**THE IMPACT OF PATRIARCHY ON WOMEN ADVANCEMENT TO STRATEGIC LEADERSHIP POSITIONS IN ZIMBABWE'S PRIVATE SECTOR.**

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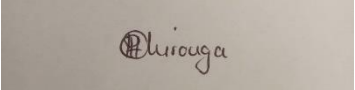**This statement should be completed and signed by the student producing the dissertation.**

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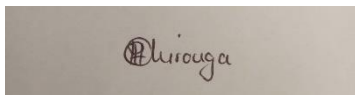
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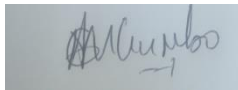| Last Name | First Name | Signature |
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26 August 2020

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## DEDICATION

This research is a special dedication to the Chironga and Mahiya Family. They have been a source of inspiration and encouragement.

## ACKNOWLEDGEMENTS

# ABSTRACT[ii]

The study investigated on the impact of patriarchal related challenges faced by women in strategic leadership positions within Zimbabwe's Private sector. The proposition which guided the study was patriarchy diminishes the number of women to rise to strategic leadership positions in Zimbabwe. Male dominance, socialisation and stereotyping were concepts used to inform the study. The study was informed by the interpretivist paradigm in which the explorative research design was adopted. Documentary research and key informant interviews were used to collect primary data. The interviews were from eight organisations with women strategic leaders. For secondary data, material from internet sources such as AfroBarometer and reports on Zimbabwe Broadcasting Corporation were used. Data analysis was done using thematic analysis for primary data and content analysis for secondary data. The study findings showed that, patriarchy has a major influence on the rise of women to strategic leadership positions. Even though there have been strides to promote gender equality in the macro level positions, women in Zimbabwe still cannot be at par with men. Men and even some women do not support female leadership and this poses a threat to the effectiveness of women in leadership. However, lack of resources and support also contribute to women's ineffectiveness in achieving their leadership goals. The proposition was confirmed to a larger extent as research findings showed that patriarchy diminishes the effectiveness of women in strategic leadership within the Zimbabwean private sector. The recommendations suggest that, there should be unity among women to secure and effect the inclusion of women in strategic leadership positions. There is also need to change the gender stereotyping of women, there is need to include strategies for promoting gender equity and building confidence and positive self-esteem among women. Based on the research findings and recommendations, the study provided theoretical and practical implications. Limitations of the study and suggestions for further research.

**Key words**: Women, strategic leadership, patriarchy, male dominance, socialization, stereotyping.

## LIST OF TABLES

## Abbreviations and Acronyms

| | |
|---|---|
| AWLN | African Women Leaders Network |
| CEO | Chief Executive Officer |
| LFS | Labour Force Survey |
| PHD | Pull Her Down |
| SADC | Southern African Development Community |
| UN | United Nations |
| WCOZ | Women Coalition of Zimbabwe |

# Contents

# CHAPTER 1: INTRODUCTION AND BACKGROUND TO THE RESEARCH PROBLEM.

## 1.0 Introduction

In Zimbabwe, as in most of Africa, patriarchy is a deep, pervasive and resilient problem (Taodzera, 2020). A key feature of patriarchy is the notion of traditional gender roles. Traditional gender roles cast men as strong decisive, rational and protective while women are seen as emotional, irrational, weak, nurturing and submissive (Sen, 2009). It affects females, both individually and collectively, irrespective of education and social class. This has an impact on the effectiveness and advancement of those who want a career. For a long time, women have contended with a plethora of challenges in the execution of their duties including patriarchy. Patriarchy is to a larger extent responsible for perpetuating the perception of women as ineffective and inferior to men (Kanyenze et al, 2010). Common beliefs promote the view that, women who rise to the top position of organisations cannot do so without being associated with some immoral behaviour, as women are generally regarded as incompetent and ineffective to manage organisations outside the household (Kanyenze et al, 2010). This research explores the impact of patriarchy on women in strategic leadership positions within the private sector. This chapter presents the background to the research problem, the statement of the problem, the summary of literature review in support of the research problem, research objectives and questions, summary of methodology adopted, significance of study, limitations of study, and delimitations of the research and chapters outline.

## 1.1 Background to the research problem

Kanyenze et al. (2010) suggests that, the Shona culture in Zimbabwe has been a tool contributing to perpetuating patriarchy. Due to the fact that African culture is largely patriarchal, women are largely depended and subordinate to men. Patriarchy has largely been endorsed through socialisation, payment of the bridal price and the family system which sets females as less important than men. (Mupfeka, 2008). This has essentially affected women in strategic leadership positions, influencing their feelings and attitudes. This consequently shows that patriarchy has an impact on women in leadership.

Zimbabwe has made significant strides in promoting gender equality and a raft of laws designed to promote equal opportunities between sexes has been enacted. However, for the majority of women, gender equality is far from being achieved (Adejimi & Ogunode, 2015). Over the past years Zimbabwe made numerous commitments with the international community to promote gender equality and eliminating discrimination against women. For

example, it promulgated the National Gender Policy in 2004 to promote the advancement of women in all sectors (National Gender Policy 2004). The 2004 National Gender Policy mainly focused on thematic areas namely, i) women in politics and decision making, ii) women and the economy, iii) education and training of women and iv) institutional mechanisms for the advancement of women. This was as a result of the realisation that women constitute 52% of the population and yet, in terms of representation in leadership positions across all sectors, they constituted 30% (Makoni 2011:12). SADC protocol section 2(a) stipulates its objective as to provide for the empowerment of women to eliminate discrimination and to achieve gender equality and equity through the development and implementation of gender responsive legislation, policies, programmes and projects. In 2014, the government of Zimbabwe promulgated another National Gender policy, with the aim of ensuring the attainment of gender equality in the development process by redressing the existing gender imbalances. It also provides for equal opportunities for women and men to actively participate and contribute to their fullest ability and equitably benefit from national development (National Gender Policy, 2014).

The Government of Zimbabwe also signed the Convention on the Elimination of All Forms of Discrimination against Women (2001), the Beijing Declaration and Platform for Action (1995) and the Millennium Summit (2000). The Beijing Declaration and Platform for Action considered the inequality between men and women in the sharing of power and decision making at all levels as one of the critical areas of concern for the empowerment of women. Bullough (2008: 9) mentions that, the Berlin Declaration and Platform for Action stated,

> "Women's equal participation in decision making is not only a demand for simple justice or democracy……….. Devoid of the active participation of women and the integration of women's perspective at all levels of decision making, the goals of equality, development and peace cannot be achieved".

As a result of these commitments the government was expected to implement policies and programmes which would advance gender equality, including in leadership positions, giving women equal share in economic, social, cultural and political decision making.

In an attempt to curb this gender inequality engendered by patriarchy in Zimbabwe, the Government has put in place policies that encourage and promote the elevation of women into top positions of leadership. Zimbabwe ratified the Southern African Development Community's Gender and Development Protocol which was adopted by SADC in 2008. Zimbabwe also subscribes to the Common Markets for Eastern and Southern Africa Gender

Policy which fosters gender equality and equity at all levels of regional integration and cooperation.

Constitution of Zimbabwe Act NO.20 section 17 subsection 1(b) (i) which stipulates that, the state must take all measures including legislative measures, needed to ensure that both genders are equally represented in all institutions and agencies of government at every level.

Despite these commitments women in leadership are lowly represented at senior level. Women in Politics Support Unit 2011 presented that Zimbabwean statistics revealed in 2011 show that women's representation in parliament has reached 9 % at its lowest and 22% at its highest. This is a far cry from the 30% minimum set by the 1997 SADC Declaration on Gender and Development and even further from achievement of the 50% benchmark set by the SADC Protocol on Gender and Development and Millennium Development Goal 3.

The National Gender Policy (2013:5) shows that, the 2011 Labour Force survey (LFS) pointed out that, the total employment to population ratio is lower for females (72.3%) compared to males (83.9%). This situation has largely been as a result of patriarchy. More so, 70% of agriculture labour, characterised by lowest wages, is provided by women. The share of women in wage or paid employment in the non-agricultural sector in relation to total wage employment in the non-agricultural sector was 24%. Real income of women is three times less than that of men, and women have a higher structural unemployment rate of 70% compared to 56% for men. Dangarembga and Adichie (2011: 70) cited in Mupfeka (2013:19) points that,

> "We raise girls to cater to the fragile egos of men……. to shrink themselves…. make them smaller, have an ambition, but not too much……. be successful, but not too successful; otherwise you will threaten the men".

Girls grow up to be women who cannot see their aspiration, women who silence themselves who cannot say what they truly think. This shows that society shapes the attitudes, feelings and reactions women will have due to patriarchy. This is because patriarchal assumptions have repressed women to participate in male dominated areas. Guney et al (2006:194) point out some of the opinions which project conventional imageries of women leadership have been offered, these include: a) Women are likely to place family demands above work considerations. b) Women labour for supplementary returns as a result they lack the necessary drive to succeed in business c) Women are likely to mix their personal and professional beliefs and feelings for this reason; they are accepted as emotional not professional. d) Women are unfitting for top leadership positions because they are viewed as

emotional and lack some qualities necessary for supervisory positions such as aggressiveness, risk taking and decisiveness. e) Women managers lack confidence. f) Women are alleged to be too soft or too tough but never perfect for a managerial position. As a result of these negative beliefs women have made slow progress within their organisations. Maposa (2013:25) note that, due to patriarchy, husbands feel depressed when their wives become successful, they want wives not Chief Executive Officers. This finding then has an impact on the effective production of work by women who are leaders since they would still want to make their husbands feel unthreatened. More so pregnancies, child bearing and maternal lives make women stay at home while their male counterparts are advancing on the echelons of the organisational hierarchy and effectively meeting their goals and objectives.

Furthermore, Taodzera (2020) points out that Maud Gweru, who runs successful car sales and sits on different boards in many organisations, said the stereotype still exists. "Each time I get into a room full of men, they try to intimidate me and even if I raise a good point, it is normal for them to gang up against me…….no matter how educated, they tend to think women's roles are in the kitchen." This therefore shows that although there are noble initiatives such as Gender policies that have allowed women to enter the world of work as equal humans as their male counterparts, their effectiveness is still questioned. The limited effectiveness of women in strategic leadership in Zimbabwe is therefore attributed to cultural factors. Taodzera (2020) stipulates that, the patriarchal system leads to the marginalisation of women in Zimbabwe. These cultural factors include patriarchy, marriage, dressing, religion and gender responsibilities. However there are other factors such as educational capacities and discrimination although this study will mainly focus on patriarchy.

## 1.2 Literature in support of the research problem
### 1.2.1 Introducing the Patriarchy concept
This section focuses on literature review and generates an analytical framework to explore the impact of patriarchal related challenges faced by women in leadership. affects women leadership. The concepts of patriarchy, effectiveness and women leadership are vital in this study. Patriarchy as a concept entails the institution of male domination and female subordination. Patriarchy privileges men over women such that women have little or no claims to material, sexual and intellectual resources of the society. This shows that patriarchy sets women as inferior and ineffective to take up any leadership role. Parpart (1995:4) argues that patriarchal assumptions have inhibited women's ability to achieve in male dominated sectors of the economy and the government. Furthermore, public statements glorifying

women's role as mothers and wives have encouraged women to stay home and raise children rather than enter the workplace and progress to leadership positions. This therefore shows that, traditions have dictated men and women relationships for centuries and entrenched male domination into the structure of social organisation and institution at all levels of leadership. It can therefore be argued that, the patriarchal society in Zimbabwe has stereotyped society to think that women are not good at decision making posts.

### 1.2.2 Introducing the Leadership concept

Leadership has been defined by Kiamba (2008:5) as an interpersonal influence directed toward the achievement of a goal. He inclines the qualities commonly associated with leadership: as active communication skills, completing tasks on time, accountability, problem solver, authenticity, self-confidence, involvement and influence. However, there is still disbelief when women lead and, in several situations, masculinity more than age, familiarity or know-how determines the role (position) one is relegated. In society women are alleged as possessing less leadership ability than men. When both men and women are compared today, the successful managerial stereotype remains masculine (self-assured, controlling, competitive, decisive, aggressive and independent). Astonishingly, no male or female describes the effective manager using customarily feminine traits and styles such as consultative, appeasing, partnership-oriented and collaborative; even though many researchers including Stephen Covey (1993), a management expert, agree that womanlike traits are the prevailing trend to the future of leadership. The relationship between women leadership and patriarchy therefore forms the backbone of the study, as patriarchy has implications on the effectiveness of women leadership. Effectiveness can be defined as the quality of being able to bring about an effect. It means it has an intended or expected outcome, or produces a deep vivid impression. The synonyms include capability, competent, effectual, productive or capable of producing. It can therefore be argued that, this situation is largely because of patriarchy since women's capabilities to lead are always. More so, effectiveness can be defined as the quality of being able to bring about an effect. It means it has an intended or expected outcome. The synonyms include ability, capability, competent, effectual, productive or capable of producing. It can therefore be argued that, because of patriarchy women's capabilities to lead are always questioned.

### 1.3 Problem statement

The Zimbabwe Demographic Health Survey (2010-2011) cited in the National Gender Policy (2013:5) shows that 37% of women as compared to 62% of men are formally employed.

Despite all government efforts to curb gender inequality, patriarchy still has a negative impact on the effectiveness of women leadership as shown by statistical data on women in leadership. The Women's Coalition of Zimbabwe (2020) noted that in September 2013 the organisation was dismayed by the reduction in representation of women in the formal Cabinet. Women Coalition of Zimbabwe noted that they were only 11 women out of the 64 cabinet ministers although there were 86 women in Parliament the President could choose from. Women as a result form a paltry 9% of Cabinet, far below the percentage of representation as stipulated by the Constitution of Zimbabwe (2013).This could be explained by the glass ceiling effect which poses invisible barriers to women's progression into the workplace and positions of leadership, patriarchy, gender role expectations and responsibilities (Schaap & Shockley, 2020; Dashper, 2020). This therefore shows that the society shapes women to be weak figures through cultural adherences. From the background of the problem, there exist disparities on gender representation in top leadership positions in most economies, Zimbabwe included (Olive, Preventza, Blackmon & Antonoff, 2020). Progress towards gender equality is still excruciatingly slow considering the number of women in leadership (Georgeac & Rattan, 2019). This is because women's competence and effectiveness is questioned by man, a problem that needs attention. Patriarchy is to a large extent responsible for perpetuating the position of women as inferior and ineffective to that of men (Aboh, 2018). This has affected women since they are viewed as only effective in households. This therefore shows that patriarchy has set boundaries that women have to overcome (Aboh, 2018) it has created a glass ceiling for women to reach strategic leadership positions (Schaap & Shockley, 2020). In view of the stated patriarchal related challenges, it is this researcher's conviction that a research needs to be done aimed at establishing challenges encountered by women occupying strategic leadership in Zimbabwe.

## 1.4 Research Aims and Objectives

**Main aim:**

To investigate the impact of patriarchy on women advancement to strategic leadership positions in Zimbabwe.

**Specific objectives:**

- To establish how patriarchy influences the advancement of women to strategic positions in Zimbabwe private sector Companies.

- To determine how patriarchy affects the effectiveness of women once they are in leadership.

- To explore attitudes of women and men towards women in leadership positions.

- To establish the extent of women leaders effectiveness.

- To recommend possible solutions for women advancement to strategic leadership positions.

## 1.5 Research Questions
**Main research question:**

**What impact does patriarchy have on women in strategic leadership positions in Zimbabwe?**

- Does patriarchy influence the progression of women in leadership to strategic positions in Zimbabwe?

- How does patriarchy affect the effectiveness of women leadership in organisations?

- How do attitudes of women towards top position affect their effectiveness?
- What are the possible solutions to addressing patriarchal challenges for women advancement to strategic leadership?

## 1.6 Proposition of the study
The study proposed that: Patriarchy diminishes the number of women to rise to leadership positions in Zimbabwe.

## 1.7 Research methodology
This study took an inductive approach and used qualitative methods of research. The researcher adopted an interview as the ideal means for primary data collection, looking at the attitudes of women towards leadership positions and issues based on patriarchal factors. As an explorative research, it implored an action planned research and interpretivist paradigm provided the foundation with which the researcher's choice methodology and methods were based. This is because the research sought meaning and understanding about processes, phenomena with attention to narratives and personal experiences. The aim was to find the significance in themes that emerge from narratives indicative of common human experiences (Creswell, 2004). Furthermore, the research focused on in depth relatively small numbers of purposefully selected participants with a sample size of 10 experts. The sample was arrived at

when the researcher reached a data saturation stage. Face to face and electronic interviews through zoom meetings were used to collect data from organisations representatives actively trying to encourage women into leadership roles in aspects of decision making within the private sector. Primary data collected was analysed through thematic analysis.

## 1.8 Significance of the study

It is about understanding the issue of patriarchal related challenges on the performance of women leadership within the private sector. To add more literature concerning women in leadership positions within the private sector, non-political spheres and to suggest measures to promote effective leadership by women in different areas. The study might help to improve understanding of the factors affecting access to the retention of women in leadership positions in a variety of areas. The research findings and recommendations might provide vital information to all groups advocating for equal human rights and more specifically gender equality, government at large and policy makers.

The research had proffered solutions with respect to improved systems for fairer access to resources and opportunities, new processes of dialogue and collaboration in organisations. It further added to supportive policy and institutional reform. Further helped with changes in attitudes, beliefs, practices and discriminatory social norms towards women in leadership positions

## 1.9 Delimitations

This study focused on how patriarchy affects the effectiveness of women leadership in Zimbabwe. The patriarchal factors discussed included marriage, women's domestic role, stereotyping and dominance by man. The research focused on the private sector in Harare mainly looking at companies such as, Women Coalition of Zimbabwe, Munhanga, Debrees, Larfage, Telecel, Gogetter movement, African Organisation for Standardization and Securico. This is largely because these organisations are headed by women.

## 1.10 Dissertation outline

This dissertation was structured as follows: Chapter one introduced the research problem, gave the background of the problem, objectives, questions, significance, methodology and the proposition of the study is that: Patriarchy diminishes the effectiveness of women leadership in strategic positions. Chapter 2, Literature Review focused on the review of literature on the key variables used for the study such as patriarchy, socialisation, and male dominance and stereotyping. Chapter 3, further focused on the Methodology, mainly looking at the

interpretivist research approach and qualitative research design; Findings were discussed in chapter 4, Conclusions and recommendations were proffered in chapter 5.

## 1.11 Chapter Summary

This was an introductory chapter, which focused on exploring how patriarchy affects women in strategic leadership positions. This chapter presented the background to the problem, the statement of the problem, the literature review, methodology, significance as well as the limitations and delimitations of the research.

<div align="center">CHAPTER 2: LITERATURE REVIEW</div>

## 2.0 Introduction

This chapter focuses on literature review. The literature review section presents contributions made by other researchers and practitioners on how patriarchy has an impact on women in strategic leadership positions. The chapter defined patriarchy as a phenomenon, explained the importance of the subject, the existing models and the conceptual framework focused on the research.

## 2.1 Literature Review: Explanation of the search strategy for literature

The sources of literature were textbooks, magazines, the Internet, journals articles, previous research works related to the study. These helped to clarify, strengthen and accordingly direct each stage of research. The literature review focused on how patriarchy has an impact on women in strategic leadership. Patriarchal themes discussed include male dominance, male identification, socialisation and stereotyping. A case study from Bangladesh and the United States workforce was used to have a comparative analysis of how patriarchy affects women in leadership in other countries.

## 2.2 Definition of the phenomenon

Patriarchy literally means rule of the father in a male dominated family. It is a social and ideological construct which consider men who are the patriarchs as superior to women. Walby (1990) in theorizing patriarchy refers to it as a co-ordination of societal structures and practices in which men govern, oppress and exploit women from all walks of life. It is based on a system of power relations which are hierarchal and unequal where men control women's production, reproduction and sexuality.

## 2.3 Historical forms of patriarchy

Patterman (2016) distinguishes among historical forms of patriarchy, the classical, traditional and modern. He further notes that, classical patriarchy is premised on the notion that paternal and political rule were not merely analogous but identical, the father is not just one parent but "the parent" and is able to generate, social, legal, economic and political rights. Classic patriarchy sustains Eurocentric forms of family as a foundational institution and views women as responsible for social reproduction. In relation to the study, this therefore shows that, patriarchy was since rooted in the family before, it took root in the workplace.

Kandiyori (2018) suggests that patriarchy is the historical and societal dimensions of women's exploitation and oppression of women. The concept is linked to male dominance. It can be viewed as a discourse where women are either ignored or debased and patriarchal when it assumes and inscribes a sexual division of labour into a representation thereby denying women and men the same access to self-determination.

## 2.4 Importance of the subject

With the pervasive problem of patriarchy, women empowerment has been an issue of great concern for the whole world for about decades now. (Weyer, 2007)Despite women exhibiting progress in sectors from technology to education and possessing high potentialities, they are still        under-represented in the key leadership positions of organizations all over the world (Sultana, 2011). Even though diverse and inclusive leadership teams have greater advantage, gender parity is still rare at the highest decision-making position (Kanyenze, 2011). The case is even more relevant in case of developing countries such as Zimbabwe. Therefore, it is important for us to understand why this paradox persists and what can be done in order to overcome such a situation.

More so, women are mostly engaged as employees in various organizations even if they represent the majority of the employees. Even in such a difficult situation, women aspire to lead, to make progress independently and utilize their ability to the fullest. Regardless of that, there is something which is still holding women back and they find it difficult to obtain leadership positions ( Williams, 2004). Furthermore, women empowerment leading to effective leadership is required for the welfare of women as well as the well-being of the organization as a whole (Northouse, 2015). It is not that women should only handle all the leadership positions in an organization but the existence of a favourable environment for both males and females irrespective of their differences so that the best person reaches the highest position.

Furthermore, it can be noted that, the world is living through one of its most historic and peaceful revolutions: the gradual rebalancing of the gender's social, educational and organizational power (Mupfeka, 2008). This rise and its consequences in the coming days needs to be better understood and managed by most businesses, managers and concerned authorities. The gender difference and lack of women empowerment has hampered everyone's life. The time has come to understand that empowering women not only

empowers them for well-being but also yields higher competitive advantage to smart companies and society in general. Hence, women empowerment and leadership, as being one of the major concerns for today's organizations, should be handled effectively for obtaining competitive advantage and for sustainable development of organization, society and nation in the long run.

### 2.5.1 Defining Patriarchy

Walby (1990:23) shows that the word "patriarchy" indicates 'male domination', 'male preconception (against women)' or simply "male supremacy". Bennett (2015:56) points out that, in modern English, the term patriarchy has three meanings. First, it can refer to the ministerial power of men accepted as Christian rulers, specifically in the Greek conventional tradition. Second, patriarchy can state the constitutional right of a husband or father over his wife and children. On this, Millett (2014:32) shows that the term patriarchy means the absolute rule of the father or the eldest member of the family. Patriarchy therefore favours men over women and confers power to men and dependency to women.

Millett (2014:35) points out that patriarchal philosophy distorted biological differences between men and women, making sure that men always have the commanding or masculine behaviour or roles and women are always dominated or having feminine roles. This philosophy is so authoritative that men are usually able to secure the apparent consent of the very women they oppress. Women agree more to the decisions made by men than decisions made by other women. This therefore justifies and reinforces women's subordination to man. This also justifies the subordination of women in leadership. So patriarchy a social system and practice in which women are dominated, oppressed as well as exploited by men. It can therefore be noted, that patriarchy is a kind of society structured around firm kinds of social associations and philosophies about defining women and men as contraries giving men power. Brown (2003:32) says that patriarchy is also called androcentric, which is, "viewing the world and shaping reality through a male lens."

### 2.5.2 Male Dominance

Wably (1990:23) shows that patriarchy is male dominated in that positions of authority, political, economic, legal, religious, educational, military and domestic leading roles are generally reserved for men. More so, Head of states, corporate Chief Executive Officers and board members, school leaders, members of legislatures at all levels of government, partners in law firms, university professors, army generals and even those identified as "head of households" all are likely to to be men under the patriarchal system (Arfken, Bellar, &

Helms, 2004). When women find their way into such positions, people tend to be struck by exception of the rule and wonder how they will measure up against men in the same position. It can also be noted that in some cases men's failure to measure up to the duties regarded as for women is seen as some form of superiority for example ("you change the diaper. I'm no good at that sort of thing.") This therefore shows that patriarchy has an impact on women in leadership since men are seen as dominant even in situations where they will be incapacitated to deliver some duties for example they might not be able to change a diaper but that will still be seen as the supremacy of men.

### 2.5.3 Male Identification

Sultana (2011:7) points out that patriarchy versed society are male defined focusing on what is deemed good, desirable culturally, they revolve around a how we think about men and masculinity. Due to this definition of patriarchy as male identified, most women who try to break the glass ceiling ,they are revealed as women in a few minor roles such as caring professions, for example, teaching, nursing, child care and personal relationships. For women to see themselves as leaders they have to first get around that. Leadership itself has been gendered through its identification with maleness and masculinity as part of patriarchal culture. While men might have to learn to see themselves as managers, women have to be able to see themselves as women managers who can succeed in spite of the fact that they are not men. This therefore shows that as a result of patriarchy, leadership in general is gendered, male identified and for a woman to be a leader she must exhibit qualities associated with maleness. The more powerful a woman becomes in a patriarchal society the more she is labelled as immoral or not seen as a decent woman.

### 2.5.4 Socialisation and Stereotyping

Many academics consider socialisation and gender stereotyping explains the low representation of females in leadership. Shah (2009:22) records that socialisation theoretician's debate that "gender identity and variances are acquired through various growth-related processes associated with life stages, such as education and work life." Walby (1990: 9) argue that socialisation "supports the sexual division of labour" and is the product of the nurturing role that most cultures ascribe to women. Images of feminine roles are available everywhere: at school, at work, at home, on television and in literature. She conserves that these roles make women submissive and compliant. Sperandio (2009:53) argues that successful Ugandan woman, for example, used to be described as "one who got married, raised up a family and submitted to her partner". Subsequently a male-dominated

culture sustaining the socialisation process makes women subordinates, men do not like to be headed by women. This is also of concern with the socialisation of men, as "they are raised up to be certain that women cannot lead them". This may clarify why in Vietnam "the bulk of female executives fill vice positions" (Nguyen, 2007).

Weyer (2007:486) points out that gender stereotyping' the "consensual views about personality qualities that define men and women" also has a bearing on women's career advancement. To comply with their labels, women are expected to be "compassionate, easy-going, intuitive, and kind". Coleman (2005:12) notes that customarily, women are believed to fit in the home to fulfil their domestic roles. Women when selected for a position have to "prove their worth" as influential leaders by working harder and better to do away with the stereotypes associated with them in top management and mainly to overcome their "domestic role labelling". It can therefore be debated that stereotypes of women can be drawn to the deep-rooted, pervasive, patriarchal preconceptions of society. As previously stated, expectation is essential in the socialisation practice. Both gender groups are likely to behave unfailingly within their gender stereotypes.

Eddy (2009:12), however, shows that as headship is customarily well-known as suitable for men, women front-runners are often trapped trying to meet the male standards while also having the deal with of their gender expected roles. Furthermore, women leaders who conduct themselves differently from their gender stereotypes (that is, their gender expectations are not met) are possibly to be ill judged. Consequently, many women leaders experience seclusion and isolation as soon as they are in the posts they sought and at times they are not reinforced by their woman counterparts, as these have inclination to male figures in authority. Bassett (2017:9) stipulates that not merely men but also women "often hold negative stereotypes about women" which may affect the selection of a woman to a senior position. Heilman (2001:13) debates that this bias is a principal reason for low women in leadership positions. It can be claimed that it is cultural expectations produce and maintain discrimination between genders. Their argument is supported by Sperandio (2009:22) who emphasizes that "role expectations and societal norms are shown clearly in the reality of the prevailing discrimination" It is therefore unmistakable that socialisation and stereotyping stemming from patriarchy has an influence on women in leadership.

A stereotype can also be referred to as a reasoning which classifies people on the basis of features such as gender, race, or age (Northouse, 2015). A preconception is a semi-permanent

belief based on repeated experience to stereotypes (Project Implicit, 2011). It can be noted that people are not likely to openly admit to undesirable stereotypes and preconceptions today than in the historical. A recent meta-analysis of gender and leader categorises found "no evidence of decreased stereotyping of women leaders over time" (Koenig et al., 2011).

Stereotyping is characterised usually by gender, age and race. Often apparently positive stereotypes can also be problematic, for example, the stereotype of women as nurturers often backfire when companies and workmates expect women to take on caregiving responsibilities that are inappropriate or discriminatory in a work setting (Heilman, 2012). Gender stereotypes like these can negatively affect both men and women. In one study, men who didn't conform to the male label of aggression were ranked lower than men who better fit this male stereotype. Such labels thus create bias in the judgment of decision makers (Judge et al., 2012).

Stereotypes about mothers can adversely affect women tailing leadership roles. Proprietors may assume that women's caregiving commitments make them inappropriate candidates for challenging jobs. According to one researcher, "Motherhood triggers powerful negative competence and commitment assumptions" that can result in a "motherly wall" of bias that is an "order of magnitude" more potent than other biases. Fatherhood, on the other hand, seems to have the contradictory effect. After becoming fathers, men see an average of a 6 percent increase in earnings even after guiding for factors such as hours worked and marital status, while new mothers see a 4 percent reduction per child and earn management roles than women as they are viewed as more in authority as well as responsible (Budig, 2014).

Stereotypes and bias have emotional impact on how men and women are viewed. For example, there is a self-confidence gap amongst women and men (Schuh et al., 2014). Although men are socialized to be assertive, self-confident, and self-promoting, cultural attitudes toward women as leaders continue to suggest that women are viewed as inadequate, inappropriate or undesirable to possess those features (Enloe, 2019). Women's predisposition to diminish and undervalue their professional skills and attainments is as a result of the unescapable problem of patriarchy. It can be argued that sometimes, male students overemphasize their skills and female students undervalue their relative to objective indicators of competence (Pajares & Schunk, 2001). In other words, both men and women misunderstand the mark when it comes to self-evaluation. These kinds of inaccuracies can result in lost opportunities, wasted time, as well as lead to poor choices.

Additionally, stereotype threats emanate when people become cognisant that they are negatively stereotyped in their present role. Undesirable stereotypes affect individuals' performance when they endeavour challenging tasks in the domains in which they are negatively stereotyped. Stereotype threat can reduce operational memory and, because of its relationship with stress, anxiety, and disentanglement, can lead to a wide variety of negative outlooks and behaviours (Hoyt & Blascovich, 2015). Stereotypes about Leadership In a meta-analysis of 69 studies on stereotypes and leadership, researchers found that stereotypes about leadership are decidedly masculine (Koenig et al., 2011). Male stereotype characteristics include independence, competitiveness, reasoning, dominance and aggressiveness. These are argued to associate with current anticipations of leadership (Catalyst, 2015).

Those beliefs, in turn, affect women's and men's self-perceptions. A meta-analysis of 95 organizations from different countries found that men in male identified organizations rate themselves considerably as more effective than women rate themselves (Paustian-Underdahl et al., 2014). This therefore shows that, stereotypes about gender and racial stereotypes correspond to create unique and authoritative stereotypes which are as a result of patriarchal systems.

## 2.5.5 Women's Identity Development through culture
 Women's individuality development is shaped through the life's "hidden syllabus" that teaches girls and women subservience to the dominant male-controlled system of power. Lessons learned from exposure to the "syllabus" include gender roles, a degrading of women, muteness and invisibility, subordination to male power, and acceptance of role contradictions. Often girls and boys, men and women learn and practice these gender power relations and socialisation systems shaped by patriarchy throughout their lives.
The rules and roles complementing gendered power relations are so ingrained in the culture that, are practically obscure, neither questioned nor defied by most people. This is carried to the workplace, where even when women occupy an influential position that is strategic, they are still viewed as powerless and unable to lead.

## 2.5.6 Masculinity and Leadership
Regardless of stereotypes about masculine leaders, leadership is not inherently manly. The purpose why leadership has been labelled masculine is because men have apprehended most leadership positions in society for a long time (Hyde, 2014). The concept of leadership has been infused with stereotypically manly traits: aggression, decisiveness, willingness to

engage in conflict and power. These traits are not exceptionally available to men, nor are they major personality traits in all men. Researchers have discovered the essential ingredients of leadership and found no gender differences in leadership efficiency (Hyde, 2014).

### 2.5.7 Women's role as caregivers

Harmonising work and family duties is one of the most challenging obstacles for women seeking leadership posts (Budig, 2014), and it can be especially discouraging for the millions of working women raising children on their own (Northouse, 2015). Women are usually the main parent compassionate for children and other family members during their peak years in the work sphere. They are more likely than men to work occasionally and spend time out of the work sphere (Northouse, 2015). Often women take more time off for family obligations than men do (U.S. Bureau of Labour Statistics, 2015). Moreover, women may feel deeply conflicted about leaving their children when they go to work, and the concept of "choice" does not accurately capture their experience of managing paid employment and parenting. Regardless of the barriers, many women do continue their careers but do not reach strategic positions, they are only afforded supportive role. An assumption that women with young children are not on the "fast track" eliminates a whole category of employees from leadership opportunities. This has been as a result of patriarchy where men are viewed as the only ones who deserve to be in the work place and fend for their families.

The gender disproportion in leadership is both women and men's problem. Being a leader is not inherently valuable or desirable. Leadership roles can be unbearable and often require great accountability, which can cause a great deal of stress and leave little room for other urgencies. Just as the status quo is holding women back from leadership roles, it is holding men back from embracing care giving and supportive roles. Due to this framework patriarchy has emphasized the in capabilities of women in leadership. It is no surprise therefore that only 5% of African women make it to the very top and continue to be under represented at every level of the corporate leadership ladder, as noted in the study conducted by McKinsey and Company in 2016.

### 2.5.7 Culture

Culture is that which surrounds us and plays a certain role in determining the way we behave at any given moment in time. By no means static, culture is defined by events that are taking place both locally as well as regionally and internationally, it is shaped by individual events as well as collective ones, and it is a feature of the time we live in. Due to its vast nature, culture is also often used as a tool to validate all manners of actions, all of which may be

acceptable to all concerned and are often intimately, connected to issues of identity. Cultural frameworks are not always imposed, but are open to manipulation and interpretation from many angles and sources (Walby, 1990).

Most African cultures define women in terms of what they should be or do for men (Judge, 2012). For instance, a married woman's major role is to enhance her husband's career goals by providing him with moral and emotional support. Women are left with all the family responsibilities and chores while the husband is away either studying or working. Women can pursue their professional dreams only after fulfilling their traditionally accepted roles, an expectation nearly impossible considering the age they then take up professional career roles as leaders (Judge, 2012).

In any ethnic group in Africa a typical woman has low status particularly lack of power to make decisions on matters affecting her life and those of her family. This culturally determined expectation and attitude towards the girl child influences less distribution of resources towards the girl as compared to the boys. A boy will always be considered first before a girl (Eddy, 20019). This gender biased cultural assumption and the subsequent differential treatment of boys and girls in a homestead not only mitigate against girls access and performance in the education but also tend to push girls to doing the so called 'feminine careers' e.g. home economics, nursing, teaching and secretarial (Eddy , 2009).

Odhiambo (2006) argues that in Africa women are discriminated against from birth (five ululations given to boys while a girl is given only two), this is a typical example of how women are unappreciated socially, culturally and even religiously. She further argues that though there is no evidence in the bible indicating that a woman is inferior to a man the doctrines preached in most churches expect the woman to remain silent and submissive to the man in all areas of life. She attribute this to most churches being headed by men hence the perpetration of the wrong teachings. This explains why in most churches just like in any other secular organization men occupy the top positions while women occupy lower positions.

More so, the corporate world as it exists today is composed of values, traditions, structures, and behavioural norms linked to masculinism. Neither nature nor social conditioning adequately prepares women for their first encounter with corporate masculinism (Nguyen, 2007). Armstrong (1999) argues that it is futile, dangerous and invidious to make

assumptions about inherent differences between people because of their sex, race or degree of disability. He argues that they are more likely to arise from environmental and cultural factors than from differences in fundamental personal characteristics.

## 2.7 Key variables
### 2.7.1 The patriarchal system
Society gives men considerable authority and protects them. In other words, the social order grants men the power in a family sphere as well as in the public sphere, and uses various means to safeguard it (Nguyen, 2007) In all patriarchal societies , men are considered to have an advantage in possessions, and perceived as enjoying superior personal traits, as well as skills and abilities that are supposedly possessed wholly by men, including intelligence, wisdom, discretion, knowledge, proficient prestige and the ability to make a living Accordingly, society expects men to be more achievement-driven and competitive than women, and to be better able to fulfil themselves. Men are also anticipated to be more dominant than women, and above all to govern them.

### 2.7.2 Women leadership
Armstrong (1999) defines leadership as the ability to persuade others to willingly behave differently. The function of team leaders is to achieve the task set for them with the help of the group. Leaders and their groups are therefore interdependent. Leaders have two main roles that is, they must achieve the task, must maintain effective relationships between themselves and the group and individuals in it.

Women leadership means continuing to advocate for and invest in changes that support advancement of women within organizations and industries, by addressing issues of unconscious bias and enlisting the support of both women and men in developing solutions. It also means challenging companies and business leaders to re-examine the leadership role that the private sector can play in empowering girls and women globally (World Economic Forum, 2016).

## 2.8.0 Literature synthesis and conceptual framework
### 2.8.1 Case study:  United States workforce
World Economic Forum (2016) stipulates that, women populate the United State of America workforce in record numbers. It should however be noted that, their presence in the work sphere does not equal power or influence. Although they make up over 50 per hundred of the workforce, women follow behind men in pay, promotion, benefits and other economic

recompenses. The New York Times reported that not only have women's salaries failed to catch up with men's, but also they have lost ground in several trades (Tate and Yang, 2015).

The few women who break through the glass ceiling do so by emulating men and reinforcing patriarchal systems that discriminate. Women's continuous slow movement into positions of power in corporate America is mysterious blamed on patriarchy given their total numbers in the workforce. Sperandio (2009) reported although women are well represented in many professions, they make up approximately 3% percent of CEO's of corporations. Women work and learn in a set environment that has been largely created, maintained, and controlled by men where they lack the power of expression, visibility, and power.

Furthermore, it should be noted that, there is no shortage of qualified women to fill leadership roles: Women make up almost half of the United States labour force. They outnumber men in earning bachelor's and master's degrees and are nearly on par in getting medical and legal degrees. Yet from corporate boardrooms to Congress, from health-care companies to the courts, from non-profit organizations to universities, men are far more likely than women to rise to the highest paying and most prestigious leadership roles.

Despite record breaking numbers of women elected to public office in 2018 and increasing public attention around gender equality, women remain underrepresented in senior leadership roles across industries. The graph below shows the percentage representation of women in leadership within the United States of America.

2.8.2 Women in Corporate Leadership
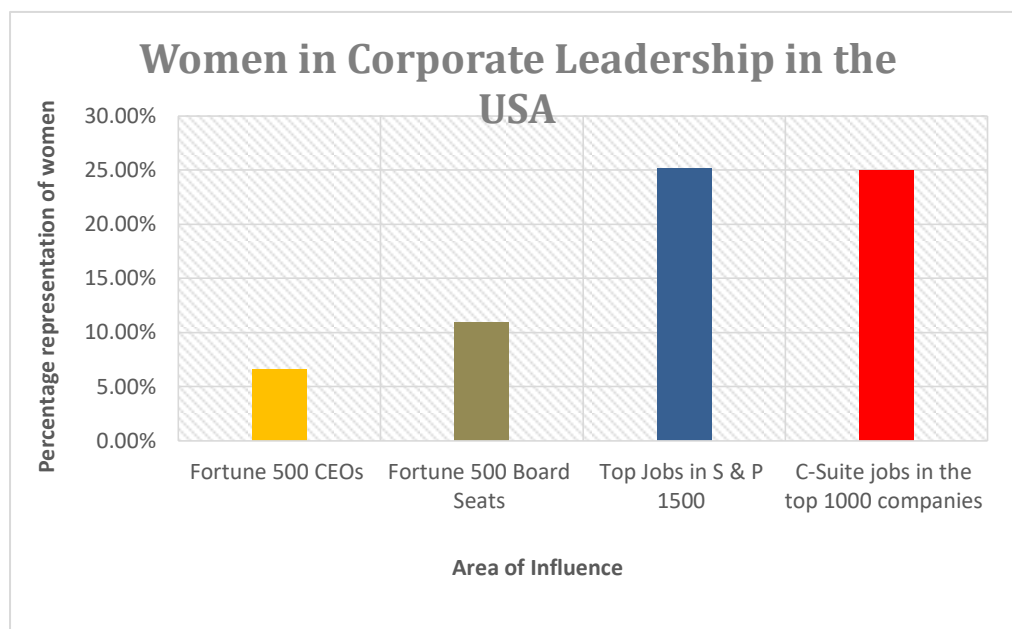
The qualities of a leader as well as the path to achieve leadership roles are still largely based on an outdated male model that shuts women out. Among the Fortune 500 C.E.Os, only 6.6% are women, for board of directors, women take up 11% which is a really insignicant number. Furthermore, when it comes to suit jobs in the top 1000 companies in the US women take up 25%. This has largely been because of patriarchy within the workplace.

Largely because men have been leaders for so long, the traits associated with leadership are often thought of as masculine and not viewed as favourably when exhibited by women.(Forbes, 2020) Men still surpass women in having the networks to learn about opportunities and find mentors and sponsors to champion their advancement. Despite women's striking advancement in education and the work sphere over the past 50 years, men greatly outstrip women in leadership, especially in strategic leadership positions. From corporate boardrooms to the halls of Congress that is in politics, from universities to the courts, from religious institutions to philanthropic organizations, men are simply more likely than women to be influential leaders.

Patriarchy has greatly caught the attention of the nation. Numerous books and journals offer theories about the nature of the pervasive problem and advice to individual women on how to stand up, level up, lean in, and make their voices heard. The leadership gender gap is momentous, persistent, and systemic.   The only solution to ending the problem is the amalgamation of both men and women to eradicate the problem. The status of women in leadership examines the environment in which leadership unfolds that is, in the education sector, in the work environment, and in government.

### 2.8.3 Case Study: Bangladesh

Forbes (2014:27) shows that Bangladesh is a deeply patriarchal society. Most of the norms and values that are related with the structure of the country are gendered. Most of the time the norms and values of this gendered country support masculinity direct or indirect way. Women clash and conflict with the traditional boundaries or gender oriented boundaries that place them in a subordinate position within male supremacy. The identical idea of political participation of women in national politics nearly impossible to understand in isolation from its contexts like: cultural, socio-economic factors and historical factors.

Forbes (2014:28) presents the percentage of women representation in Bangladesh parliament as 6.3 percent, i.e. 19 out of 300 seats. They are far away from meeting the target of 30 percent women's involvement in the parliament, which was fixed by United Nations in Beijing Platform for Action in 1995. In a traditional way Bangladesh society is male dominated. Due to inequity and deprivation women are subjects to lower status. The patriarchal society does not want to let women work outside home. The social positioning process in the family does not give chances to women to take a leading role. Male dominated situations add to women's dependency on men and men have substantial restrictions regarding women in leadership and management positions. The male dominated social system restricts women from being active in politics. Thus women have continued to be banned from decision-making and political participation. Their capabilities broadly stayed concealed and their sacrifice is often neglected.

Furthermore, in order to appreciate gender and patriarchal issues in Bangladesh, it is necessary to look at the degree of the participation of women and men in decision-making in different organizations and to find out the gender gap and unequal scenario in each institution. "Ideas regarding the difference between private and public worlds forcefully restrict the participation of women in decision making institutions" (Catalyst, 2015). During the British period, local government remained almost the absolute sphere of men. According to Forbes (2002) the admission of women to top leadership positions in government through a wider permit and the contesting of ballot vote on both reserved and general seats were first presented through the achievement in 1935 of the Government of India Act. Since independence in 1971, the Bangladesh has intended to bring women into national politics through electoral quotas. Under the constitution, 15 seats for women (4.8 percent of total seats) were reserved in Parliament. The number of seats reserved for women was increased to 30 (or 9.7 percent of the total) in 1979. But this provision was voided in 1987, and for the next three years there were no quotas for women in the national Parliament. "In 1990, a constitutional reform renewed the 30 seats reserved for women" (Commonwealth Secretariat 1999: 28). The provision, reserving 30 seats was voided again in 2000.

There have been several controversies about the number of seats to be reserved for women in the Parliament and the way for filling these seats. Finally, a constitutional reform was passed in 2005. The size of the quota for women in Parliament was increased to 45. The amendment also pointed out that the quota for women would be assigned to political parties based on their position or number of seats they have in the Parliament. The question is why so few

women are elected in the parliament? And so many views have been in support of patriarchy as the main reason.

### 2.8.3 The Gender leadership gap.

World Economic Forum (2016) points out that, there are clear value-based case for promoting gender parity: women encompass one and a half of the world's populace and clearly deserve equal access to health care, education opportunities, economic participation and earning potential, as well as the power to make influential decisions However, it is important to note that gender parity is equally essential to whether and how the social order succeed. Ensuring the healthy development and proper use of half of the world's total talent group has a vast bearing on the growth, effectiveness and future-readiness of economies around the world and businesses.

Often men are much more likely to be considered as   leaders than woman.  Only 5 percent of the Companies in the Standard and Poor's 500 index had female CEOs in 2015 (Catalyst, 2015).   The leadership divide is not however restricted to individuals in business but, encompasses the non-profit sector. Women can be appointed as leaders and yet still remain under represented.   For instance, in a 2015 Massachusetts study, only 21 out of 151 non-profit organizations had boards with at least 50 percent who were females.

Other explorations point out that firms with added women in leadership roles may have smaller remuneration gaps between men and women who have similar work knowledge and arrive at the firm under similar conditions (Tate & Yang, 2015). Whether gender parity in leadership, by itself, essentially transforms institutions can be disputed, but the way it impacts generations is without question neither beneficial nor unavoidable. When women lose out on the economic benefits that come with leadership, the consequences are felt not only by women and their families also in humanity, government, venture private enterprises, and a host of other unanticipated places.

Globally, it is argued that few women reach strategic leadership positions compared to men in various sectors including, politics, career as well as small committee groups. In the United States of America and United Kingdom for example, gender balance is assumed to have been achieved; women account to 40% of the entire work force while only 2% hold top executive positions (Cole, 1997). Experts have presented several elucidations to these gender variations,

with the major reason being that, women are often discriminated at the work place. Cultural factors have also been unfavourably mentioned especially in our African societies, these are just a few amongst other reasons. In the African the social order where the culture is primarily patriarchal; women value is devoted to being homemakers and child bearers; this therefore leaves little room if any for career advancement. More so there are very strong beliefs that jobs not limited to those at home affect them from performing their role child bearing.

In Zimbabwe there have however been strides to encourage women to be in leadership positions. The Herald (2020) shows that, President Mnangagwa noted at the launch of the African Women Leaders Network that women were encouraged to take up leadership positions. He pointed out that, "It is my singular honour and privilege to join you today to launch the Zimbabwe chapter of the African Women Leaders Network (AWLN). I exhort you to ensure that this platform provides a coordinated platform for women leaders in Zimbabwe to exchange experiences and expertise with their sisters on the continent to help inform our national development discourse".

The president further alluded that, "I encourage you as women leaders to stimulate development and take positions towards the achievement of our national Vision 2030. As mothers, sisters and daughters, you are the beacon of morality, integrity and virtuous living. Our continent depends on you to foster, teach and engender our value systems as epitomized by the spirit of Ubuntu," he said. He implored the network to also empower rural women, mentor young women and seek to achieve gender equality as well as inclusion of women in all sectors as no one must be left behind, as the country joins the rest of the continent in "the Africa we want."

### 2.8.4 Conceptual Framework
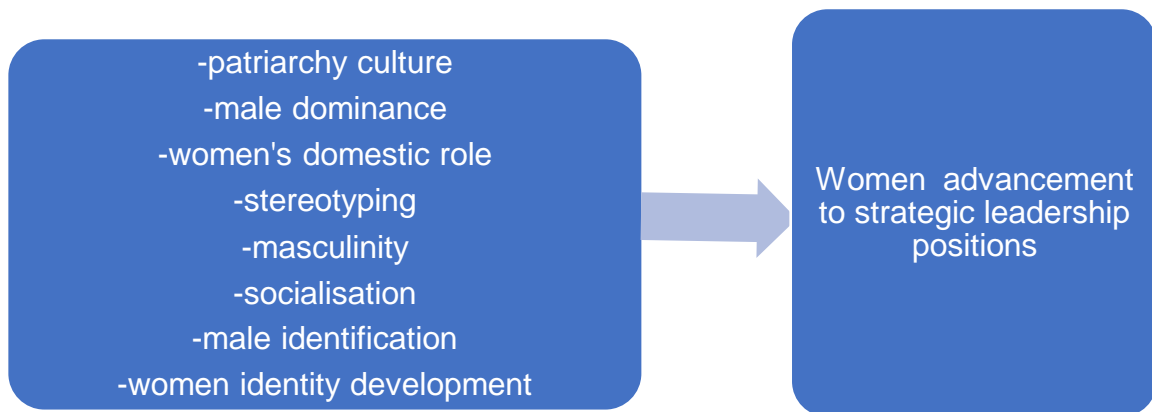
The conceptual framework above shows that there are many factors that diminish the chances of women to strategic leadership positions. These include patriarchy, culture, male dominance, women's domestic role, stereotyping, masculinity, socialisation, male identification and women identity development.

## 2.9 Conclusion

In summary, the review noted that, they are many factors that diminish the chances of women getting to strategic leadership positions. These factors include, patriarchy, culture, male dominance, women's domestic role, stereotyping, masculinity, socialisation, male identification and women identity development. The next chapter will focus on methodology of the research.

# CHAPTER 3: RESEARCH METHODOLOGY

## 3.0 Introduction

The previous chapter gave an insight into the literature mobilised by the researcher in an effort to address the research objectives and questions and the conceptual framework. This chapter discusses the research methodology, which Fisher (2010) defined as a procedural framework within which a research is conducted, and explains how the data was obtained and analysed. It further presents the research paradigm, research design, research philosophies, research approach, methods, research strategy, population and sampling methods used, data collection methods, development, validity and reliability of the instruments and concludes by giving an outline of the ethical considerations which guided  the investigator. The chapter explains the research methods used for the study and the challenges the researcher faced in the research process. This study will take qualitative approach methods of research. Literature reviewed informed the design of an interview guide looking at patriarchal based challenges affecting women in leadership.

## 3.1 Research paradigm

There are three research paradigms commonly applied in business research, positivism, pragmatism and interpretivist (Fisher, 2010).

### 3.1.1 The Positivism paradigm.

The positivism paradigm is aligned to the quantitative research approach where the researcher uses post positivist for mounting knowledge and taking on strategies of inquiry such as experimentations, investigations and collects data on pre-set instruments that yield numerical data (Sidat, 2008).  The research approach is well known for objective results as well as testable hypothesis and development of theory.

Kenova and Johnson (2006) suggests that, numerical investigations tend to ration "how often" or "how much". The quantitative research strategy favours the positivist epistemological placement since it uses systematic and logical methods of identifying the

research problem and sampling techniques with a solid theoretic structure. Zikmund (2003) acknowledges that, the questions outlined under this approach are conveyed as hypotheses and approximation models are formulated through equations which are then used to test the hypotheses. These may be tested with the help of scientific equations, numerical analyses and econometric measurements, through which the investigator purposes to discover the answers to the questions (Hair, 2003). Semi structured questions are employed under this strategy.

There is a causal relationship between variables when using the quantitative research strategy. Hair et al (2003) notes that, it proffers fundamental insights into the in the interconnectedness that could exist between variables and enhances the inter relations of variables. Due to the fact that, the approach employs numeric and statistical methods, this enhances the ability to make inferences and forecasts. It allows for generalisations and replicability of results. This means one is able to trace the results which helps with credibility checks of the information (Bryman and Bell 2007). It has the benefit of generalising the results to a large population but it is censured for failing to provide reasons resulting from the observations (Collis and Hussey 2003).

Anastas (1988) acknowledges that, the main benefit of this method is that, it is objective and reliable and findings can be replicated. It makes use of large samples as well as specific and precise data which results in high credibility of the results. Results from a sample can be generalised to the population thus an illustrative sample is as good as the population itself. However, Berg (2001) argues that it may not always suit social sciences where one may try to explore a problem, looking for the causes and explaining why. It can also be noted that social phenomenon cannot be measured statistically therefore may not be suitable for situations like that.


### 3.1.2 The Pragmatism paradigm

Pragmatism encompasses both qualitative and quantitative methods of research (Berg, 2001). Yin (2003) argue that, qualitative researches unlike quantitative approaches allow for researchers to interface and work closely with participants within an institution. It also allows for the collection of data aligned personal thoughts and experiences. On the contrary Berg (2001) argues that, with quantitative approaches one has the ability to verify the data as most people feel safe only with figures and statistics which can be quantified to support findings. Du Plooy (1995) points out that, triangulation is an endeavour to embrace numerous sources

of data collection in a distinct research so as to increase reliability of the results and compensate for limitations of each method.

### 3.1.3 The Interpretivist paradigm

The research focused on the interpretivist approach. This is because the research sought meaning and understanding about processes, phenomena with attention to narratives and personal experiences (Creswell, 2004). The aim was to investigate the impact of patriarchy on women advancement to strategic leadership positions in Zimbabwe. The research therefore sought to understand the perceptions of women in strategic leadership positions and what affects them in breaking the glass ceiling and if they do break the glass ceiling what holds them back to effectively perform.

### 3.2 Research design

There are 4 four types of research designs as pointed out by, Sharpe (2008) which are:

- Exploratory Research: it explores, that is to find out about something by answering the question in "what" or "How" manner.

- Descriptive Research: This is more in-depth research that answers the question of what and how.

- Explanatory Research: This seeks to explain the subject matter being researched and tries to answer the question of what, how and why.

- Evaluation Research: This is quite extensive as it measures the effectiveness of a program.

This researcher adopted the explorative research design as the study explores how patriarchy affects the number of women in strategic leadership positions.

### 3.2.1 Research methodology

There are three research methodologies commonly applied in business research namely: quantitative, qualitative and mixed methods (Craig, 2011). The research however focused on the qualitative research method discussed below.

### 3.2.1.1 Quantitative research

Quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques (Babbie, 2010).

Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon. Quantitative research deals in numbers, logic, and an objective stance. Quantitative research focuses on numeric and unchanging data and detailed, convergent reasoning rather than divergent reasoning (Muijis, 2010).

### 3.2.1.2 Mixed research methods

This encompasses both qualitative and quantitative methods of research. McNabb (2008) points out that, mixed research methods is described as a methodology used in research conducting involving the collection of data, interpreting and mixing quantitative (for example, experimentations, investigations) and qualitative (for example, focused group discussions, dialogues) research, McNabb (2008). This approach is mainly used when the integration is noted to bring a conclusive and better understanding to the research problem than each of the approaches could contribute.

It can be noted that quantitative data encompasses close ended information for example ratings of attitudes, behaviours could be measured through observations using checklists. Questionnaires are used to collect numerical data which is then statistically analysed to respond to the posed questions and to test hypotheses as noted by Singh (2007).

Nenty (2009) notes that, open ended information usually collected through conducting interviews , observations and focused group discussions is associated with the qualitative research method. Qualitative data is associated with the analysis of text, words as well as behaviours of participants. This helps with the aggregation of data into categories and presenting the different ideas gathered during data collection (Black, 1999).

Through the mixed method the researcher gains in depth knowledge, while counterbalancing the weaknesses inherent to using each methodology by itself as noted by (Gay and Peter, 2003). One of the most beneficial characteristics of piloting mixed methods research is the possibility of triangulation, that is, the use of a number of means including methods, data sources and researchers to examine the same phenomenon. The mixed method further allows the researcher to note aspects of the phenomenon accurately by approaching it from a different point of view using different methods and techniques as noted by Hopkins (2000). Fruitful use of the mixed method requires careful analysis of the information preferred by each method including its weaknesses and strengths.

### 3.2.1.3 Qualitative research

Qualitative research as defined by Strauss and Corbin (1999) is any kind of research that provides results that re not derived through mathematical, scientific procedure or any other means of quantifying data. It is conducted when one wishes to understand meaning and reason, explore, describe and understand behaviours and experiences of a phenomenon or values and beliefs of individuals (Collis and Hussey, 2004). Additionally, it comprises the gathering of descriptive data in a normal situation so as to appreciate the phenomenon under study.

The aforementioned has several advantages .Firstly it is general, theories and ideas generated in one instance can be applied to other situations, it should also be noted that an individual can come up with similar results using different settings. The investigator also desires to gain full access to knowledge and independent information to permit inductive interpretations, which increases the soundness of the method. Kumar (2000) points out that, with this method the investigation inquiries and methods lead to the formulation of theory and the discovery of a particular pattern of behaviour. Additionaly, the beliefs and perceptions of the researcher are inseparably linked to the study itself.

This study after considering its nature and relevance to the paradigm chosen, adopted the qualitative research. The qualitative research strategy captures the perceptions of women in leadership and their limitations.

### 3.1.3 Qualitative research methods limitations

Regardless of the several advantages connected with using an inductive or qualitative approach in a research, it has a number of drawbacks. The key disadvantages if this method include the struggle in finding appropriate variables to match the concepts the researcher requires to study. According to Du Plooy (1995) the use of substitute and alternate variables for unobservable concepts is not comparable to assessing the actual variable itself and the method is associated with problems that include wrong model specification. The qualitative method is however associated with different drawbacks.

The main downsides of this technique include the trouble in finding appropriate variables to capture the ideas the researcher wants to investigate. The difficulties of wrong specification include the exclusion of significant variables, annexation of immaterial variables and measurement errors either for the dependent or independent variables as noted by Creswell (2004). The idea of using a substitution or proxy variable may limit the influence of the established association and may create doubt on the soundness of the results from the

investigation (Saunders 2012). Subsequently features of subjectivity are involved in coming up with the proxy variables, there is possibility for wide differences in the choice of variables, their measurements and may result in several variations.

In addition, when using qualitative exploration, it is associated with the problem of generalizability and replicability of methods putting into consideration that no two personalities are the identical when it comes to feelings, emotions, beliefs and other unique individual traits. The practical difficulties in accessing respondents, especially where the research question relates to issues the participants view as sensitive or not exciting and the likelihood of biases emanating from the researcher's own beliefs, culture and opinions mean that the results may not be detachable from the subject under examination (Saunders, 2012). It is, therefore, not rare for outcomes from qualitative research to be disapproved by academics as inadequate to meet certain standards of trustworthiness. Carson et al. (2001) points out that, these can be accomplished by careful use, interpretation and analysis of applicable literature, as well as cautious justification of the qualitative research methodologies employed and careful arranging of the data analysis to ensure full, descriptive assessment and valuation, particularly in relation to data of significance. Strauss and Corbin (1999) made an effort to produce criteria to appraise the credibility, dependability and conformability of qualitative outcomes.

## 3.3 Research approach

There are three common research approaches which are, inductive, adaptive and deductive Saunders (2012). These will be explained below.

### 3.3.1 Deductive Approach

In deductive inferences, when the premises are true the conclusion must also be true. Data collection is used to evaluate propositions or hypotheses related to an existing theory. There is therefore theory falsification or verification, Bryman (2015). Facts are deduced from theory, a hypotheses is formed, tested and can either be confirmed or rejected.

### 3.3.2 Abductive Approach

In abductive approach, the research process is devoted to explanation of incomplete observations. Surprising facts specified at the beginning of the study Saunders (2012). The study can then be denoted to explanation of the phenomenon by using qualitative and quantitative methods of data collection and data analysis in an integrated manner.

### 3.3.3 Inductive Approach

Alternatively, inductive approach does not involve the formulation of a hypotheses. It starts with research questions, aims and objectives that need to be achieved during the research process Bryman (2015). The inductive approach starts with observations, creates a pattern which eventually results in a theory.

The study used an inductive approach seemingly case contextualising and qualifying data. The inductive approach aims to create new knowledge. The researcher creates a research problem and develops research questions. Data was collected through interviews. Grounded theory by Glaser and Straus (1985) can be considered a fine example of the inductive approach in research. This is because it focuses on creating new knowledge through a cyclic process. The research steps were carried out with an open mind, unbiased towards the creation and a new theory. Inductive is therefore a bottom up approach in research (Creswell, 2004).

### 3.4 Research Strategy

The research strategy is the approach used to carry out the research. According to Kaseke (2009) a research strategy encompasses the overall approach to be taken in the research process. The researcher is required to explain the reasons why a particular research strategy is used for the research. This study adopted an action research which seeks to solve a problem by recommending a particular solution.

Action research refers to a wide variety of evaluative, investigative, and analytical research methods designed to diagnose problems or weaknesses, whether organizational, academic, or instructional and help researchers develop practical solutions to address them quickly and efficiently Bryman (2015). Action research may also be applied to programs or educational techniques that are not necessarily experiencing any problems, but that educators simply want to learn more about and improve. The general goal is to create a simple, practical, repeatable process of iterative learning, evaluation, and improvement that leads to increasingly better results as noted by, Cresswell (2004).

### 3.5 Population and Sample size
### 3.5.1 Population

A population is the entire pool from which a statistical sample is drawn. A population may refer to an entire group of people, objects, events, hospital visits, or measurements. A population can thus be said to be an aggregate observation of subjects grouped together by a

common feature (Saunders, 2012).The study focused on gathering data from a defined population which is in high positions of authority within the private sector for example women in leadership.

The sample included purposively selected participants from organisations such as Women Coalition of Zimbabwe, and African Organisation for Standardization, Securico and other private sector organisations.

### 3.5.2 Sampling

Sampling is a process of selecting a few that is a sample from a larger group which is referred to as a sample population to develop the foundation for approximating or forecasting a fact, condition or results concerning a larger group (Hair, 2003). Saunders (2012) argues that to answer research questions or respond to objectives, a researcher cannot carry out a research for the whole population. In cases like that, there is need for a sample that is a selection of few to represent the bigger population.

The use of samples allows for higher accuracy than a census, (Saunder, 2012). On the other hand, to produce quality data, the sample need be an accurate representative of the population. More so, there should be accurate collection of data and all population segments should stand a chance of being selected. The main aim of sampling is to gain information on the overall population and most importantly it should be a representative population. The study however sought to reach data saturation.

The sample included both experts and participants who are acquainted with women leadership relations. The research focused on an in depth, relatively small number of participants who were selected purposefully, with a sample size of 10 experts as shown on Table 3.1.

Table 3.1: Summary of sample group and interviews

| NAME | GENDER | AGE | ORGANISATION | DATE | Interview DURATION |
|------|--------|-----|--------------|------|--------------------|
| PARTICIPANT 1 | FEMALE | 40 | O1 | 18-May-20 | 40 MINUTES |
| PARTICIPANT 2 | FEMALE | 38 | O2 | 18-May-20 | 30 MINUTES |
| PARTICIPANT 3 | MALE | 35 | O3 | 22-May-20 | 1 HOUR |

| PARTICIPANT 4 | FEMALE | 60 | O4 | 6-May-20 | 40 MINUTES |
|---|---|---|---|---|---|
| PARTICIPANT 5 | FEMALE | 50 | O5 | 28-May-20 | 1 HOUR |
| PARTICIPANT 6 | FEMALE | 25 | O6 | 5-Jun-20 | 2 HOURS |
| PARTICIPANT 7 | FEMALE | 28 | O7 | 6-Jun-20 | 1 HOUR |
| PARTICIPANT 8 | FEMALE | 34 | O8 | 15-Jun-20 | 50 MINUTES |
| PARTICIPANT 9 | FEMALE | 29 | O9 | 17-Jun-20 | 40 MINUTES |

The focus was on experts of the phenomena under study. The sample size of participants was determined at data saturation stage through purposive sampling. (Guest, Namey & Chen, 2020). Data saturation is the point in coding when the researcher finds that no new codes occur in the data, (Guest et al., 2020). There are mounting instances of the same codes, but no new ones', whilst Saunders et al .(2018) considers saturation as the point at which 'additional data do not lead to any new emergent themes' Berg (2001) points out that, purposive sampling is sometimes called judgemental sampling. When developing a purposive sample, investigations on different groups, in order to ensure that certain types of individuals or persons displaying certain traits are incorporated in the research. In this case the study focused on women in strategic leadership positions within different private sector companies.

## 3.6 Data collection
### 3.6.1 Documentary Research
Documentary research involves the use of texts and documents as sources materials, government publications, newspapers, certificates, census publications, novels, film and video, paintings, personal photographs, diaries and innumerable visuals and pictorial sources in paper or electronic form (Berg, 2001). The documents used in this research include articles and published texts on women in leadership and patriarchy. Sources of information were gathered from women organisations. Relevant information from the internet was used especially in gathering statistics of women in leadership positions.

### 3.6.2 Primary Data

Zikmund (2003) points out that primary data is collected and gathered for the specific research study. Yin (2003) supports the claim and notes that, primary data primary data is collected specifically for a project. It should be noted that, it is expensive and time consuming to collect primary data. The current study relied mostly on data collected from interviews as its primary source of information. Given that the research is qualitative in nature, this was the most important form of data collection used, (Cresswell, 2004).

### 3.6.3 Key Informant interviews

Berg (2001:25) stipulates that, key informant interviews are qualitative in-depth interviews with people who know what is going on in the community. The purpose of key informant interviews is to collect information from a wide range of people including community leaders, professionals or residents who have first-hand knowledge on the subject. A key informant interview is a lightly structured dialogue with individuals who have expert knowledge about the subject one desires to know. The interviews were done in organisations mentioned above. Interviews were conducted (See Appendix 4-Interview guide) with women in the top leadership positions because they are likely to be able to provide relevant information in line with the research. The key informant interviews allowed for the appreciation of different views from the respondents. The respondents were allowed to give information freely without strict boundaries as the research seeks to gather personal experiences from women in leadership on how they are affected by patriarchy.

Face to face and electronic interviews were used to collect data from selected participants actively trying to encourage women into leadership roles in all aspects of decision making within the private sector. The interviews were guided by a semi-structured interview guide (See Appendix 4).

### 3.7 Data analysis

On data analysis, primary data was analysed thematically while content analysis was used for secondary data. Thematic analysis in its artless form is a classifying strategy for qualitative information(Weyer, 2007 Researchers review their data, make notes and begin to sort it into categories. Styled as a data analytic strategy, it helps investigators change their exploration from a wide ranging reading of the information to discovering patterns and developing themes. Braun and Clarke (2006) notes that a qualitative investigative technique for: classifying, investigating and reporting patterns (themes) within data.

Data collected from the interview guide was coded first before being analysed. Zikmund (2003) refers to data analysis as summarising the mass of collected raw data and to display it in a way which enables one to detect patterns and trends. The responses from the interview guide were screened for anomalies and the responses were analysed thematically. For data analysis, content analysis was used for secondary data while primary data was analysed thematically. More so, content analysis entails a systematic, replicable technique for compacting many words of text into smaller amount of information based on explicit rules of coding.

## 3.8 Qualitative data trustworthiness

Lincoln and Guba (1985) posit that trustworthiness of a research study is important to evaluating its worth. Trustworthiness involves establishing:

- Credibility - confidence in the 'truth' of the findings

- Transferability - showing that the findings have applicability in other contexts

- Dependability - showing that the findings are consistent and could be repeated

- Confirmability - a degree of neutrality or the extent to which the findings of a study are shaped by the respondents and not researcher bias, motivation, or interest.

The credibility of the instrument was tested by doing a pilot study to ascertain if the interview guide is credible enough to be used in collecting enough and valid information and measuring what it was intended to measure. Further, the use of purposive sampling ensures the correct target population was chosen looking at key women in leadership positions within strategic leadership positions in the private sector.

Kimberlin and Winterstein (2008) suggest that, the process of developing and validating an instrument is done to reduce error in measurement. Reliability assessments assess the constancy of measures that is internal consistency of measurement tools, and reliability of instrument scores. Validity is defined as the extent to which the interpretations of the findings of attest are guaranteed, this however depends on the particular test the instrument is intended to serve. The interview guide was scripted in a way that it could test for reliability. The design of questions was made in a way that it's easy to test for consistency for the semi structured interview. The interview guide was selected for the following reasons:

- It offers an everlasting, confirmable record of data collection.

- It allows for participants to have time to consider their responses carefully without the interference of the researcher or interviewer.

- There is uniformity as each participant is asked the same interview questions. It should be noted that responses are therefore standardized which is helpful for interpreting the responses.

## 3.9 Ethical considerations

The researcher did abide by ethical principles as the researcher initially got clearance from the Graduate School of Management, University of Zimbabwe.

Furthermore, informed consent, confidentiality and anonymity was sought in the process of data collection. The research avoided any deceptive practice. More so, the participants were informed that they had the right to withdraw from the process at any point.

Cognisance of ethical issues enhanced the validity of research results, hence the need to seriously consider them during the entire study. This research was guided by the following ethical issues;

### 3.9.1 Consent

Furthermore, the researcher sought consent with the organisations from which participants were drawn (See Appendix 1 to 3: Consent letter). The researcher sought authority to conduct research from the private sector organisations that were approached. This helped the researcher to have access to relevant information as well as respondents to this study.

### 3.9.2 Participants Informed Consent

Informed consent from the respondents was sought before they participated in this study. This was after a clear explanation was done to the respondents about the conditions within which the study was to be conducted, the risks involved and the demand placed upon them as participants. The respondents were informed that, they were free to withdraw their participation in this study any time they feel to do so ( see appendix 1).

### 3.9.3Anonymity and Confidentiality

Names of the respondents were be traced to their responses and private information volunteered by the respondents shall be kept in confidentiality to protect their identities.

### 3.9.4 Objectivity

The researcher aimed to avoid bias be it in the aspect of the research design, data analysis, and interpretation just to mention a few. It was the researcher's aim to ensure that no groups of respondents crucial to this study were left out.

### 3.10 Conclusion

This chapter objectively focused on the research methodology and the corresponding justification of the methodology adopted. The chapter also pointed out the justification for using interpretivist approach and secondary data for the research. The study adopted a qualitative research method, because of the nature of research focusing on the perceptions of women in leadership. The next chapter will however present the research findings and the discussion of the respective findings.

## CHAPTER 4: FINDINGS AND ANALYSIS

### 4.0 Introduction

This chapter will present and discuss the research findings on the impact of patriarchy on the progression of women in strategic leadership positions within Zimbabwe's private sector. Data collection was done through key informant interviews and desk research. Data analysis was done through content analysis for secondary and thematic analysis for primary data. This chapter will also present the challenges and opportunities faced by the researcher during data

collection and how the researcher managed the situation. The chapter will proceed to confirm or reject the proposition from both field work and documentary research. The research proposed that, patriarchy diminishes the number of women to rise to leadership positions in Zimbabwe. The research posed the following questions: 1) Does patriarchy influence the progression of women in leadership to top positions in Zimbabwe? 2) How does patriarchy affect the effectiveness of women leadership in organisations? 3) How do attitudes of women towards top position affect their effectiveness? 4) What is the extent of effectiveness with regards to women in strategic leadership? 5) What are the possible solutions for women advancement to strategic leadership?

## 4.1 Methodology and Research experience
### 4.1.1 Brief Recap of Research methodology
The research method which was used to gather primary data was key informant interviews which covered Women Coalition of Zimbabwe, Standards Association of Zimbabwe, Toyota Zimbabwe, Lafarge, Go getter movement, Telone and Securico. For secondary data, material from internet sources such as AfroBarometer and reports on Zimbabwe Broadcasting Corporation were used. Data analysis was in two forms depending on the nature of data. Content analysis was used to analyse secondary data while in the case of qualitative data, thematic analysis was employed.

### 4.1.2.1. Factors which created a favourable environment of research
The first thing that promoted the research was the LinkedIn website where most of the contacts were derived from and contact was made. It made it easy for the researcher to directly contact the key informant respondents. Another factor which facilitated the research was the fact that the even when the researcher contacted the respondents in their private time, the participants did not complain and were glad to be part of the research. Participant 1 was easy to approach since the organisation represents rights of women.

### 4.1.2.2 Factors which created obstacles for the researcher
The research was carried out during the Covid 19 pandemic period where the country was on lockdown and all the interviews arranged were done on line. This was very difficult as most of the interviews were through Zoom meetings and due to lack of resources for some respondents, some meetings were constantly postponed to a later date.

### 4.1.3 List of respondents

The respondents were from the Standards association of Zimbabwe, Toyota Zimbabwe, Lafarge, PADARE, Women coalition of Zimbabwe, Securico, Go getter movement, DeBrees private limited and Telone. The information and programs officer was interviewed for PADARE. With seven of the organisation, the chief executive officer was interviewed. In terms of gender the composition stood at seven women and two men were interviewed in total.

### 4.2 Findings and Analysis

This section presents the findings of the research. The researcher followed the steps in a Thematic analysis: familiarize yourself with your data; assign preliminary codes to your data in order to describe the content; search for patterns or themes in your codes across the different interviews; review themes; define and name themes and then produce your report (Lester, Cho & Lochmiller, 2020). Thematic headings which guided the presentation of the findings were: Challenges faced by Women in leadership; Leadership suitable for men in Zimbabwe's culture; Male best model vs women leadership; male dominance vs proportion of women in leadership; patriarchy vs progression of women to top positions ; Attitudes of women vs effectiveness and indicators of effectiveness in leadership.

### 4.2.1 The power of patriarchy on women leadership

Traditionally, women are regarded as assets in a man's world. They are thought as expandable and worthless. O' Gorman (2016) asserts that, 'by this denigration, the containment of women within private , domestic sphere is made to seem inevitable, while male domination of the key institutions of society goes unchallenged'. Women who defied the odds and broke into the leadership hierarchy, were ridiculed and termed loose because the women's place was in the home. Therefore, patriarchy still has an impact on women in leadership.

### 4.2.2 Patriarchy and the Progression of Women to Top Positions

Moran (2018) notes that, despite the legal mandates used to increase the number of women in leadership positions, various legal measures such as, affirmative action, the traditional stereotypes remain. These stereotypes still exert a powerful influence and are at least partially to blame, both for women's difficulty in attaining leadership positions and for society to struggle to accept them. From the interview, participant 1 had the view that, "patriarchy

influences the progression of women in leadership very much as all our societies are patriarchal in nature and women are still viewed as second citizens, all they are deemed to do is to support men and just be pretty faces besides the great men." Participant 4 , however argued that, patriarchy is a thing of the past, all that matter are qualifications and your drive as a woman to want more  and not be comfortable with mediocrity.

Participant 6 pointed out that, "*although there have been strides to address the issue of patriarchy, it is still engraved in us, a problem that can be traced back to the colonial era"*. To support this, participant 3 acknowledged that, "*patriarchy is still a major threat, therefore proportional representation which runs for 10 years should be extended to allow for more women to be part of leadership"*

. This is where by 60 national assembly seats are reserved for women, 60 senatorial and 10 persons on each provincial council, who would be elected on the basis of proportional representation. On this Laing (2015) quotes the former Zimbabwean president saying:

> *"Ambitious women are hamstrung by the patriarchal expectation that they fall pregnant and care for their progeny before considering any kind of career. The former president also added that, despite men claiming to support females in their careers, it stood in the way of males own natural desire to procreate. Women get married, they must have babies, they must live at home and that's a problem, I am saying it's not possible that women can be at par with men. You see, we men, we want children. We make the very women we want in power pregnant. You see and we remain. It's not possible (my emphasis)"*

This explains the deeply embedded problem of patriarchy women in leadership have to contend with. However from the interviews, participant 4 had the view that, patriarchy does not affect women, it is now man who are affected by women dominance.  This is because there are many legislative and programs supporting women empowerment. Participant 5 in support of this noted that, patriarchy was once there but has gone with the dynamics of changes within societies, however some projects that are led by women are delayed because of lack of support.

### 4.2.3 Perceived attributes of Women in a Patriarchal Society

Chuma and Ncube (2016) posit that, while the presence of women ushered in some feelings of hope and recognition, women's capabilities and acceptance of women leadership in society is still debated. Male customs such as aggressiveness, domination, discrimination and selfishness seem to inform and dictate practices in leadership, implying that men set

standards for their own definition of effective leadership. This is in contrast with what most women leaders interviewed said. From the interviews, participant 2 noted that:

"*A good leader should be approachable, courageous, determined, firm, fair, and transparent*" Other respondents noted that, good leaders should be dignified and persons of integrity, "munhu anosvikika anoziva zvaari kuita" (this means someone who is approachable and good at what they do). Furthermore, respondents added that, good leaders should be understanding, treat people equally, concerned and passionate about the public, democratic and educated so they can be able to interpret situations. They further alluded that getting the leadership post should be based on merit rather than non-meritocratic criteria.

A good leader is commonly known to be someone who is independent, confident and open minded. From the information gathered from, participant 5, a good leader is someone who is confident, someone who is able to debate and defend any issue raise in board meetings, a great decision maker. They added that, "you see a man as any other person, the only difference is they are wearing a trousers". "With changes of culture, women can even wear the trousers, so there is no difference at all." One has to be aware of their discipline and lead at any level. Go getter movement pointed out that, a good leader is someone who is objective, who listens, courageous and someone willing to take risks.

From the Buwa interview (2018), it was noted that, a great woman leader is someone who is able to listen, seeking first to understand before being understood. A great woman leader should be able to lead with empathy, integrity, honesty and vision. Though people are gradually realizing that women and men should be given equal opportunities, they accept that and accept male authority easily and constantly. The general view was that, women in leadership operate in men's shoes. Women leaders try as much to be like men so that their male counterparts approve of their leadership. They adopt attributes associated with men such as being aggressive, just to gain approval from the men and society.

Korda (2017) acknowledges that, most men perceive and believe women leaders as mainly concerned with trivial things and characterised to emotional response rather than rationality. Women are also considered to be physically weak and having limited ambitions. The consequence is that, women are elbowed out of decision making and are therefore subordinated to men. Interviews with participant 1 revealed that male, dominance has been the biggest challenge faced women usually do not respect women in leadership and view them as not worthy of any high post since women are regarded as powerless.

### 4.3.4 Barriers Emanating From the Patriarchal System

Futhermore, Chaftez (2019) explains that the fundamental structure of patriarchal society depends upon an understanding that, male are superior, more powerful and that they represent the norm, whereas women are understood as inferior, lacking in power and autonomy. In many bureaucracies, whether they are governmental or corporate, most of the upper positions are held by men. Women are generally concentrated in the lower, supportive positions necessary to keep this male leadership in power. This was supported by participant 6 who pointed out that, women are made to feel inferior by men. The respondent further alluded to how women actually do not appreciate other women in leadership. In many projects they worked at they noted that, women usually fail because of lack of funding unlike men who are established and can finance their own projects. The lack of resource is a major setback. This is because women move from their father's home to their husband's home. They are like refugees. They have no base from which to develop contacts with the people or to build knowledge and experience. Furthermore, in some cases they have no money of their own; the money belongs to their fathers, their husband or their in-laws.

Another challenge is that, women on their own look down upon each other, maybe because they also believe women are inferior and the best leadership is in men. One of the respondents, gave an example of one parliamentary lady who raised a notion and fainted after she had been heckled in parliament by both women and men and had to be taken to a hospital by an ambulance. It can be argued that, they ridiculed her so that she couldn't make a self-confident contribution. The respondent further noted discrimination as a challenge. She noted that, very few women at the top want other women at the top. Those at the top are also affected by the Pull Her Down syndrome (PHD). Chuma and Ncube (2016) echo the idea of the persistence of male chauvinism, informed by masculinity and traditional notions of patriarchal systems as the chief culprit that undermines the effectiveness, efficacy and rise of women to leadership positions. Women find themselves playing second fiddle to men because the core values of patriarchy are male domination and control of the weaker female.

### 4.3.5 Patriarchy Now a Thing of the Past in Women Leadership

Chingwete, Richmond, Alpin (2015) noted that, the AfroBarometer's survey of more than 50000 people in 34 countries shows broad support for women's equality among both men and women and widespread acceptance of women leadership capabilities. Nearly three quarters (72%) of Adult Africans in 34 countries say women should have the same rights as men rather than being subject to traditional law. More than two thirds, (68%) believe women are

capable as men of being leaders. This is in support of the decline of the power of patriarchy. From the interviews conducted, most respondents accepted that female leaders are effective, just like their male counterparts. This new reality is despite the fact that, participant 2 noted that, our society has been made to believe that men are born leaders and women are supposed to follow behind men. This has resulted in so many women being discouraged to join any kind of leadership as they have been made to believe that they are ineffective and should be led by men. With the change of mind sets, culture is being set aside and women are standing their ground as women leaders. Participant 3 from an n organisation that advocates for men's right argued that, it is an old culture and even now being organised begins with women at home. The respondent noted that, "*chero mumba chaimo mukadzi akasarongeka murume haarongeke.*" (Even at home if the wife is not organised the husband will follow suit).

Participant 8 further noted that, "*Musha mukadzi, ndopazvinotangira*" (Being a good leader starts at home with women organising things done at home. The respondent further noted that, leadership is in the hands of women because traditionally in a rural setting they are fed information of what to say when they have their gatherings and in shona they call it Dare. That is to say, men only discuss issues that would have emanated from women. In support of that, culture has impacted greatly on women rising to top leadership positions as it is a force that makes men the hybrid for leadership meaning more suitable for high posts. To address this problem, gender studies should be taught from primary level to enlighten people from a tender age. Participant 4 also argued that, to say leadership is more suitable for men is old fashioned, for example, during the colonial era the girl child was deprived of education and men dominated but things change. The idea is still there of male dominance nut people should be educated so that we put this idea behind us. In an interview with Zimbabwe Broadcasting Corporation News, business woman, Mrs Letina Undega, commemorating International Women's Day, noted that, leadership requires reflecting on their successes as women despite various economic hardship which usually hamper on their potential. "We used to be marginalised, women who were considered as second class citizen before independence, but with the coming in of independence good policies have been put in place.'' This therefore shows that, patriarchy is a thing of the past.

### 4.3.6 Male dominance and women leadership

From the interviews carried out, male dominance in relation to women leadership was another theme that was heavily debated. Participant 1 and 2 pointed out that, men believe in using mental stamina and oppressing women because of their patriarchal upbringing and thinking. The idea of male dominance really does not affect women in leadership because if one is determined to achieve and they can do it with the little support they can get. Participant 3 noted that, women are not affected by the model at all, they are prideful once in leadership and know what they want. Participant 4 however noted that, the situation where men are seen as best candidates for leadership has to be addressed as men are still viewed as the best model for good leadership.

Related information gathered from the interviews revealed that, few women occupy leadership positions and men grab all the top positions and distribute among themselves. In commemoration of International Day of the Girl Child in 2019, girls selected from the Junior Parliament of Zimbabwe through an essay competition took the helm of United Nations (UN) leadership replacing the roles of the UN Resident Coordinator, and six UN heads of Agencies making a symbolic statement on the need to empower girls to make decisions, assume leadership roles, and live and thrive in a gender equal society. The girls' takeover campaign was staged under the localised theme #ZimGirlsTakeover to inspire girls as agents of change who are capable of becoming leaders in their own right. The UN agencies "Taken Over" by the girls are the International Labour Organisation, UN Development Programme, UN Scientific and Cultural Organisation, UN Population Fund, UN Children's Fund and UN Women. Women and girls were encouraged to take up leadership roles to achieve gender parity in all spheres of decision making, including in political, economic, social and public life.

The few representation of women in leadership at the conference was attributed to the patriarchal nature of society which views women as not worthy any superior position. This was supported by participant 6, who noted that, most women are not allowed by their husbands to have jobs that are demanding because of insecurity reasons where men fear losing their wives to other men at the workplace. Participant 5noted that, with the constant changing of the times, men are actually affected by women dominance not the other way round. Participant 3 noted that, culture is pulling women back, women should change their mind sets and consider leadership positions. The respondent further noted that, men are dominant and sometimes use abusive language in the workplace to try and discourage women

to stand out. When women stand out and speak their mind, they pass comments like, "aifanira akaitwa murume uyu" (which means the woman should have been born a man). This is supported by, Moran (2017) who points out that leaders are often described with adjectives that include being competitive, aggressive, dominant which is particularly attributed to masculinity. Women leaders are often regarded as abnormal and women who eventually become leaders are often given names or accolades of being described as being like a man or acting like a man.

### 4.3.7 Socialisation in a Patriarchal System

The interview with the participant 1 revealed that, women do not trust each other as leaders, there is the issue of, "Pull Her Down syndrome." This is supported by Dorsey (2016) who argues that, from a tender age daughters are groomed for their marriage given the role, (in shona they term it "kumahumbwe") mother and food provider, they are acclimatised from an premature age to believe that a woman is sub-standard to man and that her place is in the kitchen. In support of this participant 8 pointed out that, women are naturally afraid to lead. Sometimes they are even afraid to apply for posts because of the fear of being rejected. Participant 6 however noted that, with programmes that promote women empowerment, women have taken a leading attitude. At the end there is competition for leadership posts between women and men and no women will be left behind.

### 4.4 Proposition

The above findings attest to how patriarchy diminishes the number of women to rise to leadership positions in Zimbabwe. Although there have been strides to promote gender equality in the macro level positions, women still cannot be at par with men. Man and even some women do not support female leadership and this poses a threat to the effectiveness of women leadership. However, lack of resources and lack of support also contribute to women's ineffectiveness in achieving their goals in leadership. Therefore the proposition posed in chapter 1 of the dissertation has been largely validated by the evidenced from the findings.

### 4.5 Conclusion

This chapter presented findings and data analysis. The themes identified guided presentation of data and data analysis. The proposition was to a large extent confirmed. However, there are also other factors that contribute to the ineffectiveness of women in leadership, such as, lack of resources and support. The constraints experienced during the field work were also presented. The next chapter will present the conclusions and recommendations.

# CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

## 5.0 Introduction

This chapter presents the conclusions and recommendations based on the findings in chapter 4, on the impact of patriarchy on the number of women to rise to leadership positions in Zimbabwe. The chapter also provides theoretical and practical implications based on the research findings. Suggestions for further research were also provided before the chapter conclusion.

**Recap of research objectives**:

The research investigated the impact of patriarchy on women advancement to strategic leadership positions in Zimbabwe.

**Specific objectives were:**

- To establish how patriarchy influences the advancement of women to strategic positions in Zimbabwe private sector Companies.

- To determine how patriarchy affects the effectiveness of women once they are in leadership.

- To explore on attitudes of women and men towards women in leadership positions.

- To establish the extent of women leaders effectiveness.

- To recommend possible solutions for women advancement to strategic leadership positions.

From the research carried out, all objectives listed above were met as shown in the findings and recommendations proffered.

## 5.1 Conclusions

### 5.1.1 Patriarchy blocks the progression of women to top positions

The study found out that, patriarchy still exerts a powerful influence and is largely to blame, both for the difficulty in attaining leadership positions and for society's resistance to women leadership. The study showed that, it is difficult for women to be at par with men. This is because women who may want to be leaders are intimidated by what society considers as the norm, that is male leadership.

### 5.1.2 Perceived female traits undermine women leadership ambitions

The research found out that, although for women a good leader should be understanding, honest, trustworthy, treat people with respect and male attributes of leadership such as aggressiveness, domination and discrimination still inform and dictate the practices of leadership, implying that men set standards for their own definition of effective leadership. Therefore most men believe and perceive women leaders as mainly concerned with trivial things characterised by a propensity to emotional response rather than rationality. Women are therefore elbowed out of decision making and therefore subordinated to men.

### 5.1.3 Women are confined to low-level leadership positions

The study showed that women find themselves playing second fiddle to men because core values of patriarchy are male domination and control of the perceived weaker female. Women are made to feel inferior to men in leadership. Therefore women are generally concentrated in the lower, supportive positions necessary to keep male leadership in power. Traditionally women are therefore regarded as assets in a man's world. They are thought of as expendable and of little worth. The result is that, most women end up not emancipated but are relegated into cheerleading positions.

### 5.1.4 Patriarchy on the decline

The research showed that, the AfroBarometer survey of 2015 acknowledged that a large proportion of the 50000 people surveyed in 34 countries had broad support for women's equality among both men and women and widespread acceptance of women leadership capabilities. Nearly three quarters of adult Africans in 34 countries attested that women should have the same rights as men rather than being subject to traditional law. This therefore supports the decline of patriarchy.

### 5.1.5 A clash of male dominance and women leadership

The study found that, male dominance has been embedded in the patriarchal society and views women as not worthy of any superior leadership positions. This is because in a patriarchal society women who try to take up leadership positions are labelled with stigmatising names and presumed to desire to be like men.

### 5.1.6 Socialisation and marriage pose barriers

The research found that, women are groomed from a tender age to accept as true that a female leader is substandard to a male leader and that a women's place is in the home and not in the corporate world. Marriage also appears to be an important determinant in a woman's life. Women who are married find it difficult to fully and meaningfully participate in a leadership

position. Sometimes women do not partake in politics because their husbands do not allow. Women are also discouraged to join politics because of the fear of the unknown.

### 5.1.7 Lack of unity amongst women
The study found out that, there is lack of unity among the women themselves. This was because of the 'Pull Her Down Syndrome' which shows that women do not trust each other as leaders. The study showed that some women do not appreciate women leadership because of their perceived view of women as ineffective and weak.

### 5.2 Recommendations
### 5.2.1 Society should change the perception of both gender groups to accept and incorporate women in leadership.
Often leadership is viewed as a man's domain and it is difficult for society to accept women as leaders. Government should provide for policies that allow for equal opportunities between girls and boys because opportunities such as an education are pivotal in attaining a higher or superior status in the society, Girls have to be acknowledged and noticed from an early age and treated in the same way as boys.

### 5.2.2 Both gender groups should end the stereotyping of women
Society should understand that, man and women possess different traits and that leadership should not be based on gender groups. There should be an end to the stereotyping of women and men should accept women with their feminine traits of leadership.

### 5.2.3 Government should provide more educative opportunities for women
 The government should provide continuous education on gender issues to ensure that efforts to remove discrimination against the girl child and that this will not inadvertently lead to discrimination of the boy child. Men should be educated on the importance of women in leadership so that they support of women advancement into leadership positions.

### 5.2.4 Government should formulate more effective strategies to promote women in leadership
There should be strategies to promote gender equity and building confidence and positive self-esteem in women. Women in Zimbabwe should be united in their quest for empowerment and the society should respect women. The government should put in place mechanisms to stop stigmatisation and violence which prevents Zimbabwean women from fully participating and advancing to leadership positions.

### 5.2.5 There should be unity among women in leadership
Women in leadership should support each other and avoid labelling and insulting each other in public. Women leaders must not be intimidated by what society may consider as the norm,

that is, male leadership behaviours. Women can no longer be on the side lines hoping recognition for a job well done. Women should also encourage other women to take up top leadership positions. This can be through campaigns for women empowerment. The message must be echoed that, there are not just women leaders but simply leaders who are willing to do effectively whatever the position entails.

### 5.2.6 Socialisation agents should change society's mentality on their perception of women

Socialisation agents who deal with the young should be involved in the process of changing society's perception on women. These include primary schools, child care centres, churches and civil societies. Society should treat the girl child the same way the boy child is treated. Socialisation process is very important in the upbringing of an individual and affects the decisions they make in their future. Therefore this has to incorporate the importance of the girl child. This can be through incorporation of gender studies from primary schools so that people understand the value from early life stages.

### 5.3 Theoretical contributions

Patriarchy, male dominance, stereotyping diminishes the chances of women to strategic leadership positions. However, women leadership is evolving considering women values as well as the arc of change toward women leadership. The study noted that patriarchy is detrimental to the rise of women to strategic leadership positions. The diagram below shows the theoretical framework developed from the research.

Table 4: Updated Theoretical Framework

PATRIARCHY
-culture
-male dominance
-women's domestic role
-stereotyping
-masculinity
-socialisation
-male identification
-women identity development

→

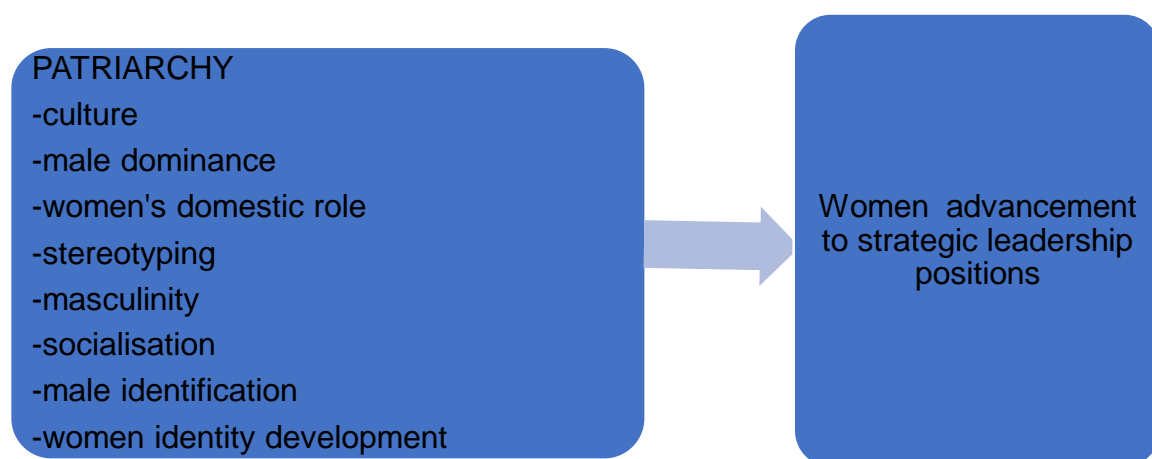Women advancement to strategic leadership positions

Table 4 shows that, patriarchy, which encompasses, male dominance, stereotyping, issues to do with masculinity, socialisation diminishes the chances of women advancement to strategic leadership positions. From the research it was noted that, women identity development, women's domestic role and male identification also diminishes the chances of women rising to strategic leadership positions. Women in leadership face many challenges by virtue of being females. These result from cultural, social and professional factors which influence the way people view women in leadership positions. Thus, these gender role stereotypes and discrimination also affects female leaders in their career development. As a result, female leaders are undermined and misjudged, regardless of their talents and competences just because they are females. This could be explained by the expectations of the society and culture. This is because, cultural women took the subordinate place while men took the leading role.

This study does acknowledge the state's effort to create equal opportunities in employment, through 'harmonious' labour practices and through all the gender mainstreaming policies like affirmative action. However, the objectives of these policies may not be realized in the absence of institutional mechanisms, which ensure that it is operationalized or implemented. The study further acknowledges that the women in leadership require some support and a change of attitudes from males, because doing so, will definitely boost the self-image and self-esteem of women and this will help them perform their duties well and advance in their careers

## 5.4 Practical implications

There should be policy changes in support of women empowerment and women leadership. Companies should put company policies to support women leadership in strategic leadership positions. More so women should be educated to fit in the positions. The government and civil society should work tirelessly to uproot the systems such as patriarchy that wrongly define Zimbabwean society which hinders development. Society is advised to adopt an attitude that believes in the maxim that says „Whatever a man can do a woman can also do." Thus a change of mind set in this regard.

 More so, the government and civil society should continuously run country wide campaign, advocacy and awareness programs to sensitize the nation on issues to do with females in leadership. Interventions in the form of workshops, seminars and in-service training that are specifically aimed at empowering women and men would be useful. They also should ensure

that such policies such as affirmative action are implemented practically and not only on paper. This can be done by close evaluation and monitoring strategies in most organisations.

## 5.5 Limitations for the study

This study had some limitations that open up interesting opportunities for future research. The study targeted top management which is a group known for having busy schedules, due to the limited available time, some targeted respondents were not available due to commitments thus necessitating substitution.

More so, some respondents drawn from corporate organisations withheld vital information because of organisational barring of dissemination of information policies. There might have been biases since some might not have wanted to be seen as victims of cultural factors. However, due to the promised anonymity, respondents were open to answering the questions.

## 5.6 Areas for further research

Some findings are inconclusive such that the study further recommends that there is need for further research in this area so as to generate a sound body of knowledge thus building an understanding of the perceptions and attitudes towards females in leadership. The further study can include the attitude of men to women in leadership. Also the study may also cover public institutions in Zimbabwe so as to have a deeper understanding. Further research on how to increase the number of women in top leadership positions is very important to address the hindrances resulting from patriarchy. Research investors should also consider researching on public sector on the same topic as well as other private sector organisation to have wholesome results. This might allow for the results to be generalized to a wider population since the research focused on a few companies and was affected by the COVID 19 pandemic.

## 5.7 Conclusion

The study assessed the impact of patriarchy on the number of women to rise to strategic leadership positions in Zimbabwe. The research proposed that, patriarchy reduces the number of women to rise to leadership positions in organisations. From the research, it can be noted that, patriarchy has a major influence on women in leadership since women can still not be at par with men within the private sector. This therefore shows that, patriarchy is a pervasive problem that needs special attention. Further research on how to increase the number of women in top leadership positions is very important to address the hindrances resulting from patriarchy.

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Appendix 1

# INTERVIEW CONSENT FORM

## Title of the study:

**ASSESSING CHALLENGES FACED BY WOMEN IN STRATEGIC LEADERSHIP POSITIONS WITHIN ZIMBABWE'S PRIVATE SECTOR: AN EXPLORATIVE STUDY OF PATRIARCHAL CULTURAL ORIENTATION**

**Program:** MBA Strategic Leadership

**Research conducted by**: Chironga Paidamoyo

**Research supervised by**: Dr Gumbo

**Informed consent for participation in an academic research study**

**Dear Respondent.**

You are invited to take part in an academic research study conducted by Chironga Paidamoyo a student registered with the University of Zimbabwe.

The purpose of the research is to assess challenges faced by women in strategic leadership positions within Zimbabwe's private sector while exploring the patriarchal culture.

Please note the following:

- This study involves your participation in a semi-structured interview.
- Your participation in this study is very important. However, you may choose not to participate and you may stop participating at any time without any negative consequences.
- Audio-tapes and written notes/observations will be taken of the interviews if you are comfortable with it.
- The results of this study might be published in the form of a research report and be made available to all the stakeholders in this research project.

Please sign the form to indicate that:

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

_____                              _____

Respondent's signature                                                           Date

Appendix 2

# INTERVIEW CONSENT FORM

### Title of the study:

ASSESSING CHALLENGES FACED BY WOMEN IN STRATEGIC LEADERSHIP POSITIONS WITHIN ZIMBABWE'S PRIVATE SECTOR: AN EXPLORATIVE STUDY OF PATRIARCHAL CULTURAL ORIENTATION

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- This study involves your participation in a semi-structured interview.
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- Audio-tapes and written notes/observations will be taken of the interviews if you are comfortable with it.
- The results of this study might be published in the form of a research report and be made available to all the stakeholders in this research project.

Please sign the form to indicate that:

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

_____                    _____5 June 2020_____

Respondent's signature                                                Date

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Appendix 3

**THROTTLE** CLOTHING

Unit 7, First Floor

Kelvin Corner

Graniteside

Harare

To Whom It May Concern

Re: Notice of Consent

This letter serves as confirmation that I, on behalf of Throttle Clothing (Pvt) Ltd, agreed to take part in the research by the student pursuing a Master in Business Administration with the University of Zimbabwe.

I confirm that the information availed by the student is true on my behalf.

Sincerely,

Fortunate Dambaza

Human Resources Manager
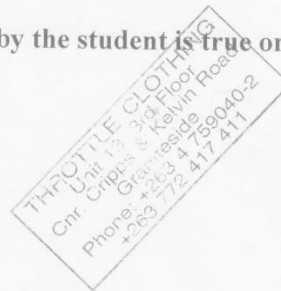
Email: hr@throttle.co.zw Phone Number: 0779 756 522/ 0242 759 040 - 2

Appendix 4



20 May 2020

**TO WHOM IT MAY CONCERN**

**RE: CLEARANCE LETTER TO CARRY OUT YOUR RESEARCH WITH NHAVA ZIMBABWE**

This serves as notification that, Chironga Paidamoyo is carrying out a research on women in leadership. Kindly assist her with information relevant to her study? For any further information, do not hesitate to contact the undersigned.

Regards

CEO

C Rufasha

0774742219

Appendix 5

27 Quinnington Road,

Borrowdale,

Harare

11 June 2020,

**RE: LETTER OF CONSENT TO CONDUCT RESEARCH FOR MBA DISSERTATION**

To Whom It May Concern,

This letter serves to give permission to Miss Paidamoyo Chironga to use De`Brees Pvt LTD as part of her research endeavours in partial fulfilment of her MBA Strategic Leadership Dissertation with the University of Zimbabwe.

Miss Chironga will be granted full access to the information she requires to undertake the requirements of her research topic to the best of the ability of the company. The University is free to get in contact with the company administration for verification of the information that will be presented in her dissertation.

Yours Sincerely,

Tinashe Rukasha

Operations Director

[+263 715 204 712; +263 78203820682]

Appendix 6

KEY INFORMANT INTERVIEW GUIDE

1. Please share with me some of your background information in terms of age, marital status and education

2. How long have you been working in the institution and how long have you held your position?

3. What do you think is the biggest challenge you have faced as a women leader. What have you done to overcome it?

4. In your opinion what are the qualities of a good leader. What is important to you in your leadership?

5. It is said leadership is more suitable for me in our culture. What is your point of view on this perception?

6. What do you think about the proportion of women in leadership in the private sector? In your own opinion how does male dominance affect this?

7. In your own view and experience does patriarchy affect the effectiveness of women in leadership and the number of women in leadership?

8. How does the male best model for leadership affect the effectiveness of women in leadership?

9. In your view, how do attitudes of women towards top positions affect then to take up leadership positions?

10. What are the indicators of effectiveness with regard to women in leadership used by your institution?

Thank you very much for your cooperation

Appendix 7

List of members interviewed

| NAME | TITLE | GENDER | AGE | ORGANISATION | PLACE OF INTERVIEW | DATE | DURATION |
|---|---|---|---|---|---|---|---|
| PARTICIPANT 1 | INFORMATION AND PROGRAMS ASSISTANT | FEMALE | 40 | WOMEN COALITION OF ZIMBABWE | ZOOM (ONLINE) | 18-May-20 | 40 MINUTES |
| PARTICIPANT 2 | INFORMATION AND PROGRAMS OFFICER | FEMALE | 38 | WOMEN COALITION OF ZIMBABWE | ZOOM (ONLINE) | 18-May-20 | 30 MINUTES |
| PARTICIPANT 3 | COMMUNICATION OFFICER | MALE | 35 | PADARE | ZOOM (ONLINE) | 22-May-20 | 1 HOUR |
| PARTICIPANT 4 | CEO | FEMALE | 60 | SECURICO | ZOOM (ONLINE) | 6-May-20 | 40 MINUTES |
| PARTICIPANT 5 | CEO | FEMALE | 50 | STANDARDS ASSOCIATION OF ZIMBABWE | ZOOM (ONLINE) | 28-May-20 | 1 HOUR |
| PARTICIPANT 6 | CEO | FEMALE | 25 | GO GETTER MOVEMENT | HARARE | 5-Jun-20 | 2 HOURS |
| PARTICIPANT 7 | FOUNDER | FEMALE | 28 | NHAVA ZIMBABWE | HARARE | 6-Jun-20 | 1 HOUR |
| PARTICIPANT 8 | CEO | FEMALE | 34 | MUNHANGA ZIMBABWE AND DE BREES | HARARE | 15-Jun-20 | 50 MINUTES |
| PARTICIPANT 9 | HUMAN RESOURCES MANAGER | FEMALE | 29 | THROTTLE ZIMBABWE | HARARE | 17-Jun-20 | 40 MINUTES |

# turnitin | ephorus

THE IMPACT OF PATRIARCHY ON WOMEN ADVANCEMENT TO STRATEGIC LEADERSHIP POSITIONS IN ZIMBABWE'S PRIVATE SECTOR.

CHIRONGA PAIDAMOYO H: STUDENT NUMBER: 123608G

A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT OF A MASTERS DEGREE IN BUSINESS ADMINISTRATION (STRATEGIC LEADERSHIP AND MANAGEMENT)

AT THE

GRADUATE SCHOOL OF MANAGEMENT