (Version 14). For descriptive analysis, the mean and standard deviation was used to determine the respondents' agreement or otherwise with statements under each variable. Inferential statistics were applied in the form of linear regression to study the relationship between independent (women leadership) and dependent variable (corporate performance). Data was presented using pie charts, bar graphs and tables that were generated by making use of STATA.

3.15 Ethical Considerations

The researcher respected ethical principles in the process of collecting data using questionnaires and interviews.. In this study, authorization was sought from the Edgars authorities and respondents requesting them to participate in the research (**See Appendix 2**). Debriefing or disclosure ethic was applied subsequent to data gathering and prospective participants were oriented on who is conducting the research, aims/goals, and possible benefits and anticipated results. The respondents' voluntary liberty to contribute or pull out from the exercise were explained. In interpreting data, the researcher avoided deception and misrepresentation of other people works. The research also shunned fabrication and falsification of data. The researcher also avoided plagiarism, other form of academic fraud and the copyright infringements.

3.16 Chapter summary

This chapter discussed the procedures and instruments that were employed by the researcher in gathering data relevant to the study. In addition, the chapter looked at the research design, population and sample size, sampling procedure, data presentation and analysis procedures. The following chapter focuses on data presentation, analysis and discussion of findings of the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

In this chapter data findings were analyzed, presented and interpreted as they relate to the theory that underlies the study. Data was analyzed from the findings obtained through questionnaires through inferential statistics. These findings were linked to those of literature review and to the research objectives. A sample of 57 was used.

4.1 The Response Rate of Questionnaires

Table 4.1: Percentage distribution of responses ($n=57$).

	Frequency	Rate
Questionnaires usable	54	95%
Questionnaires non-usable	3	5%

Source: *Primary Data 2021*

The tables 4.1 above showed that after the questionnaires were distributed, a usable return rate of 95% was realized and this was used in the data analysis, presentation and interpretation. The high response rate was attributed to the fact that the questionnaires were delivered and collected by hand and hence there was a close contact and follow-up with the respondents. Backstrom and Hursh (2009) argue that a high response rate implies that the research findings are unbiased and ensures more accurate research findings.

4.2 Demographic Characteristic of the Respondents

The study presented the socio-demographic characteristics of the respondents who participated in this study. The characteristics discussed in this section are gender, age, and level of education of the participants together with the number of years they have at Edgars.

4.2.1 Gender of respondents

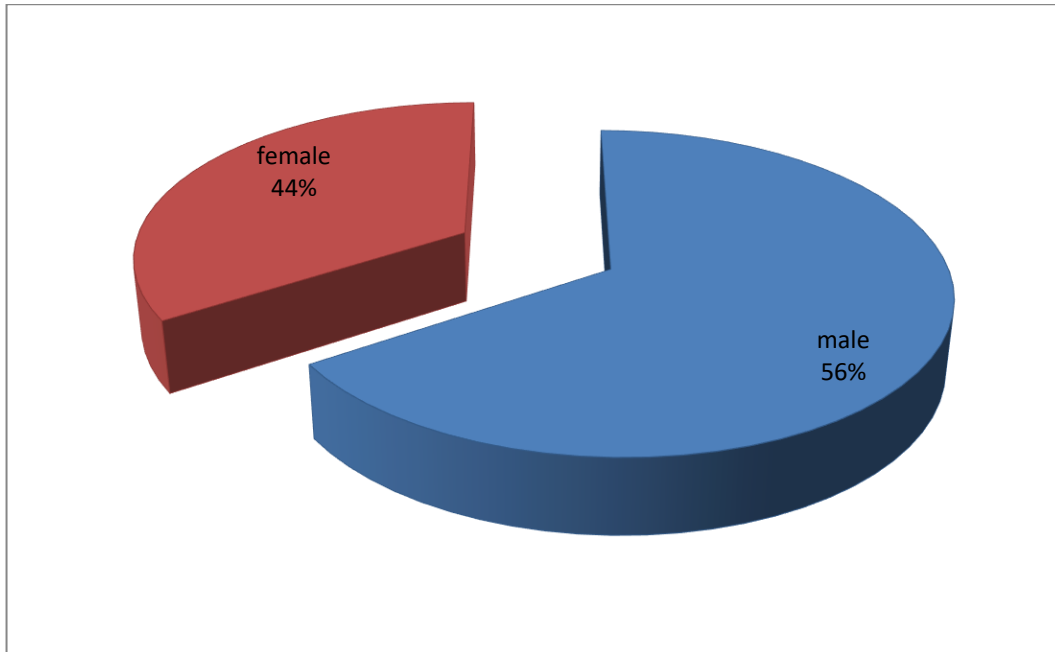


Figure 4.1 Gender of respondents

Source: Primary Data 2021

Gender is one of demographic variable which is important in women leadership studies. The distribution of gender of the respondents is shown in figure 4.1 above. The results reveal that males contribute to 56% of the sampled employees; the remaining 44% were female respondents. Basing on the above these results depict that the sampled females were fewer than their male counterparts.

4.2.2 Age of respondents

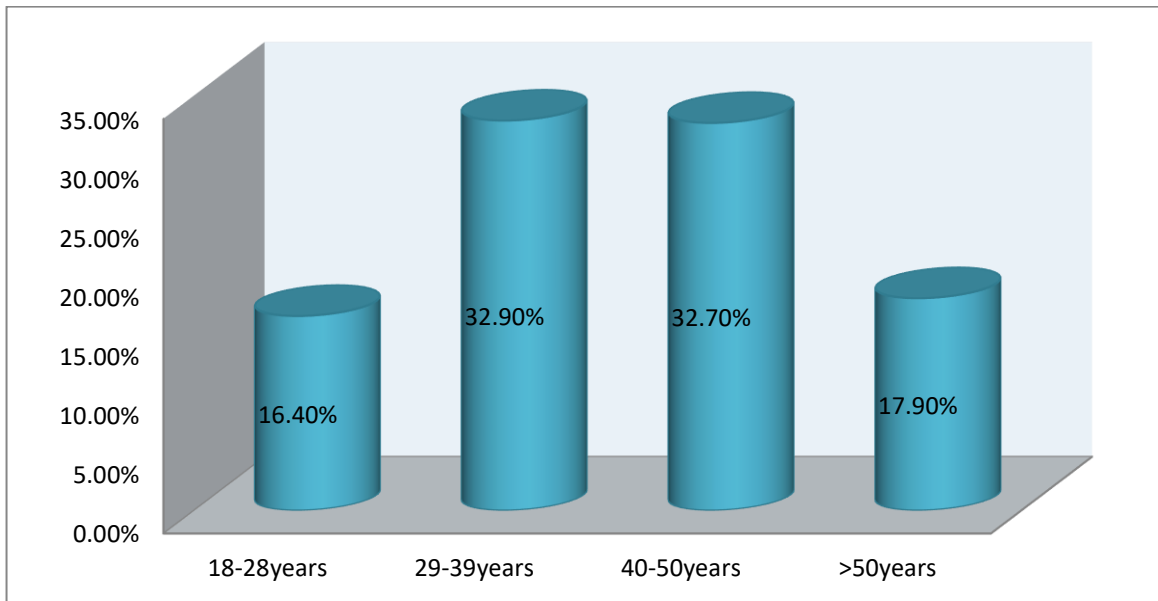


Figure 4.2 Age of respondents

Source: Primary Data 2021

According to the results shown in figure 4.2, majority of the respondents (32.9%) were in the age group of 29-39 years. The second age group in terms of having a large number of respondents was that of 40-50 years and this age group accounted for 32.7% of all respondents of this study. Further results as shown in figure 4.2 indicate that 17.9% of respondents were in the age group of above 50 years. The least computed revealed that 16.4% were within the age bracket of 18 to 28years.

4.2.3 Level of education

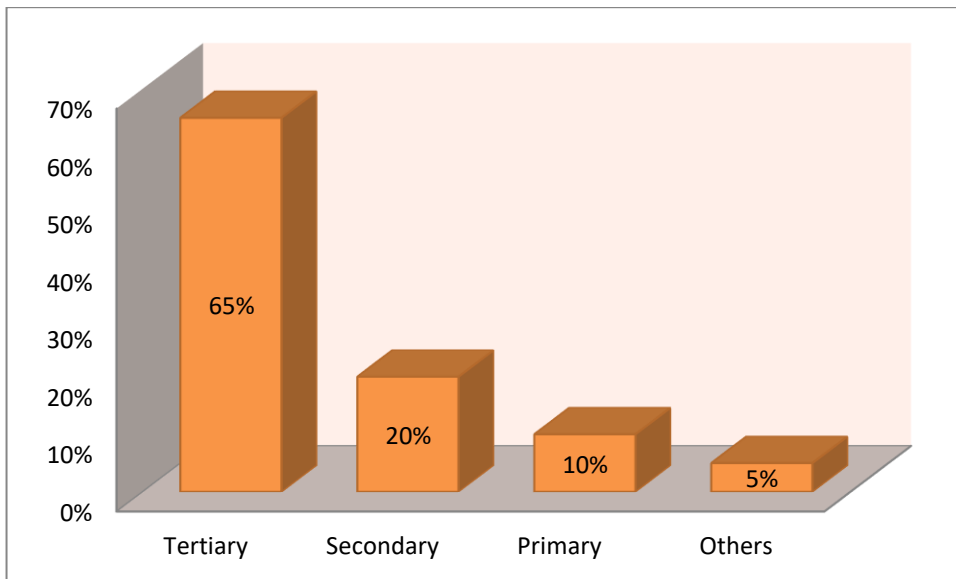


Figure 4.3 Level of education

Source: Primary Data 2017

Majority (65%) of the respondents indicated that they have attained tertiary level of education, while 20% had attained secondary level. Those that reached primary level as their highest level of education constituted 10% of the participants and least represented 5% were those who did not manage to go to school. The results therefore inferred that majority of Edgars Employee are professionals who need internet access when conducting business and also during their spare time when home. Therefore respondents were able to critique the topic under study and provide useful information since majority were computer literate.

4.2.4 Period of service

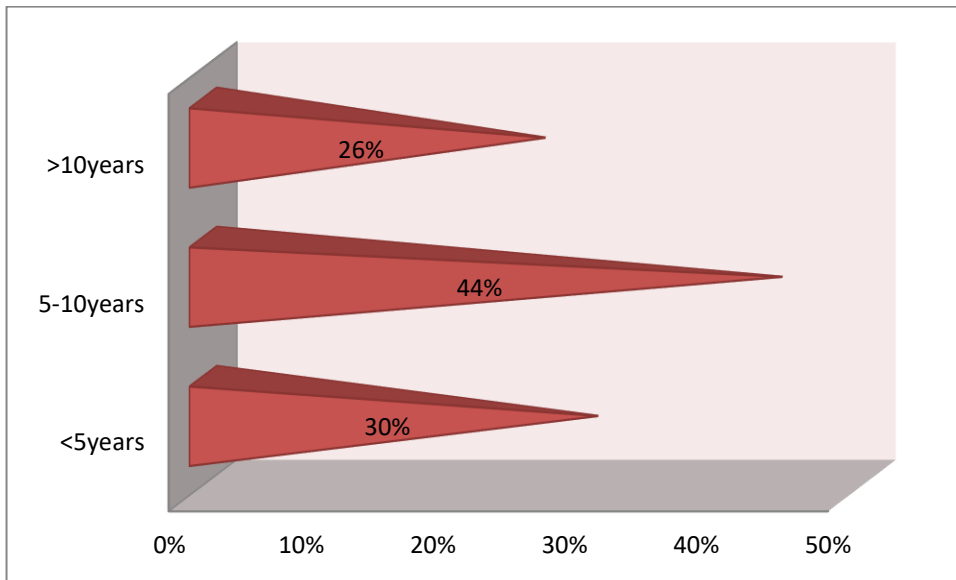


Figure 4.4 Period of service

Source: Primary Data 2021

The participants were asked to indicate the number of years they have been working for Edgars. 30% indicated they had been engaged by the company for less than 5 years while 44% averred that they have been employees for a period of 5 to 10 years. Finally 26% highlighted that they have been engaged with Edgars for more than ten years. Hence the results implied that majority of the participants had considerable knowledge about the company as they have been employees for more than 5 years.

4.3 Reliability statistics

Table 4.2 Reliability statistics

Variable	Cronbach's alpha Value	Number of Items
Customer satisfaction	0.853	7
Women leadership	0.810	8
Service quality	0.787	30

The Cronbach's alpha values are 0.853 (customer satisfaction), 0.810 (women leadership) and 0.787(service quality). Cronbach's alpha is a convenient test used to estimate the reliability, or internal consistency, of a composite score. The general rule of thumb is that a Cronbach's alpha of .70 and above is good, .80 and above is better, and .90 and above is best.

4.4 Impact of women leadership on customer satisfaction at Edgars

The study sought to examine the impact of women leadership on customer satisfaction at Edgars. Table 4.3 shows statistical relationship between women leadership and customer satisfaction.

Table 4.3 Model summary customer satisfaction and women leadership

	R	R Square	Adjusted R Square	Std. Error of the Estim
	.623 ^a	.577	.671	

a. Predictors: (Constant), women leadership

The respective regression result as displayed on table 4.3 relates to the effect of women leadership and customer satisfaction. The value of the R squared (0.577) revealed that the explanatory variable (women leadership) explained 58% of the variation in the dependent variable (customer satisfaction). Both the value of standard error and the t-statistics show that the parameters are statistically significant at 5% level of significance. The value of the adjusted R square also indicates that the model has a good fit.

Table 4.4 ANOVA of women leadership and customer satisfaction

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	37.109	1	37.109	121. 322	0.00 0 ^a
Residual	17.741	52	.306		
Total	54.850	53			

a. Predictors: (Constant), women leadership

b. Dependent Variable: customer satisfaction

The F-statistic of 121.322 on table 4.4 shows that the model as a whole is statically significant at 5% level of significance

Table 4.5 Coefficients of women leadership and customer satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.276	.214		1.288	.203
women leadership	1.691	.153	.523	11.015	.000

a. Dependent Variable: customer satisfaction

Considering the basis of beta coefficients, the result on table 4.5 revealed that women leadership caused 52.3% variation on customer satisfaction at Edgars. The value of t was 11.015 and statistically significant ($p=0.00<0.05$) and the relationship between women leadership and customer satisfaction was positive. The results revealed that taking all other independent variables at zero, a unit increase in women leadership will lead to 0.523 increases in customer satisfaction at Edgars. The study results are similar to quite a number of studies e.g. Chatbury et al (2011) and (Foster,2010), in their study of the retail sector in Germany, found that there is a strongly relationship between women leadership and customer satisfaction. Though obstacles remain in the path of female careerists, these findings suggest that after having controlled for industry influences, firms' performance as measured by customer satisfaction increases in direct line with the percentage of female managers that they employ. Previous research indicates that a diverse work increases productivity and may have implications for competitive advantage through customer satisfaction (Laohavichien et al., 2009; Abram et al., 2014; Suriyankietkaew,

2016). The current study findings extend the above arguments by suggesting that women managers hold considerable promise for improved firm-level performance. The model explored provides support for the hypothesis presented. It would appear, then, that the impact that women managers have on organizations reaches across industries, and several different facets of performance. The current results are consistent with those found in the Covenant Investment Management study, and, separately, in the U.S. Department of Labor studies. Each of these studies concluded that the customer satisfaction of firms that have ambitious in removing glass ceiling-related goals is better than that of firms that invest little in them. The current study also collaborated with (Schwartz and Ziv, 2017) who found that companies with women on their board had a higher return on investment than companies without women on their board.

4.5 The relationship between women leadership and market share at Edgars

Table 4.6 shows statistical relationship between women leadership and market share at Edgars.

Table 4.6 Model summary of women leadership and market share

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.235 ^a	.258	.393	.53462

a. Predictors: (Constant), women leadership

The computed results on table 4.6 revealed that on the relationship between women leadership and market share, the model summary indicated an R value of 0.235, showing that there was a weak relationship between women leadership and and market share at Edgars. It indicated that women leadership has caused 26% variation on market share as indicated by the R square value computed.

Table 4.7 ANOVA of women leadership and market share

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	38.272	1	38.272	133.901	.000 ^a
Residual	16.578	52	.286		
Total	54.850	53			

a. Predictors: (Constant), women leadership

b. Dependent Variable: market share

F-statistic of 133.901 ($p=0.00<0.05$) was obtained indicating that the model was highly statistically significant, in predicting how women leadership influence market share at Edgars.

Table 4.8 Coefficients of women leadership and market share

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	5.889	.681		8.648	.000
women leadership	.244	.159	.235	23.572	.040

a. Dependent Variable: market share

The results tabulated on table 4.8 showed that women leadership caused 24% variation on market share at Edgars and t value (23.572) was statistically significant ($p=0.04<0.05$). The relationship between women leadership and market share was also positive but weak. The research findings concurred with (Shi et al, 2016), who found a positive and statistically significance between women leadership and market share. The findings were also consistent with (Mahembe and Engelbrecht, 2014) study that concluded that gender diversity is a part of a larger dynamic, innovative and sustainable business practices, which also contribute to improved outcomes liked increased market share. However, the relationship between women leadership and market share obtained by the current was very weak and this could explained on the basis on (Foster,2010) view that women often experience resistance or backlash if their leadership approach conflicts with gender expectations and men do not experience this reaction, because these traits are consistent with masculine norms. Abram et al (2014) found that despite the government interference, women were still considered too emotional to be leaders and the authority of those females placed in leadership faced constant public undermining. Meanwhile, based on the injunctive aspect of the female gender role, women are evaluated less favorably or even denigrated when their behavior fulfills the prescriptions of the leadership role, because this violates the female gender role. The research findings were however not in sync with (Schwartz and Ziv,2017), who concluded that there is a negative correlation between women leadership and market share, in examining why there was a negative relationship between women leadership and market share, the research revealed that cultural norms were a key influencing factor.

4.6 The nexus between women leadership and service quality at Edgars

Table 4.9 shows statistical relationship between women leadership and service quality at Edgars.

Table 4.9 Model summary of women leadership and service quality

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717 ^a	.667	.661	.55377

a. Predictors: (Constant), women leadership

The results of the relationship between women leadership and service quality was strong as shown by the obtained R –value of 0.717 on table 4.9. The computed R square value indicated that 67 % variation on service quality was a due women leadership at Edgars.

Table 4.10 ANOVA of women leadership and service quality

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	35.614	1	35.614	116.133	.001 ^a
Residual	17.786	52	.307		
Total	53.400	53			

a. Predictors: (Constant), women leadership

b. Dependent Variable: service quality

The computed F statistic on table 4.10 revealed F value of 116. 133 ($p=0.001<0.05$) and indicated that the model was highly significant.

Table 4.11 Coefficients of women leadership and service quality

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.063	.650		7.789	.000
women leadership	.542	.143	.717	10.776	.002

a Dependent Variable: service quality

On the basis of the computed beta coefficients, the result on table 4.11 showed that women leadership caused 72% variation on service quality at Edgars. The value of t was 10.776 and statistically significant ($p=0.02 < 0.05$) and the relationship between women leadership and service quality was positive. The results revealed that taking all other independent variables at zero, a unit increase in women leadership will result in 0.717 increases in service quality. The results of the study collaborated with the postulation of (Liu, 2018) that signified women leadership has a positive influence on service quality. The current study findings are in line with (Vähämaa,2017), who revealed that that the feminine ethos is the core of what is best for humanity and service quality and she argued that it is ok to view women as nurturers and bearers of life that guarantee service quality. The current study findings also supported (Cucari et al, 2018) who through probabilistic modelling of the data gathered indicated that enterprises with equal employment opportunity policies and gender-inclusive cultures are over 60 per cent more likely to have improved service quality and productivity, and they are almost 60 per cent more likely to experience enhanced reputation, greater ease in attracting and retaining talent,

and greater creativity and innovation. The study results also collaborated with (Owen and Temesvary, 2018) study that concluded that the employment of female manager's results in a reduction of costs associated with voluntary turnover and enhance service quality at the organization.

4.7 The relationship link between women leadership and sales volume at Edgars

The study sought to explore the relationship between women leadership and sales volume at Edgars.

Table 4.12 Model summary of women leadership and sales volume

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.216 ^a	.237	.211	.21682

a. Predictors: (Constant), women leadership

The research findings on table 4.12 revealed the computed R value of 0.216; hence this indicated that there was a weak relationship between women leadership as an independent variable and sales volume as a dependent variable at Edgars. The computed R square value indicated that 21.1% variation in sales culminated from women leadership.

Table 4.13 ANOVA of women leadership and sales volume

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	8.889	1	5.889	110.000	.000 ^a
Residual	4.444	52	.017		

Total	13.333	53		
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a. Predictors: (Constant), women leadership

b. Dependent Variable: sales volume

The computed F-statistic of 110.000($p=0.00<0.05$) indicated that the model was highly significant, thus the model was statistically significant in predicting how women leadership affect sales volume.

Table 4.14 Coefficients of women leadership and sales volume

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.444	.394		1.129	.264
women leadership	.889	.083	.816	14.770	.000

a. Dependent Variable: sales volume

Regarding the beta coefficients, the result on table 4.14 showed that women leadership caused 81.6% variation in sales volumes at Edgars. The value of t was 14.77 and statistically significant ($p=0.00<0.05$).The results revealed that taking all other independent variables at zero, a unit increase in women leadership will lead to 0.816 increases in sales volume. The outcome of this study concurs with the findings of (Chan and Mak, 2013) who studied the impact of women leadership on sales in European

clothing retailers. According to Chatbury et al., (2011) having a woman as the board chairperson also positively impacts business outcomes (sales volume). The current study are in line with (Laohavichien et al., 2009) whose study using regression analysis finds that enterprises with gender-balanced boards are almost 20 per cent more likely to have enhanced business outcomes. The current study outcomes are similar to that of (Sandberg,2013), who studied the relationship between the gender structure of Danish firms' management and business performance and results the share of female board members and female CEOs are positively correlated with firm sales volume. However these current study results are in contrast to (Lussier and Achua,2013) findings who studied the impact of the personnel's cultural diversity (in addition to gender also ethnic background) and organizational structure on firm performance and sales volume in the US banking sector and concluded that the share of female workers is not connected with sales volume. Indeed, (Palmu-Joronen, 2009) found that firm' sales volumes react negatively to the appointment of a woman CEO but exhibit no reaction to the appointment of women to other senior positions.

4.8 Chapter summary

The overall findings of the study indicated that there is positive relationship between women leadership and organizational performance at Edgars. The next chapter is going to cover recommendation and conclusion of the study.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The purpose of this study was to explore the women leadership influence on corporate performance in the Zimbabwean clothing retail sector. This chapter therefore presents a summary of findings, conclusions and recommendations. The chapter further gives suggestions for further research.

5.1 Recap of Research Questions

The major question of the study sought to address the influence of women leadership on corporate performance with special reference to aspects of service quality, customer satisfaction, market share and sales volume. The following are sub questions that were formulated

- Does women leadership have an influence on customer satisfaction at Edgars?
- Is there a relationship between women leadership and market share at Edgars?
- Does women leadership have an impact on service quality at Edgars?
- Is there a link between women leadership and sales volume at Edgars?
- Are there any significant and statistical significant relationship between women leadership and corporate performance at Edgars?

5.2 Summary of the study

The study findings indicated that there was a positive and statistically significant relationship between customer satisfaction and women leadership ($p=0.00<0.05$) at Edgars. The results revealed that taking all other independent variables at zero, a unit

increase in women leadership will lead to 0.523 increases in customer satisfaction at Edgars

The study findings indicated that there was a positive and statistically significant relationship between women leadership and market share ($p=0.04<0.05$) at Edgars. The relationship between women leadership and market share was also positive but weak. Women leadership caused 24% variation on market share at Edgars

The study findings indicated that there was a positive and statistically significant relationship between women leadership and service quality ($p=0.00<0.05$) at Edgars. Women leadership caused 72% variation on service quality at Edgars.

The study findings indicated that there was a positive and statistically significant relationship between women leadership and sales volume ($p=0.00<0.05$) at Edgars. The results revealed that taking all other independent variables at zero, a unit increase in women leadership will lead to 0.816 increases in sales volume.

5.3 Conclusions

From the above findings, it can be concluded that women leadership has a positive influence on corporate performance (customer satisfaction, market share, sales volume and service quality). Women's presence on management teams is generally associated with a stronger social commitment and a more participatory leadership style. An analysis of women's impact at cooperative enterprises which have specific characteristics in terms of organization and purpose shows that their influence leads to greater motivation and better results of corporate performance. Greater female decision-making power could lead to a new strategic orientation that differs from plans designed by exclusively male teams. Throughout history, talented and skilled women confronted a glass ceiling and were underrepresented in leading positions given that a small number of females have occupied the position of management. Thus, employing women in managerial positions turns out to be positive and valuable to the firm. Women have a different style in leadership and will allow greater existing information and better processing for information and decision-making. Women in leading positions are thought to be more risk-taking, more convincing, and more self-assured than men. While some studies show

negative value associated with gender diversity, other research suggests that gender diversity is associated with positive performance, especially when there is not a quota requirement. Some argue that women managers have their own way to lead and manage the company which is different to that of men managers. Female leaders are rare, despite having all the required talents for the job, and the fact is that both men and women are capable of leading effectively and of managing the company. The consequences of appointing a female manager and its impact on the performance of the organization appear to be complex. In certain ways, women managers seem to be not as efficient as their male counterparts and unwilling to face the high competition in the market.

5.4 Recommendations

In the view of the study findings and conclusions reached, the study recommends the following:

- Considering that the study indicated that women leadership has a positive impact on corporate performance at Edgars, the management and human resources policies at the organization should continue to foster gender diversity in their leadership positions.
- The findings generate clear and strong recommendations for government policies on gender diversity in corporate leadership. On the one hand, arbitrary quotas of female representation in leadership without economic justification may produce little in terms of corporate performance. On the other hand, government policies that aim to improve female leadership through improving the gender equality in society will be well rewarded in capitalizing on human talents.
- Further research should be carried out in different industries and other areas in the country and that subsequent research should envisage replicating this study in other developing countries in Africa to allow for comparison of results.

5.5 Contributions

5.5.1 Theoretical Contributions

- The study will enable the policy-makers, stakeholders and management in the Zimbabwean clothing retail sector to understand how women leadership can affect corporate performance under turbulent economic environment, and further shed more light on how they can optimize on it to gain and retain competitive advantage in today's unstable business environment and boost their organizational performance.

5.5.2 Tactical Contributions

- The study will furthermore provide valuable information that will aid the different stakeholders in the clothing retail industry, both current industry players and potential players, in redesigning their gender diversity plans.
- The research will also expose challenges that are being experienced by women in occupying or ascending to corporate leadership with the aim of informing the policy-makers to devise ways of addressing the barriers.

5.6 Areas for future research

Similar studies can be carried out in the other organizations in the clothing retail industry in Zimbabwe.

While the study utilizes unique quantitative primary survey data, this work is based on a single-method design, which may be a potential source of common method bias. Future studies may attempt to combine quantitative and qualitative data with women managers' characteristics as well as firm level performance in order to reduce the reliance on self-reported measures and obtain the independent and dependent variables from different sources.

5.7 Concluding Remarks

The research explored women leadership influence on corporate performance in the Zimbabwean clothing retail sector. The research objectives of the study were as follows; to examine the impact of women leadership on customer satisfaction at Edgars, to identify the relationship between women leadership and market share at Edgars, to establish the nexus between women leadership and service quality at Edgars and to

determine the link between women leadership and sales volume at Edgars. Data collection was done through use of structured questionnaires and a sample size of 57 respondents was used obtained by stratified and simple random sampling. The study used explanatory study research design. Data was analyzed using inferential statistics analysis.

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Appendix 1 Questionnaire.



UNIVERSITY OF ZIMBABWE

**FACULTY OF COMMERCE
GRADUATE SCHOOL OF MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA)**

My name is Patience S Moyo; I am a postgraduate student at University of Zimbabwe pursuing a Master's degree in Business Administration. I am required to carry out a research project in partial fulfillment of the requirements for the degree. As such the student is carrying out a research on *“women leadership influence on corporate performance in the Zimbabwean clothing retail sector”*. The researcher is kindly asking for your assistance as respondents to the research understudy by filling in the questionnaire. The responses you will provide will be treated with utmost confidentiality and will be used solely for academic purposes. Your co-operation will be greatly appreciated.

INSTRUCTIONS:

- Please answer all the questions honestly.
- Please kindly indicate your answers by ticking where appropriate in the boxes and writing in the spaces provided.
- Your name or identity is not required.

SECTION A: GENERAL INFORMATION

1.1. Gender

Male Female

1.2. Age of respondent

< 29 29- 39 40 – 50 above 50

1.3 Period of service

< 5years 5-10years >10years

1.5 Level of Education attained

Undergraduate Degree Master’s Degree Doctoral Degree
Others

1.6 Kindly indicate your department

.....
.....

SECTION B: WOMEN LEADERSHIP AT EDGARS

Indicate the extent at which you agree or disagree about women leadership at Edgars

Strongly Disagree = 1; Disagree = 2; Neutral =3 Strongly Agree = 4; Agree = 5

		1	2	3	4	5
--	--	---	---	---	---	---

1	<p>They are People-oriented as : They are sociable, expressive, and establish close ties, strengthening the possibility of achieving commitments, whether company objectives or a particular project</p>					
2	<p>Women leaders in our organization have a Tendency to cooperate by : Making teamwork more natural through actively including and containing people</p>					
3	<p>They have capacity to operate in different directions: They possess the innate capacity to think and operate in different directions at the same time</p>					
4	<p>They encourage Horizontal leadership: Female leadership is inclusive, encourages</p>					

	participation and shares information and power with those she leads					
5	The have Emotional prevalence: They are generally capable of considering the “human” side of individuals and generate high levels of empathy.					
6	They are More prone to change: Their style is innovative and has a strong sense of quality that is people-oriented, flexible, communicative and persuasive					
7	Women leadership is connected to market share at Edgars					
8	Women leadership is connected to increase in market share at Edgars					

SECTION C: CUSTOMER SATISFACTION AT EDGARS

Indicate the extent to which you agree or disagree about customer satisfaction at Edgars

Strongly Disagree=1; Disagree=2; Neutral =3 Strongly Agree =4; Agree=5

		1	2	3	4	5
1	Edgars provides customized services to its key customers					
2	Customers centric performance standards are established and monitored at all customer touch points					
3	My organization has the sales and marketing expertise and resources to meet customer needs					
4	My organization has the right software/hardware to serve our customers					
5	My organization maintains a comprehensive database of our customers					
6	My organization fully					

	understands the needs of our key customers via knowledge learning					
7	Customers can expect prompt service from employees of my organization					

SECTION D: SERVICE QUALITY AT EDGARS

Indicate the extent to which you agree about service quality at Edgars

Strongly Agree [5] Agree [4] Neutral [3] Strongly Disagree [2] Disagree [1]

		1	2	3	4	5
Tangibility						
1	The employees have a neat and professional appearance					
2	Edgars give materials (E.g. Brochures and Statements) that visually Appealing					
3	Edgars stores have an attractive appearance					
Reliability						

1	When Edgars store promises to do something by a certain time, it will do so.					
2	Edgars store provides its services at the time it promises to do so.					
3	Edgars store performs the service right the first time.					
4	Edgars store has services available when the customers want it.					
5	Edgars store operates its activities in accurate and errors free record					
Responsiveness						
1	The store tell customers when exactly the services will be performed					
2	The employees give prompt service					
3	Employees are always willing to help					

	customers					
4	Employees are never too busy to respond to customer's request					
5	Behavior of employees instill confidence in customers					
Assurance						
1	Trust by customers that the store give quality services					
2	Employees are consistently courteous with customers					
3	Employees have the knowledge to answer customer's questions					
4	Customers believe that the employees respect their opinion					
Empathy						
1	The employees have the customer's best interest at heart					

2	Employees give their customers personal attention					
3	Edgars stores are opened in time					
4	Edgars stores operating time is convenient for customers					
5	Edgars stores charge reasonable service charge					
6	Edgars stores has excellent complaint handling system					

Thank you

THE END

Appendix 2: Cover Letter for entry into an organisation



UNIVERSITY OF ZIMBABWE BUSINESS SCHOOL
UNIVERSITY OF ZIMBABWE

TREP Building
Mt Pleasant
Harare, Zimbabwe

Email: info.uzgsm@gmail.com
Tel: 263-0242- 333521/2

13th May 2021

TO WHOM IT MAY CONCERN

Dear Sir/Madam

RE: ACADEMIC REFERENCE LETTER FOR MS PATIENCE S MOYO (R1810776)

This letter serves to confirm that Ms Moyo is a bona fide Master of Business Administration (MBA) student at the University of Zimbabwe Business School (UZBS). She is carrying out a research in partial fulfillment of the requirements of the MBA degree programme.

We kindly request you to provide her with the information she needs to complete her research. Please note that only aggregated data will be used in the final analysis. Please also note that the UZ Business School upholds high levels of confidentiality and ethical standards in conducting research, and therefore, the information that you provide will be used for academic purposes only and will not be disclosed to third parties.

Yours faithfully,

N. Kaseke



DR N. KASEKE
DIRECTOR, UZ BUSINESS SCHOOL

/fg

Appendix 3: Organizational performance (market share; sales volume)

DATA COLLECTION SHEET (JAN –DEC 2020)

Month	Market share (%)	Sales volume
Jan-03		
Feb-03		
March-03		
Apri-03		
May-03		
Jun -03		
July -03		
Aug-03		
Sept-03		
Oct -03		
Nov -03		
Dec-03		

1. Market share= Company sales/ Entire market sales