

**PARTICIPATION OF WOMEN IN MANAGEMENT IN THE
HOSPITALITY AND FINANCIAL SERVICES SECTORS IN ZIMBABWE:
STRATEGIES FOR MEETING LEADERSHIP AND GENDER
CHALLENGES**

BY

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DEDICATION

I dedicate this thesis to my late mother Esylida Matisiya Gwenzi Mhonda who believed so much in the economic independence and empowerment of women through education and hard work. Mother you taught us that “thank you” is not a panacea for economic independence. You left us a legacy of good work ethic and a value for education. Your name and legacy shall live on forever.

To my husband, partner and colleague, Ranga, who always encouraged me and never tires of being a sounding board.

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This thesis would not have been possible without the cooperation of the women managers who participated in the study. They freely and generously shared their experiences as managers, as mothers and as wives. I am deeply indebted to them all.

ABSTRACT

The thesis highlights the global and local under-representation of women in positions of leadership. The research provides insights into the barriers that women managers in the hospitality and financial services sectors faced, the key success factors and the strategies that they employed in breaking the glass ceiling.

Research has established that in societies with minimal representation of women in business leadership such as Zimbabwe, women's roles are more traditional and women tend to be found largely in supportive and submissive roles of family care-giving, household responsibilities, nursing and teaching. Stereotypes and gender biases are high and the glass ceiling is harder to break. The study explores what researchers have found regarding effective leadership and management styles and confirms that culture impacts on gender and leadership.

This thesis utilized the mixed methods approach to qualitative research in order to identify the leadership and gender challenges that impact on the participation of women in management in the hospitality and financial services sectors in Zimbabwe. The conceptual framework that guided the research methodology and design was the Input- Process- Output (IPO) model used in the systems approach. Data from the questionnaire, in depth interviews and focus discussion groups provided input into the framework. The output provided responses to the key study questions.

The main leadership and gender challenges identified in the thesis have to do with difficulties in work life balance and prejudices from colleagues resulting in them not being taken seriously. The main success factors identified included hard work, acquiring the necessary qualifications, confidence, assertiveness and creativity in managing work life balance.

The main recommendations from the study include: acquiring the necessary professional qualifications for the particular industry, willingness to take up challenges that come with senior positions, hard work, effectively managing work-life balances, the need for awareness- raising through networking with other women managers, and enforcement of policies for increasing representation of women in boards and senior management positions.

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LIST OF ABBREVIATIONS

AU	African Union
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CSO	Central Statistical Office
ESAP	Economic Structural Adjustment Programme
GOZ	Government of Zimbabwe
GPA	Global Political Agreement
IOBZ	Zimbabwe Institute of Bankers
IPMZ	Zimbabwe Institute of Personnel Management
IPO	Input Process Output
SADC	Southern Africa Development Cooperation
SPSS	Statistical Package for Social Sciences
STERP	Short Term Economic Recovery Programme
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
WCoZ	Women's Coalition of Zimbabwe
ZWLA	Zimbabwe Women Lawyers Association
ZWRCN	Zimbabwe Women Resource Centre and Network

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CHAPTER 1

1.1 INTRODUCTION

This Chapter provides the background to the study on the leadership and gender challenges facing women in the hospitality and financial services sectors in Zimbabwe. It describes the situation of women in Zimbabwe before independence, the reforms concerning the status of women since independence and the situation of women in the hospitality and financial services sectors. The statement of the problem investigated, objectives of the study, specific questions addressed, justification for the study, scope and limitations of the study are also outlined. A brief description of the methodology and techniques used in carrying out the research is outlined in this Chapter. The Chapter ends with an outline of how the study is organized.

1.2 BACKGROUND TO THE STUDY

In Zimbabwe, as a patriarchal society, men and women play different roles at home and in the society. These roles underpin the social and cultural norms that define the relationships between men and women and determine the rights, resources and decision making power they have. Zimbabwe has a population of 12 973 808 and men account for 6 234 931 while women account for 6 738 877 which is 52% (ZIMSTATS Preliminary Report, 2012:1).

The status of women in Zimbabwe is an issue that has always attracted attention. For example, the Human Development Report of 2003 noted that school enrolment remained lower for females than for males in both secondary and tertiary institutions of learning. Few women have senior positions in the public and private sectors (Zimbabwe Human Development Report, 2003:3)

Historically, gender disparities have always existed in many spheres of development in Zimbabwe. In the education sector as noted above, the higher one progresses in the education system, the lower the representation of women becomes. Progress has been

made in narrowing the gender disparities in both primary and secondary education since independence in 1980. This shows that gender disparity in the education sector starts at primary school levels.

Even though progress has been made since independence in 1981, in 2001 enrolment in the five main state and private universities showed that only 32% were women (Zimbabwe Human Development Report, 2003:21).

The Zimbabwe Human Development Report noted that in 2003 women were still under represented in political decision making (Zimbabwe Human Development Report 2003:23). Although in 2012 there were 32 women and 178 men in Parliament and that women constituted 17.9% of parliamentarians the new Constitution of Zimbabwe allocates 60 total affirmative action seats for women in both the country's 210-seat parliament and 88-seat senate (www.ipsnews.net/2012/06, accessed 3 July 2013). The Constitution provides for 18 percent quota of women's participation in politics. However, the number of women in decision making positions generally remains low (UNDP Country analysis Report, 2010:69).

The situation of women in the private sector during the research period was not any different. Although statistics are not available on the number of women executives in the private sector, it is common knowledge that the situation of women in the private sector is less representative than that of the public sector. Positions of leadership in the public and private sectors in Zimbabwe are mostly occupied by men.

Most women in Zimbabwe are employed in the informal sector. In 2010, 53% of those employed in the informal sector economy were women while 47% were men (UNDP Country analysis Report, 2010:19).

Generally, research findings show that women are blocked by socio-cultural- economical factors from entering into top positions. In sub-Saharan Africa, 84% of women are employed informally, compared to 63% of men (Dejene, 2007:2).

1.3 THE SITUATION OF WOMEN BEFORE INDEPENDENCE

Culturally, Zimbabwe is a very patriarchal society. This means that a woman moves to her husband's family and assumes her husband's surname. The children from that union "belong" to the husband. Before independence, colonial attitudes and policies defined women as male property (Baden, et al., 1999). Legally therefore, women were regarded as minors under the guardianship of their fathers or their husbands. Women were not regarded as equals to men before the law. Even for tax purposes those women who worked were not treated as persons. Their salaries were taken as additional to the husband's salary. They could not enter into contract or own property in their own right. Traditionally, the Zimbabwean society placed very little value on women working outside of the family home. The woman's place was in the home. Those women who were formally employed found themselves in the teaching and nursing professions which were generally regarded as women's professions. Colonial educational and economic policies and traditional practices tended to support the advancement of men at the expense of women. For example, the bulk of the tax that the husband was liable to pay was taken from the working wife's salary. Women were not paid the same as men for the same jobs. This was the case even during the early years after independence. Before independence in 1980, very little recognition was given to women's potential or actual participation in decision making in government, let alone in the private sector. For example there were no women permanent secretaries and no women members of parliament in Rhodesia before independence.

It can therefore be said that Zimbabwean Society generally regards women as subordinate to men and that they should be confined to traditional gender roles such as looking after the family and doing other household duties. "There is a perception that women may not be effective leaders due to their multiple roles. In the labour market, men are preferred candidates partly because of the comparatively higher costs associated with female employees. These include maternity leave, and time off from work to care for children, the sick and elderly members of the family." (UNDP Country analysis Report, 2010:71).

1.4 REFORMS CONCERNING STATUS OF WOMEN SINCE INDEPENDENCE

In spite of all the progress made in policy and legal reforms, the 1998 United Nations Development Programme (UNDP) Country Analysis Report described Zimbabwe as a highly unequal society with representation of women in decision making levels in the private sector as still low especially in the first two decades of independence (UNDP Country analysis Report, 2010:69).

The status of women started to improve with the attainment of independence in 1980. The Zimbabwean government started to remove those discriminatory laws and practices that tended to discriminate against women and to reduce their participation in the development of the country. Zimbabwe also committed itself to international conventions by signing up to international and regional protocols and conventions that support goals of gender equality (Baden, et al., 1999). Some of the laws that were enacted since 1980 include the following:

1. Equal Pay Regulation Act of 1980 which enabled women to enjoy equal pay as their male counterparts for performing the same job;
2. Immovable Property (Prevention of Discrimination) Act of 1982 which made discrimination on the grounds of sex in the disposal of immovable property unlawful;
3. Legal Age of Majority Act of 1982 which made women and men be regarded as equals before the law;
4. Matrimonial Causes Act of 1985 which made women's contribution to the home and family life be legally recognized and women could now claim a share of the assets upon divorce;
5. 14th Amendment to Section 23 of the Constitution of Zimbabwe of 1996 (The Bill Of Rights) which prohibited discrimination on the ground of sex or gender;
6. Convention on the Elimination of all forms of discrimination Against women (CEDAW, 1991) prohibited discrimination against women. Discrimination includes exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by

women of their rights, irrespective of their marital status on the basis of equality with men (ZWLA, 2010);

7. SADC Declaration on Gender and Development of 1997 Article five provides for member countries to place affirmative action measures for women in order to eliminate all barriers which prevent them from participating meaningfully in all aspects of life and create a conducive environment for such participation (ZWLA, 2010);
8. National Gender Policy (2002) provides guidelines and institutional framework for mainstreaming gender in all sectoral policies, programmes, projects and activities at all levels of society and economy.

In spite of all the progress made in policy and legal reforms, the 1998 United Nations Development Programme (UNDP) Human Development Report described Zimbabwe as a “highly unequal society” with representation of women in decision making levels in the private sector as still low especially in the first two decades of independence (UNDP 1998).

1.5 WOMEN IN THE HOSPITALITY AND FINANCIAL SERVICES

The current study focuses on women managers in the hospitality and financial services sectors. Some research has been done on women empowerment in tourism and the hospitality sector (Madzara, 2011), but, to the researcher’s knowledge, no research has so far been done on the status of women in the financial services sector.

1.5.1 Impact of global recession

Zimbabwe’s economy has been experiencing negative growth since the Economic Structural Adjustment Programme (ESAP) of the early 1990s. The problem escalated in 2000 when the land reform programme to redistribute land from mainly white farmers to black Zimbabweans resulted in the international isolation of Zimbabwe resulting in the economic crises which lasted for nearly a decade (Manjengwa et al.,2012:14). As a result, the Zimbabwe dollar fell dismally. The global economic recession compounded the problem. By the end of 2008 the US dollar was equivalent to the Zimbabwe dollar

with 21 zeros (Manjengwa et al., 2012:14). As a result of this crisis many people migrated to neighbouring countries and to the diaspora. Leading to what is commonly known as the 'brain drain'. Professional people, such as doctors, nurses and teachers, left the country in huge numbers to seek employment elsewhere.

The importance of the effects of the global recession to the study on the participation of women in management is that economic crises resulted in a drop in the performance of the Tourism and Hospitality sectors. For example, The **Three Year Macro – Economic Policy And Budget Framework 2010 – 2012 (STERP 11)** noted that while in 1996 Zimbabwe was served by forty five (45) foreign air carriers that linked the country to more than one hundred international destinations, in 2009 there were only seven such carriers. The report also noted that the situation was somewhat improving since the Global Political Agreement (GPA) was implemented, notwithstanding the general 4 – 6% decline in global tourism (Three Year Macro-Economic Policy and Budget Framework 2010-2012 STERP 11, 2009:49). The GPA has resulted in the economy stabilizing and improved availability of consumer goods and services offering renewed opportunities for the hospitality industry. STERP 11 also noted that trends in tourist arrivals were steadily increasing.

1.6 STATEMENT OF THE PROBLEM

1.6.1 Women in the Hospitality Sector

Studies from a number of countries revealed that more than 90 % of people working in the hospitality industry as waitresses, bartenders, maids, babysitters, cleaners, housekeepers, launderers, dry-cleaners, are women (Madzara, 2011:19). No statistics were available for these specific occupations for Zimbabwe but it was generally observed and believed that women in these jobs are significantly more than men.

Table 1.1 shows the gender disparity in employment of women in three leading hotels in Zimbabwe.

Table 1.1 Gender Diversity within 3 Leading Tourism Operations

Rank	No. of Females	No. of Males	% female
Directors/CEOs	4	7	36.4
General Managers	5	21	19.2
Senior Managers	76	119	38.9
Front Office Managers	78	143	35.3
General Workforce	1225	1892	40.1
Totals	1388	2119	39.6

Source: (Madzara, 2011: 19)

This table shows that more men than women are employed at all the ranks. It is assumed that employment of women at the lower levels in the hotel industry is influenced by the traditional gender roles that women play. Women tend to find themselves taking on traditional female gender related roles such as cleaning, cooking, caring and guest services.

There is no gender segregated data for the financial services sector in Zimbabwe. However a study on women in the banking sector in Zimbabwe has revealed some challenges faced by women managers in the banking sector (Chuma and Ncube 2010). The study acknowledged gender disparity in the banking sector but did not give gender segregated data in that sector. The study was also not extended to other sectors of the financial services such as the insurance industry.

A number of reforms were passed by the government of Zimbabwe to improve the situation of women and these reforms include the Labour Relations Act (which forbids any form of discrimination in labour on the ground of one's sex), the SADC protocol on Gender and Development, to which Zimbabwe is signatory, (which aims at increasing women's representation in positions of leadership) and the National Gender Policy which

aims at mainstreaming gender at all levels and in all aspects of the economy. In spite of these reforms there is less representation of women in positions of leadership in the private sector in general and in the hospitality and financial service sectors in particular in Zimbabwe. More women than men are found in lower level jobs. There is need to explore why this disparity exists in spite of the reforms.

This study assumed that women and men, because of their different gender roles and responsibilities, have different experiences when it came to leadership and management. There were leadership and gender challenges that women in management in the hospitality and financial services sectors in Zimbabwe had to contend with. The problem is that the success of a woman manager in the hospitality and financial services sectors depended not only on one's intelligence, qualifications and industriousness, but also on how well one succeeded in managing issues to do with leadership and gender and in coping with what was required in those positions of responsibility as noted by Chuma, and Ncube (2010).

1.7 OBJECTIVES OF THE STUDY

The study aimed at identifying success factors and strategies for meeting leadership and gender challenges faced by women in the hospitality and financial services sectors of Zimbabwe and making recommendations for their effective participation in leadership and management.

1.7.1 Precise objectives

The study sought to explore the following precise objectives:

1. To identify leadership and gender challenges faced by women managers in the hospitality and financial services sectors
2. To establish the extent to which women managers in the hospitality and financial services sectors are satisfied with how they fulfil their roles and responsibilities as wives, mothers and managers

3. To identify strategies employed by women managers in the hospitality and financial services for managing gender and leadership challenges
4. To identify key success factors for women managers

1.8 SCOPE OF THE STUDY

The study covered women in management in the hospitality and financial services sectors in Zimbabwe. In the hospitality industry key respondents were drawn from the hotels and lodges sector. In the financial services sector key respondents were drawn from the banking and insurance sectors.

1.9 LIMITATIONS OF THE STUDY

The study did not indicate how many women were in management in the hospitality and financial services sectors. It worked on the common knowledge that there were fewer women than men in positions of management in those sectors.

Another limitation of the study was to do with the research methodology itself. The intention of the study was to give an in depth understanding of the leadership and gender challenges that hindered women managers from effectively participating in leadership and management positions and to find out what strategies those women could employ to manage those challenges. The study was therefore largely based on qualitative methods.

Another limitation of the study was that no attempt was made to solicit views of men managers as regards the leadership and gender challenges that women managers faced. The intention was to give the opportunity to women to speak for themselves instead of men speaking on their behalf. Soliciting the views of men as regards women's participation in management could perhaps be an area of investigation for future research.

1.10 JUSTIFICATION FOR THE STUDY

There were a number of reasons that justified this study.

1. The question of leadership and gender challenges that impact on the effective participation of women in the hospitality and financial services sectors had not received as much attention as women in other sectors of the economy; there are very few studies in this area.

Chuma and Ncube (2010) carried out a study on problems faced by women managers in the banking sector in Zimbabwe. The objectives of their study were to investigate the challenges faced by female bank managers in Zimbabwe, to examine the extent to which the challenges impinge on their performance and career progression and to assess the attitudes of and perceptions of subordinates to female managers. The current research carries the Chuma and Ncube study a step further by investigating what strategies and key success factors women managers could use to manage those challenges and succeed in breaking the glass ceiling. While the Chuma and Ncube study limited itself to the banking sector only, the current research extended the study to the insurance and the hospitality sectors as well.

Madzara (2011) carried out a study on how women in the tourism sector can be empowered to own businesses in that sector. The study showed the disparity in the number of men and women employed at various levels in the three leading hotels. This study serves to confirm that more women are employed at lower levels than men. Senior management positions in the hospitality industry are occupied by men. Madzara did not look at the reasons why that was the case. This research carries the study by Madzara further by identifying and analysing the gender and leadership challenges that the women in management positions in the hospitality sector met and what they needed to do to break the “glass ceiling”, the success factors.

2. Equipping women with strategies to break leadership and gender barriers that face them as a way of capacitating and empowering women would contribute towards the realization of target 4b of the **Millennium Development Goal**.

3. Academics in social sciences and business management would also find the study useful as it contributed to the field of social sciences, organizational development and business management.
4. The study would make a direct contribution to an understanding of women in management; to policy makers as they develop policies on gender and mainstreaming of gender in hospitality and financial services; to academics on studies on women and organizational culture and to individual women aspiring for management positions.

1.11 RESEARCH QUESTIONS

The study centred around identifying the leadership and gender challenges that impacted on women's effective participation in management in the hospitality and financial services sectors and what strategies were employed by the participants in managing those challenges effectively.

The sub question was on what key factors contributed to the success of women managers in the hospitality and financial services sectors.

Research questions were formulated in answer to the precise objectives stated above as follows:

1. What were the leadership and gender challenges faced by the women managers in the hospitality and financial services sectors?
2. What was the extent to which women managers in the hospitality and financial services sectors were satisfied with how they fulfilled their roles and responsibilities as wives, mothers and managers?
3. What was the extent to which women managers in the hospitality and financial services sectors were involved in sport and other social activities?

4. What strategies were employed by women managers in the hospitality and financial services for managing gender and leadership challenges?
5. What were the key success factors for women managers in hospitality and financial services?
6. What suggestions and recommendations could be made for effective participation of women in management as they climb the corporate ladder in the hospitality and financial services?

Addressing the above six questions as guided by the precise objectives contributed towards the establishment of leadership and gender challenges facing women managers in the hospitality and financial services sectors in Zimbabwe and the development of strategies for meeting those challenges.

1.12 RESEARCH METHODOLOGY

The study employed a qualitative approach to research using mixed methods namely, case studies, focus discussion groups and questionnaire survey. Eight (8) cases were developed with eight participants from the hospitality and financial service sectors who told their stories with the assistance of an in depth interview guide.

Qualitative research methodology was used for the following reasons:

1. The proposed area of investigation rendered itself easily and adequately to the qualitative approach as a research methodology.
2. The qualitative approach appealed to the researcher because of personal training and experience as an organizational development practitioner. The researcher had experience in conducting open-ended in depth interviews and was comfortable with literary form of writing.
3. The approach appealed to the audience for which the study was targeted, women managers in the hospitality and financial services, policy makers, academics, social science students and other women managers.

1.13 RESEARCH DESIGN AND STRATEGY

The strategy used in the design of the research followed five steps. The first step was the sampling and identification of key respondents to the questionnaire and the 8 participants for in-depth interviews and case studies. This was followed by initial meetings with the 8 case study participants to prepare them for the study. The third step was data collection which involved in-depth interviews of the 8 participants and story-telling. Data was also collected from questionnaires administered to other women managers in the target group and from focus discussion groups. Collecting data from multiple sources, which included in-depth interviews, questionnaire and focus discussion groups, facilitated cross-referencing and triangulation of data. The fourth step in the design was data processing and analysis using computer software and presentation of findings was the fifth step in the design. Findings from the research were compared with findings by other researchers identified in the literature review (Bass, 1990, Avalio et al, 2009, Metcalfe, 2010, Eagly et al, 2010, Priola, 2004, Miller, 2010, Bertrand et al, 2010, Rapacioli, 2012 and Martin, 2006). The whole research design was guided by the Input -Process - Output (IPO) conceptual framework. IPO is a model used in economics and in the manufacturing industry. It assists one in the understanding of what happens when a number of inputs are put together and processed to get results or outputs. It provides a framework for designing a project.

1.14 ETHICAL CONSIDERATIONS

Donald et al (2006) raised a number of ethical issues that a researcher should consider in carrying out research such as voluntary participation of respondents in the research study and issues of confidentiality to protect the respondents and their organizations.

Before the research was conducted the researcher obtained an introductory and official letter from the university. The introductory letter is attached to this thesis as Appendix F. The (8) participants in this study participated voluntarily. They were informed of the nature of the research right at the beginning and signed a consent form. A sample of the consent form is attached to this thesis as Appendix C. They were also informed of the

option to withdraw from the study at any time during the research should they wish to do so. Before the questionnaire was administered, permission from the participants' authorities was obtained and it was made clear to the authorities that responding to the questionnaire was completely voluntary. The introduction to the questionnaire also made it clear that responding to the questionnaire by the individuals was voluntary. Permission from the authorities was obtained to administer the questionnaire at the workplaces.

Confidentiality was stressed throughout the research. The anonymity of key participants was protected by making use of pseudo names namely S1 to S8. The researcher ensured that data would not fall into wrong hands by keeping it safe under lock and key.

1.15 ORGANIZATION OF STUDY

This study on the participation of women in management in the hospitality and financial services sectors in Zimbabwe is divided into seven chapters inclusive of the introduction, which is the first chapter. The introduction provides the background to the study, the situation of women in general, both before and after independence, the statement of the problem, the objectives and the scope of the study. It provides the justification for the study and the limitation thereof. The chapter also describes how the study was carried out and organized.

In Chapter 2 the study makes a review of literature relevant to the study. Definitions of leadership and management and the relationship between them are explored. Theories of leadership and leadership styles, starting with the more traditional trait theories to the more current theories of transformational and charismatic leadership theories, are reviewed. The chapter also reviews literature on culture, gender and leadership, with particular reference to women in management and the "glass ceiling". Literature on what other researchers have said about key success factors and attributes of effective leaders is also provided in this chapter.

Chapter 3 provides the IPO conceptual framework that guided the research design. Input into the framework came from the multiple sources of data namely: in-depth interviews

from case studies; focus discussion groups report and from responses to the questionnaire. Data processing and analysis was done with use of SPSS, Nvivo and Excel computer software. The expected output in the framework consisted of findings in response to the study question namely: leadership and gender challenges for women in the hospitality and financial services; strategies for meeting the challenges; key success factors for, advice and recommendations and advice on how women can effectively participate in leadership and management positions.

Chapter 4 presents the findings from the research study in both narrative and graphical forms. The profile of women managers in the target sectors is presented. The profile shows the marital status, age, number of children and educational and professional qualifications. Responses to the key study questions are presented. The findings reflect responses from the questionnaires, the focus discussion groups and from the 8 case studies. A summary of the report from focus group discussions is presented. A comparative summary of the 8 cases studies, code named S1 to S8, is also presented. An in-depth narrative report of the 8 cases is appended to the thesis.

The findings are analysed and discussed in chapter 6. The analysis is done with respect to the specific questions raised in the study. The findings are discussed in the light of the literature review and with respect to what other researchers have found.

The study ends with Chapter 7 which presents the researcher's conclusions from the study and recommendations for effective participation of women in leadership positions. The chapter ends by presenting areas for further research in the field of women and management.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The term gender is generally understood to refer to attitudes, behaviours, values and beliefs that a particular society considers appropriate for men and women (Bland, 1998). Leadership is generally understood to refer to the ability to influence behaviour of another person or group of persons (Armstrong, 2008; Bass, 1990; McFarland, 1979; Carless, 1998, Fletcher, 2004). Pertinent to this study on leadership and gender challenges for women in the hospitality and financial sectors in Zimbabwe is the question of women in management and the glass ceiling. The term “glass ceiling” has been defined as “ a barrier to entry into top-level management positions---based on attitudinal or organizational bias---simply because they are women rather than because they lack the ability to handle jobs at higher levels” (Morrison et al., 1987:68). Leadership, gender and the glass ceiling are concepts which are explored in the literature review.

This chapter on literature review begins by presenting several definitions of leadership. The relationship between leadership skills, management skills and individual success and failure is explored. The chapter then discusses common theories of leadership including traits and grid theories and situational / contingency behavioural theories. More modern or current theories, namely transformational and communal leadership are also discussed. Contemporary thinking around the feminization of management incorporating the two-factor approach of task and relationship maintenance orientation to leadership is then presented. The chapter looks at what researchers have found regarding key success factors for effective leadership and characteristics or qualities that people look for in successful leadership. In order to appreciate the leadership and gender challenges that women face in trying to break the glass ceiling the chapter reviews the relationship between culture, gender and leadership. The chapter then reviews the discourse by researchers as regards the glass ceiling. It concludes by reviewing what research findings

say about key attributes and success factors that women should consider in coming up with strategies for breaking the glass ceiling and for them to be effective participants in leadership and management positions.

2.2 DEFINING LEADERSHIP

Several definitions of leadership have been put forward over the years as referenced above. A basic definition of leadership is the ability of an individual to influence others to work beyond ordinary levels to achieve goals. Such a definition applies particularly to leadership within organizations. Leadership can also be defined as the process of inspiring individuals to give their best to achieve a desired result. It involves getting people to move in the right direction by their commitment and motivating them to achieve their goals and those of the organization. This implies that leadership requires the harmonization of individual needs, task needs and the needs of the group. It is about getting the job done while meeting individual and group needs and maintaining team spirit.

The above definitions point to leadership as a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task.

There are new models of leadership, transformational and communal leadership, which define leadership as a social process in which interpersonal relationships and interaction at all levels in an organization are key to effective leadership (Carless, 1998; Fletcher, 2004). Included in the definitions of the new models of effective leadership is the relevance of emotional intelligence (Mayer, et al. 2008). Emotional intelligence is defined as the ability to perceive, use, understand and manage emotions. These are characteristics or traits which are associated with women. This line of thinking has led some authors to think that there is a trend towards what is currently referred to as the feminization of management.

2.3 THE FEMINISATION OF MANAGEMENT

Contemporary management practices encourage the feminisation of management. The feminisation of management refers to the spread of values, meanings or qualities

culturally associated with females (Priola, 2004:422). Behaviours such as nurturing and caring, interpersonal sensitivity and preference for open and cooperative relationships, have been advocated as the most effective response to changes in organisations' environments. There are four major characteristics which distinguish women and men management styles namely:

1. the ability to manage multi – tasks (including administration);
2. people and communication skills; and
3. the ability to focus on support and care for staff.

Studies have shown that women management styles contribute positively to the successful achievement of organizational goals (Bullough, et al., (2008:184). This argument is in favour of the feminisation of management.

In looking at theoretical paradigms on gender and leadership Nwobodo (2009) proposes a two factor theory of looking at effective leadership in organizations. The author argues that there are two basic aspects of leadership comprising the task oriented (masculine) approach and the maintenance of relationship oriented (feminine) approach. The essence of this argument is that effective leadership is one that takes account of the importance of both task and relationship issues. This approach implies that to be effective, women should incorporate the masculine approach to their usual feminine orientation and men should also incorporate the feminine approach to their usual masculine orientation.

The idea of feminisation of management has, however, been challenged (Collinson and Hearn, 1994, Shakeshaft, 1999; Barker, 2000; Bass and Avalio, 1994).

It has been argued that women managers at all hierarchical levels will only survive if they follow the example of most of their male counterparts (Collinson and Hearn,1994:10). These authors argue that there are several masculinities which “remain pervasive and privileged” in organisations and management practices. These include authoritarianism, paternalism, entrepreneurialism, careerism and informal approaches.

Shakeshaft, (1993:105) also argues that feminine leadership styles are not better or worse than the traditional male-oriented ones. They are just different. Men and women lead differently and unless one understands these differences men and women are not likely to work well together. It has also been argued that the real issue in leadership differences between men and women hinges upon the equity in the selection of the right person with the appropriate skills and qualities to ensure the effectiveness and success of the organization (Barker, 2000; Bass and Avalor, 1994). It therefore means that regardless of whether one is female or male one needs to have certain qualities and skills to be effective as a leader. This study shows that even with the requisite skills and qualities for effective leadership, gender role expectations and culture impact on the effectiveness of women as managers in the hospitality and financial services sectors in Zimbabwe.

Clearly, the challenges that have emerged negate the two-factor feminization of management preferring the masculine factor only.

2.4 RELATIONSHIP BETWEEN LEADERSHIP AND MANAGEMENT

The terms leadership and management are often used synonymously. Some authors, especially in the area of leadership, draw distinctions between the two terms arguing that management refers to the five functions of planning, organizing, staffing, implementing and controlling (Hughes et al., 2002; Shriberg et al., 2005). This distinction is echoed by others such as Heathfield (www.About.comGuide, accessed 08/2012), who asserts that management requires one to conduct the affairs of business, to have work under control and to provide direction. In doing so one needs to guide other employees, to administer and organize work processes and systems and to handle problems.

Others see management as a function that is within leadership (Kotter, 1990; Schouler, 2011). They argue that leadership and management are complimentary skill sets that are both necessary for executive success. In other words, leadership and management overlap. In the light of this discourse one cannot say that he or she is just a manager and not a leader or vice versa.

The understanding of key leadership theories is necessary for the appreciation of what makes one a successful leader and manager regardless of gender. The discourse on the definitions of leadership and the feminisation of management is therefore of interest to the study on leadership and gender challenges for women managers in the private sector in Zimbabwe. The study makes it imperative that in order to appreciate leadership and gender challenges faced by women managers, one needs to have an appreciation of key theories of leadership and leadership styles.

McCartney et al., (2006: 195) argue that successful executives must have both leadership and management skills. These two sets of skills contribute to one's success or failure as an executive. The optimal mix of leadership and management skills may change as one moves up in an organization. However over-reliance on one skill to the exclusion of the other can lead to failure. This is a big learning point for women managers in general. The implications for women managers in the hospitality and financial services sectors in Zimbabwe are that being appointed to a leadership position is not enough. What is required is for one to have the necessary mix of leadership and management skills.

2.5 THEORIES OF LEADERSHIP

A review of the literature on leadership and gender challenges for women managers requires one to look at the various common theories of leadership which in fact have changed drastically over the years. Key theories reviewed include the Traits Theory, the Grid Theories and Situational / Contingency Theories. The earliest theories of leadership focused almost exclusively on personality traits, whereas current theories emphasize the context elements. The review also includes the discourse on different leadership styles such as the autocratic, democratic, appreciative, transformational and communal leadership styles.

2.5.1 Traits Theory

The trait theory is probably the earliest academic theory of leadership. The theory assumes that there are certain qualities and traits or personal attributes and characteristics that make some people better suited for leadership positions than others. Thomas Carlyle

can be considered one of the pioneers of the trait theory. Such traits as honesty, loyalty, ambition, aggressiveness, initiative, and drive were deemed important for effective and successful leadership. The strongest versions of trait theory see these leadership characteristics as “innate”, and accordingly label some people as "born leaders". The trait approach can be criticized for lack of direct correlation between a trait and effective leadership. The approach also failed to consider the influence of situational factors and characteristics of followers. There is no agreed list of common traits among researchers on leadership. Traits-based models would actually be more useful for selecting leaders than for developing one to be an effective leader. As such, the traits – based models would not be very helpful for women in management in finding strategies for managing leadership and gender challenges and breaking the “glass ceiling”, and hence the need to look at other theories which look at behaviours that make one an effective leader. Such theories include the grid theory and situational /contingency theories.

2.5.2 The Grid Theory

The grid theory is behavior based. The focus is more on leader effectiveness than in personal attributes or characteristics. The grid theory combined a number of different traits into two distinct continua which cover the most essential leadership characteristics. The two continua (or dimensions) are then crossed to form some form of grid.

The grid model was developed by Robert Blake and Jane Mouton and is known to many simply as “THE GRID” (Zeldan, 2009:1). The two continua used by Blake and Mouton were “Concern for Production” and “Concern for People” (Blake and Mouton, 1961). The leader who has a low concern for people and low concern for production has an “Impoverished Management Style”. Effective production is unobtainable because people are lazy, apathetic and indifferent. The Task Management style of leadership treats people basically as a resource, the same as machines and supplies. The manager’s responsibility is to plan, direct and control the work of those subordinates under him/her. The “Middle of the Road leadership style is where you push for production, but do not go “all out”. Give some, but not all. Be fair but firm with people. With “Country Club Management” the leader shows high concern for people but low concern for productivity.

Production is secondary to lack of conflict, good human relations, satisfaction and fellowship. The leader or manager who practices “Team Management” style of leadership has a high concern for people and also a high concern for productivity. Production comes from integrating task and human requirements into a unified system of interplay towards the accomplishment of the organization’s goals.

The problem with “The Grid” of Blake and Mouton is the tendency to indicate that there is one “best” style of leadership which is “Team Management”. This can be disputed because there are a lot of variables which come into play such as the situation itself, the personality or characteristics of the leader, the complexity of the task to be performed and the characteristics of the followers themselves (Zeldan, 2009:3).

In theory it should be possible to train women managers in the team management style. However there are some hidden limiting beliefs that persist despite training. There are limitations posed by circumstances surrounding culture and gender roles that may impact on the success and effectiveness of women managers. As such, the grid theories do not offer a complete guide to how one can become a better leader.

2.5.3 Situational / Contingency theories

Situational approaches view leadership as a group or organizational process in which the context greatly influences leadership behaviour such as the nature of the problem, the level of maturity of the followers, the urgency of the situation among others. This view, unlike the traitist theory, suggests that the situation makes the leader. In other words, the leader is the person most likely to respond to a given set of circumstances. The situational view emphasizes interpersonal relationships and defines leadership as a process of influence. This theory assumes that different situations call for different characteristics (Hersey and Blanchard 1977). The task of the leader or manager is to identify the best technique for a particular situation under particular circumstances at a particular time in order to achieve best results in meeting the goals of the organization (Stoner and Wankel, 1982)

A purely situational view of leadership has one shortcoming: it fails to take into account that leadership is a complex process in which the individual's traits may well play a part. Like trait theories, the situational theories by themselves represent a limited and incomplete explanation. They overlook the possibility that at least some traits influence people to attain leadership responsibilities and that in some cases traits may increase the chances of their becoming leaders. Theorists started to define the style of leadership as contingent to the situation (Fiedler, 1971, Vroom and Yetton, 1973). This line of thinking is sometimes classified as contingency theory.

There is more ambiguity in the leadership literature as to whether situational theory and contingency theory are one and the same. The two terms are often used interchangeably. In this review of literature on leadership, the writer has chosen to treat situational and contingency theories separately but to acknowledge similarities between the two. One way of looking at the similarities between situational theory and contingency theory is to suggest that whereas situational theory states that leadership style depends on the situation (without suggesting which style is appropriate for which situation), contingency theory goes one step further and attempts to suggest the type of leadership style that will be effective in specific kinds of situations.

In recent years, four contingency leadership theories appear prominently: Fiedler (1971) contingency model, Vroom-Yetton (1973) decision model, House (1971) path-goal theory, and the Hershey-Blanchard situational theory.

2.5.4 The path-goal theory

The path-goal theory developed by Robert House (1971) focuses on the perceptions and expectations of subordinates, regarding the relation to their performance, the relation of the performance to their expectations of rewards and the level of the extent to which the subordinate desires the reward expected. It borrows a lot from the expectancy theory of motivation as developed by Vroom (1973). The role of the leader in the path-goal theory is to clear the path by creating an enabling environment for the subordinate to perform and, upon accomplishment of the task, to reward the subordinate as per expectation.

2.5.5 The Fiedler contingency model

Fiedler's contingency theory defined two types of leader: those who tend to accomplish the task by developing good-relationships with the group (*relationship-oriented*), and those who have as their prime concern carrying out the task itself (*task-oriented*) (Fiedler, 1971). According to this contingency model, there is no ideal leader. Both task-oriented and relationship-oriented leaders can be effective if their leadership orientation fits the situation.

2.5.6 Vroom and Yetton model

A comparable model was developed by Vroom and Yetton (1973). They developed a taxonomy for describing leadership situations defining which approach was more suitable to which situation. This approach supports the idea that the same manager could rely on different group decision-making approaches depending on the attributes of each situation.

It can be argued that like the grid theories, both Fiedler's and Vroom and Yetton's models are not useful in predicting strategies that a woman manager can use to break the "glass ceiling". This is because the models are only descriptive in nature. They do not indicate what should do to become effective. The models may be useful as general guides for selecting people into positions of leadership.

2.5.7 Hersey and Blanchard

The situational leadership model proposed by Hershey and Blanchard suggests four leadership-styles and four levels of follower-development (Claude, 1983). For effectiveness, the model posits that the leadership-style must match the appropriate level of followership-development. In this model, leadership behaviour becomes a function not only of the characteristics of the leader, but of the characteristics of followers as well.

All the situational models discussed above assume that leaders can change their behaviour but they ignore the presence of a leader's characteristics and psychological make-up.

These approaches are interesting to the researcher because of the need to look into what skills and behaviours and what leadership styles can be adopted by women managers if they are to be successful in breaking the glass ceiling.

One real value of these theories is the implication that leaders need not to be born as such but could be trained to do the right things. The implications of this approach for women managers is that one can learn to recognize their circumstances and practise the right behaviours to suit the situation.

2.6 LEADERSHIP STYLES

The discourse on strategies for meeting leadership and gender challenges for women managers can be enriched by reviewing key common leadership styles which include democratic, autocratic, appreciative, transformational and communal leadership styles (Bass 1990, Luthans and Avalio 2003; Lewis, et al., 2006).

The autocratic leaders who impose their decisions, using their position to force people to do as they are told and the democratic leaders who encourage subordinates to participate and involve themselves in decision-making have been referred to earlier in this review under the traditional approaches to leadership. The writer will therefore focus more on appreciative leadership, transformational and communal leadership styles which are part of the more modern or current theories of leadership.

2.6.1 Appreciative Leadership

Appreciative leadership is a style that perhaps women can learn from in order to be more effective as leaders and managers. Appreciative leaders see, make meaning, and connect all that is good and best in people and the world around them. They are self aware and incorporate new learning. Appreciative leaders are willing to change the way they look at and define things (Lewis et al., 2006:87). This view of appreciative leadership tallies well with what is described as authentic leadership (Luthans and Avolio, 2003). Authentic leaders are described as genuine, reliable, trustworthy, real, and veritable. Authentic leaders take ownership for personal experiences. Their actions are congruent with their

“true self”. They are confident, hopeful, optimistic, resilient, transparent, and future-oriented. Authentic leaders develop others. Described as such appreciative leadership echoes the thinking behind the feminisation of management discussed earlier.

2.6.2 Transformational and Communal Leadership Styles

Transformational leadership is that leadership which is highly visible. The transformational leader is always looking for ideas that move the organization to reach the company’s vision. Transformational leaders focus on the bigger picture. Communal leadership requires one to be compassionate, sensitive and show concern for others. Both transformational and communal leadership styles are regarded as relatively newer models of leadership styles. Bass (1990) views transformational leaders as those leaders who inspire followers, influence and inspire them to aspire for higher ideals. They are individually considerate and they motivate followers to see the bigger picture. They are visionaries. This view is echoed by Burns (2008:44) who describes the transformational leader as one who motivates his/her team to be effective and efficient. Communication is the base for goal achievement focusing the group on the final desired outcome or goal attainment.

An effective way to inculcate the characteristics of transformational leadership includes identifying personal intrinsic preferences, leveraging existing strengths, and developing areas of weakness (de Charon, 2003:25).

Both transformational and communal leadership see leadership as a social process in which interpersonal relationships and interaction at all levels in an organization are key to effective leadership (Carless, 1998, Fletcher, 2004). Thus transformational and people oriented behaviours such as appropriately expressing emotions, motivating employees, developing and monitoring employees and attending to their individual needs are what is required for leadership effectiveness. Such traits were and still are to some extent seen as feminine traits (Priola, 2004:427). These are the traits which have always been linked with women. Such thinking is consistent with the cultural norm that women and not men are generally described as caring, supportive and considerate. This is echoed in the inclusive leadership model which highlights the importance of the ‘feminine’ perspective

of leadership which regards leadership as a social process and partnership, rather than the exercise of power over others (Alimo-Metcalfe, 2005:55).

Such feminine traits as displaying warmth and lack of self interest, expressing agreement and support are the same “feminine” characteristics that are valued in modern leadership trends such as authentic leadership or servant leadership (Avolio, et al., 2009:430). Both authentic and servant leadership in this respect share the same views as transformational and communal leadership approaches.

Having looked at the key leadership theories and leadership styles, one would also want to review what current research is saying about factors that contribute to successful leadership.

2.7 KEY SUCCESS FACTORS

It is argued that because the environment is no longer as stable as it used to be, mere management is not enough anymore. Top down approaches where the leader issues directives are also problematic. What is required is influence. It thus becomes essential for this study to review key success factors for effective and influential leadership and these include role modelling, ability to communicate and listen effectively, involving others, team development, positive mental attitude and self-confidence, possession of specialized knowledge and management skills,

2.7.1 Role modelling

In a study done by the Chartered Institute of Management Accountants (CIMA) in Zimbabwe in 2012, the need for support of a role model or mentor was seen as being vital to the success of women managers in breaking the glass ceiling (Rapaciolli, 2012 www.cimaglobal.com/Documents).

The effect of role modelling as being influential in successful leadership development and shaping one to be a successful leader is questionable. It is difficult to exactly imitate another person’s behavior. The leadership techniques that are likely to work best for one are the ones that one nurtures inside herself/himself. What is required is self awareness,

figuring out what qualities one possesses that could be turned into the qualities of leadership. The first step toward success is therefore identifying your own leadership strengths (Moshavi, et al., 2003:410). This means that to be an effective leader one would need to maximise on one's strengths and work on one's weaknesses.

2.7.2 Ability to communicate and listen effectively

Another key success factor is the ability to communicate effectively. Effective communication is an important key success factor for effective leadership. "Our words really should be like a present. A little gift; something that we give to other people; something that they want; something that they reach out for; they grab our words, and they take them in, and they love them. Because our words made them feel so good." (Lewis, et al., 2006:87).

It can be argued that all the brilliant ideas that one has in the world are worthless unless if one does share them. That is step number one. Step number two is effective listening.- being open to other people – above, below and beside oneself. People are more likely to be receptive to your ideas if you show them that you are receptive to theirs. Successful leaders, more often than not, are the ones who have learned the value of listening.

2.7.3 Involving others and seeing things from another person's point of view

It is generally acknowledged that successful leaders involve employees in all aspects of the work process and show genuine interest in them. Including people motivates them and that is a key success factor in effective leadership. It is important to let people know that you respect them, that you appreciate their work, that they are important to you, and that you want them to grow and reach their potential. This can be fostered by expressing genuine interest in others. There are many ways of showing interest which include using a pleasant voice on the telephone, smiling at people, learning their names and how to pronounce them, remembering their birthdays, asking about their husbands or wives and children. This view tallies well with the communal leadership style.

It can therefore be argued that effective leadership means seeing things from the other person's point of view. If you want to have more successful relationships with your

customers, your family, or your friends, one should look at things from the other person's perspective. It is therefore important to step outside of oneself to discover what is important to someone else.

2.7.4 Team development

Team development is another key success factor that many authors cite. It is argued that the greatest legacy a leader can leave is a group of talented, self-confident people who are themselves ready to lead. A successful leader is one who develops his/her team and keeps the team focused. Focus is the ability to ignore distractions and pursue only what is important. This view is echoed in transformational leadership which focuses the team on vision and the broader context of the organization. Leaders must keep people focused on core values and mission, and encourage perpetual transformation of the organization as a means of pursuing its core mission (Burns, 2002:48).

A leadership skill that is commonly associated with effectiveness is the ability to develop visioning capabilities. A leader should be able to develop a strategic vision and to inspire others to adopt and share the vision. In addition to visioning skills, it is important that a leader aligns and communicates direction, motivates and inspires employees.

2.7.5 Work- life balance

Research has established the fact that women perform many family responsibilities as demanded by their gender role expectations from society and that even if they are formally employed and work outside the home they are still expected to carry out those responsibilities as primary care givers. This increases pressure on women and reduces the time available for formal career work. On the other hand, traditionally, men are still expected to be good husbands and bread winners for their families. They are expected to devote more time to business outside the home. It is easy for men to sacrifice their families in order to maintain their work responsibilities whereas women are expected to do the opposite (Jennings and McDougal, 2007 and Martins, et al, 2002).

2.7.6 Positive mental attitude and self- confidence

Creating a positive mental attitude is key to successful leadership. This implies that outside influences do not usually determine personal happiness. What matters is how one reacts to those influences, good or bad. They argue that one of the leader's most important jobs is to set a positive, self-confident tone, showing others that failure isn't to be considered a possibility. Positive mental attitude and self- confidence as a success factor is important especially for women who are traditionally seen as weak and lack self-confidence.

Establishing a balance between "thinking" and "feeling" in decision-making is essential to enhance leadership capabilities. The advantages of "thinking" include analysis, logic, objectivity, and impartiality. The disadvantages associated with "thinking" over - analysis of situations, avoidance of emotional expression, undervaluing the feelings that motivate others, and lack of approachability (Barr & Barr, 1989). In order to overcome these weaknesses one has to develop an aptitude for using the feeling style. The advantages of using the feeling style of leadership include supportiveness, shared emotion, sympathy, expressiveness, and the ability to provide descriptive and interesting account of events. The weaknesses include avoidance of conflict, lack of assertiveness, overly emotional responses.

Given the advantages and disadvantages of the thinking and feeling styles, it appears that optimal decisions are based on a balance between the thinking and feeling preferences.

This line of thinking is supported by Goleman (2000) and Mayer et al., (2008). Both writers also stress the need for high level emotional intelligence.

These authors show that the ability to manage one's own and the emotions of others is fundamental to transformational leadership. What is required then is for women managers to strike a balance between thinking and feeling styles.

2.7.7 Possession of Specialized Knowledge and Management Skills

Another important managerial skill for effective leadership is the possession of specialized knowledge. It becomes especially important when directing subordinates. To be successful, a leader just must have the necessary expertise. As discussed earlier under the relationship between leadership and management, one needs to be a specialist in one's area as well as possess demonstrable and visible leadership and management skills (McCartney, et al., 2006:190). The latter also suggests that an important skill to have is the ability to be ready to admit mistakes and be slow to criticize. Instead of criticizing and apportioning blame, which almost always causes people to duck and hide, what is required is constructive criticism, encouragement and gentle persuasion.

2.7.8 Behaviours and Qualities People Value in Leaders

This review would not be complete without looking at specific behaviours that people value in leaders and that contribute to their success. The behaviours may, in a way, also be considered as key success factors of effective leadership. There are a number of qualities which are generic to good leaders even though the qualities required of good leaders may somewhat vary from situation to situation (Adair, 1984:357). The following characteristics can also be regarded as contributing to leadership and management success: enthusiasm, confidence, toughness, integrity, warmth and humility.

An awareness of the behaviours and qualities people value in leaders and of leadership key success factors is a necessary ingredient for women managers as they develop strategies for meeting leadership and gender challenges.

2.8 CULTURE, GENDER AND WORK

A study on women leadership and gender challenges such as this one requires one to review literature on the relationship between culture, gender and work. The review looks at cultural issues to do with gender that affect the participation of women in management and leadership positions. It also requires one to understand what is meant by the term "glass ceiling" and its effect on women in management. In this regard the situation of

women in general, and in Zimbabwe in particular, before and after independence, will be reviewed.

2.8.1 Culture and leadership

Cultural issues affect gender and participation of women in leadership positions in organizations (Hofstede,1980:25). Such cultural issues identified by Hofstede include power distance, individualism as compared to collectivism, avoiding uncertainty masculinity was compared to femininity, and concern for long term vs short term orientation. Power distance is defined as the extent to which less powerful members of an organization and institutions accept that power is distributed unequally and therefore, make their demands and behave accordingly. The less developed countries in Asia, Latin America and Africa have a higher power distance than Anglo and Germanic countries. Individualistic societies put more emphasis on personal achievements and individual rights than on collective identification. People with a high level of uncertainty avoidance tend to be more conservative and cautious. On the other hand, people with a lower level of uncertainty avoidance tend to be more pragmatic and more tolerant to change. The research revealed that masculine cultures value competitiveness, assertiveness, materialism, ambition and power. Cultures with a long term orientation attach more value to the future than the present and the past compared to societies with a short term orientation which value tradition, steadiness and fulfilment of social obligations. The Hofstede finding shows that differences between cultural values are reflected in the extent to which women can participate in leadership positions.

The GLOBE team (2004) carried out a research that looked into cultural issues. The team defined culture as “shared motives, values, beliefs, identities and interpretations or meanings of significant events that result from common experiences of members of collectives that are transmitted across generations” (Globe, 2004: 15). The research findings show that culture is constantly evolving and this means that over and above tradition, culture is also affected by the international drive for reforms to improve the situation of women. Zimbabwe has been responsive to these international and regional drives for reforms to improve the situation of women.

Research has shown that the more developed a country is, the more women are found in positions of leadership in business and politics (Bullough, 2008). Thus economic development of a country is associated with cultural change and development with absolute norms and values giving way to more rational, accommodative, and participatory values. Bullough (2008:184) established that societies with minimal representation of women in business leadership, women's roles are more traditional and women tend to be found largely in supportive and submissive roles of family care-giving and household responsibilities. Stereotypes and gender biases are extremely high and the glass ceiling is harder to break, with Afghanistan during the Taliban rule (1996 – 2001) being an extreme example of complete control of women by their male family members.

Research has confirmed that cultural context is a significant factor in women's perceptions about work and family life balance (Thein, et al., 2010:304). For example a study comparing Chinese and American women (Thein, et al., 2010) revealed that sacrificing family time for work was regarded in China as a self-sacrifice for the benefit of the family whereas in America sacrificing family life for work was seen as failure to care for family. The research showed that long working hours would not pose much problem for the Chinese women as it would to American women. The research showed that in Singapore and Hong Kong, paid work was seen as very important in generating money needed to meet financial and material needs for one's family. The high cost of living and the culture that prioritizes material success in these societies explains why work is seen as a family responsibility and does not in any way conflict with family obligations for women. Family support is important for working women. Coping strategies include family support and use of domestic help in the form of a maid.

The GLOBE study also notes that in spite of the influence from industrialization and modernization, there are some strong cultural practices which endure the test of time. Because culture is not static, strong traditional values often coexist with modern values. This has implications for the kind of leadership and gender challenges that are faced by women in the hospitality and financial services sectors in Zimbabwe.

2.8.2 Gender and leadership

A review of literature of terms related to gender helps in the understanding of how gender influences leadership. These terms include gender role and gender stereotype.

Gender role or sex role refers to the behaviours, attitudes values, beliefs that a particular cultural group considers appropriate for, on one hand males and, on the other hand, females on the basis of their biological sex. It has been suggested that sex role refers to whether someone lives a male or female role, while gender role is how he, or she, lives that role, (Bland,1998, www.gender.org.uk/about/oo_defin.htm).

Gender role/identity refers to a person's understanding and acceptance of gender roles. In other words it is how an individual adapts the prescribed sex role to his or her individual identity.

Gender or sex role stereotype is a socially determined model which contains the cultural beliefs about what the gender roles should be. It differs from gender role in that it tends to be the way people feel 'others' should behave.

Gender is learned through a process of socialisation and through the culture of the particular society concerned. Every society uses biological sex as one criterion to determine gender. Williams et al do not completely agree on what distinguishes one gender from another. There is considerable variation in gender roles between cultures. Gender not only varies from culture to culture but it also varies within cultures over time. Culture is not static; it evolves as societies become more complex the roles played by men and women are not only determined by culture, but also by socio- political and economic factors .

Because of their different gender roles and responsibilities, women and men have different experiences and needs. Gender analysis accordingly reveals the roles and relationships of women and men in society and the inequalities in those relationships. It is common knowledge that men's work is usually outside the home, that they have more leisure time and they are more involved in decision- making.

Martin (2006:19) points out that the dynamics associated with gender routinely make workers, particularly women workers, feel incompetent, exhausted and devalued. The author notes that what one says about gender could be different from what one does about gender. There could be a difference between what one says about gender from the way one practises gender. People do practise gender intentionally, but they also practise it unintentionally. Gendering practices are the “what to do/ can be done/ is done” relative to a particular gender status and identity. Gendering practices include widely known and accepted forms of dress, demeanour, language, expressions, actions and interests that are culturally available to and normatively and stereotypically associated with one or the other gender. People actively display forms of dress, demeanour and interests that are appropriate to their gender status. This implies that there is a conscious effort to conform to the imperatives, i.e., to what is expected of the gender institution.

In looking at leadership and gender challenges facing women in management positions in the hospitality and financial services in Zimbabwe one is bound to look at the concept of the “glass ceiling” which is a term used to describe barriers that women face in trying to move up the organization (Morrison, et al., 1987).

2.8.3 The “Glass Ceiling”

A common topic in the discourse on gender and leadership is the concept of the “glass ceiling”. “The glass ceiling” is a term often used to describe the invisible barriers that women face as they climb the corporate ladder. It has been defined as “a barrier to entry into top-level management positions based on attitudinal or organizational bias – simply because they are women rather than because they lack the ability to handle jobs at higher levels” (Morrison, et al., 1987:68). These barriers are seen as blocking women leaders from moving up the corporate ladder. The problems are associated with not just challenges related to leadership effectiveness but also to gender roles and gender stereotyping.

Few women are found at the top in management positions. Even though women comprise 47% of the global labour force, they account for only 6% of top management (Glancy, 2012, www.ft.com/cms/s/02). Barriers to breaking the glass ceiling can be found in both

the demand and supply side of the equation. On the supply side of the equation women themselves may not take up top management positions because of limitations placed upon them by motherhood and parenting or prejudices that women should not take up certain roles. On the demand side of the equation there are many barriers to breaking the glass ceiling. Top executives are mostly men and women are prejudiced in promotions and appointment to top jobs.

A major part of the problem lies in the stereotyping of leadership with effective leaders being seen as shrewd and tough while women are seen as weak and soft.

Historically leadership has largely been construed in masculine terms (Vinkenburg, et al., 2011:11). In their studies these authors show that women managers believed that behaving like a man was a trait required for success for women managers. Hence being assertive and forsaking a family life were regarded as the only option to get ahead in women's careers.

Gender inequality in appointments to managerial and supervisory positions in organizations is a well known phenomenon. There are many studies which have shown that gender is one of the important criteria that determine an employee's position at the work place (Adler, 1994, Priola, 2004). These authors point out that women tend to be given less authority, autonomy, and control at the work place than men. The studies also show that women's prospects for promotion are different from those of men with similar education and status (Adler, 1994:33).

In 2004, men in UK represented 63% of the academic staff and occupied the most senior academic and managerial positions. Only 7% of the universities world-wide were managed by women, (Priola, 2004:426).

Gender differences in patterns of promotion can be explained at two levels, at the individual level and at the contextual level. At the individual level, according to the human capital view, women have less experience than men in administrative responsibilities and lack suitable training for these positions. Thus experience and training hinder women's promotion at the individual level.

At the contextual level, the differences in promotion between the genders can also be explained by the fact that women are thought to be less committed to jobs that require effort and investment of time because of the roles that they play in the family and at the work place. In college women tend to be concentrated in the arts, nursing, foreign languages and communications or education, while men study engineering, technology, mathematics or architecture. These positions mainly relate to matters of pedagogy and the curriculum. Men, more than women, are found in positions with an organizational orientation, such as principals or vice principals, management positions that emphasize hierarchy, control and power. The fact more men than women are found in top leadership positions may indicate gender preferences in hiring and promotion to senior positions within an organization.

Women are usually located in staff service departments which offer limited advancement opportunities. Such women find it difficult to reach/hold top decision – making powerful positions. Staff jobs do not generate income. They are rather considered overhead or expenses and they are the first to go when there are budget cuts. Such jobs lack power. Line jobs are normally located in the profit centres of business operations. It is these jobs which offer advancement opportunities because they generate money.

In general, it has been observed that men at work have more power, control more resources and exercise more influence than women. Men hold the most powerful positions and most women are subordinate to men in the formal authority structure and relative to gender. When men refer to women as ‘girls’, they infantilize them and call into question women’s competence and authority.

Women often find themselves in a double bind vis a vis gender role concept of leadership (Oakley, 2000:322). The bind happens when acting ‘feminine’ is associated with incompetence, and acting ‘competent’ is associated with masculine traits that when adopted by women lead to the conclusion that one must be ‘unfeminine’ to be competent.

Few women attain positions of real political clout. It has been noted that in USA only 2% of members of boards were women, (Belle, 2002:153). The reason suggested in this

study could be that women tend to put “family career” first, whereas for men their professional career takes priority.

The same study reveals that problems facing women is reconciling the claims of both career and family life. Women managers acknowledge the fact that most outperform their male counterparts to prove their worth in the eyes of themselves and of others. Hence the inevitable strategy of overdrive and over-efficiency which, coupled with an evident effort to play down their femininity, is meant to make their position unassailable.

The inter-relationships between motherhood, including looking after dependent children, and full- time work is known to greatly influences career outcomes. In his study on work life balance, Gartzia (2012) established that motherhood impacted significantly on career progression opportunities for women. For career women, motherhood implied a complex relationship between working hours and breaks in careers. This contributes to the explanation of gender disparity in top management positions. The study also showed that women with children of school going age were further disadvantaged.

Other factors preventing women from getting into top positions are work life balance and the struggle to be taken seriously in a male dominated business (Rapaciolli, 2012, www.cimaglobal.com/Documents). This shows the problem associated with stereotyping of leadership. The writer suggests that the problem of stereotyping of leadership might lie in instilling stereotyping and gender biases through training and coaching. Experiences shared by women in the study in CIMA suggested that it is possible to break the glass ceiling. What women need is a combination of support from home and work, confidence, determination, meticulous organizational skills and a strategic approach to career planning. The research also pointed to the need for support of a role model or mentor as being vital to the success of women managers in breaking the glass ceiling.

The long working hours required in most high management positions and “ boys’ networks” especially in sport such as golf are some of the glass ceiling effects that pose challenges for women managers (Ogden et al., 2006:40).

Lichtenberg (2005) gives tips on what women can do to break the “glass ceiling”. The writer argues that women can get more of what they want by being more of who they are. Lichtenberg argues that if you pitch like a girl, you use your natural powers of influence and persuasion to gain support of what you want, feeling comfortable asking for it. A pitch is nothing more or less than using your influence, skills and powers of persuasion to gain support and to get people to do what you want them to do. You pitch for visibility and for opportunities for development. In the classic business situation, you pitch a prospective client to land a new account, or a current customer to get additional sales. You pitch subordinates to follow you. In adolescence boys say ‘you throw like a girl’ and that is meant to be the ultimate put down. If you “throw like a girl, it means that you throw a ball weakly and with poor aim, failing to hit your target and nobody would want you on the team. The author argues that sometimes this influences women to try to use masculine behaviours instead of being themselves. Pitching means taking your ideas and tossing them with intention to someone else who can help move them forward rather than simply throwing them in the air and hoping they hit the target.

In other words, the strategy is that you figure out what you want the outcome to be, identify a key person who could help you reach that goal, think of the value in it for that person, i.e. why would it be in that person’s best interest to help you achieve your goal, and then work hard to communicate that added value.

In another study of female and male leaders, it was found that male managers had more “transactional’ leadership styles than their female counterparts (Rosener, 1990:121). The males exchanged rewards or punishments with employees in return for their performance. Male managers used power derived from their formal positions in the organization. The leadership style of female managers was described as “transformational” as employees were led to transform their self - interest into the interests of the group. This transformational style of leadership is interactive. It encourages diversity, participation and involvement. It is akin to what has been referred to earlier as communal leadership.

2.9 THE SITUATION OF WOMEN

This literature review is by no means exhaustive of the global situation of women as regards leadership and gender. It is meant to shed light on how the situation of women in Zimbabwe compares to that of other women elsewhere.

2.9.1 The global situation of women

The fact that women are blocked by socio-cultural and economic factors from entering top positions of leadership in organizations is not peculiar to Zimbabwe. Dejene (2007:3) noted that in sub-Saharan Africa, 84% of women were employed in the informal sector, compared to 63% of men. With increased industrialization and modernization resulting in gender roles become more flexible many women are increasingly working outside the home. In United States of America (US) women comprise 46% of the workforce (Chin, 2011:1). The same study also showed that women are still under represented in corporations in the US with 23% of American CEOs being women. The same study put women's representation as presidents of institutions of higher learning such as colleges and universities in America at 16%. This goes on to show that female leaders receive less professional respect than their male counterparts.

Women are generally under- represented in corporations, institutions of higher education and in the political arena.

2.9.2 The situation of women in Zimbabwe

This study on leadership and gender challenges for women in the hospitality and financial services sectors in Zimbabwe has been grounded within the socio-cultural and economic context of the country.

The population of Zimbabwe is put at twelve million nine hundred and seventy three thousand and eight hundred and eight (12 973 808) and 52% of that is women (ZIMSTATS, 2012:1). Zimbabwe is a patriarchal society. This means that traditional culture requires a woman to move from her family to join the husband's home and family upon marriage. The children emanating from that union assume their father's surname

and traditionally “belong” to the husband. Not much recognition was given to women before independence. Pre colonial attitudes regarded women as inferior. The socio economic policies of the colonial government tended to support the advancement of men at the expense of women, thereby exacerbating the situation of women. Traditionally women’s participation in activities outside the home was discouraged and very little value was placed upon it. Women could not own property and were legally regarded as minors regardless of age. Access to formal employment for women before independence was limited to nursing and teaching professions. Those few women who entered formal employment were not treated as individuals in their own right for tax purposes. Their wages and salaries were regarded as additional to the husband’s income. The husband was regarded as the bread winner and the bulk of the tax that a married woman and her husband were liable to pay was deducted from the wife’s income.

The situation of women changed after independence in 1980 when government embarked on reforms at improving women’s status. The reforms are elaborated below.

1. Equal Pay Regulation Act of 1980

Before 1980 women were paid less than their male counterparts for performing the same job and even with the same qualifications and experience. The Equal Pay Regulation Act of 1980 enabled women to enjoy equal pay as their male counterparts for performing the same job.

2. Immovable Property (Prevention of discrimination) Act of 1982

Before 1982 women could not own property and a husband could dispose of immovable property at will. The Immovable Property (prevention of discrimination) Act of 1982 made discrimination on the grounds of sex in the disposal of immovable property unlawful.

3. Legal Age of Majority Act 1982

The Legal Age of Majority Act of 1982 made women and men equal before the law. Women could now make decisions in their own right without needing the approval of their husbands or guardians. They could not vote, enter into any legal contracts on their own without the approval of the guardian, father or husband.

4. Matrimonial Causes Act 1985

By the Matrimonial Causes Act 1985, women's contribution to the home and family life is legally recognized. The law enables women to claim a share of the assets upon divorce.

5. 14th Amendment to section 23 of the constitution of Zimbabwe in 1996 (the Bill of Rights)

This amendment prohibits all forms of discrimination on the grounds of sex and gender.

6. Convention on the Elimination of all forms of Discrimination Against Women (CEDAW, 1991)

This prohibits discrimination against women. Discrimination includes exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women of their rights, irrespective of their marital status on a basis of equality with men (ZWLA, 2010).

7. SADC Protocol on Gender and Development

Zimbabwe is signatory to the SADC Protocol on Gender and Development. Article five of the SADC Protocol on Gender and Development provides for member countries to place affirmative action measures for women in order to eliminate all barriers which prevent them from participating meaningfully in all aspects of life and create a conducive environment for such participation (ZWLA, 2010). In the spirit of this protocol political parties in Zimbabwe have adopted a quota system which has seen an increase in the representation of women in party politics but it is still below the AU and SADC 30% quota requirement and still below the 50/50 gender parity in the SADC Protocol on Gender (UNFPA, 2011).

8. National Gender Policy (2002)

The Ministry of Women Affairs and Community Development was created by government in 1996 to oversee conditions of all gender programmes and to facilitate gender mainstreaming in all sector ministries. The Ministry's The National Gender Policy (2002) provides guidelines and the institutional framework for gender all sectoral policies, programmes, projects and activities at

all levels of society and economy. To this end gender focal points were established in all ministries and parastatals to spearhead gender mainstreaming.

Zimbabwe is signatory to the SADC Protocol on Gender and Development. Article five of the SADC Protocol on Gender and Development provides for member countries to place affirmative action measures for women in order to eliminate all barriers which prevent them from participating meaningfully in all aspects of life and create a conducive environment for such participation (ZWLA, 2010). A new quota system was adopted by political parties in Zimbabwe in the spirit of this protocol. This has resulted in an increase in the representation of women in party politics but it is still below the AU and SADC 30% quota requirement and still below the 50/50 gender parity in the SADC Protocol on Gender (UNFPA, 2011, [http://country office, unfpa.org/Zimbabwe](http://countryoffice.unfpa.org/Zimbabwe)).

The reforms cited above have resulted in some improvement in the representation of women in the decision making levels in politics in Zimbabwe. For example in the 2005 parliament there were 34 women out of a total of 150 members and in 2012 the number had come down to 32 women in Parliament comprising 17.9% women representation (Parliamentary debates, House of Assembly Report, 2012). This is a drop in representation when compared to the start of the Global Political Agreement (GPA) in 2009 when the representation of women had increased from 13% to 20% (UNFPA, 2011, [http://country office,unfpa.org/Zimbabwe/2010/11/20/289/gender](http://countryoffice.unfpa.org/Zimbabwe/2010/11/20/289/gender)). No figures are available for the representation of women in leadership in the private sector.

2.10 KEY ATTRIBUTES AND SUCCESS FACTORS FOR WOMEN IN MANAGEMENT

Gender differences in perceptions occur between male and female managers in relation to attributes considered important in achieving promotion to senior management positions (Hind and Baruch, 1997:277). Criteria for success are understood differently. It has been suggested that “fitting in” and operating as a “team player” may be what determines who succeeds in an organization. Hind and Baruch (1997) note that there are gender

differences in perception regarding what constitutes “teamwork” within an organization’s set-up. Women believe teamwork means “making a contribution” and “speaking up”, whereas men appear to view teamwork as following and supporting the leader. In addition, men consider that trust and loyalty are essential components of team building, whereas, being competent is more highly valued by women when structuring teams.

Research has shown that female senior managers emphasized their personal qualities as critical success factors in their career advancement (Catalyst, 1998; Cames et al., 1998:115). The attributes often quoted include the following :

1. capacity for hard work;
2. integrity;
3. desire for responsibility; and
4. positive attitude

On the other hand male chief executives reported that management skills and experience were important attributes to fill senior positions and they believed that these were lacking in women.

A study on the contributions women are making and also on how women may make contributions to board room decisions showed that the understanding of boards as arenas for power games was an essential starting point for women if they are to contribute to corporate boards (Huse, and Solberg, 2005). Power outside and inside the boardroom is important. The study shows that there are five ways in which women may contribute to the corporate board:

1. creating alliances
2. preparation and involvement
3. attending the important decision- arenas
4. taking leadership roles
5. being visible

The women directors studied reported that the power game at the top involves permanent or temporary alliances and alliance building. It is this power game which is most important in understanding board behaviour. The findings also show that when entering a board as a token, a woman is often not a part of the ruling alliances. However, the woman has means to become a part of the power game and be influential. The women also reported that by doing good homework a woman director has the possibility of influencing decision-making and to improve her status as a director, even though she might have been selected as a token in the first instance.

From the researches cited above it can be concluded that one key ingredient to achieving corporate success is leadership. To rise to the more senior positions one must be and must be seen as a leader. In preparation, one must have and be seen to have the potential for leadership). The research has shown that stereotypical masculine behaviours are still considered important for leadership. Possession of female characteristics does not decrease an individual's chances of becoming a leader as long as the individual also possesses masculine characteristics. It therefore appears that a woman has a better chance of rising to leadership status if she shows masculine characteristics of leadership.

Other studies have shown that following a masculine model has both advantages and disadvantages for aspiring women managers. Women often find themselves in a double bind as discussed earlier. You are 'damned' if you behave like a man and 'damned' if you behave like a woman. The gender role concept of leadership becomes problematic for women managers (Oakley, 2000:325).

2.11 CONCLUSION

The review of literature on leadership and gender has shown that theories of leadership have evolved over time from the traditional traits approach and grid theory to the more current situational /contingency models. The review explored what researchers have found regarding effective leadership and management styles ranging from appreciative through to transformational and communal leadership styles. Literature on culture as it influences gender and work relationship was also reviewed. The global situation of women in general and the situation of women in Zimbabwe in particular were explored.

Research has shown that some factors that potentially undermine the effectiveness of women as leaders include: women's attitude, women's self confidence, women's prior work experience, the corporate environment, and the old boys' network. When it comes to team – based organisations, women are seen as incompetent if they not display the more masculine characteristics. Although masculinity is still relevant studies suggest that attitude towards leadership, more than masculinity, might be what makes one to be seen as a successful leader and manager. Having the necessary experience is key to women's credibility to possess leadership potential.

Old boys' networks foster solidarity between men and sexualize, threaten, marginalize, control and divide women and as such are an impediment to breaking the glass ceiling.

Research has also shown that there are four major discourses which distinguish women and men management styles and these are:

1. the ability to manage multi – tasks (including administration)
2. people and Communication skills
3. the ability to focus on support and care for staff and
4. the implementation of a team – based approach rather than an authoritarian style.

As far back as 1997, studies have shown that women's experiences of the glass ceiling and inequalities of the workplace have led to differing perceptions of career development and opportunities and to lower their expectations. This review of literature has revealed that leadership and management success for women depends not only on variables relating to skills and qualities required for one to be a successful leader but also on gender perceptions and stereotyping of leadership.

The review provides the reader and women in particular with insights into the barriers that women face in leadership positions and also provides insights into the various strategies that women may find useful in breaking the glass ceiling.

CHAPTER 3

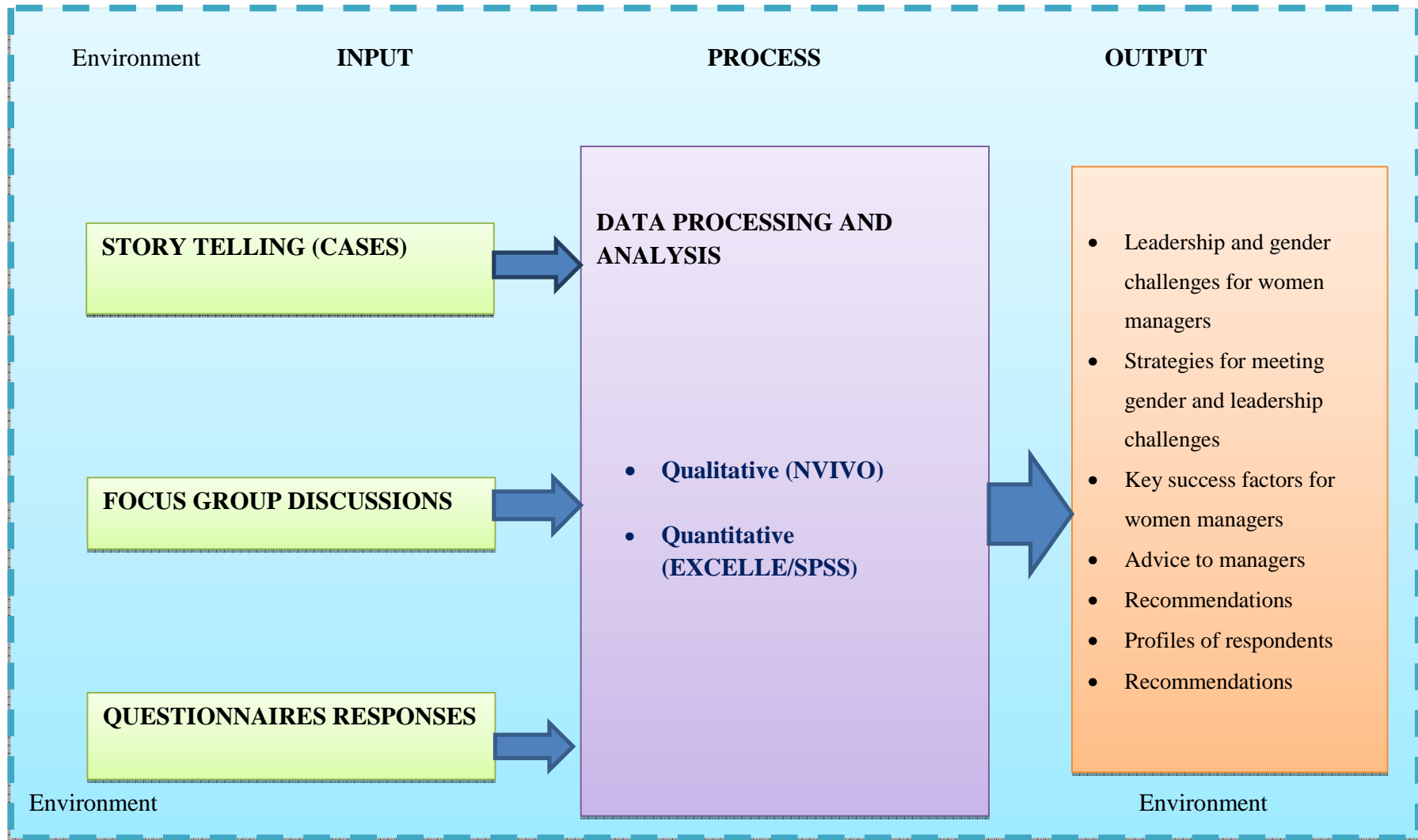
RESEARCH CONCEPTUAL FRAMEWORK

3.1 INTRODUCTION

The review of literature on leadership and on gender and leadership in particular led to the development of a conceptual framework that guided the research methodology and design. The conceptual framework that guided the research methodology and design was the Input- Process- Output (IPO) model used in the systems approach. Figure 3.1 is a depiction of the Input-Process-Output conceptual framework.

Alternatively, the researcher could have used the action research approach to this study. Action research is a participatory approach that is intended to solve problems with the active involvement of people concerned in an organization, a community or institution. This definition is shared by Lewin, (1946); Torbert et al., (2004); Reason and Bradbury (2007) among others. Conceptualizing the research using the action research model would have, however, constrained the researcher into working with participants within a single organization. The model demands that the participants would take action to solve an identified problem within their own organization. This approach would not have allowed the researcher to take a sectoral approach to the study. It is for this reason that the researcher decided to use the IPO conceptual framework.

Figure 3.1 IPO CONCEPTUAL FRAMEWORK



Source: A.Zinyemba Conceptual IPO framework

3.2 INPUT

The **input** in the IPO conceptual framework consisted of data gathered using the various approaches, namely: story telling cases using in depth interviews, data from focus discussion groups and from questionnaires. The variables to be tested were derived from the research questions and they included the following:

- a. the leadership and gender challenges faced by the participants in the hospitality and financial services sectors;
- b. the extent to which the participants were satisfied with how they fulfilled their roles and responsibilities as wives, mothers and managers;
- c. the kinds of meetings in which the participants generally participated and the extent to which they were happy with their involvement in decision making process;
- d. the extent to which the participants were involved in sport and other social activities;
- e. strategies employed by the participants for managing gender and leadership challenges;
- f. key success factors for women managers in hospitality and financial services; and
- g. suggestions and recommendations could be made for effective participation of women in management as they climb the corporate ladder in the hospitality and financial services

The study made a number of assumptions about factors affecting women's participation in management. It assumed that there were leadership and gender based barriers or challenges that women managers in the hospitality and financial services sectors faced. In order to identify those barriers and challenges, the study made use of the mixed methods approach to qualitative research. Qualitative research methods include such methods as in depth interviews or narratives, focus discussion groups, and action research, among others, where the respondents or key informants are actively involved in the process as opposed to statistical empirical research. The study made use of in depth story – telling or narratives and focus discussion groups and a survey questionnaire. Although the study made use of the mixed methods approach to research such as the questionnaire survey analysis in terms of demographics of the respondents it relied heavily on the qualitative methods.

The common and popular saying ‘experience is the best teacher,’ carries the message that the best learning is derived from one’s experiences and not from what one is told. In the Shona culture there is the popular saying: *‘Regazvipore akabvamukutsva’*. The literal translation of this saying is that he who tells you to wait for the hot soup to cool down before you drink it knows that you can get burnt because he himself was burnt before. So he/she knows the consequences of drinking hot soup. Another Shona saying that is useful in this regard is *‘Muzivi wenzira yeparuware ndiye mufambi wayo’* meaning the best person to tell you anything about a particular subject is one who has experienced it). People always reflect on their experiences and draw generalizations or conclusions based on their experiences. Our own experience in terms of how we feel and react to situations is more important than what we are told about a situation.

Eight participants were involved in the story telling narratives. The researcher developed an interview guide to assist with guiding the in depth story telling interviews. Each of the participants gave her background, academic and professional qualifications, marital status and number of children. They were also asked to discuss the importance of role models or mentors in their career lives, factors that contributed to their success, leadership and gender challenges they met at work as a manager and at home as mother and wife. They were asked to describe what strategies they each used to manage those challenges and to give advice to other women managers. Suggestions and recommendations for the effective participation of women in management in the hospitality and financial services sectors were then made. Data from story-telling and in depth interviews formed a very invaluable input into the research conceptual framework.

Another source of input in the framework was data gathered from focus discussion groups. By their very nature focus discussion groups bring people together to discuss issues that commonly affect them as outlined in the chapter on research methodology. Unlike the story-telling technique where one respondent is narrating their experiences, a focus discussion group brings out common views as regards the topic under discussion.

The third source of input into the conceptual framework was data from questionnaires. The research made use of questionnaires for profiling the respondents in terms of demographics in order to obtain indications of the profiles of women managers in the selected sectors. Data from

questionnaires' open ended questions also provided input for validation of findings from the qualitative research.

3.3 PROCESS

The process stage in the conceptual framework involved the input of data from all the sources leading to processing and analysis.

3.3.1 Processing and Analysis Tools

Data from the eight case narratives, from discussion groups and from questionnaires formed input into the **process** stage of the conceptual framework. The researcher made use of appropriate computer software, namely SPSS 10 (Statistical Package for the Social Sciences), Exelle 2010 and Nvivo 10 for processing both qualitative and quantitative data.

SPSS is a programme that is widely used for statistical analysis in the field of social science. SPSS became useful in processing and analysing demographic data from the questionnaire. Exelle 2010 was used to develop graphical presentation of findings and analysis.

Nvivo 10 was used to analyse all qualitative data from in depth interviews, focus discussion groups and from the open ended questions of the questionnaire. Nvivo is not the only computer software available for processing and analyzing qualitative data. Other software include Atlas, MAXQDA and QDA.

3.3.2 Why Nvivo Software

The following reasons explain why the researcher decided to use Nvivo in processing and analyzing qualitative data.

1. The major reason is that Nvivo is a software that has been tested and used by other researchers in a related study on gender and local politics (Welsh, E. 2002:1).
2. Using a computer software like NVivo would contribute to a more rigorous analysis of qualitative data than doing it manually.

3. Nvivo software facilitates organizing and keeping track of records such as raw data from interviews, questionnaires and focus group discussions and recorded in depth narratives of story-telling.
4. Nvivo does not only assist in organizing data but it also helps in providing quick access to conceptual and theoretical knowledge that might emanate from the study. It also provides data which supports those generated concepts and theories. The context from which the data is derived is not lost. One can always go back to it when necessary.
5. It is possible that queries on the data can be raised and all information relevant to the query can be retrieved from the data base.
6. Nvivo allows for graphical presentation of findings or results. The software helps in graphically portraying relationships between ideas or concepts raised in the study.
7. Nvivo facilitates production of the report by using contents from the qualitative data base, the outcomes from the analysis of using information and knowledge developed from them.
8. The software also assists in reporting the process by which the outputs in the IPO conceptual framework were reached.

The advantages of using the three sources of data discussed above were that triangulation and cross validation of findings was made possible when analyzing the data so that questions of validity were addressed. Comparisons between sectors and variables could be made.

3.4 OUTPUT

The output of the research study, as shown in figure 3.1, consists of the findings from data processing and analysis. The expected outputs were in the form of findings from the research study. The outputs reflected all the variables that were addressed in the questionnaire and interview guide and these included existence and nature of leadership and gender challenges that women managers in the hospitality and financial services sectors in Zimbabwe faced, the profiles of respondents, strategies that the women managers employed in meeting leadership and gender challenges and the factors that contributed to the success of the women managers. The insights from the reflections on the experiences from the qualitative approaches and the findings from the questionnaires led to realistic and useful generalizations and theoretical conclusions.

3.5 SOCIO-CULTURAL AND ECONOMIC ENVIRONMENT

The Input-Process-Output conceptual framework operates in a socio-cultural and economic environment and is influenced by it. As indicated earlier in the background to this study the socio-cultural environment is characterised by a culture that subordinates women's position, under representation of women in leadership positions in general and in the hospitality and tourism sectors in particular. The economic environment is characterized by gender disparities. In the IPO conceptual framework, the environment impacts on both the inputs, and the outputs. Whatever recommendations and success factors that would assist women managers become more effective in their work were influenced by the environment.

3.6 ASSUMPTIONS OF THE STUDY

Given the background on the socio- cultural environment of Zimbabwe, the situation of women and the relationship between gender and leadership, the researcher made the following assumptions about the study:

1. The study assumed that Zimbabwean socio-cultural environment, to a very large extent, influenced the nature of leadership and gender challenges that women managers faced and the extent to which they could succeed in developing effective strategies to manage those challenges.
2. The study also assumed that women in management positions in the hospitality and financial services sectors have experiences that when tapped could shed light on what leadership and gender challenges are faced by women in those sectors and what they could do to participate effectively in management positions and break the glass ceiling.
3. The third assumption was that few women in management/leadership positions participated in sports enjoyed by their male counter-parts in the same organization. Important decisions are made by men during sport or "boys' clubs" and women managers were often presented with ready- made decisions from the recreational centres to rubberstamp.

4. There are certain aspects of culture and sex or gender roles that pose challenges for women managers. The study also assumed that parenting and motherhood posed challenges for women managers in managing work-life balances. Women went on maternity leave and provided a break in career and affected movement up the corporate ladder. Women with school-going children found challenges in balancing wifely and parenting demands and the demands of an executive job. Effectively managing those challenges would assist in increasing effective participation of women in management and in breaking the glass ceiling.
5. The study also assumed that for women to succeed in breaking “the glass ceiling” and survive in it there are certain key success factors and characteristics that they should have and employ as strategies for increasing the effective participation of women in decision making levels in the private sector.
6. Another assumption that the study made is that there were more women in the financial services sectors, especially in banking, and in the hospitality industry and that this would provide an adequate pool of respondents for the administration of the questionnaire.
7. The study also assumed that there were participants who were willing to share their experiences as regards leadership and gender challenges that they met. Lessons could be drawn from those women willing to share their experiences thereby shedding some light on what strategies women could use to manage those challenges. This assumption influenced the methodology in that the researcher had to use purposeful sampling of participants in the hospitality and financial services sectors willing to tell their stories.

3.7 CONCLUSION

The assumptions described above formed the basis of the study. With the guidance of the IPO conceptual framework the research design: questionnaire, in-depth interview guide and focus discussion groups were constructed around these assumptions.

One challenge of the study using the IPO conceptual frame work was the movement of women in changing jobs to join other organizations or to start their own businesses. Ten participants were initially involved in the case studies. By the time the research was completed two participants had withdrawn from the study as they went to start their own businesses.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 INTRODUCTION

This chapter highlights the two main research approaches in business management, the quantitative and qualitative research methodologies. Advantages and disadvantages of both approaches are discussed. The chapter then makes a case for qualitative research methodology as being the one most suitable for the research study on strategies for improving effective participation of women in decision making in the private sector in Zimbabwe. The specific qualitative methods used in the study are the semi structured interviews, storytelling or narratives, focus group discussion and a questionnaire. The advantages and challenges of these research methods are discussed. The research strategy is also outlined. Issues of validity, reliability and accuracy of research findings are discussed in relation to the qualitative methods used in this research.

4.2 QUANTITATIVE RESEARCH

The main pre-occupations of quantitative researchers are measurement, causality, generalization and replication.

In quantitative research all aspects of the study are carefully designed before data collection starts. The researcher specifies variables, measures of those variables, and statistics to be used to analyze the data. It is possible to do this because the researcher knows in advance what to investigate. He/she has specific questions or hypotheses in mind. This is in contrast to qualitative research where even though the specifications of the study are broadly defined at the beginning of the study, the research design continues to require adjustment.

A general feature of quantitative research as a fixed design is that it is often concerned with aggregates, with group of properties and with general tendencies. In most cases results are traditionally reported in terms of group averages rather than with what individuals have done. Data is typically collected using questionnaires.

4.2.1 Advantages of Quantitative Research

There are advantages associated with quantitative research which one does not find in qualitative research.

Quantitative research is regarded as 'being scientific'. There is need to unpack what is implied by 'being scientific'. The standard view of what is 'scientific' is what is upheld by positivists. Assumptions of positivism are that:

1. objective knowledge can be obtained from direct experiences;
2. value free, i.e., one can separate facts from values;
3. causal relationships can be established i.e. constant relationship between events or variables exist; and
4. one event can be applied to another - general law can be applied.

In other words, quantitative research is able to transcend individual differences and identifies patterns and processes which can then be linked to social structures and group or even organizational features.

It also means that researchers can maintain greater physical and emotional distance from the study than is the case with qualitative research. Chances of the researcher influencing findings are minimal.

4.2.2 Disadvantages of Quantitative Research

Quantitative research has the following limitations and these are :

- a. Preparation for quantitative research design usually takes long periods before the research is carried out. The process usually starts with a theory or hypothesis followed by research design. Measures of concepts are then devised and the research site is selected. Respondents are selected from the site and the research instrument, usually a questionnaire, is administered for data collection. The data is processed often using some computer model. A substantial period of analysis takes place after the data is collected. Analysis of the data then leads to findings and or conclusions.

- b. Quantitative research cannot capture the subtleties and complexities of individual human behaviour.
- c. The reliance on instruments and procedures hinders the connection between research and everyday life.
- d. The analysis of relationships between variables ignores the fact that events mean different things to different people.

4.3 QUALITATIVE RESEARCH

Qualitative research is an umbrella term that encompasses an array of methodologies, perspectives and strategies for research that range from participant observation, oral and life history, personal narrative or storytelling, group interview, focus group discussion, and all other methods of documenting reality and research using all forms of audio and audio-visual data and information gathering. Qualitative research is a methodology that is predominantly applied in social and cultural anthropology. It has a long history in sociology and social policy. Earliest research in sociology and social anthropology used qualitative methods in urban settings with particular references to the poor, and other marginalized groups such as ethnic communities and cultures, the urban poor women, gay communities and the like. Of late there is increasing use of qualitative research (Eisner, 2001:136).

The researcher employs individual experiences, socially and historically constructed meanings with an intent to developing a theory or pattern. Strategies such as narratives, ethnographies, grounded theory studies or case studies are often employed. The goal is a holistic picture and depth of understanding, rather than a numerical analysis of data (Donald et al.2006:27).

Some of the more important aspects of qualitative research are:

1. shows concern for context and meaning;
2. studies real world behaviour as it occurs naturally;
3. the human investigator is the primary instrument for gathering and analyzing data;
4. deals with data that are in the form of words or pictures rather than statistics;

5. although researchers specify the design to be used at the beginning of the study, the design continues to emerge as the study unfolds, hence the name emergent design; and
6. data collection and data analysis in most cases takes place simultaneously, hence inductive analysis.

4.3.1 Methodologies and Characteristics of Qualitative Research

Commonly used methodologies in qualitative research include the following:

- a. ethnography;
- b. case study;
- c. document/content analysis;
- d. phenomenological study;
- e. grounded theory; and
- f. historical study;

Ethnography is a research method whereby the researcher engages him/herself totally with the community or social setting for a considerable time asking questions and generally observing what is going on (Bryman and Bell, 2007:129). On the other hand a case study entails an in depth analysis of a single case or more if comparisons are to be made. Document or content analysis is an approach whereby the researcher analyses documents and texts in a systematic a manner. Phenomenological study focuses on how individuals perceive and interpret the world in which they exist. With grounded theory the researcher analyses qualitative data with the intention of generating theory from it. Historical study is an account of what happened in the past and what lessons could be drawn from it.

Table 4 is a summary of the comparison of major questions and key characteristics of the above mentioned methodologies used in qualitative research.

Table 4.1 Methodologies of quantitative research

Type	Major Question	Key Characteristics
Ethnography	What are the culture and perspectives of this group of people in its natural setting?	<ul style="list-style-type: none"> • Studies naturally occurring behavior of a group. Describes beliefs, values and attitudes. participant observation is the primary data collection tool
Case Study	What are the characteristics of this individual, organization, or group?	<ul style="list-style-type: none"> • Focuses on a single unit. Produces in-depth description. • Can be combined with other qualitative approaches. • Provides a rich and holistic description of context, theme, issues. • Is anchored in real life.
Document /content analysis	What can be learned about this phenomenon by studying these documents?	<ul style="list-style-type: none"> • It is an analysis of written or visual materials. Describes characteristics of the materials.
Phenomenological study	What does this experience mean for the participants involved?	<ul style="list-style-type: none"> • Is concerned with the essence of a phenomenon. • Interprets the meaning of a participant's experience. • Includes investigator's firsthand experience. Interview is the primary data collection tool.
Grounded theory	What theory can be derived inductively about a phenomenon from the data collected in this particular setting?	<ul style="list-style-type: none"> • It is "grounded" in the real world. Its goal is to inductively build a theory about a practice or phenomenon. • Uses observations and interviews.
Historical	What insights or conclusion can be reached about this past event?	<ul style="list-style-type: none"> • Focuses on the past. • Primary sources of data are the written documents and artefacts. • Seeks to authenticate sources and determine their consistency with other artefacts and documents.

Source: A. Zinyemba summary

4.3.2 Advantages of qualitative research

The following are the advantages of the qualitative approach:

- a. Qualitative researchers have always spoken for the voiceless, for example, the dispossessed, the inarticulate, the outcast, the marginalized, the powerless. This is done through narratives, life histories and other documents whose substance is derived by the voiceless groups or individuals, even diaries. It is one of the abiding strengths of the qualitative traditions that the researcher is attentive to the life worlds and voices of individuals and social groups that reflect the heterogeneity of social life.
- b. Qualitative research is more appropriate than the quantitative approach if the concept or phenomenon needs to be understood because little research has been done on it.
- c. Qualitative research may be needed because the topic is new, the topic has never been addressed with a certain sample or group of people, or existing theories do not apply with the particular sample or group under study.

4.3.3 Disadvantages of qualitative approach

There are a number of concerns about the qualitative approach which could be regarded as disadvantages and these are:

a. Unreliability of memories

It is human nature to tend to forget things. Relying on memories alone can be problematic as memories can be unreliable. If memories can be unreliable then it raises problems of the reliability of knowledge and findings of the qualitative research.

The pitfalls of respondents' unreliability can be avoided by triangulation. Where possible, multiple accounts or even multiple types of data and methods of data collection are used, either to corroborate or refute particular findings.

b. Taking notes/ recording can be quite a challenge in qualitative research especially in ethnographic studies. The challenge is in deciding what to write and when to take notes. There are a number of constraints related to taking notes in the field. One strategy is to take preliminary notes in the field and elaborating on the notes later. This is advisable because it reduces the

chances of forgetting important points if recording is done later. Another challenge is in choosing what to take notes on. One ends up taking a lot of notes so much it may even become difficult to sort out. One still has to decide what to record.

c. The issue of confidentiality in qualitative research can be problematic. Qualitative researchers have been brought to believe that in order to ensure honest responses and dialogue from the respondents, they must promise confidentiality and seek permission to disclose anything should it become necessary. The identity of respondents should not be disclosed and in trying to ensure this, researchers find themselves in a dilemma: by disclosing accurately and faithfully their findings they run into the potential danger of revealing the identities of the respondents and yet on the other hand, if they withhold certain information it can be said that one cannot rely on accuracy of their data. The question then is do they protect or do they expose the identity of their respondents?

d. Ethical concerns

Ethical issues in qualitative research cannot be ignored because they relate directly to the integrity of the research findings. Questions about ethics in management research centre around two fundamental questions which are:

1. how does the researcher treat people on whom the research is conducted and
2. in carrying out the research, are there any activities that the researcher should do?

Some researchers on social ethics have taken stances on the issue of ethics. One stance is that of universalism which stipulates that ethical precepts should never be broken and that it is morally wrong to break them (Bryman and Bell 2007: 129). This implies that the researcher should always be open and expose or introduce herself wherever he/she goes and informs everybody what his/her research is about; this is what the current research study intends to do, commonly termed self- disclosure.

The other stance is situation ethics. The situation ethics stance has two facets to it. One facet is the argument that the end justifies the means. The argument is that unless there is some breaking of ethical rules in social research, we would never know about certain social phenomena. The

other facet of the situation stance is that quite often researchers have no choice but to engage in some disguise in order to investigate issues in which they are interested,

It can be argued that if the researcher is completely honest and reveals what he/she is doing totally to the people, the people become dishonest and will try to hide actions and attitudes that they consider undesirable. As a result, the researcher must be dishonest to get honest data. This means that ethical transgression is pervasive and all research involves some elements that are ethically questionable.

What is being argued for above is that there has to be some element of flexibility when making ethical decisions. In this study, the researcher engaged in some self disclosure by sharing with the respondents her own experiences as a woman manager in the private sector. This approach helped set participants at ease and established rapport leading to similar self-disclosure by participants.

e. Ethical principles

There are four areas of consideration in assessing whether a piece of research/ or research methodology is ethical or not and these are:

1. harm to participants
2. lack of informed consent
3. invasion of privacy and
4. involvement of deception

Writers agree that it is the responsibility of the researcher to insure that there will be no harm to participants, that participants' consent should be secured, that their privacy will not be invaded and that the researcher will not be involved in deceptive activities in collecting/ gathering data. Confidentiality agreements with the participants are often signed and data collected is anonymous.

This study took into consideration the above ethical concerns. Participants were fully informed of what the research was all about. The researcher asked for the consent of the participants in being interviewed after having fully explained what the research is all about and how the findings will be used. The participants were also told that a voice recorder would be used in

order to facilitate the recording of the interview. Their consent was also sought in using the voice recorder.

f. Time and financial constraints

A major constraint in the use of qualitative research methodology in 'real life' situations is that of time. The research has to be carried out within reasonably short time and not to be prolonged because the respondents in the study are mobile and change jobs, or quit their employment.

Financial constraints also imply that the study cannot be prolonged.

4.3.4 The Case Study Methodology

Of major interest to this study is the case study methodology. A case study provides an in depth description of a specific unit. Unlike a single-subject experiment which focuses on behaviour of a subject, a case study attempts to describe the subject's entire range of behaviours as they relate to the subject's environment and history. Data is gathered on the subject's current state, past experiences, environment and how these factors relate to one another. It is an in depth, longitudinal study of a subject over a period of time. Case studies are based on real life.

The advantage of the case study approach is that it provides an in depth examination of factors that explain present or current status and that influence change over time. Another advantage is that being based on real life situations a case study can provide rich detailed accounts of phenomena.

On the other hand, it can be argued that a case study methodology lacks breadth (even though it has depth) and that it is difficult to establish external validity and generalizations from a case study. It can equally be argued that what one learns in a particular case can be applied or transferred to similar situations. This ties in well with the Experiential Learning Model described in Chapter 3 as the model that this study has adopted. This study intends to show that it is possible to make theoretical generalizations from a case study.

It can also be argued that there is subjectivity in the case study approach in that the researcher can have some pre-conceptions on which behaviours can be observed and how the observations are interpreted. Case studies can employ multiple methods of data collection and not just rely on

observation. In order to mitigate against preconceptions this study will employ a mixture of methods, namely, semi-structured interviews, story-telling, and focus group discussions and questionnaires. This is part of the triangulation technique the study is applying for ensuring validity and accuracy of information.

4.4 THE RESEARCH STUDY APPROACH

There were several reasons why the researcher decided to use the qualitative approach and these include the following:

a. The Researcher's Bias

The researcher's bias for qualitative research emanated from the researcher's own background as an Organizational Development (OD) practitioner and training in Sociology which laid strong emphasis on qualitative and ethnographic investigative studies. The researcher's belief was that statistical research does not quite measure human feelings and reactions to life situations which qualitative research does through observations, storytelling and ethnography studies in general. Having spent close to 26 years as an OD practitioner, the major focus of the researcher's work was in helping organizations and groups diagnose their own situations and very much like a doctor help them articulate where "it hurts" and assisted them find their own solutions to make the organization function more effectively in a manner that left the organization being able to identify and find solutions to their own challenges in future.

b. The Research Topic

The research topic itself was one that required getting close to the situation and hearing it from the participants speaking for themselves - hence the adaptation of the story telling narrative approach.

c. Real World Inquiry

This study involved investigations into the issues of gender and leadership and women in the 'real world'. Real life situations were those of the daily experiences of women managers at the work place and at home. The real world also meant that the work situations women managers

were involved in are basically open systems, not closed and unlike a laboratory situation where outside influences can be completely excluded. The appropriate research methodology for 'real life' situations is undoubtedly the qualitative approach.

It may be argued that the study was not "scientific" because it did not apply the quantitative approach. What was important was showing what Robson (2002) called a "scientific attitude". This required carrying out the research in an ethical manner, being systematic and explicit about all aspects of the study and opening up the research findings to scrutiny by others.

4.5 RESEARCH DESIGN/STRATEGY

4.5.1 Population and Sample and Research Strategy

The sample was drawn from women in the hospitality and financial services sectors who had managed to break the "glass ceiling" where few women are found, that is, in middle and top management levels. This included heads of departments and directors. The researcher had identified 10 key respondents for the study.

The research applied a purposeful sampling technique. Purposeful in that it only focused on women in middle and senior management levels in the hospitality and financial services sectors. The sample did not also include women in decision-making levels in the public sector, that is, in Government, local authorities and Non Governmental Organizations (NGOs). It was the researcher's assumption that due to the high level of competitiveness and preponderance on the bottom line, private sector management and demands were different from those of the public sector and NGOs.

In this study, the researcher broke away from conventional research practices and methodologies. No attempt was made of using systematic random stratified samples of respondents. Instead, the aim is to interview people as 'representative' of others in similar positions. One might actually argue that the study was indicative of the challenges women managers meet in their work life. The study sought to give the participants the opportunity to speak for themselves.

The strategy for the research involved holding initial meetings with key respondents. The purpose of the meetings was to explain the research and to obtain respondents' willingness and commitment to participate in the study. The purpose of the meetings was to also explain the nature of involvement of the respondents, to allay any fears as regards matters of ethical concerns especially that of confidentiality. Permission was sought from the respondents' authorities where the respondent felt it was necessary.

4.6. SPECIFIC QUALITATIVE METHODS AND TOOLS FOR THIS STUDY

In applying the case study approach a combination of qualitative research techniques were used and these included, semi - structured in depth interviews and storytelling, questionnaire and focus discussion groups. An interview guide was used to guide the in depth interviews and focus group discussions. The questionnaire (Appendix A) and interview guide (Appendix B) were structured as to respond to the research questions.

4.6.1 Case Study Method

The case study method was appropriate in that it was anchored in real life situations of women managers in the hospitality and financial services sectors. The case study storytelling approach allowed the use of other qualitative methods such as semi-structured interviews. This research was based on case studies of 8 women in management positions. The study explored in depth how each of the individuals came to be where they were in management positions today, and how they managed the leadership and gender challenges that they experienced.

4.6.2 Semi-structured Interview and Storytelling technique

Semi structured individual interview were conducted with each of the 8 respondents. Several meetings were organized. The number of meetings with each individual participant varied according to need. In order to allow for the smooth flow of conversation a voice recorder was used to record the interviews. Notes were also taken as the participant responded to interview questions and as they told their stories. The advantage of face to face interviews was that the researcher was able to get immediate responses, participants could provide historical information and the researcher was able to control the line of questioning.

However the researcher was aware that interviews take a lot of time and needed to be planned carefully so that one was not hurried.

Interviews were conducted away from workplaces in order to avoid disturbances. Knowing the calibre of the participants, and being busy people they were more cooperative when invited to talk over a cup of tea or drink away from the work place and from home. The idea was to let the participants talk freely and openly. This kind of atmosphere was relaxing and it allowed the participants to open up without fear of being overheard by work colleagues. The interviews were fully recorded using a voice recorder with prior permission of the participants.

The researcher avoided the use of jargon, leading and biased questions. Long and double -barrelled questions were also avoided. Terminologies such as oral histories, life story research, in-depth interviews and personal narratives are often used interchangeably in qualitative research. This study requested participants to tell their stories. From an organizational perspective, a story can be defined as narrated or written information that serves to enrich our understanding of an organization and its people. The researcher requested the participants to tell their stories of how they come to be where they were in management positions and the challenges that they met. They recounted the strategies they used for effective participation in those positions of leadership. Story telling was appropriate to this study for three reasons namely:

1. With storytelling one gets a deeper understanding of relationships with people around them, be at the workplace, home or with friends and acquaintances. Story telling can be used to influence thinking, attitudes and behaviour.
2. Stories are a rich medium of communication because they appeal to both emotion and intuition, to both heart and mind. Political leaders and organizational leaders use storytelling to communicate their visions.
3. Story-telling involves sharing of experiences and creation of mental maps of the environment in which people are motivated to perform to their full potential. The researcher found storytelling to be very appropriate for this study as participants shared their experiences with the researcher and with other participants in the focus discussion groups.

However, story- telling has its challenges. It has been argued that memories are an unreliable source of information since people can have problems with remembering and forgetting things (Gardner, 2001). An established method that this study used in order to avoid the pitfalls of respondents' unreliability was triangulation. The strategy was to have multiple methods of data collection to corroborate or refute findings on the specific research questions.

4.6.3 Focus group discussions

A workshop was held with sixteen (16) participants from the hospitality and financial services sectors to discuss the leadership and gender challenges that they faced. The participants did not include those who had completed the questionnaire. The participants were divided into two focus discussion groups in which they discussed their experiences and challenges facing them and the strategies that they employed to be effectively participate in the management positions. The workshop was designed in such a way that solicited responses to the seven specific objectives of the study. The workshop report is appended to this thesis as Appendix D.

Focus group discussion was one way of triangulation to insure reliability and validity of data from the questionnaires and semi structured interviews and story- telling.

4.6.4 Questionnaires

A questionnaire addressing the same questions addressing the seven specific objectives of the study was designed and administered to 60 participants in the hospitality and financial services sectors. The variables in the questionnaire were guided by the specific objectives of the study.

The variables included:

1. position;
2. years of experience as a manager in the same sector;
3. marital status;
4. education and professional qualifications;
5. the industry sector;
6. participation in sport and other social activities;
7. satisfaction with role as manager, as wife and as mother;

8. participation in meetings;
9. challenges faced as a working mother;
10. challenges faced at home as mother and as wife;
11. strategies used to manage challenges at work and at home;
12. factors that contributed to ones success as a manager in the sector and; and
13. suggestions and recommendations for improving the effectiveness of women managers in the hospitality and financial services sectors;

The questionnaire was pilot tested on 5 participants from the target group. Pilot testing was done because the questionnaire had not been tested on any previous studies before. The idea behind testing the questionnaire was to check on ambiguity, sequencing of the questions and to establish whether the instrument captured what the researcher was looking for in responding to all the variables. The revised questionnaire was then administered to those participants who had not completed the pilot questionnaire. The final questionnaire is appended to this thesis as Appendix B. Apart from responding to all the variables raised in the specific objectives of the study the questionnaire also provided for the demographic profiling of the participants by accommodating statistical /quantitative analysis of data.

4.7 TRIANGULATION

Validity, reliability and accuracy of data are matters of concern in qualitative research. The researcher applied the triangulation technique or cross referencing. Focus discussion group findings were used to cross validate in-depth interview findings of case reports.

With cross referencing data was collected through multiple sources described above. Ongoing dialogue with participants regarding the researcher's interpretations also ensured validity, reliability and accuracy of data.

4.8 STRATEGY FOR DATA ANALYSIS

The researcher was aware that if the qualitative research was to yield meaningful and useful results it was necessary to have data scrutinized and analyzed in a methodical manner.

Data in this study consisted of both qualitative and quantitative parts. In the qualitative element data were collected through in depth interviews of 8 women in the case studies and from the focus group discussions. The quantitative data were collected with the use of a questionnaire which was completed by 57 participants. Responses to open-ended questions were typed in word documents. Statistical responses on the demographics were captured using excel and analysed using SPSS computer software. Qualitative data from the interviews were quantified through a process of data transformation using Nvivo computer software. The process involved mapping through frequency of occurrence and content analysis. Data from questionnaires was analyzed using the SPSS software programme.

Data analysis was made simple because the Nvivo software made it possible to import documents directly from word processing and from excel. The responses were already coded manually on the questionnaire. The responses and could easily be seen on the screen. Using Nvivo therefore allowed the researcher to make notes against codes and this facilitated the creation or emergence of themes since generalizations could be drawn from the data. Using Nvivo served to facilitate an accurate and transparent analysis of data whilst also providing a quick and simple way for tracing who said what. In the process of carrying out in depth interviews the researcher had already manually organized and coded the questions into themes. Nvivo was useful in mapping out diagrammatically how the themes related to each other. Therefore a combination of manual and computer data analysis was used. Demographics on the questionnaire were also already coded manually.

4.9 CHALLENGES ENCOUNTERED

The researcher met with a number of challenges in carrying out the study.

1. Administering the questionnaire was a challenge in that completion of the questionnaire was completely voluntary. The pilot study had shown that it was possible for some questionnaires to be returned with less than half the questions having been responded to. In order to mitigate against this challenge, the researcher had to personally administer the questionnaire.

2. Data were analyzed using Nvivo computer software. Nvivo computer software was new to the researcher. The researcher had to learn how to use the software package and this took some time.
3. The question of validity and reliability in qualitative research has been a subject for debate among researchers. Some researcher suggest that these terms may not be appropriate in qualitative research, preferring to use the terms 'trustworthiness', 'rigorousness' or ' quality' of data (Creswell, 1998). The researcher had to use the mixed methods approach of in depth interviews for the case studies, questionnaire with open ended questions and focus group discussions in workshops, for cross referencing and triangulation purposes. This was done in order to ensure rigorousness and quality of data collected.
4. Although Nvivo is less useful in terms of addressing issues of validity and reliability it is useful in seeing frequency of occurrence of certain words and themes and creation of patterns which generate themes. Being mindful of this fact, the researcher made use of more than one sources of data collection to address issues of validity and reliability. Findings from the cases studies and focus group discussions were compared. There was consistency in the findings. This is the triangulation method that the researcher used. As mentioned earlier, this approach ensured quality and trustworthiness of data collected. A combination of manual analysis and use of computer software in data analysis allowed for rigorousness.
5. A purely manual data analysis could have been used with multivariate analysis. Data collected from the research were too much to handle manually. This is the reason why the researcher opted to make use of Nvivo software package.
6. One of the challenges the researcher encountered was that 2 of the initial 10 participants in the case study left their jobs and withdrew from the study before it was completed. In anticipation of this challenge, the researcher decided to work with a large number of cases, that is 10.
7. Another challenge that the researcher encountered was that of assuring the participants of confidentiality of the information provided. Participants did not easily open up to the

researcher. The researcher had to use the technique of self- disclosure, in order to gain trust and create rapport with the participants. Self- disclosure meant that it was safe for the participants to open up to the researcher in return. In reciprocity, the participants could trust the researcher with their life stories. Confidentiality also required the interviews to be conducted outside of office premises. The interviews were conducted over a cup of tea or drink or even lunch at home or at venues away from the offices.

8. Time was another challenge that the researcher had to contend with. As executives, participants in the study could not spend too much time out of their offices being interviewed. This meant that the researcher had to make several appointments with one respondent to complete the in-depth interviews.

4.10 CONCLUSION

This chapter highlighted the two main research approaches used in business management namely the quantitative and qualitative approaches. Having explored the advantages and limitations of the various methodologies employed in both approaches the researcher decided to use the mixed methods approach to qualitative research. The methods employed in the study included story telling or narratives of 8 cases, in-depth interviews, focus discussion groups and open ended questionnaire. The in- depth interviews of the 8 participants who told their stories were recorded using a voice recorder. The questionnaire was administered to 60 participants. In order to establish validity, reliability and accuracy of data the researcher applied the triangulation technique. The multiple sources of data collected through the mixed methods approach enabled cross referencing of data.

Using the IPO conceptual framework, the data collected from the multiple sources was processed and analyzed with the assistance of Nvivo and SPSS computer software packages. Nvivo software enabled content analysis of responses to open- ended questions on the questionnaire and of responses from focus discussion groups and from guided in-depth interviews to specific questions.

CHAPTER 5

RESEARCH FINDINGS

5.1 INTRODUCTION

Chapter 5 presents the findings of the research into participation of women in management in the hospitality and financial service sectors in Zimbabwe focusing on leadership and gender challenges and strategies for meeting those challenges. The research employed a mixed methods approach to qualitative research. The findings are based on data collected from in depth interviews of 8 respondents who told their stories of how they came to be in management positions, the leadership and gender challenges that they encountered and what strategies each one of them used to manage those challenges. Data was also collected from a questionnaire which was administered to 60 respondents. The findings from the 57 out of the 60 participants who responded to the questionnaire are also presented. Focus discussion groups method was also employed in data collection. Findings from the 2 focus group discussions facilitated by the during a workshop are also presented. The findings from all the 3 data collection research methods show the profiles of the respondents, the extent to which the respondents were satisfied with their various roles as wife, mother and as manager at work, the leadership and gender challenges that the respondents encountered, the strategies that respondents employed to manage those challenges, key success factors for effective management, advice and recommendations for effective leadership and management for women managers in the hospitality and financial services in Zimbabwe.

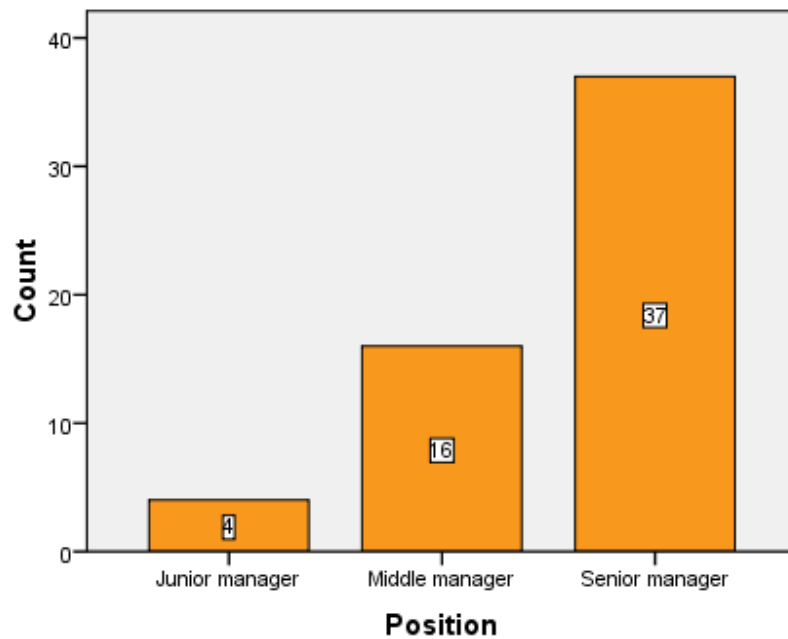
5.2 PROFILES OF RESPONDENTS TO THE QUESTIONNAIRE

The findings from the questionnaire survey showed that 56% of the respondents to the questionnaire were from the financial services sector and the rest were from the hospitality sector. Forty-nine percent (49) of all the respondents were based at head offices while the rest were stationed in branches and units away from head offices.

5.2.1 Level of Managerial Position

Figure 5.1 below bar graphs a bar graph showing the level of management of the respondents. Thirty-seven (37) or 64% of the respondents were senior managers, 28% (16) were middle managers and the rest were junior managers.

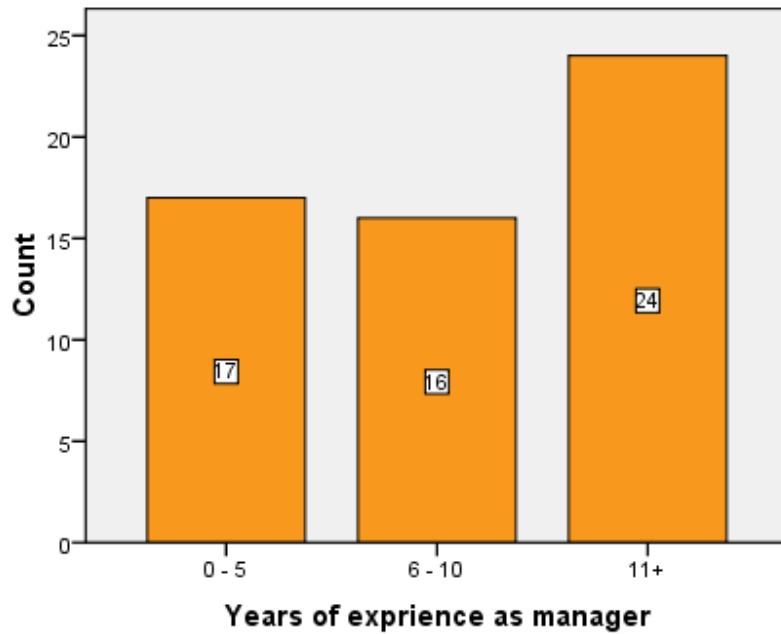
Figure 5.1 Managerial Position



5.2.2 Years of Experience in Managerial Position

The years of experience as a manager were not restricted to the respondent's current organization. It included years of experience as a manager in the same sector. Figure 5.2.2 shows that 42% (24) of the respondents had more than 11 years experience as a manager, 28% (16) had between 6 – 10 years experience and 30% (17) had less than 5 years experience as managers in the same sector. The findings also show that the majority of the respondents held middle and senior management positions.

Figure 5.2 Years of Experience



5.2.3 Marital Status

Table 5.3 below shows the marital status of respondents. The findings show that 84% (48) of the respondents were married women, 7% (4) were single, 5% (3) were widowed and 4% (2) were divorced.

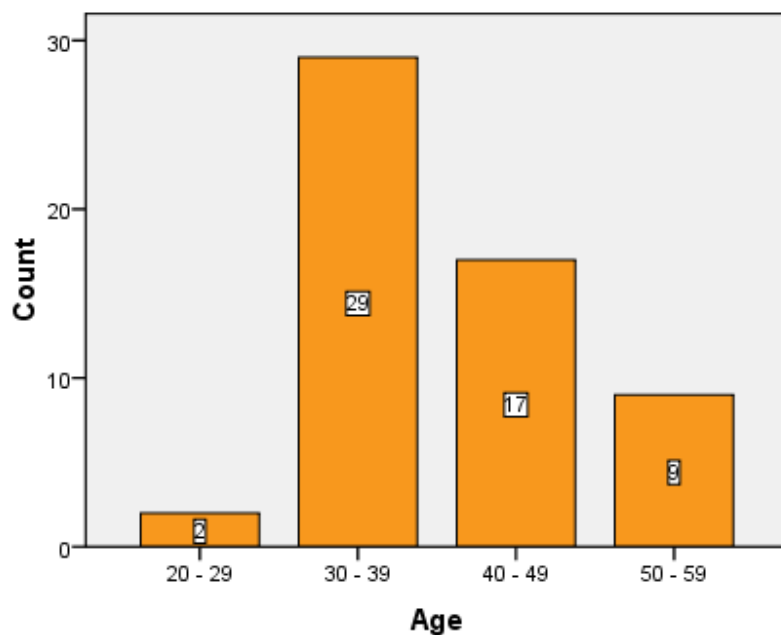
Table 5.3 Marital status

Marital Status	No of respondents	% of respondents
Married	48	84
Single	4	7
Divorced	2	4
widow	3	5
Total	57	100

5.2.4 Ages of Respondents

Figure 5.4 below shows that of the people who responded to the questionnaire, 51% (29) were aged between 30 and 39 years old, 30% (17) were between 40 and 49 years old, 18% (9) were between 50 and 59 years old and only 1% (2) was less than 29 years old. The findings show that the majority of the respondents were middle aged.

Figure 5.4 Ages of Respondents



5.2.5 Respondents and Number of Children

The table 5.5 shows that 86% of the respondents had children of school going age. 21% had children in both primary and secondary school. Only 14% (8) of the respondents either did not have any children or the children were grown up and out of institutions of education.

Table 5.5 Respondents and Number of Children in Various Institutions

Institution	No of respondents	Percentage of respondents
Primary school	12	21
High school	6	11
Tertiary school	7	12
Primary and High school	12	21
Primary and tertiary school	6	11
High school and tertiary	6	11
No children	8	14
Total	57	100

5.2.6 Highest Qualifications Obtained

Table 5.6 shows the highest qualifications obtained by the respondents in the hospitality and financial services sectors. Thirty-six (36%) or 21 of the respondents had a Masters degree. Thirty-two percent (32%) or 18 had a degree, and 30% (17) had a diploma and only 2% (1) had an A Level certificate only. Over and above the highest educational qualifications obtained, figure 5.2.7 shows that 67% (38) of the respondents had other professional qualifications and these included certificates offered by the Chartered Institute of Accountancy (CIA), Institute of Bankers (IOB) and Institute of Personnel Management of Zimbabwe (IPMZ).

Table 5.6 Highest and other professional qualifications

Highest qualification	No of respondents	Percentage of Respondents
A Level	1	2
Diploma	17	30
Degree	18	32
Masters	21	36
Other professional qualifications	38	66
Total	57	100

5.3 SATISFACTION WITH ROLES AND RESPONSIBILITIES

Using a 4 point rating scale described below, respondents rated their level of satisfaction with their roles as wife, mother and manager at work.

Rating Scale

- 1 = Not at all satisfied
- 2 = Not quite satisfied
- 3 = Somewhat satisfied
- 4 = Very satisfied

The researcher decided to use the 4 point scale instead of the 5 point Likert scale because the researcher wanted the respondents to be definite about their level of satisfaction with the various roles and not to be tempted to take the 'safe' middle rate.

5.3.1 Satisfaction as a Wife

The table below shows that only 19% of the respondents were very satisfied with their role and responsibility as a wife. Forty-two percent (42%) were somewhat satisfied, 19% were not quite satisfied and 4% were not at all satisfied. Twenty-four percent (24%) did not indicate their level of satisfaction as a wife. Of that 24% who did not indicate their level of satisfaction as a wife, they were either widowed, not married or were separated from their spouses.

Table 5.7 Satisfaction as a Wife

Level of satisfaction as wife	Number of respondents	Percentage of respondents
Very satisfied	11	19
Somewhat satisfied	24	42
Not quite satisfied	6	11
Not at all satisfied	2	4
No response	14	24
Total	57	100

5.3.2 Satisfaction as a Manager

Table 5.7 shows the level of satisfaction of the respondents as manager at work. It shows that 33 % were very satisfied with their role and responsibility as a manager at work. Fifty-four % (54%) were somewhat satisfied, 9% were not quite satisfied and 2% were not at all satisfied. The other 2% did not respond to the question.

Table 5. 8 Satisfaction as a Manager

Level of satisfaction as a manager	Number of respondents	Percentage of respondents
Very satisfied	19	33
Somewhat satisfied	31	54
Not quite satisfied	5	9
Not at all satisfied	1	2
No response	1	2
Total	57	100

5.3.3 Satisfaction as a Mother

Table 5.9 shows that 26% of the respondents were satisfied with their role and responsibility as a mother. Forty percent (40%) were somewhat satisfied, 11% were not quite satisfied and 5% were not at all satisfied with their role and responsibility as mother. The 18% who did not respond to the question did not indicate that they had children.

Table 5.9 Satisfaction as a Mother

Level of satisfaction as a mother	Number of respondents	Percentage of respondents
Very satisfied	15	26
Somewhat satisfied	23	40
Not quite satisfied	6	11
Not at all satisfied	3	5
No response	10	18
Total	57	100

5.3.4 Participation in Sport and church activities

The researcher looked at participation in sport and church activities by women in management positions in the hospitality and financial services sectors. The common sports that executives, particularly male executives, participate in are golf, tennis and soccer. The respondents were asked to indicate which sports they participated in. The respondents were also asked to indicate whether they participated in church activities as opposed to just going to church.

The table below shows that 40% of the respondents participated in sports or church activities. 17% did not participate in any sport at all. Of those who participated in sport 26% played golf, 5% played soccer and 2% played tennis. 7% were active in church activities.

Table 5.10 Participation in Sport and Church Activities

Type of sport/activity	No of Respondents	Percentage of respondents
Golf	15	26
Soccer	3	5
Tennis	1	2
Church activities	4	7
Sport and church	23	40
Non participation	34	17
Total	57	100

5.3.5 Participation in Meetings and Decision Making

The findings show that all respondents attend meetings. All senior managers attend management committee meetings as members of that committee. Respondents chair meetings in their departments in their capacity as heads of departments. All respondents indicated that they were satisfied with their involvement in decisions- making in their own departments. However there were some who indicated that at times they were not consulted on decisions that affected them at senior management level.

5.4 QUALITATIVE RESPONSES FROM QUESTIONNAIRE SURVEY

The questionnaire solicited responses to the following open – ended questions:

1. To what do you attribute your success?
2. What leadership and gender challenges do you meet as a manager at work?
3. What leadership challenges do you meet at home?
4. What strategies do you use to manage those challenges?

The following findings show responses to the above questions.

5.4.1 Success Factors

Findings from the study show that women managers attribute their success to the following factors:

1. perseverance and dedication;
2. commitment to work;
3. working hard;
4. support from husband;
5. determination and belief in self;
6. ensuring availability of resources for one to perform;
7. eager to learn and being a self starter;
8. having the right educational and professional qualifications;
9. being informed and having information at the tips of one's fingers;

10. being visible;
11. being thorough and paying attention to detail;
12. having integrity and being principled;
13. awareness of one's strengths and weaknesses and maximizing on the strengths;
14. having a strong character and not compromising values; and
15. the grace of God.

5.4.2 Leadership and Gender Challenges Relating To Family and Home

The Findings on what leadership and gender challenges face women managers at home revealed the following: lack of time, difficulties in balancing work life and home responsibilities, husbands feeling threatened and not being noticed nor appreciated at work.

Lack of time

Almost all respondents to the questionnaire indicated that one of their biggest challenges was that they felt that they did not have enough time for children, husband and for attending to family functions.

Difficulties in striking a good work life balance

All respondents indicated lack of time to spend with family and husband. All respondents in the hospitality sector indicated that the hours of work in the sector were a very big challenge. They were required to work late into the night, do night shifts and work during weekends as well.

The biggest challenge for all respondents was that they found it difficult to strike a balance between their work and home life. The respondents indicated that as managers, they had to work very hard to prove themselves. This meant spending more time at work than at home. Their responsibilities as mother and wife meant that they had to supervise children's homework every day and prepare meals for the family but they did not have enough time to do all that. As married women, lack of time meant that they were found missing at such family functions as anniversaries, birthdays, funerals, weddings, sports

days and field trips for children. This meant that one was not always able to be there for family needs with a demanding job.

Husbands feeling threatened

Twenty percent (20%) of the respondents indicated that when they got promoted to senior management positions and earned better salaries than their husbands and with company benefits such as car and entertainment allowance, their husbands felt threatened and became jealous.

5.4.3 Leadership and Gender Challenges Relating To Work

The following are the leadership and gender challenges relating to work that faced the respondents:

1. all respondents to the questionnaire indicated that women have to work very hard to be noticed and this meant working after hours;
2. all respondents from the hospitality industry indicated that it was not easy for a woman manager to work in that industry because of the nature of business which required long hours and shift work and this meant working well into the night and finishing very late;
3. findings from the hospitality industry indicated that clients preferred male managers to female managers in helping them solve their problems;
4. respondents indicated that both the hospitality industry and financial services sectors were dominated by men at senior management level, there was gender imbalance in favour of men at the executive level and there was a perception that in the hospitality industry general managers had to be male and older;
5. respondents sensed a feeling of resistance from male colleagues and male subordinates as they felt that certain senior management positions could not be taken by women and that men were not comfortable receiving criticisms from a woman manager;
6. respondents cited lack of support from other women managers as a challenge and there was a perception that other women underestimated their fellow women managers preferring to promote or appoint men over women.
7. a few respondents experienced not being taken seriously by other male colleagues, especially if the women managers were younger than the men; and

5.4.4 Strategies for Managing Challenges Related to Home and Family

Respondents indicated that they used the following strategies for managing challenges they met at home and with family:

1. training children and house maids to cook so that meals prepared in their absence were made well;
2. teaching children how to drive to reduce pressure on themselves in driving them to school and picking them up from school;
3. engaging husband in dialogue, discussing expectations of each other and enlisting his support and not being confrontational;
4. not bringing work home and giving family quality time;
5. staying up late doing work;
6. and making sure that day time was reserved for family;

5.4.5 Strategies for Managing Challenges as Manager at Work

Research findings showed that respondents used the following strategies to manage those leadership and gender challenges that they experienced at work:

1. managing time well by good planning and scheduling of work to meet deadlines;
2. remaining professional at all times and focusing on work;
3. trimming away some of own responsibilities by developing staff and delegating to them in order to create more time to self;
4. being firm, assertive and standing one's ground with confidence;
5. attending all important meetings and participating actively in meetings;
6. coming for meetings well prepared;
7. empowering self by getting exposure to best practices from other organizations, learning through the internet and networking;
8. being well informed about what happens in other departments and keeping abreast with information;
9. acquiring the necessary qualifications for the job so as to be credible;

10. insubordination from subordinates was managed by being firm and pushing for results to meet deadlines in spite of resistance;
11. ignoring negative comments from men and keeping focused on work;
12. being adaptable to different situations and maintaining good interpersonal relationships with subordinates and colleagues;
13. continuous self improvement in order to keep abreast with trends and acquiring the necessary education, skills and qualifications;
14. learning to balance work and home demands and trying not to mix work and home issues;

5.5.6 Advice and Recommendations to Improve Effectiveness of Women Managers

Findings from the qualitative responses to the question on advice and recommendations for women in the hospitality and financial services to be effective as managers were that:

1. women managers should remain focused on their jobs and not become distracted by negative comments from other people;
2. for one to be more effective and participate more meaningfully and get recognized there was need for women managers to empower themselves by being well equipped with the necessary educational and professional qualifications;
3. women should continue working hard and be visible for them to be noticed;
4. women managers were advised to be professional in the execution of their work and not to compromise themselves by succumbing to questionable behaviour with male superiors in order to get favours as this was not a lasting solution to their challenges.
5. there was need for women managers to contribute meaningfully during meetings; it was necessary for one to always come well prepared for the meetings and to have information at the tips of one's fingers, showing confidence when talking and participating as an equal;
6. there was general agreement from the findings that women managers were advised to believe in themselves and be prepared to take risks;
7. in order to manage the home and work life balances women managers were advised to have a strong support system at home; this included making sure that house maids

- and children were properly trained to assist with some of the responsibilities such as cooking and children driving themselves to school;
8. women were advised to make use of the time they go on maternity leave to empower themselves by acquiring the necessary skills and qualifications;
 9. the long hours typical of the hospitality industry required one to be dedicated and committed to work;
 10. it was necessary for women managers in both sectors to have confidence and belief in themselves that they could be as good as their male counterparts;
 11. women managers should learn to be assertive and stand up for what they believed to be their rights;
 12. it was necessary for women managers to maximise on the little time they had with family by not taking work problems home; and
 13. in order to get recognition at the top, women managers should raise their visibility by volunteering to take on leadership roles and responsibilities.

5.5.7 Other Recommendations

Findings from the qualitative responses to questionnaires indicated other recommendations which would facilitate effective participation of women in management and leadership positions. These included the following:

1. creation of a network for women managers where they can network with other women managers from other organizations to share experiences;
2. there should be a platform for women managers to express themselves freely, air their views and the challenges that they meet; and
3. the study showed that women were not well represented in top executive positions; it expressed that there was need for a quota system to ensure women representation in top executive positions provided the women were qualified for those positions.

5.5 FINDINGS FROM FOCUS GROUP DISCUSSIONS

A workshop was held with 12 women managers from the hospitality and financial services sectors who had not been asked to complete the questionnaire. The objective of the workshop was to gather information from another sub-set of women managers for the purposes of triangulation against the information gathered from women who had been the focus of this study.

5.5.1 Leadership and Gender Challenges Faced by Women in Focus Groups

The participants were divided into 2 focus discussion groups of 6 people each. Both groups were given the same tasks to focus their discussion on and these were:

1. Discuss and agree on the leadership and gender challenges that women managers in the hospitality and financial services meet.
2. Discuss and agree on what advice and strategies you can make for women in the hospitality and financial services for them to participate effectively in management positions

The findings from the groups were discussed in plenary. Table 5.11 shows the leadership and gender challenges and strategies for managing those challenges that women studied in focus discussion groups agreed upon.

Table 5.11 Focus Groups Leadership and Gender Challenges and Strategies

Challenge	Strategy/Recommendations
Women managers tend to face resistance from men on promotion to senior positions	Become a high performer and remain focused on your work
Women managers find it difficult to penetrate into the male dominated top management positions	Learn the language and terminology used by men in the top management positions Train and get expertise in that area; Stop thinking low of yourself and start believing in yourself.
Inconsistencies in benefits between men and women holding the same positions still exist	Learn to be assertive and demand the benefits related to your position;

Challenge	Strategy/Recommendations
	<p>Women should stand their ground and refer to the contract.</p>
<p>Difficulty in balancing work and home roles and responsibilities.</p>	<p>Networking with other women to find out how they are managing;</p> <p>Delegate work whenever possible and get involved in important family functions;</p> <p>Have a good and reliable house maid and cook; Give the children cooking lessons so you don't have to cook when you get home so that you have more time to supervise homework;</p> <p>Manage time well and learn to prioritize.</p>
<p>Lack of information and awareness of important things in the organization. It is a question of does one get to know</p>	<p>Research, read, write and get involved;</p> <p>Get to know what happens in other departments.</p>
<p>Taking a risk was a big challenge for many women. They ended up not going for the challenging senior positions.</p>	<p>Take initiative and see what happens;</p> <p>Network with other women managers and share experiences;</p> <p>Believe in oneself and be confident.</p>
<p>Women tend to talk a lot and generally do not respect confidentiality</p>	<p>Respect confidentiality and be professional</p>
<p>There is a tendency for women not to support each other. They pull each other down.</p>	<p>Women managers need to support each other and not down grade each other;</p> <p>Have a girls Network to share ideas and experiences;</p> <p>Appreciate our achievements as women and those of other women;</p> <p>There is need for a girl network to provide a platform for women managers to share ideas and experiences and to provide support to each other and thereby empowering themselves and others.</p>

5.6 CASE NARRATIVES

Story telling was one of the qualitative methodologies used in data gathering. A total of 8 women managers from the hospitality and financial services participated. In-depth interviews were conducted using an interview guide. The respondents told their stories how they came to be what they are today including the leadership and gender challenges that they experienced and the strategies that they used to manage those challenges. The narratives were recorded and transcribed. What follows in table 5.12 is a summary of the case histories focusing on the key points only. While the identity of the respondent/story teller is not revealed each is identified by a code in the series S1 to S8.

5.6.1 Summary of Cases

The study focused on 8 cases code named S1 up to S8. Case findings are presented in Appendix C. The summary of cases presented in Table 5.12 focus on background, success factors, leadership and gender challenges experienced by each participant. The table shows that all the participants were in the middle and senior management positions. Five of the participants were from the financial services sectors and three were from the hospitality sector. All the participants had degrees and a professional qualification. The challenges that they faced included prejudice from male colleagues, work life balance resulting from pressure of time due to long working hours, lack of support from other senior female managers, unsupportive husbands and boys' culture at work that excluded them. The participants attributed their success to having the right educational and professional qualifications, hard work, dedication, competence, resilience, support from husband and family members, taking initiative, being confident and being assertive. They also attributed their success to developing a good relationship with superiors and developing subordinates to take on more responsibilities.

Table 5.12 Summary of Cases

Case No	Sector	Position	Age	Marital status	No of children	Qualifications	Yrs of exp	Challenges	Success factors
S1	Financial services	Senior Manager	50	Divorced	2	Degree in Marketing MBA	10	<ul style="list-style-type: none"> • Lack of support from senior women managers • Male prejudices • Work/home balance 	<ul style="list-style-type: none"> • Good planning • Good time management • Developing staff • Effective delegation • Working hard • Dedication • Good qualifications • Self confidence • Supportive husband
S2	Financial services	Marketing director	45	married	2	MBA IPMZ Dip in HR	12	<ul style="list-style-type: none"> • Prejudice from male colleagues • Work/home balance 	<ul style="list-style-type: none"> • Assertiveness • Determination • Self awareness • Initiative • Supportive husband • Professionalism
S3	Financial services	Branch Manager	43	Married	3	IOBZ certificate Degree in Fin. And Banking	11	<ul style="list-style-type: none"> • A Jealous husband • Husbands' 'traditional' attitude towards women • Long working hrs 	<ul style="list-style-type: none"> • Developing subordinates • Empowering children to drive and cook • Good reliable maid • good relationship with

Case No	Sector	Position	Age	Marital status	No of children	Qualifications	Yrs of exp	Challenges	Success factors
								<ul style="list-style-type: none"> • Work/home balance 	<ul style="list-style-type: none"> • staff • Hard work • Playing golf • Praying for customers
S4	Financial services	Director	42	Married	2	Bachelor. of Accountancy MBA	8	<ul style="list-style-type: none"> • A conservative corporate religious culture • Work/home balance • Boys' club culture • Unsupportive husband 	<ul style="list-style-type: none"> • Assertiveness • Hard work • Confidence • qualifications
S5	Financial services	Divisional Head	50	Married	3	CIS IOBZ MBA	11	<ul style="list-style-type: none"> • Political partisanship • Male prejudices • Work/home balance • Lack of support from in laws • Lack of support from other women managers 	<ul style="list-style-type: none"> • Acquiring higher qualifications • Punctuality • Attending all meetings • Participating fully in meetings • Preparedness • Professionalism
S6	Hospitality	Senior manager	40	Married	4	Degree in Hotel and catering MBA	5	<ul style="list-style-type: none"> • Prejudice from male colleagues • Work/home balance • Lack of support from husband 	<ul style="list-style-type: none"> • commitment • experience • competence • strong values

Case No	Sector	Position	Age	Marital status	No of children	Qualifications	Yrs of exp	Challenges	Success factors
S7	Hospitality	Senior manager	50	Married	2	Hospitality Degree MBA		<ul style="list-style-type: none"> • Husband felt threatened • Long hours of work • Work/home balance 	<ul style="list-style-type: none"> • Working hard • Dedication • Good planning • Time management • Good interpersonal skills • Support from family
S8	Hospitality	HR manager	35	Married	2	B Commerce Diploma in Hospitality	3	<ul style="list-style-type: none"> • Resistance from older men • Male prejudices • Not being taken seriously • Work/home balance • Jealous husband 	<ul style="list-style-type: none"> • Supportive parents • Passion for the job • Confidence • High educational qualifications • Good planning

A summary of the strategies that each participant used to manage those challenges and the advice and recommendations on how women managers in the hospitality and financial services sectors can become more effective is presented in Table 5.13. The strategies that the participants used to manage the leadership and gender challenges and recommendations on how to improve effective participation of women managers reflect what the participants attributed their success to. Other recommendations included the need to be professional by obtaining the right qualifications, appropriate dressing. The participants also recommended being informed and participating fully in meetings, having a strong support system at home by empowering children to drive themselves if possible and to prepare meals and having a good and reliable maid.

Table 5.13 Strategies for meeting challenges and recommendations

Case	Strategies for meeting challenges	Recommendations
S1	<ul style="list-style-type: none"> • being very confident; • supporting every position the participant took with facts and figures; • working hard and meeting deadlines; • being vocal and assertive on issues affecting one; and • working for an organization that offered child care facilities at the work place 	<ul style="list-style-type: none"> • women managers should never succumb to approaches from men in order to obtain favours as this does not provide lasting solutions; • women managers should be well informed and have facts and figures at the tips of their fingers; • companies should provide child care facilities at their work places.
S2	<ul style="list-style-type: none"> • being assertive and knowing one's rights; • empowering self by getting the necessary training and qualifications; and • dressing professionally to avoid being misunderstood by male colleagues. 	<ul style="list-style-type: none"> • make use of maternity leave to acquire further skills and education; • Always dress professionally to avoid being misunderstood; and • empowering self by knowing one's own strengths and weaknesses.
S3	<ul style="list-style-type: none"> • being very confident; • having facts at the tips of my fingers; 	<ul style="list-style-type: none"> • have a good and reliable maid to assist at home; • develop staff to grow in their careers to achieve success;

Case	Strategies for meeting challenges	Recommendations
	<ul style="list-style-type: none"> • working hard and meeting deadlines; • being assertive and • standing up for my rights. 	<ul style="list-style-type: none"> • discuss expectations and values with spouse; • maintain a close relationship with superiors.
S4	<ul style="list-style-type: none"> • standing up for omy rights and being assertive; • compromising on demands that were not detrimental to own values and career; and • speaking out against poor decisions taken without being consulted. 	<ul style="list-style-type: none"> • have appropriate qualifications; • standing up for self; and • encourage girl children to follow their dreams and pursue careers other than teaching and nursing.
S5	<ul style="list-style-type: none"> • furthering qualifications in order to move up the career ladder; • being punctual to all meetings at all times so as to be taken seriously; • participating fully in meetings and coming well prepared for those meetings. 	<ul style="list-style-type: none"> • family support in itself is not enough, one needs to be self disciplined; • f one knows that one would still want to have children it is advisable not to accept positions of high responsibilities. It's a matter of choice. Decide how many children you would like to have and have them quickly one after another. Then use the child bearing period to improve your career with further education and professional training. After that one can start developing her career without many disturbances. This gives one time to

Case	Strategies for meeting challenges	Recommendations
		<p>bond with the children while they are still young;</p> <ul style="list-style-type: none"> • use maternity leave for self development; • one should not accept a position on the basis of one being a woman. One should deserve the position; • women should not sit on Boards just for cosmetic purposes; and • if a woman wants to be taken seriously, she should not come late for meetings because women are always associated with coming late for meetings and neither should they put on lipstick in public during meetings, it takes away the respect and dignity that one should deserve as a manager.
S6	<ul style="list-style-type: none"> • attended all important meetings even when on maternity leave in order to influence important decisions; • used maternity leave for self development; • lobbied for a change in organizational policy to allow spouses to drive company vehicles; • sent all the children and house maid for cookery lessons while they were still at primary school so that they could prepare good meals; 	<ul style="list-style-type: none"> • work hard and meet all dead lines; • be informed of all important decisions in the organization especially those that affect one's department; • get all the necessary qualifications; • children should not be used as a reason for poor performance at work as this works against women; • be daring enough to accept challenging assignments to prove that you can do

Case	Strategies for meeting challenges	Recommendations
	<ul style="list-style-type: none"> • waited to pursue PhD until all children were grown up; and • attended all important functions of the organization even if they were held after hours; 	<ul style="list-style-type: none"> it; and • read the newspapers and talk the same language with male colleagues
S7	<ul style="list-style-type: none"> • working hard and being dedicated; • good planning of tasks and management of time; • developing and delegating to junior staff to take on higher responsibilities in order to create more time for self; • waited for children to grow up before embarking on more demanding qualifications such MBA; • interacting with other managers and getting to know what is done in other departments and even helping them; and • participating actively in all functions organized by the company. 	<ul style="list-style-type: none"> • learn to trust and develop junior staff as this frees you to focus on other things and create more time for self; • strategize and plan work well so as to make little, if any mistakes; • be creative and learn to do things differently so that other managers will learn from you. That way you influence decisions; • be a likeable person and interact with people at every level; and • active participation in decision making meetings.
S8	<ul style="list-style-type: none"> • limited the number of children to 2 because of the long working hours and evening or night shifts; • became the expert in my area and management relying on 	<ul style="list-style-type: none"> • be resilient and stay focused; • be adaptable and try to fit in with the men and learn how to interact with

Case	Strategies for meeting challenges	Recommendations
	<p>her for important decisions;</p> <ul style="list-style-type: none"> • working as a team; • getting oriented to all departments so I would become aware of what happens in the whole organization; • looked for accommodation close to place of work; • took in sister to help with the work at home and helping children with homework; • sometimes parents come to help at home; • work longer hours or do some of the work during weekends and create time during the week to attend to school functions. I make up for the time by working weekends and long hours; and • put in extra hours to create time with husband when he is around. 	<p>them;</p> <ul style="list-style-type: none"> • if one wants to be successful in the hospitality industry then one has to be multi skilled; and • keep husband assured by being transparent in everything and maintaining good communication.

5.7 CONCLUSION

This chapter presented findings from data collected from the questionnaire, the 8 in depth interview cases and from the focus discussion groups. The findings show that the majority of respondents to the questionnaire were middle aged and married with school going children. The main leadership and gender challenges faced by the participants were to do with difficulties in balancing home and work life roles and responsibilities, lack of support from other women managers, long working hours and working shift and evening hours and not being taken seriously. The findings show consistency in terms of success factors which included working hard, acquiring the necessary qualifications, being assertive and standing up for what one believed in. Findings from the data collected from the 3 mixed methods of questionnaire, focus discussion groups and in depth interviews and storytelling were consistent indicating their validity and reliability.

CHAPTER 6

ANALYSIS AND DISCUSSION OF FINDINGS

6.1 INTRODUCTION

This chapter analyses and discusses the research findings on the participation of women in the hospitality and financial services sectors in Zimbabwe with particular reference to strategies for meeting leadership and gender challenges that they face. The analysis and discussion is made in answer to the 7 precise objectives of the study namely:

1. To identify leadership and gender challenges faced by women managers in the hospitality and financial services sectors
2. To establish the extent to which women managers in the hospitality and financial services sectors are satisfied with how they fulfil their roles and responsibilities as wives, mothers and managers
3. To establish the kinds of meetings women managers are generally involved in and the extent to which they are happy with their involvement in decision making those meetings
4. To establish the extent to which women managers in the hospitality and financial services sectors are involved in sport and other social activities with other managers
5. To identify strategies employed by women managers in the hospitality and financial services for managing gender and leadership challenges
6. To identify key success factors for women managers in the hospitality and financial services of Zimbabwe
7. To make suggestions and recommendations for effective participation of women in management as they climb the corporate ladder.

Data analysis was done with the assistance of two computer soft ware programmes namely SPSS and Nvivo. SPSS programme was used in computing demographic data from the questionnaires.

Nvivo software assisted in analysing qualitative data from the questionnaires' open-ended statements, in depth case narratives and from focus discussion groups.

6.2 PROFILES OF WOMEN IN MANAGEMENT IN THE HOSPITALITY AND FINANCIAL SERVICES SECTORS

The research findings presented in chapter 5 showed that most women managers in the hospitality and financial services sectors are married with children of school going age. The findings also show that about 70% of them have relevant degrees and 30% have diplomas. Those with diplomas are found in the hospitality sector.

The challenge of balancing work and home that the participants face are a result of the need to fulfil their gender role expectations as wives and mothers. The participants are still raising school going age children who need to be driven to school and whose homework still need to be supervised. As wives and mothers and according to culture and gender expectations of society the participants are expected to prepare meals, attend to extended family functions such as weddings and funerals regardless of whether they have the time or not. This was echoed by all the participants in the case studies.

The fact that all the respondents to the questionnaire and the participants in the case study have relevant diplomas and degrees goes to prove that experience and hard work alone is not enough for a woman manger to participate effectively in leadership and management positions in the hospitality and financial services sectors. This is echoed by all the eight participants in the case study.

The two sectors are characterised by women managers in their middle ages ranging between 30 and 49 years old with a few of them in their 50's. One of the gender and cultural challenges posed to women managers is that of supervising men who are older than them as revealed in the responses to challenges that the participants faced.

6.3 SATISFACTION WITH ROLES

Findings on the extent to which respondents were satisfied with their various roles as wife, mother and manager showed that only 33% were satisfied with their role as manager, only 26% were satisfied with their role as mother and only 19% were satisfied with their role as wife. Research findings revealed a number of challenges that contributed to these low levels of satisfaction.

The low levels of satisfaction with the various roles emanate from the fact the participants find themselves in situations where there are many demands placed on them from the various role expectations as mother, wife and full time worker. Instead of just focusing on their career the woman manager's time is spread over many roles. There is time pressure and the result is that not enough time is spent with family. The participants indicated that they spent more time at work.

6.4 PARTICIPATION IN MEETINGS AND DECISION MAKING

The findings show that by virtue of their positions all respondents participated in meetings that they chair as head of departments or units and influence decisions at that level. At the senior management level the respondents participated in the strategic planning and review meetings.

However at management committee meetings some respondents expressed the problem of initially not being taken seriously by male colleagues. The case study findings showed that there was a tendency for some male senior managers to make all the important decisions without involving them.

6.5 PARTICIPATION IN SPORT AND SOCIAL ACTIVITIES

While it is a known fact that men use sport such as golf to network and make decisions all the respondents except one did not participate in sport because of lack of time. They would rather spend the little time they had with family. The one respondent who participated in sport (S3) maximized on playing golf and used the opportunity to network with similar organizations, mix with clients and sell products.

For other social activities the researcher decided to use the church as a social activity common and accessible to all. The findings showed that all the respondents attended church services when they have the time to do so. The findings were that very few of them went beyond attending church service to involvement in church activities such as outreach programmes.

The findings revealed that participation in sport, such as golf, is regarded as not appropriate for a married woman. The perception that playing golf is associated with women of loose character as echoed by two of the participants in the case study deters women from joining sport clubs. However two of the participants felt that it was because of lack of time that they did not participate in sports such as golf. One participant played golf and she used the opportunity to network with other male managers, to meet and interact with both old and new clients.

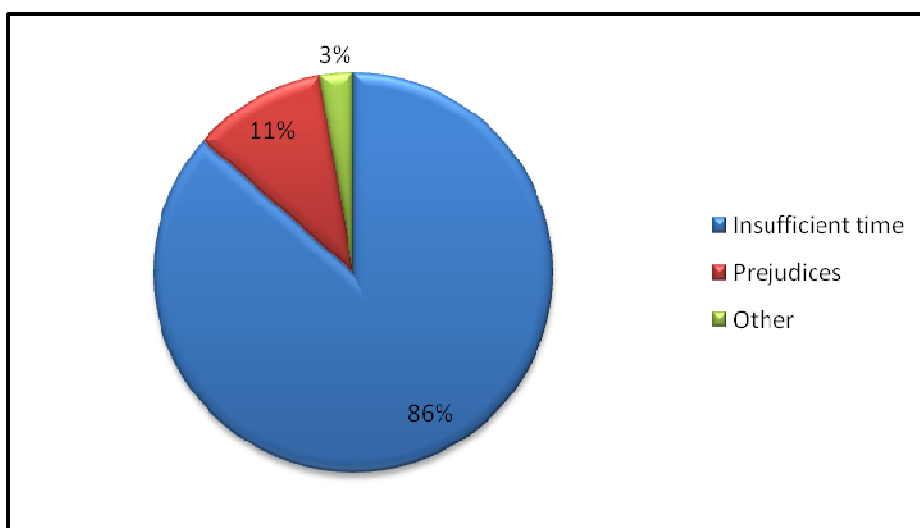
6.6 LEADERSHIP AND GENDER CHALLENGES

The analysis of challenges that women managers in the hospitality and financial services sector face is made in relation to the challenges at home and challenges at work.

6.6.1 Leadership and Gender Challenges at home

The pie chart in figure 6.6.1 is a graphic presentation of the challenges that women managers faced at home.

Figure 6.1 Challenges at home



The chart above shows that 85% of all the challenges that the respondents faced at home had to do with insufficient time and work life balance. The respondents expressed that in working hard, showing commitment to work and to be noticed the women had to put in a lot of extra time at work and thereby leaving very little time with family and husband. They found it difficult to balance work and family responsibilities. All respondents indicated that they spent less time with family and children than they would have liked. Insufficient time with family meant that they participated less in family functions such as ceremonies like funerals and weddings and school functions.

11% of the challenges that the respondents experienced at home had to do with gender expectations and prejudices. The gender role expectations for women as mother and wife means that women were expected to perform such responsibilities as preparing family meals, supervising homework and generally performing duties and responsibilities associated with home while the husband, as head of the family, was expected to spend more time outside the home earning a living.

One of the most commonly cited challenge facing women managers at home had to do with balancing work and family responsibilities. Gartzia (2012) established the same finding which concluded that motherhood impacted significantly on career opportunities for women. Motherhood implied a complex relationship between working hours breaks in careers and dependent children. The study concluded that the younger the age of children the greater the relative disadvantage in career progression. The research findings outlined in chapter 5 showed that 84% of the respondents were married and 86% of the respondents had children of school going age. This partly explained the challenge relating to insufficient time and difficulties in managing work life balances. In a study by CIMA Rapaciolli (2012) also noted the challenge associated with work life balance for women managers.

The challenges to do with gender role expectations included husbands feeling jealous and insecure with wives earning more than them and enjoying company benefits such as company vehicle and entertainment allowance. The husband felt insecure if they earned less than the wife and if he was to be seen being driven by his wife in her company car. It appears that this challenge has to be placed within the Zimbabwean cultural context as the student did not come across it in literature review. In the Zimbabwean cultural context, the husband being the head of

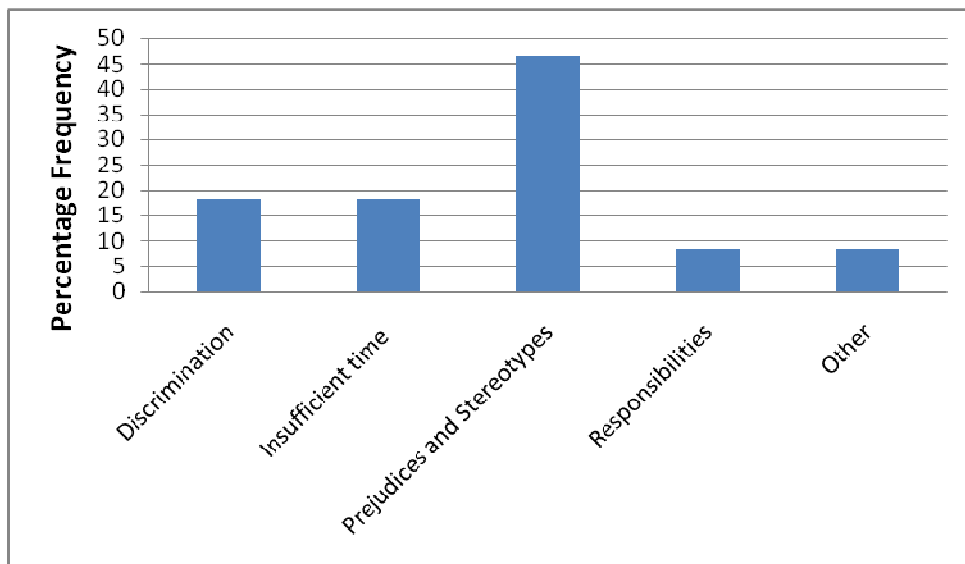
family and bread winner should be seen to be in control. Being driven by a wife gives the impression that the husband is 'ruled' by the wife.

6.6.2 Challenges at work

The challenges that participants experienced at work as women managers had to do with prejudices, stereotyping and discrimination and insufficient time. Figure 6.2 shows that about 46% of the challenges faced by women at work had to do with prejudices and stereotyping, followed by discrimination and insufficient time at 18%.

Challenges directly related to gender included prejudices, stereotyping and discrimination. The prejudices experienced especially in the hospitality sector were to do with the respondents being women and young. There was a perception among men in the hospitality sector that executives had to be male and older. Sometimes clients showed preference of wanting to be served by a male manager. When it came to shift work it was challenging for women to do the night shifts and the job required long hours of work and working during weekends.

Figure 6.2 Challenges at work



The findings also showed that it was challenging for women to deal with insubordinate male associates especially if the subordinates were older. Some respondents also indicated that they

faced challenges in decision making especially in meetings when their opinions were taken in last with management showing preference for decisions coming from male colleagues. There was a feeling that some male colleagues felt threatened of being led by a woman.

Respondents also expressed that in some cases they felt discriminated against by other women managers not being supportive of each other and their preference to hiring men instead of women on the grounds that women go on maternity leave and that would affect the company.

Respondents indicated that women were less represented at the top in their organizations. This simply confirms observations made about Zimbabwe that there is less representation of women in top management positions in the private sector.

Discrimination manifested itself in the form of insubordination of male colleagues, preference to hiring men over women in senior management jobs in some organizations and in meetings female contributions being taken in last.

Discrimination also manifested itself during the recruitment and selection process. Attending job interviews while one was expecting seemed to work negatively against women. The experience of S2 and S5 in the case studies showed that pregnant women were regarded as costly to the organization as they would need to go on paid maternity leave and to take time off from work to go and breast feed.

6.7 STRATEGIES FOR MANAGING LEADERSHIP AND GENDER CHALLENGES

All respondents from the questionnaire, focus discussion groups and in-depth case narratives indicated what strategies they used in order to meet leadership and gender challenges that they faced at home and at work. What follows is an analysis and discussion of those findings.

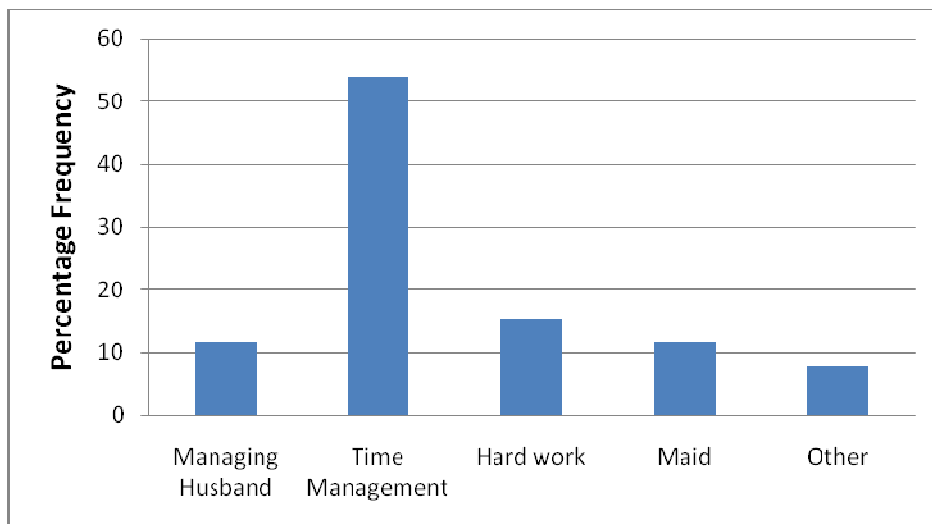
6.7.1 Strategies for managing leadership and gender challenges at home

Figure 6.3 is a summary of the frequently used strategies by women managers in the hospitality and financial services sectors in managing the challenges at home.

The figure also shows that of all the strategies that the respondents employed in meeting challenges at home there were four outstanding ones namely, time management, hard work, managing husband and effective use of housemaid and children.

Time management had the highest frequency of 53 %. Effective time management meant balancing work and family responsibilities well. In order to manage time effectively, findings indicated the use of daytime and weekends to attend to family responsibilities, staying up late up late into the night to catch up with one’s studies and any extra work. Time management also meant proper planning of work so that no work was carried home. It was important not to mix work and home responsibilities.

Figure 6.3 Strategies at home



Working hard was another strategy that the respondents used. Staying up late and attending to family responsibilities, performing wifely and motherly roles during day time and weekends meant that one had to work very hard. It left little time for social activity.

Support from husband was indicated to be a success factor for many participants. This required engaging husband in dialogue, being open to each other and talking about each other’s expectations and how they can be fulfilled. It was important to enlist the support of a husband. Open communication and good intrpesonal skills was important in managing husband and enlisting his support. The research findings showed that supportive husbands assisted with supervising children’s home work and taking out children during wekends so that the wife was left free to do other things. A supportive husband also assited in attending school functions.

Effective use of house maid was cited as helpful. The participants indicated that they trained their house maids to cook so that the family ate well to the satisfaction of husband and children. It was even suggested that training the children to cook as well was also helpful. This strategy took pressure away from the woman manager in that she could put in a little more hours at work knowing that the meals were being prepared and when she got home she would have some time to rest and to supervise children's homework. The importance of supportive family was also highlighted in the research findings of the CIMA study (Rapacioli, 2012).

Effective management of challenges at home meant that one was able to achieve a work life balance.

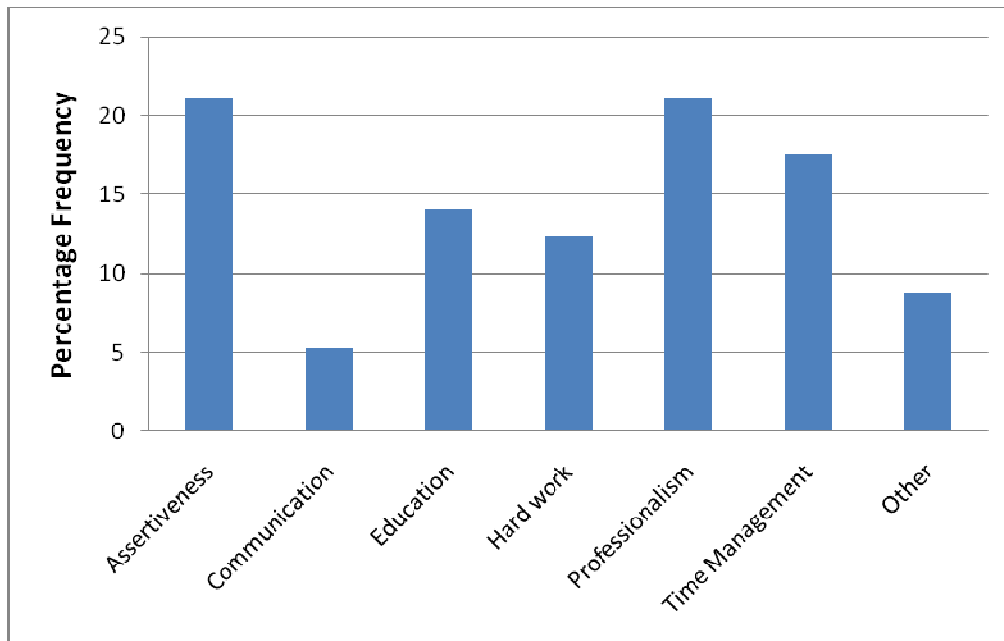
6.7.2 Strategies for managing leadership and gender challenges at work

Content and frequency analysis of strategies used to manage challenges that the respondents faced at work as a woman manager cited 6 frequently used strategies namely:

1. being assertive;
2. effective communication and interpersonal skills;
3. having educational and professional qualifications;
4. hard work; and
5. professionalism and good time management;

Figure 6.5 shows that professionalism and assertiveness had the highest frequency of 21% each followed by effective time management at 18%, educational and professional qualifications at 14%, working hard at 7% and communication at 5%. Having the right educational and professional qualifications were key to managing leadership and gender challenges at work.

Figure 6.4 Strategies at work



The behaviours associated with assertiveness were:

1. being firm and fair;
2. standing one's ground;
3. pushing for results in the face of resistance to one's leadership; and
4. ignoring negative criticism coming from men and women

The behaviours associated with professionalism were:

1. striving for excellence in performance;
2. focusing on performance and not on personal issues;
3. maintaining a professional conduct at work;
4. dealing with subordinates individually and focusing on performance not the person;
5. dressing appropriately so as to avoid being misunderstood by men; and
6. not being emotional since women are always associated with being emotional.

Behaviours associated with educational and professional qualifications included the following:

1. keeping in touch with developments in one's field via the internet and study visits;
2. acquiring the necessary educational and professional qualifications needed for the job; and
3. self continuous improvement.

Behaviours associated with effective management of time included the following:

1. always being in time with reports and meeting deadlines;
2. developing a work plan to assist in managing time;
3. prioritizing work and keeping to the planned schedule of work;
4. consciously making an effort not to leave work after 6.00pm;
5. being creative and finding new ways of managing time; and
6. trimming away some of the responsibilities by delegating to junior staff.

Behaviours associated with hard work included the following:

1. being committed to work and the organization;
2. being prepared to put in extra time;
3. doing a thorough job consistently;
4. giving a good service to the employer;
5. striving to achieving in spite of a difficult environment;
6. striving for excellence;
7. self discipline and being available when needed at work;

Behaviours associated with communication and interpersonal skills included the following:

1. speaking clearly and with confidence;
2. organizing one's thoughts well and speaking with conviction;
3. making meaningful consultations before making a decision;
4. not being confrontational when responding to men; and
5. listening effectively.

6.8 SUCCESS FACTORS

In response to the question of what contributed to the success of respondents, the findings showed a range of success factors including adaptability, ambition, being analytical, availability of resources, commitment to work, determination, discipline, educational and professional qualifications, hard work, being focused, having supportive husband, good time management, passion, perseverance, self confidence, tenacity and integrity.

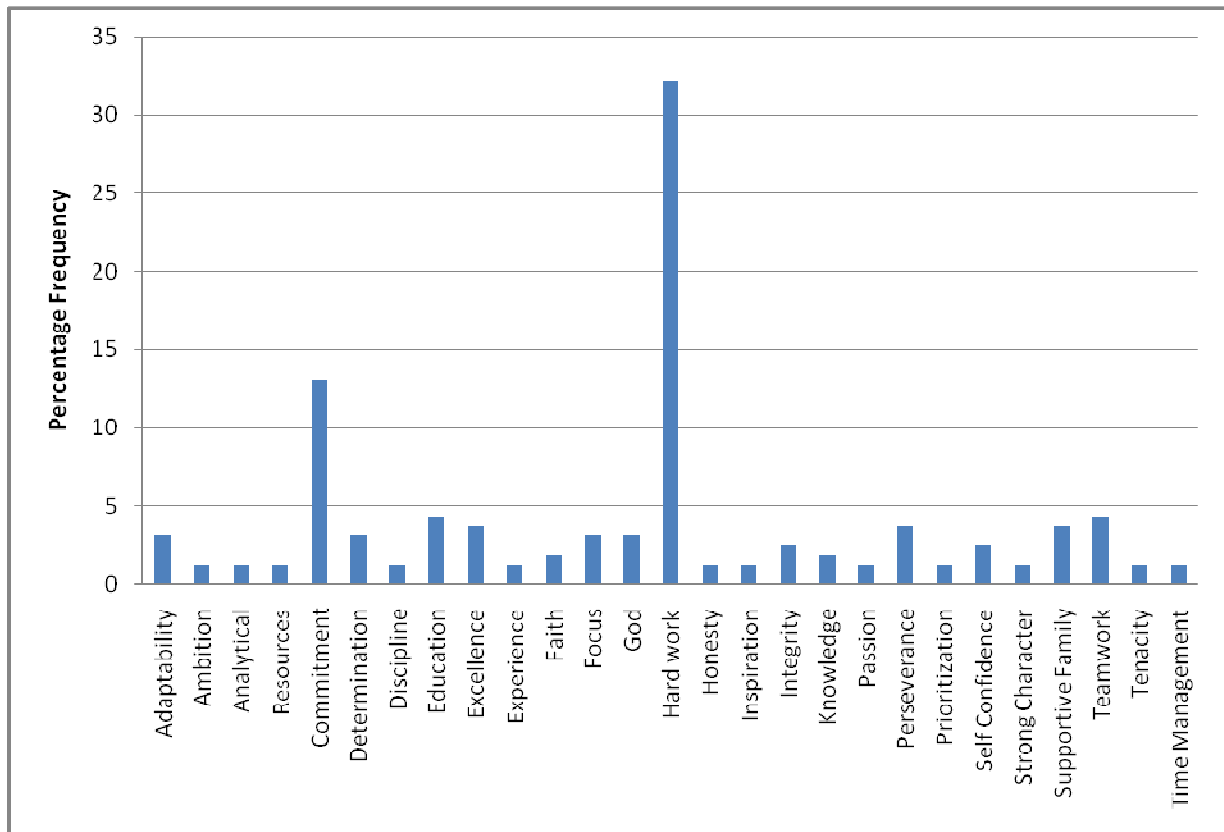
Figure 6.5 is a chart that shows the frequency of the factors that respondents indicated as having contributed to their success as managers. The chart shows that the outstanding factors contributing to the success of the respondents were:

1. hard work;
2. commitment;
3. education and professional qualifications;
4. teamwork;
5. determination and staying focused;
6. excellence;
7. support from family especially husband;
8. adaptability; and
9. self confidence.

Other factors that contributed to the success of the participants in the in-depth interviews but were mentioned less frequently included the following:

1. having ambition and being passionate about the job and wanting to succeed;
2. availability of resources to enable one to implement planned activities;
3. prioritising and being disciplined to keep to one's plan and managing time effectively;
4. having the necessary experience required for the job;
5. having faith in God and praying for work, praying even for clients and subordinates and
6. being inspired and tenacious about the job

Figure 6.5 Success factors



Adair (1984) and the research conducted by the Industrial society (1997) also identified similar factors.

The findings show that respondents quoted their own personal qualities as success factors. This analysis echoed what was cited in a Canadian study (Catalyst, 1998) that senior women managers often quoted their personal qualities as critical success factors.

6.9 SUGGESTIONS AND ADVICE TO OTHER WOMEN

The research study also asked respondents to provide advice to other women managers on how they can be effective and manage the leadership and gender challenges that they meet in order for them to be effective. Top on the list of the advice from respondents are the following:

1. being knowledgeable;
2. being of good character;
3. determination;
4. educational and professional qualifications;
5. excellence;
6. hard work;
7. open mindedness;
8. not having an inferiority complex ;
9. professionalism;
10. self confidence;
11. praying ; and
12. good time management .

Figure 6.6 Suggestions and advice

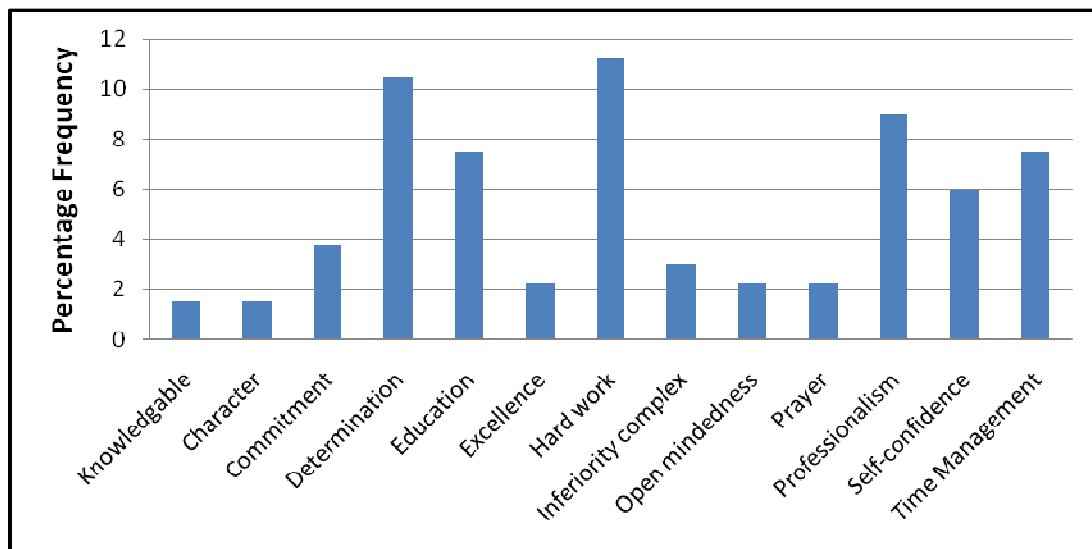


Figure 6.6 shows that women managers were advised to be very hard working, to show determination, to have the necessary educational and professional qualifications, to have a professional approach to work, to learn to balance work and life by good time management, to be

confident and to be very committed to work. Being of good character, aiming for excellence and professionalism are linked. Not showing an inferiority complex can also be linked to having self confidence.

Being of good character was taken to mean not succumbing to men in order to obtain favors at work. It is linked to being professional whereby women were being advised to dress professionally so as not to be misunderstood by men.

The advice tallies well with the success factors identified in an earlier section. However what is coming out as new in the study on leadership and management that this study is revealing is the advice on prayer. In the literature review, the student did not come across prayer as either a success factor or as contributing towards the effectiveness of a manager. Within the context of Zimbabwe it appears that there is increasing reliance or adoption of praying as a key success factor for one to be effective as a manager or to run a successful business. It would be interesting to do a followup study on women as regards praying and management.

6.10 FINDINGS IN RELATION TO LEADERSHIP AND GENDER THEORIES

The review on literature made reference to newer models of leadership which define leadership as a social process in which interpersonal relationships and interaction at all levels in an organization are key to effective leadership. There is a trend towards what has been referred to as the “feminisation of management” (Eagly et al., 2010; Priola 2004). Behaviours displayed in the “feminization of management” discourse included the ability to manage multi – tasks, people and communication skills and the ability to focus on support and care for staff. This management style was portrayed by 2 cases in the research study. Research findings showed that S3 and S7 successfully practised this new approach. Their strategy for managing leadership and gender challenges involved building a relationship with staff that went beyond work to a caring relationship and developing staff to move up the career ladder.

The research findings on what the respondents attributed their success to, which the researcher termed success factors, are the same attributes that characterise transformational leadership (Bass, 1990; Avalio et al., 2009, Metcalfe 2010,) and appreciative leadership (Lewis et al., 2006).

One of the key success factors and recommended strategies identified by the respondents is possession of requisite academic and professional qualifications required for the sector that one is working in. The profiles of the respondents as regards educational and professional qualification is testimony to this. All the respondents to the questionnaire and the 8 participants in the case study indicated that they needed to go beyond just basic qualifications to obtaining professional qualifications and this echoes the need for requisite professional skills and knowledge as a success factor (McCartney, et al., 2006).

The research findings also mirror what other writers have identified as generic behaviours and qualities people value in leaders. These included enthusiasm, confidence, toughness, integrity, warmth (Adair, 1984; Industrial Society, 1997). These reflect the same qualities that were given by respondents as what they attributed their success to and the advice they gave for women managers to participate effectively in leadership positions. However some respondents cited what are typically masculine attributes such as toughness, standing one's ground, tenacity, being bold among others. This is in accordance with the historical viewpoint of seeing leadership in masculine terms (Kumra and Vinnicombe, 2008, Vinkenbunrg et al., 2011). This confirms the view that there are several masculine qualities which remain pervasive in organizations and management practises (Collinson, D. and Hearn, J. 1994). This goes to show the importance of situational or contingency theories of leadership, that there is no one best style of leadership, it all depends on the favourableness of the situation and the nature and maturity of followers (Fiedler, 1971). S1 and S3 in the case studies portray these leadership behaviours.

The leadership and gender challenges experienced by the respondents mirror the assertion that one of the barriers to breaking the "glass ceiling" was the limitations of child bearing and mother hood (McKinsey, 2011).

With reference to gender biases, prejudices and stereotyping Martin (2006) pointed out that when men call women "girls" at work, they infantilized the women and called into question women's competence and authority. This is the experience of S8 who was referred to as 'that girl'. S8 experienced the challenge of older men who were her subordinates having problems reporting to a female manager who was younger than them. Here was a manifestation of culture and gender posing challenges for a woman manager. In the Zimbabwean traditional Shona and Ndebele cultures younger people are supposed to respect and take instructions from older people.

Seniority is regarded highly. At the same time, traditionally, women are not supposed to take the lead in making decisions and giving instructions. S8 resorted to using her good interpersonal skills and teamwork to get things done. She then earned the respect of her male subordinates after proving her leadership skills.

Research has shown that gender is one of the important criteria that determined an employee's position at the work place (Adler, 1994, Priola, 2004). This study has found that in the hospitality sector certain positions of management especially in operations and restaurants are quietly reserved for men as S8 indicated.

Another barrier to breaking the "glass ceiling" is work- life balance and the struggle to be taken seriously (Rapaciolli, 2012). This study has confirmed the same barrier. The findings indicated as the major challenge, the insufficient time and challenges of balancing work and home expectations. All the 8 cases in the study and the responses from focus discussion groups and from the responses to the questionnaire cited pressure of time as contributing to the challenge of work-life balance.

The CIMA study cited the need for support of a role model or mentor as being vital to the success of women managers in breaking the "glass ceiling". Respondents in this study indicated that their parents, either mother or father played an influential part in shaping who they were. Specific reference to a role model or mentor was mentioned in only one case.

6.11 CONCLUSION

Chapter 6 analysed and discussed research findings on the leadership and gender challenges faced by women managers in the hospitality and financial services in Zimbabwe. The major challenges identified included difficulties in managing work life balance, prejudices at work resulting in women managers not being taken seriously, long working hours and lack of support from spouse and from other women managers. These challenges come about due to the impact of culture and gender role expectations on women. As women the participants were expected to continue with their responsibilities of being care givers at home in spite of their being employed full time.

The strategies that the participants used included working hard in order to prove themselves, planning and managing time effectively, which required a lot of self discipline. Effective time management required the participants to balance work and home responsibilities well.

In order to manage these challenges the participants employed domestic help and empowered their children by giving them life skills such as driving and preparing meals for themselves. This strategy reflected what other women managers in Asian countries are also doing to manage those challenges (Thein et al., 2010).

The challenges the participants faced at work included prejudices, discrimination, stereotyping and insufficient time.

The findings also showed that most women were not very satisfied with the extent to which they fulfilled their roles and responsibilities as mother, wife and manager at work. This was due to the long hours of work and sometimes the night shifts demanded by their jobs.

The results also showed that participants were generally satisfied with their involvement in meetings. The challenges encountered in meetings had to do with not being taken seriously by male colleagues. They were happy with the decisions that they made in their own departments.

The results also showed that the participants would rather utilize the little leisure time they had on family rather than on participating in sport and other social activities. The few who participated in golf used it as a networking opportunity.

Participants attributed their success to hard work, commitment, possession of relevant qualifications, professionalism, support from family and spouse, adaptability and self confidence. The advice given by participants to other women managers for them to manage the leadership and gender challenges reflected what the participants themselves regarded as their success factors.

CHAPTER 7

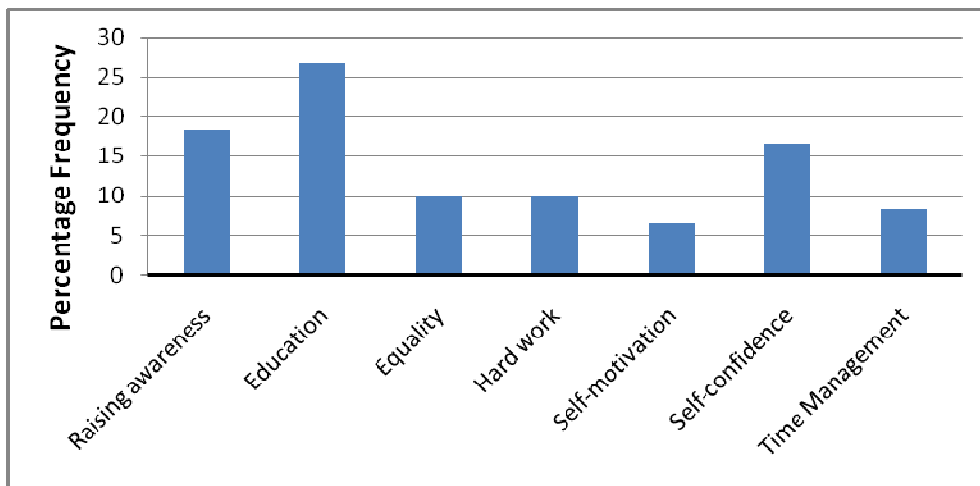
RECOMMENDATIONS AND CONCLUSION

7.1 INTRODUCTION

The study solicited for advice and recommendations for improving the effective participation of women managers in the hospitality and financial services sectors. A number of recommendations can be made from the analysis and discussion of findings. The recommendations are discussed under the following headings:

1. education and professional qualifications;
2. awareness raising;
3. self confidence;
4. equality;
5. hard work;
6. self motivation; and
7. time management;

Figure 7.1 Recommendations



7.2 RECOMMENDATIONS

Figure 7.1 is a summary of the recommendations that can be derived from the analysis and discussion of findings.

7.2.1 Education and professional qualifications

Top on the list of recommendations is to do with education with 26% frequency. In order to participate effectively as a woman manager and get the respect that one deserves, it is recommended that one should acquire the requisite academic and professional qualifications for the industry. The following educational qualifications are deemed necessary for the financial services sector: Bachelor of Accountancy degree, degree in Finance and Banking, Certificate of the Institute of Bankers of Zimbabwe and a degree in Marketing. For those working in the area of human resources management, it is recommended that they acquire a diploma in human resources management from the Institute of Personnel Management of Zimbabwe. The following educational and professional qualifications are recommended for the managers working in the hospitality sector: a degree in Tourism and Hospitality Management, a degree or a diploma in Hotel and Catering, a Masters degree in Business Administration and for those working in the area of human resources management, a diploma in Human Resources Management from the Institute of Personnel Management of Zimbabwe. For those working in finance in the hospitality sector, it is necessary for one to have a degree in Accountancy or a Certificate from the Chattered Institute of Accountancy (CIA) or equivalent.

It appears that basic academic qualifications in themselves are not enough. Professional qualifications are needed. It is recommended that women managers should make use of the time they are on maternity leave to develop themselves further. Continuous self improvement is necessary.

Under the same category of education and professional qualifications, is the importance of being well informed. It is recommended that women managers must be well- informed. This means that women managers should keep abreast of what is happening in other parts of the organization and in the industry in general.

7.2 2 Raising awareness

Second on the list of recommendations was awareness-raising. This involves formation of a network of women managers in the industry. The network would assist in raising awareness about issues affecting women managers in that particular industry.

It also involves formation of a forum for women managers to share experiences, exchange views and information on leadership and gender challenges facing them and how to overcome them. The forum would also provide a platform for the women managers to celebrate their successes and support each other.

Senior women managers would use the network and forums for mentoring other women in junior positions in how to manage the challenges that they would likely meet in higher positions of management.

There are a number of existing organizations that provide networks and forums on women issues that women managers could benefit from. Some of the organizations (to mention a few) include the following:

1. The Women's Coalition of Zimbabwe (WCoZ) which provides a forum where women meet in collective activism on issues affecting women and girls (www.facebook.com/theWCoZ, accessed 3 July 2013).
2. The Zimbabwe Women Resource Centre and Network, which is an information - based nongovernmental organization that works towards reducing gender inequalities and promotes gender sensitive development policies (www.zwrcn.org.zw, accessed 3 July 2013).
3. Women's Trust, a not-for-profit organization, which works with women in tertiary institutions and rural communities to enable them to participate fully in the national development process. They work to enhance women's capacities in decision-making (www.women.org.zw, accessed 3 July 2013).

It is also recommended that women managers should take advantage of developments in information technology. Information technology has made it possible for networking to be done

both locally and globally through social media. There are a number of e-social networks that women could benefit from such as Twitter, Face book, Linked- in and WhatsApp.

Awareness- raising should start right from primary school level up to universities where the girl child can be taught about gender challenges and strategies for managing those challenges. It is therefore recommended that schools should mainstream gender awareness at all levels of the school curricula.

7.2.3 Self-Confidence

Self confidence means being assertive and standing up for what you believe in. It means not holding yourself back, not being shy and believing in yourself. It requires one to be an effective communicator and to speak with conviction.

Women managers should be bold enough and be willing to take up challenges that come with leadership positions. It is recommended that they should volunteer for responsibilities when such opportunities arise. This is one way of raising one's visibility.

Speaking with confidence in meetings would also assist women managers to be heard and to stand up for what they believe to be right.

It is recommended that women managers should never allow themselves to be discriminated against on the basis of gender, but to have the confidence to speak out when that happens.

7.2.4 Representation of women at senior management levels

Policies should be put in place to ensure representation of women on boards and at senior levels of management. In this study financial services sector included commercial banks, building societies and insurance companies. The hospitality sector included hotels, lodges and restaurants. Senior level positions included the following: heads of units; directors or general managers of departments like finance, marketing and operations; and at the levels of managing directors or chief executives. The Zimbabwean Constitution provides for affirmative action for improving women's participation in positions of leadership. The SADC protocol on Gender and Development, to which Zimbabwe is signatory, aims at 50/50 parity for men and women in

politics. In the spirit of the SADC protocol political parties have adopted a quota system aimed at increasing the representation of women in decision making in politics. It is recommended that government policy on affirmative action be enforced in the private sector as well. This would ensure the achievement of target 4b of the millennium goals which aims at increasing the participation of women in decision making in all sectors of the economy and at all levels. However it is also recommended that membership to those positions should be based on merit so that the women appointed to the positions would not just be like window dressers.

7.2.5 Hard work

In order for women managers to earn respect, they should continue working hard and prove themselves. They should earn the respect of bosses and colleagues through hard work and not by questionable means that would diminish their status and standing.

It is not enough to have the educational and professional qualifications. One must be prepared to work hard. The nature of work in the hospitality industry is such that the working hours are not “normal”. There is shift work which may require one to work well into the night and early morning. Working hard in the hospitality sector means that work finishes when the last client at a function is gone.

The financial services sector has a lot of paper work and figures. Working hard in the financial services sectors means staying up at work long after everybody else has gone home reconciling figures and balancing books, processing clients’ requests or projects, preparing financial documents and other reports for the board. Working hard often times requires one to forgo lunch in order to meet deadlines. For both the hospitality and financial services sectors hard work means putting in extra time, doing a thorough job consistently, striving for excellence and achievement in spite of difficulties at work and at home and above all, being available when needed at work.

7.2.6 Self- awareness (Self motivation)

One advice to women managers is the need for self awareness. This means that the women managers should know themselves in terms of who they are, what their values are and what their goals are. They should be motivated enough and be determined to achieve those goals. Self

awareness requires one to listen to what people say about you in terms of how they experience you. Often times how people see us, in terms of our behaviours, attitudes and values and what drives us, is more important than how we see ourselves. People's reaction to us is influenced by how they perceive our behaviour and their experience of us. It is therefore important for women managers to be aware of how colleagues, especially male colleagues at work, experience them in terms of what their strengths and weaknesses are.

Self awareness in terms of knowing one's strengths and weaknesses becomes very important. One then should maximize on one's strengths in order to achieve goals. Self awareness can be achieved through training. Implied in self awareness is self motivation that comes with the determination to want to achieve one's goals. An awareness of one's weaknesses is important in that one is made aware of those areas that need to be developed. It is also important in that one is made aware of one's limits in terms of what they can do.

7.2.7 Time management

Under this category of recommendations is the whole question of the need to balance work life and family life. Women managers are recommended to plan their work and be disciplined enough to stick to the planned schedule. It is also recommended that they should empower their children by teaching them life skills such as cooking and driving in order to reduce the burden from their shoulders. It is common knowledge that men have more leisure time and that they spend more time outside the home pursuing careers than do women. Because of the different gender role expectations which regard the man as the bread winner, it is more acceptable for a man to spend more time at work and come home late than it is for a woman. It is therefore important for women managers to be able to manage their time effectively in order to strike a healthy work life balance.

7.3 CONCLUSIONS

The objective of this thesis was to identify leadership and gender challenges faced by women managers in the hospitality and financial services sectors in Zimbabwe and the strategies that are employed by women in those positions to meet those challenges. The conclusions that are drawn up below are made in relation to the specific objectives of the study and the methodologies used in the study.

1. On the whole women managers working in the hospitality and financial services sectors in Zimbabwe are married, middle aged and with school going children. They have many responsibilities which are a result of the multiple roles that they play as wife, mother and manager at work, a situation which poses challenges for them.
2. Women managers in the hospitality and financial services sectors are not very satisfied with how they fulfil their multiple roles of mother wife and manager at work. This emanates from the gender role expectations demanded of them by culture.
3. The major challenges that face women managers in the hospitality and financial services sectors have to do with difficulties with work life balances, time management, long working hours and evening shift work, not being taken seriously by male colleagues, prejudices and stereotyping of women by men.
4. Parenting and motherhood is big barrier to career advancement for women managers.
5. Mentoring is not very common in the hospitality and financial services sectors. Most women managers model their behaviour after one or both of their parents.
6. Women managers chair meetings for the departments and units that they head. At senior management level they participate in Management Committee meetings. At times women are not taken seriously in those meetings because of stereotyping and prejudices against women.
7. For women managers to effectively participate in meetings and contribute meaningfully to decision – making and be taken seriously, they have to do the following:
 - being be very well prepared;
 - being very well informed and having facts readily available;
 - being aware of what goes on in other departments of the organization;
 - and speaking with confidence in order for them to be heard.

8. Women managers in the hospitality and financial services sectors generally do not participate in sport and other social activities due to lack of time. They attend church services but limit their outreach activities organized by the church because of lack of time.
9. Chief among the factors that contribute to the success of women managers in the hospitality and financial services sectors in Zimbabwe is the need to acquire relevant academic and professional qualifications in specialist areas in the industry.
10. Frequently used strategies for meeting leadership and gender challenges at work include; professionalism, assertiveness, good time management, working hard, acquiring relevant qualifications and good communication skills.
11. Effective strategies for managing leadership and gender challenges at home include;
 - having the support of husband;
 - effective time management skills;
 - working hard; and
 - having the support of a good and reliable maid.
12. Attributes and key success factors for women managers to participate effectively in leadership positions include hard work, commitment, adaptability, team-work, self-confidence and possession of specialized knowledge and skills reflect what other researchers have identified (Carnegie et al., 1993).
13. There is increasing use of prayer as a strategy to managing leadership and gender challenges.
14. The use of mixed methods in qualitative research in leadership and management studies is an effective approach that brings about a lot of information rendering cross referencing and validation of findings easy.

7.4 AREAS FOR FURTHER RESEARCH

This study is probably the first to look into the leadership and gender challenges faced by women in management in the hospitality and financial services sectors in Zimbabwe. There are other sectors in which this question is still unexplored. The following are possible areas for further research:

1. Further studies can be done looking at the leadership and gender challenges faced by women managers in other sectors of the economy such as manufacturing and mining;
2. The study did not include women managers in the public service. A possible area for further research could focus on leadership and gender challenges faced by women in Local Government, and another on women in the Civil Service;
3. The study looked at leadership and gender challenges as experienced by women themselves and not from the men's perspective. Another possible area for further research could be to look into the leadership and gender challenges for women managers as seen by men; and
4. One of the findings from the case studies was the fact that there seems to be a move toward the use of prayer in strategies for managing leadership and gender challenges. Three (3) of the participants in the case studies indicated that they prayed for their clients or customers to do well so that their businesses would also do well. They prayed for their subordinates and encouraged them to pray as well. They encouraged each other to be prayerful. A possible area for further research could be to identify the extent to which prayer or Social Teachings of the Church influences management practices.
5. The Zimbabwe Labour Act Chapter 28:01 (amended as at January 2006) makes illegal all forms of discrimination at the work place on the basis of one's gender. As a result job descriptions do not show preferences for sex type. However it is in the process of recruitment and selection and job design that gender preferences exhibit themselves. Some jobs are designed in such a way that women are discriminated against. Jobs that require travel and night shift but do not accommodate the situation of women who may be breast feeding, for example are clearly designed for men. Further research could be carried out in the area of job analysis and the gender.

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APPENDIX A:

QUESTIONNAIRE ON THE PARTICIPATION OF WOMEN IN MANAGEMENT IN THE HOSPITALITY AND FINANCIAL SERVICES SECTORS IN ZIMBABWE

Introduction

This questionnaire is a study on the participation of women in management in the hospitality and financial services sectors in Zimbabwe. Your responses to the questionnaire are confidential. You do not have to put your name on the questionnaire. Please note that participation in this study is completely voluntary.

Instructions

Please answer all the questions.

Where answers are provided, circle your response.

SECTION A (DEMOGRAPHICS)

A1 Position

1. Junior manager 2. Middle manager 3. Senior manager

A2 Years of experience as manager

- (1) 0 – 5 (2) 6-10 (3) 11+

A3 Age

- (1) 20 – 29 (2) 30 – 39 (3) 40 – 49 (4) 50 - 59 (5) 60 +

A4 Marital status

- (1) Married (2) Single (3) Divorced/Separated (4) Widow

A5.1 How many surviving children do you have?

A5.2 Of the children you have, how many are

1. In primary school and below
2. In high school
3. In tertiary institutions
4. Other

SECTION B (EDUCATIONAL QUALIFICATIONS AND TRAINING)

B. Highest Academic qualifications attained (Please circle appropriate number)

box)

- (1) O Level (2) A Level (3) Diploma (4) Degree (5) Masters (6) PhD

B2 Have you done any professional course?

1. Yes

2. No

If yes, list the ones you obtained in the space provided

SECTION C (WOMEN IN MANAGEMENT)

C1 How do you classify the industrial sector of your company?

1. Hospitality

2. Financial services

C2 Where are you ordinarily stationed?

- (1) Head Office (2) Branch

C2.1 For Head Office

1. How many women managers are there?

2. How many men managers are there?

C2.2 For Branch

1. How many women managers?

2. How many men managers

C3 At what age did you become a manager

SECTION D (SPORT AND SOCIAL ACTIVITIES)

D1. 1. Which of the following sports and or social activity do you participate in with other managers? (Please tick as appropriate in the yes/no column

Sport	Yes	No	Comment on your participation in the sport/activity
Golf			
Soccer			

Tennis			
Church			
None			
Other (Specify)			

SECTION E (ROLES AND RESPONSIBILITIES)

**E1 Using the scale provided, please rate the extent to which you are satisfied with
how you fulfil each of the following roles and responsibilities (where applicable)**

Scale

1 = Not at all satisfied

2 = Not quite satisfied

3 = Somewhat satisfied

4= Very satisfied

Role and Responsibility	1	2	3	4	Comment on your rating
Wife					
Manager at work					
Mother					

SECTION F (PARTICIPATION IN MEETINGS)

F 1 Which of the following Meetings do you Attend? (NB Multiple answers are possible)

- (1) Board Meetings
- (2) Management Committee Meetings
- (3) Departmental Meetings
- (4) Other (Please specify)

F1.2 Comment on your involvement in those meetings and decision making in the space provided

SECTION G (Challenges, Survival Strategies and Key Success Factors, ,)

G 1 What challenges do you meet as a woman manager?

- 1. At work

2. At Home

G2 What strategies do you use to manage challenges that you meet ?

1. At work

2. At Home

G 3 What do you attribute your success as a woman manager to?

SECTION H (SUGGESTIONS AND RECOMMENDATIONS)

H 1 What advice would you give to women aspiring to become managers and to be successful in climbing the corporate ladder?

H 2 What suggestions do you have for improving effective participation of women in your industrial sector?

Thank you for taking time to answer this questionnaire

APPENDIX B: INDEPTH INTERVIEW GUIDE

1. What is your family background?
2. Are you married?
3. How many children do you have and what are their ages?
4. How did you come to be where you are now?
5. How many years of experience do you have in the sector?
6. What are your educational and professional qualifications?
7. What do you contribute your success to?
8. Can you explain the importance of a role model or mentor in your career?
9. What challenges have you met in your career as a married woman/wife and how have you managed them?
10. What challenges have you met in your career as a manager at work and how have you managed them?
11. Can you comment on your participation in meetings at work and your involvement in decision-making ?
12. What challenges have you met in your career as a mother at home and how have you managed them?
13. What advice can you give to other women who are aspiring to become managers in your sector?
14. What is your participation in sport and other church activities?
15. What recommendations do you have to improve effective participation of women in your sector?.

APPENDIX C: WORKSHOP REPORT

REPORT ON A WORKSHOP ON PARTICIPATION OF WOMEN IN MANAGEMENT IN THE HOSPITALITY AND FINANCIAL SERVICES SECTORS IN ZIMBABWE: STRATEGIES FOR MEETING LEADERSHIP AND GENDER CHALLENGES

OBJECTIVES OF THE SEMINAR

At the end of the workshop participants will have:

1. shared their knowledge and experiences on leadership and gender challenges facing women in the hospitality and financial services sectors in Zimbabwe.
2. made suggestions and recommendations on what strategies women in the hospitality and financial services sectors can employ in order for them to participate effectively in management positions

Target Group

The workshop was attended by 16 women managers from the hospitality and financial services sectors.

Workshop Methodology

The workshop was preceded by a short presentation on research findings on participation of women in management and the effect of the glass ceiling. After the lecture participants were divided into two groups and given discussion topics. The two focus groups deliberated on the same discussion question. The discussion questions were:

3. Discuss and agree on the leadership and gender challenges that women managers in the hospitality and financial services meet.
4. Discuss and agree on what advice and strategies you can make for women in the hospitality and financial services for them to participate effectively in management positions

The following were the findings from the two groups:

Group 1

1. Discuss and agree on the leadership and gender challenges that women managers in the hospitality and financial services meet.

The group agreed on the following leadership and gender challenges: and strategies for meeting those challenges:

Challenge	Strategy/recommendations
Women managers tend to face resistance from men on promotion to senior positions	<ul style="list-style-type: none">• Become a high performer and remain focused on your work
Women managers find it difficult to penetrate into the male dominated top management positions	<ul style="list-style-type: none">• Women should learn the language and terminology used by men in the top management positions• Women should train themselves and get expertise in that area• Women should stop thinking low of themselves and start believing in themselves
Inconsistencies in benefits between men and women holding the same positions still exist	<ul style="list-style-type: none">• Women managers should learn to be assertive and demand the benefits related to their position• Stand your ground and refer to their contract
Difficulty in balancing work and home roles and responsibilities.	<ul style="list-style-type: none">• Networking with other women to find out how they are managing• Delegate work whenever possible and get involved in important family functions• Manage your time well and learn to prioritize

Group 2

Challenge	Solution
Lack of information and awareness of important things in the organization. It is a question of does one get to know	<ul style="list-style-type: none"> • Research, read and write and get involved
Taking risks—It’s a big challenge for many women to take risks and go for the challenging positions	<ul style="list-style-type: none"> • Take initiative and see what happens. • Network with other women managers and share experiences
Perception “ It’s a man’s world”. You tend to feel lonely being an odd one out	<ul style="list-style-type: none"> • Get involved and talk their language to identify yourself as one of the boys
Managing time and relationships	
Women tend to talk a lot and generally do not respect confidentiality	<ul style="list-style-type: none"> • Respect confidentiality and be professional
There is a tendency for women not to support each other. They pull each other down.	<ol style="list-style-type: none"> 1. Women managers need to support each other and not down grade each other 2. Have a girls Network 3. Appreciate our achievements and that of others 4. There is need for a girl network to provide a platform for women managers to share ideas and experiences and to provide support to each other and thereby empowering themselves and others

(Please note that the list of participants is not shown for confidentiality purposes)

APPENDIX D: CASE REPORTS

1 INTRODUCTION

Annex E presents findings from the 8 respondents who participated in depth interviews and storytelling. The participants told stories of how they came to be where they were in their careers as women managers in the hospitality and financial services sector. The cases are code named S1 to S8. The stories focused on the family background, educational qualifications, career development, success factors, leadership and gender challenges and strategies used by the respondents in managing those challenges. They also gave advice and recommendations for women in the hospitality and financial services to become more effective in management positions.

2 CASES

2.1 Case S1

2.1.1 Background

S1 was a 50- year old woman, married with 4 children of school going- age. She grew up in a family of 6. She was raised by a widowed mother who taught her that education was everything for a girl child. She attended Catholic schools from primary to secondary school. The Jesuit training that she received while at school influenced her to value education.

2.1.2 Qualifications

S1 held a diploma in hospitality industry, an IPMZ certificate in Human Resources Management and an MBA

2.1.3 Career development

After obtaining the diploma in the hospitality industry, S1 found employment in small restaurants. Because of her higher educational and professional qualifications, S1 quickly rose through the ranks in the hospitality industry and ended up working as a human resources director for a chain of hotels. She did not have a role model from within the industry because women at senior management positions in the hospitality industry were few.

2.1.4 Participation in Sport

Even though male managers from the organization played golf S1 did not participate in it. She did not participate in any kind of sport at all because she found it difficult to create time for family and work.

2.1.5 Participation in meetings

S1 attended all management committee meetings and chaired her own departmental meetings. In order to ensure that she was on board on everything that happened in the organization S1 attended all important meetings even when she was on maternity leave. She discovered that she was able to influence decisions that way.

2.1.6 Success factors

The following factors contributed to the success of S1:

1. Having good educational and professional qualifications contributed to the success of S1. Even though she had a diploma in the hospitality industry S1 went on to do an MBA and a certificate in Human Resources Management. High qualifications worked in her favour because very few men in the hospitality industry had MBAs. She was the only woman manager in the executive team at head office.
2. S1 also attributed her success to the support she obtained from her husband. She had a very supportive husband who took on some of the responsibilities with children and even preparing meals and supervising their homework. Her husband agreed that she leave behind a 5 month old baby while she pursued further studies abroad. The husband also held a high management position with another organization. The husband was very protective of her from comments from the extended family and in- laws who believed that the husband was 'be-witched'.
3. S1 believed in hard work. She had learned from her mother whom she looked upon as a role model that for one to succeed one had to work very hard.

4. Another success factor for S1 was that she had self- confidence and believed that she could 'do it'. She regarded herself as an equal to her male colleagues. She did not use her being a woman as an excuse for poor performance nor for not participating in evening functions organized by the organization. She said she participated as an equal.
5. S1 attended all meetings when key decisions had to be made even if she was on maternity leave.

2.1.7 Leadership and gender challenges

When she joined head office as an executive coming from the organization's units S1 faced a number of challenges.

1. S1 was entitled to the same benefits as her male colleagues on paper. In reality she discovered that she was allocated an older car previously driven by one of the male managers while the new car which she had been promised was taken over by a male colleague. S1 demanded her rights and made noise about the issue. She successfully demanded the keys from the male colleague.
2. Work- life balancing was a challenge for S1 with 4 children of school going age she found herself always tired and not giving enough time to be with husband and children. She found herself going home very late most of the time. The working hours in the hospitality industry were such that one had to sometimes work at night.
3. Because she was the only woman executive in the senior management team, S1's husband became suspicious of her. He suspected her of having an affair with her boss. Sometimes he would come to her office unannounced and if he did not find her in her office he would suspect that she was having fun with the boss.
4. As an executive S1 enjoyed a number of company benefits that her husband did not enjoy. She had company vehicle and an entertainment budget. So she was able to entertain. During that time the organization policy did not allow spouses to drive company vehicles. The husband 's ego was hurt in that people and relatives would see him being driven around by his wife. The husband would not let her drive the vehicle while he sat on the passenger side especially in front of relatives.
5. When she was a junior manager, S1 experienced lack of support from a senior woman manager who preferred promoting men to her. A male without proper qualifications and

from outside the organization was given a higher managerial position above S1 when in fact she had all the necessary qualifications and experience.

2.1.8 Strategies for meeting leadership and gender challenges.

The strategies that S1 employed to meet the leadership and gender challenges included the following

1. In order to ensure that she was on board on everything that happened in the organization, S1 attended all important meetings even when she was on maternity leave. She discovered that she was able to influence decisions that way.
2. One of the strategies that helped S1 gain influence was active participation in meetings. She made sure that she went for meetings fully prepared and knowledgeable about things. She empowered herself by going round all the hotel units and getting to know what happened in each department. That way she could speak with authority when it came to making decisions during meetings. S1 also attended all business meetings and conferences even while she was on maternity leave. She would bring her child and baby minder to the conference while she participated in the proceedings.
3. S1 used maternity leave for self development. It was during her maternity leave that S1 acquired further educational and professional qualifications.
4. In order for her husband to drive the company vehicle, S1 successfully lobbied for a change in organizational policy to allow spouses to drive company vehicles.
5. In order to create more time for herself and to manage her work- life balances better, S1 empowered her children quite early. She sent all her children, regardless of sex, for cookery lessons. This meant that the children were able to prepare family meals quite early in life and thereby reduce their dependency on the mother for meals. As soon as each child turned 16, he/she was sent for driving lessons. This way the children would drive themselves and drop and pick each other to and from school. S1 and her husband did not have to worry about picking up children from school.

2.1.9 Advice and Recommendations

In order to improve the effective participation of women in leadership and management positions, S1 gave the following advice and recommendations:

1. She advised women to work hard and meet all deadlines. The fact that one had children should not be used as a reason for poor performance at work as this worked against women
2. S1 also encouraged women to be informed on all important decisions in the organization especially those that affected one's department.
3. S1 believed that it was important for women to obtain the necessary professional qualifications beyond just the school educational qualifications.
4. Parents should empower their children and give them life skills such as cookery and driving.
5. S1 also advised women to be daring enough to accept responsibilities and challenging assignments to prove that they can do it.
6. From her experience S1 felt that it was important for women to keep themselves informed by reading newspapers and interacting with male colleagues as an equal and not as second class citizen.
7. S1 advised that women should assert themselves and stand up for their rights.

2.2 CASE 2

2.2.1 Family Background

S2 is a 45 years old marketing manager with a large insurance firm in the financial services sector. She is the last born in a family of six. She regarded herself as being achievement oriented and she attributed this to her family background. She came from a family of achievers. The children competed positively amongst themselves. S2 was married with 2 children aged 12 and 15 and both going to school.

2.2.2 Educational background and training

S2 graduated with a BA general degree and an MBA from the University of Zimbabwe. She was also a certified and licensed air traffic controller. She held an IPMZ diploma in personnel management and Training.

2.2.3 Career Development

S2 started her career as a teacher after graduating from university. S2 also worked as an Air traffic controller after having been trained as such in the United Kingdom. There were very few women in that field then. S2 had a break in career after she became pregnant because during those days maternity leave was not fully paid for and only one hour per day was provided for breast feeding.

While on maternity leave, S2 took the opportunity to study for the diploma in personnel management with IPM.

S2 had an interesting experience going for interviews as an expecting mother. The prejudices were obvious. In the interview people would ask about her baby and the prospects of going on maternity leave. They would ask questions about when the baby was coming. They fussed around her and even wanted to help her stand up. At one time she was told during an interview by a woman panellist that since she had one baby already and was expecting another one, it was the woman interviewer's hope that S2 was not going to fall pregnant again. S2 responded that since she was only 29 years old then, she could not guarantee not falling pregnant again. S2 did not get the job.

The other experience was with an interview she had at a Building society. It was with a woman manager who had asked her if she had any children. S2 told her that she had a baby. The manager told her that she hoped that it was going to be her last baby. S2 responded that as a young woman of 29 years she was not sure about that.

2.2.4 Role Model

S2's mother was a book-keeper and she regarded her mother as her role model. Her mother was self-driven.

S2 attended a course for personal effectiveness and self awareness and she believes that the course made a mark in her life because she was now very much self aware and knew her strengths and weaknesses.

Another person who influenced S2 positively was a gentleman whom she had met during the air traffic control training in the UK. He was a scientist but was studying for an IPMZ certificate in personnel management. S2 asked him why he wanted to study personnel management and yet he was training to be an engineer. She was told that there was no harm in training for career development in general. This influenced S2 to take up personnel management training with IPMZ as well.

2.2.5 Leadership and gender Challenges

S2 experienced challenges from both men and women managers. She faced problems from her senior woman manager, a divorcee who had her own frustrations. When a more senior position became vacant the senior manager did not apply hoping and assuming that they would just give it to her. S2 applied and got that job and moved to head office. The tables were then turned. The senior was now reporting to S2. The lady could not take it. She went on early retirement even against advice. Within 2 years S2 became the Human Resources Manager.

Another challenge that S2 experienced was hearing things about her from the corridors. For example she heard from the corridors that somebody was going to take over her job and that she would be moved to another department through hearsay. It made her feel bad and she confronted management on the issue.

S2 experienced negative attitude from a male colleague as well. After having been 3 years with the organization doing marketing, each time they met a new or even an old client the male colleague whom S2 had been attached to would introduce her as “our new marketing manager”. S2 had to be assertive without being aggressive. She went to him and asked him how long it took for one to stop being “new” even after working in an organization for 3 years? S2 had to put a stop to it because it gave the impression to the clients that she was still new on the job and should be excused if she made mistakes. It appears that the male colleague was being apologetic about her to the clients.

S2 found it challenging to balance career and work responsibilities. There were times when she felt that being a woman made things worse. Sometimes she got home late, angry and frustrated and her husband complained and asked her to quit the job. Her response to him was ‘handitize mudariro’ meaning ‘I do not throw in the towel’. She was determined to succeed.

2.2.6 Strategies for managing challenges (Success Factors)

S2 asserted that there was nothing wrong with being a woman. She did not apologize for being a woman either. The following are the strategies that she used:

1. she dressed appropriately and professionally for work, she tried to be a role model;
2. self- awareness was a very important success factor for S2; she was very much self aware and knew her capabilities and limitations;
3. S2 took initiative and did not wait to be asked to do things;
4. she also valued training and took it up whenever an opportunity arose; and
5. S2 did not give up; she was determined to succeed.

2.2.7 Advice and Recommendations

The following advice and recommendations were provided by S2:

1. Women should stop being aggressive and learn to be assertive. She had experiences of women who when given a company car or even when they bought the car themselves with a company loan from their place of work, they handed the car over to the husband and waited to be picked up from work by him.
2. For one to be empowered, one should know oneself better; self awareness helped one in knowing one’s capabilities and limitations in terms of strengths and weaknesses.
3. S2 advised women to empower themselves by developing themselves fully and making use of maternity leave to empower themselves by furthering their educational and professional qualifications rather than sit at home.
4. In order to avoid being misunderstood by men, women should dress professionally.
5. As a woman manager one needed a supportive husband because sometimes it was difficult to strike a good work life balance.

2.3 CASE S3

2.3.1 Family background

S3 was a 43 year old senior Branch manager of a commercial bank with more than eleven years of experience in the banking sector as a manager. She was married with 3 children of school going age. Her parents were ordinary peasants. The children grew up working hard in the fields.

When she was growing up S3 performed all male and female duties: looking for firewood, cooking, fetching water, working in the fields, herding cattle among other things. She had a strong Christian background and the family prayed every day. She was taught to do things quickly. The work-hard ethic was instilled in her quite early.

S3 decided quite early in life that she did not want to lead a peasant farming life like her mother did. So she told herself that she had to be successful and that meant taking control of her life.

2.3.2 Educational qualifications and training

S3 graduated with an A Level certificate in mathematics, physics and chemistry.. She also obtained a professional qualification with IOBZ. She was studying for an MBA.

Based on her experiences S3 is writing a book about how not to lead. She was motivated into writing this book after watching a movie about a man who turned his lameness into an asset.

S3 is a qualified banker with a certificate from the Institute of Bankers in Zimbabwe. She is currently studying for a degree in Finance and banking.

2.3.3 Career development

S3 had always been a leader since high school. She had been a prefect all her years of high school.

S3 had wanted to be a pilot right from the beginning of her primary school. That vision changed from wanting to be just a pilot to wanting to design aeroplanes. Although she was offered a position for aircraft fitter and engineer with air Zimbabwe after passing her O Levels S3 did not take up the offer because of pressure from her parents and family members to go for A level.

She found a temporary teaching position after her A Levels and taught for one term after which she moved to another job where she did interior décor and designing. She did not stay for too long there and moved on to another company doing data capturing.

S3's career in banking started with a large commercial bank before joining her current bank, first as a customer services manager, then as operations manager and later as branch manager.

2.3.4 Role models and mentors

S3 regarded her older sister as her role model and mentor. Her sister groomed her. The older sister and her husband also worked in the banking sector. She learned a lot from them. They gave her advice on how to grow with the bank.

Another influential person in the career of S3 was one of her female bosses who was very demanding. She received a lot of counselling from her and they became close friends

2.3.5 Leadership and gender challenges

S3 experienced a number of leadership and gender challenges which included the following:

1. S3 held a senior position which came with company benefits such as a car; although the husband was an auditor he did not enjoy the same benefits as S3 enjoyed and S3 could sense a bit of jealousy; the husband maintained that he was the head of the family and as such the wife should always be below him., however the company allowed him to drive the car as well;
2. As the operations manager the job was demanding in that it required long working hours and this meant S3 getting home late; the husband was not amused; balancing work and home became a big challenge for S3; and
3. S3's experience was that in leadership positions men seemed to be preferred to women because women went on maternity leave; employers were not prepared to promote a woman knowing very well that she would one day become pregnant and go on maternity leave.

2.3.6 Strategies for managing challenges

There were a number of strategies that S3 employed in order to manage the leadership and gender challenges and these include the following:

1. As a career woman, one must learn to manage her husband, children, customers and colleagues; she had to be very strong and firm with her husband.; she told him that she believed in contributing to a relationship. When her husband asked to marry her she requested that they talk about their expectations of each other and what they wanted in life. She told him that she was not expecting to leave a rural peasant life but to be a career woman. In order to manage the home and work- life balances S3 made sure that she had a very good maid to assist her at home
2. Over and above being firm with her husband, S3 believed that one of the strategies for managing challenges was to do one's job thoroughly and have good relationship with bosses.
3. Maintaining a good working relationship with one's superiors was a strategy that worked well for S3. She maintained a good work relationship with her superiors throughout her career.
4. S3 believed that being a leader was one thing and being a manager was quite another. As a leader she believed that one could not say one had done one's job unless one's subordinates had risen in their careers. She developed her subordinates to move up with their careers.
5. S3 believed that good work ethics was a matter of having the right attitude.
6. She believes that if staff were not happy at home, they would not be able to give good services to their customers. She therefore maintained a close relationship with both male and female colleagues. She built a relationship which went beyond work. All the staff in the office called her "mother." Her approach to work was professional. "Even their wives come with their problems to me and I counsel them accordingly" she said of her male colleagues. She built a relationship with their families.
7. Taking control of one's life and being assertive about one's expectations was also another strategy that worked for S3.

8. S3 was a Christian who prayed everyday for her customers to do well. She believed that their doing well meant that her business would also do well.
9. S3 prayed every day. She believed that there was nothing that one could ever do without God's involvement. Together with her staff, S3 prayed for their customers, their families and for themselves. She prayed for their customers to do well in their business so that the customers would do well and be able and pay off their loans.

2.3.7 Participation in sport

S3 played golf. Playing golf allowed her to mingle with customers and make business deals. She also net- worked with other male managers from other banks and share experiences on the golf course.

2.3.8 Advice and Recommendations

S3 provided the following advice and recommendations:

1. S3 advised that in order to earn the respect of subordinates, it was important to develop staff to grow in their careers to achieve success.
2. S 3 also believed in developing a relationship with subordinates. Understanding their concerns was key to maintaining a trusting relationship with subordinates and this contributed towards making one an effective leader.
3. With regard to spouses, S3 believed that it was important for one to discuss one's values and expectations with one's spouse so that there was openness in the relationship.
4. Having a good and reliable house- maid to assist with work at home was very important.
5. S3 also advised that women managers need to maintain a close relationship with superiors in order to gain their support.
6. It was S3's advice and recommendation that one should pray for one's staff so that they did well in their business and in turn they would be able to pay their debts to the bank.
7. According to S3, the key to success is having the right attitude to work. This meant working hard and putting in more time than is usually the case with men.

2.4 Case S4

2.4.1 Family Background

S4 was a 42 years old married with 2 children one at university and the other at primary school. She held a Bachelors degree in Accountancy and an MBA. She was the only woman manager in the executive team of an insurance company in the financial services sector.

When S4 joined the current organization, she was the 7th employee. The organization was still new. She had to set up all the systems. The first two years were very difficult. They could not even afford to recruit staff.

She had been in the financial services sector for a long time and saw many people come and go.

2.4.2 Success factors

The following factors contributed to the success of S4:

1. The most important thing that contributed to S4's success was her determination to succeed. She came from a poor family. All her other siblings did not have degrees. S4 therefore decided that she wanted to make a name for herself. She was determined to succeed.
2. Her first experience also contributed to S4's success. In spite of her hard work and good performance results, S4 was bypassed for promotion because she did not have a professional qualification. This experience taught her that if one wanted to be recognized it was not enough for one to know what one was doing. It was important to have the professional qualifications. S4 decided to improve her qualifications.
3. S4's husband also contributed to her success. He was very cooperative and supportive of her career throughout.
4. One key success factor for S4 was her willingness to take risks. When she joined the organization she was currently working for S4 was told that the company was still new with nothing much to offer in terms of salaries but that it had potential. S4 took risks. She took up the challenge because she wanted to prove herself and rose to a director level.

5. Having the right educational and professional qualifications worked in her favour. Management realized that they needed her expertise.
6. S4 worked very hard and was resilient

2.4.3 Participation in Sport and Church activities

S4 went to church on Saturdays and participated in church outreach activities such as visiting prisoners or the sick. S4 did not participate in any sport because she did not have enough time.

2.4.4 Participation in meetings and decision making

Having information at the tip of one's hands and showing confidence during discussions in meetings resulted in S4 influencing important decisions. She attended management committee meetings and served on the Board as secretary.

2.4.5 Leadership and Gender Challenges

S4 met a number of leadership and gender challenges during her career as a manager in the financial services sector and these include the following:

1. For the many years that S4 worked in the first organization she was promoted only once in spite of the fact that she worked very hard. S4 believed that it was because she did not hold higher educational and professional qualifications.
2. The challenges that S4 met in the organization that she worked for had little to do with the job itself. It had to do with gender prejudices. S4 was the only woman in the management team and she experienced gender challenges at work. S4 discovered that the way her managing director treated his wife at home was the same way he was treating her at work when it came to decision making. S4 came to the conclusion that sometimes the way men treated their wives back home affected the way they related to women colleagues.
3. S4 did not expect preferential treatment as a woman at work. She did not like the idea of always being referred to as a "woman manager" but as a manager. One of the challenges S4 faced as a woman manager was in the area of decision making. Her experience with male colleagues was that they believed that a woman could not give a contribution which

was meaningful. Sometimes her ideas were initially rejected. S4 believed this had to do with gender biases. She found her ideas being accepted much later after the male colleagues had initially made mistakes.

4. S4 found it challenging to balance the responsibilities of home and work. She tried her best but was always very tired by the time she got home. She found that she did not spend enough time with her children and husband. She came late from work and prepared meals late. Her husband was not happy with the situation. They agreed with her husband that if he wanted a working wife there were certain things that he had to accept because she could not do it all and having late dinners was one of them.

2.4.6 Strategies for meeting challenges

Strategies for meeting leadership and gender challenges for S4 included the following:

1. In order to balance home and work responsibilities S4 believed that it was important to get domestic help to assist with house work and preparation of meals.
2. S4 made decisions together with her husband. She discovered that women who were not formerly employed had all the important decisions were made by their husbands.
3. S4 had 2 children, one at university and the other who was still in primary school. The gap in the ages of the children could be explained by the fact that the time S4 wanted to have a second child was the same time that she joined the organization that she was currently working for. It was a new and challenging job so she decided to wait on having a baby. S4 postponed child-bearing when she started the new job with the current organization she was working for in order to concentrate on her career.
4. For S4 acquiring relevant educational and professional qualifications was a key strategy for self development and moving up the career ladder.

2.4.7 Advice and recommendations

In order to be recognized in an organization and be influential, S4 believed the following advice and recommendations were essential:

1. One needed to show that she was capable and be prepared to work hard. One simply had to perform and produce results. She believed that good performance always spoke for itself and would eventually be recognized.
2. One had to be convincing when presenting an idea or an argument especially during meetings. People listened when one showed that she knew what she was talking about. There was need to be confident of what one was saying.
3. S4 advised that one should not get stuck in the same position or in the same organization when one knew that she was capable and deserved better. One needed to look for options and opportunities elsewhere and move on.
4. S4 believed that it was important for women managers to know what they wanted in life. She was of the opinion that the choices a woman made in terms of marriage were very important. If a woman married a man without ambition, the man would not want to see the wife grow and develop. This would lead to frustration.
5. A woman manager must be prepared to work hard and perform well.
6. As a woman manager respect from bosses, colleagues and subordinates was very important. S4 advised that one should earn that respect of bosses through the way one worked and not through anything else that was unethical.

2.5 Case S5

2.5.1 Background

S5 was a manager with a commercial bank. She was born in a family of 4. Her parents divorced when she was 10 and this affected her education because she was still in grade 7. Her father was reckless and could not pay her school fees. The uncle took both her and her sister under his care. After writing A levels, S5 looked for a job with a commercial bank. S5 was 50 years old, married and with 3 children of school going age. S4 held a certificate with CIS and IOBZ. She was studying for an MBA.

2.5.2 Career Development

S5 had 11 years experience as a manager with the commercial bank. She held key senior management positions as deputy chief and head of division. Challenges started emerging when

the bank hired a new managing director. The new boss had his own people whom he wanted to put in influential positions.

S5 was back office manager responsible for all payments. People lost their jobs because they belonged to the wrong camp. S5 was arrested for something that she did not do and spent 5 days in prison. Internal and external audits were done in her department and nothing wrong was found but S5 was suspended. She was stripped her of all her benefits. After 7 months of suspension S5 was reinstated. However while other male colleagues were sent abroad for staff development there were no business trips for her. She was denied many opportunities.

2.5.3 Mentor/ role model

S5 regarded her own mother as a role model. She always wanted to please her mother by doing well in school. She saw her mother as a successful career woman. The mother was a retired school head.

2.5.4 Participation in Sports

Unfortunately in her mind, sport was associated with bad reputation for women. Even going to the gym was seen as a meeting point for men and women of loose character. S5 never joined sports because of that very reason and not going for sport did not disadvantage her.

2.5.5 Participation in Meetings

As a woman manager, S5 was always asked to comment on gender issues during meetings. She was the only woman in the Works' Council representing Management. She attended all Management meetings.

2.5.6 Leadership and Gender Challenges

As a career woman, S5 faced a number of challenges both at work and at home.

1. S5 was the first to lose her job when the organization retrenched staff because she did not belong to the right political camp.
2. As a working wife, S5 faced challenges from in laws. They expected her to attend all funerals even when the job demanded otherwise. S5 remembered how at one time when

she was about to write exams and had taken study leave, her husband's sister died. The in laws expected her to attend the funeral and do everything expected of a sister in law even though she had an examination to write the following day. She wrote the examination when she felt she was least prepared for it.

3. S5 faced gender challenges. When the company was restructured she was moved to a smaller department. It was like a demotion. The reason for the move was not made clear to her. She concluded that the move had to do with gender and she felt very bad about it. The male manager who replaced her was far less experienced than she was. S5 could not openly challenge accuse the bosses of gender bias.
4. S5 was of the opinion that women do not support each other. Another challenge for her came from other women senior managers who tended to chose men over women even if the woman had better qualifications. She believed that the reason was because women experienced a lot of challenges that affected their performance. When a child got sick it was the woman and not the man who stopped work and attended to that problem. Women also suffered from many biological conditions that men did not experience such as mood swings, hot flashes and went on maternity leave. Three months of maternity leave was a long time for one to be away from work. It was for these reasons that senior women managers preferred to put men instead of women in positions of leadership and management.

2.5.7 Success factors

S5 attributed her success to the following factors:

1. She was manager for 8 years at the same level with the bank with no promotion. She then realized that she was going nowhere with her career unless she improved herself and that is why she registered for the MBA. Having the right qualifications was key to her success.
2. S5 also attributed her success as a manager to the full support she got from her husband. When she was under pressure she would not cook and the husband bought take a way foods for the whole family. Even when she showed signs of fatigue and slowing down, the husband would encourage her to keep working. He reminded her to keep to her

schedule of work. His support allowed S5 to manage her time well. S5 worked hard and learned how to prioritize things.

3. Another success factor for S5 was self- discipline. She insisted that although family support was important one needed to be self disciplined and to remain focused. So she trained herself to manage her time and to keep to her schedule of work. All her tasks were planned and scheduled.

2.5.8 Strategies for meeting leadership and gender challenges

Managing leadership and gender challenges was an uphill battle for S5. As a mother, wife church leader and manager, She had to balance all these demands in the following manner;

1. changing her sleeping habits and studying at night when the children were sleeping; for S5 it was a matter of “juggling many balls in the air” and working hard;
2. effectively managing time and planning; and
3. having the necessary educational and professional qualifications strategies for recognition and influence.

2.5.9 Advice and recommendations

1. S5 was of the opinion that women should accept that they went on maternity leave. For as long as one was still child- bearing and knew that she was going to get pregnant or that she was already pregnant, there was no point in taking on big responsibilities that came with higher management positions. S5 believes that one has to make a choice between carrier and work. She advised women to have their children early. There was need to decide how many children one wanted and have them early without big gaps between the children. This way a woman had a chance to grow with the children and raise them.
2. S5 also encouraged women to use maternity leave to improve their careers by furthering their education and professional qualifications. When done with child bearing she would then assume more responsible positions and develop her career. Maternity leave should be used for self development.
3. S5 did not think highly of the quarter system for putting women in leadership positions. The quarter system for her made mockery of women. She did not want things done for

her because she was a woman, just to please her. She believed that one must deserve it. Sometimes women are put to sit on boards just as a token.

4. In her experience, S5 had observed that women had a tendency of coming late for meetings. That gave a wrong impression about women in general which resulted in them not being taken seriously by male colleagues. She has also noticed that putting on lipstick in a meeting in full view of everybody doesn't add value to a woman's image.

2.6 CASE S6

2.6.1 Back ground

S6 was a marketing manager in the financial services sector. She grew up in a family very much focused on education. They were born 4, 3 girls and 1 boy. She was divorced with three children

2.6.2 Qualification

S6 held a degree in marketing and mass communications.

2.6.3 Career development

S6 qualified with a degree from the United States of America. Upon returning to Zimbabwe she joined a company where she worked for 6 years first, as a personnel assistant and later as a public relations officer.

She left that company and joined another still as a public relations officer where she stayed for only 3 years. Funding became a problem with the company and so she left to join an advertising company as an account executive. She stayed with the company for 2 years and this is when her career in marketing started shaping up. While still with the advertising company, S6 had a difficult pregnancy and lost the baby. She could not cope. So she decided to leave the organization. She got pregnant again and decided to stay at home. After a stint as an entrepreneur she went back to formal employment with another advertising company. This new company was run by 3 women who also had children and were very understanding. They even had a small crèche for workers' children. Even homework was supervised. The owner understood other women's needs and that worked well for S6 as this his gave one a piece of mind. She stayed for

2 years with the company before she left to work as a public relations manager with a larger organization.

Working for a big conglomerate gave S6 exposure in marketing and best practices in management. She spent 8 years with the big company. Faced with pending retrenchments in the company, S6 found a job with a bank in the region where she spent two years. She came back after 2 years and joined a big insurance company where she was the only woman in the executive committee. S7 had 3 years of experience in the hospitality industry.

2.6.4 Leadership and gender challenges

S6 met gender related challenges during her career as marketing manager with a group of companies. This was during the time when a lot of retrenchments were taking place in the private sector. Male colleagues knew she had gone through a divorce and some wanted to take advantage of her.

2.6.5 Meetings and decision making

S6 rated her impact on decisions and participation in meetings highly. She was very confident in her area of marketing and communication. Being confident gained her support for whatever position she took.

Female colleagues in higher positions became very demanding and not supportive of her. As the only woman in top management she always found herself being told of meetings in the last minute and this frustrated her. She was always forgotten when notices for meetings were dispatched.

2.6.6 Strategies for managing challenges

S6 learned to be very confident to express herself and supported whatever position she took with facts and figures.

1. As a divorcee going through a difficult time it was tempting for S6 to succumb to male advances. She however told herself that she got to where she was through hard work and merit and not through other means. She remained steadfast. She saw succumbing to men as taking away from her what she had gained.

2. The experience of being forgotten for meetings taught S6 to become a more aggressive and vocal person.

2.6.7 Success factors

S6 attributed her success as a woman manager to experience, competence, commitment, capability and strong personal values.

2.6.8 Advice and Recommendations

S6 advised women never to succumb to approaches from male colleagues as this did not provide lasting solutions to challenges. She believed that women managers should support their decisions with facts and figures.

2.7 Case S7

2.7.1 Back ground

S7 was senior manager in the hospitality industry. She was married with 2 children of school going age. She grew up in an urban setting as the only girl in a family of 5. She was raised by a brother who was very strict with her. The brother became her mentor. She therefore learned to do things right the first time. S7 was one of the very early women managers at executive level in the hospitality industry.

2.7.2 Qualifications

S7 held a diploma in hospitality industry and a diploma in Management.

2.7.3 Participation in sport

S7 did not find time to participate in sport. She agreed that playing sports such as golf was instrumental in networking and making decisions.

2.7.4 Participation meetings

S7 attended all management committee meetings. She chaired the meetings in her own department.

2.7.5 Success Factors

S7 attributed her success to the following factors:

1. Working hard and being dedicated to the job were key success factors for S7. She was prepared to put in a lot of time and effort into her work.
2. Good planning of tasks and management of time were also key to the success of S7. Good time management required S1 to have a lot of self discipline.
3. Good interpersonal skills enabled S7 to interact with male colleagues as an equal. It also contributed to her being accepted as one of them.
4. Trusting and developing junior staff was another success factor for S7. She was able to delegate and this freed her to focus on other things.
5. Another success factor for S7 was the ability to remain focused on the job and not to worry much about peoples' opinions of her, especially those opinions coming from men.
6. S7 believed in doing the job well. She therefore strategized and planned work well so that she made few mistakes.

2.7.6 Leadership and gender challenges

S7 found her work as manager in the hospitality industry quite challenging.

1. The work required her to work long hours, including weekends, and finish very late at night. She was left with very little time for her husband and children. The challenge was in balancing home and work life.
2. The executive job came with certain benefits which were not immediately provided to her. S7 found herself having to fight for the same benefits that her male colleagues were getting as a matter of routine.
3. S7's husband felt threatened by a wife who earned much more than he did. She did not find it easy to talk freely about her company benefits with her husband.
4. While working in the restaurants before moving on to head office, S7 found that women were more acceptable in junior positions as waitresses and room cleaners than in management positions. The women were more acceptable to roles which women traditionally filled at home.

2.7.7 Strategies for managing leadership and gender challenges

S7 cited the following as strategies for managing leadership and gender challenges:

1. S7 had to work hard to prove that a woman could do the job just as well as a man if not better.
2. Good planning of tasks and management of time became very useful to S7.
3. S7 found that the nature of the job required her to spend a lot of time away from home during evenings and weekends. She therefore decided to wait for children to grow up before embarking on more demanding qualifications such as MBA. She also limited the number of her children to 2 because of the time pressure.
4. Interacting with other managers and getting to know what was done in other departments to the extent of even helping them was a strategy that S7 used to empower herself. She became knowledgeable about things in other departments of the organization and could therefore contribute meaningfully at meetings.
5. Participating actively in all functions organized by the company contributed towards male colleagues accepting S7 as one of them.
6. Creating time for herself to do other things by delegating work to subordinates was also key to the success of S7 because then she had time to plan and even to read. S7 developed staff and delegated work to junior staff to take on higher responsibilities in order to create more time to herself to do other things.

2.7.8 Advice and Recommendations

The advice and recommendations that S7 provided tallied well with her success factors.

1. S7 advised that women managers should learn to trust and develop junior staff as this freed them to focus on other things and create more time for self.
2. Strategizing and planning work well so as to make little, if any mistakes was very important. S7 regarded this as contributing to one being perceived as competent.

3. S7 regarded the ability to solve problems as very important. One had to be creative and learn to do things differently so that other managers learned from her. This way she influenced decisions.
4. Interpersonal skills were regarded by S7 as very important for women managers. She advised women to be likeable people and to interact with people at all levels of the organization.
5. Women need to actively participate in meetings so as to influence decisions. Active participation in meetings for S7 meant that she could influence decisions.
6. Being a likeable person and interacting with people at every level of the organization was a good strategy that worked well for S7.

2.8 Case S 8

2.8.1 Background

S8 was second born in a family of 9 children. She was 33 years old , married and with 2 children of primary school going age. She worked as a senior manager responsible for human resources management in the hospitality industry. Having gone to Catholic schools S8 had a strong Catholic background. She held a degree in Commerce and was pursuing studies towards an MBA. Her husband was based outside the country. She lived with her 2 children and a cousin.

2.8.2 Role model

S 8 believed that she took after her parents whom she regarded as very hard working people. She did not have a role model as such. S8 attributes her achievement to her father. She had not wanted to continue with school after her O Levels but her father pushed her to go further with her education and obtain a degree. Her father told her that she had good people skills hence her choice to work in the hospitality industry and human resources.

2.8.3 Success factors

Success factors for S8 included the following:

1. She attributed her success to her passion for the job and not being afraid to take up the challenge.
2. Another factor that contributed to S8 becoming successful was the fact that she earned the respect of the senior management and the board by showing them that she knew the job and went on to prove that she could do it.
3. Obtaining higher qualifications earned S8 the respect of male colleagues and gave her confidence that she could do the job.
4. Working hard, being adaptable and fitting in with situations also contributed to her success.

2.8.4 Participation in sport

S8 did not have much time to participate in sport. In her organization, staff were free to join sports clubs but there was nothing organized by the company itself. Male colleagues played golf. The hospitality industry had a lot to do with networking. S8 observed that they used golf for networking purposes. However she did not play golf because she would rather spend the little free time she had with her children.

2.8.5 Leadership and gender Challenges

As a young female manager S8 met the following challenges:

When S8 joined her current organization, she met initial resistance from men especially those men who were older than her, she being a woman and young for that matter. Being young and female, men looked down upon her and referred to her as “this girl”. S8 experienced gender stereotyping of women in the hospitality industry especially at the top. Her observations were that there were very few women in high managerial posts in the industry especially in operations. She experienced that men did not take women seriously in the industry. The men seemed to take it for granted that managerial positions especially in operations reserved for men only. The industry itself was dominated by men. Even for some positions, S8 had observed that management insisted on hiring men because they believed that a woman would not be able to

perform well because of the nature of the job and the challenges involved in working long hours. Such management positions included food and beverages and front office and restaurant managers.

Women were afraid to take up managerial posts in the hospitality industry because of what she called “crazy” working hours. Sometimes evening functions continued into midnight and as manager one had to see that everything was cleared before going home. One therefore finished in the early hours of the morning. This posed challenges for women who then had to drive home.

Work life balance was a big challenge for S8. When She joined this “crazy” industry, she was glad that her children were a bit older and could do home work for themselves. She found it difficult to balance work life and home responsibilities. The industry involved shift work. One was required to attend to everything and all emergencies and work would go beyond 10.00pm.

S8 experienced jealousy from her husband. The hospitality industry tended to be associated with promiscuity. Her husband felt insecure especially when he was not around.

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2.8.6 Strategies for meeting leadership and gender challenges

Strategies for meeting leadership and gender challenges that worked well for S8 include the following:

1. One of the strategies that worked for S8 was to become knowledgeable about her work such that she ended up playing the advisory role to the board and management especially on matters of human capital.
2. S8 adopted a strategy of being adaptable and becoming a team player.
3. S8 believed that for a woman to be successful, she needed to become multi skilled. She had to be oriented to all departments in the establishment: food and beverages department, front office, house- keeping, the planning of the kitchen etc. She needed to know all what happened in the organization.
4. If S8 was working in a more stable industry, she would have had 2 more children to make them 4 because she loves children. But as it was, the 2 children were enough for her because of the challenges she experienced with managing home and work life balances.

5. Managing the work life balance was s a real problem for S8. The advantage she had was that she found accommodation very close to her place of work. She could go home and help the children with their homework and then come back to work.
6. To manage the home front, S8 took in her sister and cousin to live with her. They would assist with some of her responsibilities at home such as supervising homework. She also had 2 orphans who lived with her and they too assisted. She also had a housemaid who assisted with other home chores. Her parents sometimes came to assist.
7. Creativity was a useful strategy. S8 made it a point never to miss any of the school activities that required a parent to be present. She found creative ways to manage her time. Sometimes she worked longer hours or did some of the work during weekends in order to make up for lost time when she needed to attend school functions.
8. S8 believed that there was need to keep husbands informed of one's whereabouts and being transparent at all times in order to assure them and reduce jealousy. As a wife when her husband was around S8 made time for him. S8 found it easier to do her job because her husband is not always around since he worked outside the country. She did not think that he would tolerate the crazy hours of the job. When he came home S8 took time off for a week or two and then put in extra hours when he went back. That is how she managed as a wife. S8 assured him by making her life very transparent. She was either at home, at work or at her parents place or at church. Above all S8 communicated all her movements to her husband

2.8.7 Advice and Recommendations

S8 provided the following advice and recommendations:

1. Be resilient and stay focused in spite of the many negative comments that could be made against one.
2. A woman should be prepared to work hard in the hospitality industry. She was out to prove a point so she needs to work harder than normal.
3. According to S8, a woman needed to be wiling take chances and to be resilient if she wanted to be successful. When experiencing resistance, there was need for her to be adaptable. There was need for one to study the people one worked with and get to know them well in order to be able interact with them.

APPENDIX E: CONSENT FORM

RESEARCH INTO THE PARTICIPATION OF WOMEN IN MANAGEMENT IN THE HOSPITALITY AND FINANCIAL SERVICES SECTORS IN ZIMBABWE: STRATEGIES FOR MEETING LEADERSHIP AND GENDER CHALLENGES

Conducted by Alice Zinyemba

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I-----confirm that I understand the nature of the research of the above study. I understand that my participation in the study is voluntary and that I am free to withdraw at anytime during the course of the research without giving reasons. I agree to be interviewed and or to take part in the focus group discussions being audio recorded.

date -----

Signature of participant

date-----

Signature of Researcher

APPENDIX F: LETTER OF INTRODUCTION

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05 January 2011

To whom it may concern

Re: Research Into The Participation Of Women In Management In The Hospitality And Financial Service Sectors In Zimbabwe: Strategies For Meeting Leadership And Gender Challenges

Mrs Alice Zinyemba is a lecturer in the Business Studies Department in the Faculty of Commerce at the University of Zimbabwe. She is currently carrying out research leading to a D Phil. Her research topic is “Participation Of Women In Management In The Hospitality And Financial Services Sectors In Zimbabwe: Strategies For Meeting Leadership And Gender Challenges.” The research findings will be useful in many respects:

Target 4b of goal 3 of the Zimbabwe’s Millenium Development Goal which focuses on promoting gender equality and empowering women aims at increasing the participation of women in decision-making in all sectors at all levels (to 40% women in senior civil service positions and to 30% for women in Parliament) by 2005and to 50:50 balance by 2015. Policy makers will find the study useful in this respect.

Academics in the field of social sciences and business management will also find the study useful as it contributes to the field of social sciences, organization development and business management.

The study will make a direct contribution to an understanding of women in management, to policy makers as they develop policies on gender and mainstreaming of gender in private sectors, to academics on studies on women and organizational culture and to individual women aspiring for top positions.

Your assistance in facilitating Mrs Zinyemba's research will be greatly appreciated.

Yours sincerely

S. Gumbe

Chairman (Business Studies Department)