GENDER-BASED BARRIERS TO SENIOR MANAGEMENT POSITIONS: A CASE STUDY OF FEMALE MANAGERS IN ZAIN TELECOMMUNICATION COMPANY IN KAMPALA DISTRICT

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In Partial Fulfillment of the Requirements for the Degree
of Master of Arts in
Human Resource Management

By:
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MAHR/10023/81/DU

October, 2010

DECLARATION

"This Thesis is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning"

Matthew Odongo

23/10/2010

Date

APPROVAL BY SUPERVISOR

"I confirm that the research work reported in this thesis was carried out by the candidate under my supervision".

DR. STANLEY KINYATTA (Ph.D)

23/10/2010

Date

APPROVAL SHEET

This thesis entitled *"Gender-based barriers to Senior Management Positions: A Case Study of Female Managers in Zain Mobile Telecommunication Company in Kampala District"* prepared and submitted *by* Matthew Odongo in partial fulfillment of the requirements for the degree of Master of Arts in Human Resource Management has been examined and approved by the panel on oral examination with a grade of PASSED.

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DEDICATION

Special dedication to my wife Elizabeth Odongo and children: Prisca Arereng, Jedidiah Asuza, Jesse Jerry Aruutu and Joshua Ssuubi for their patience and understanding during the two year Master Degree Program.

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TABLE OF CONTENTS

DECLARATION ii
APPROVAL BY SUPERVISOR iii
APPROVAL SHEET iv
DEDICATION v
ACKNOWLEDGEMENT vi
TABLE OF CONTENTS vii
LIST OF TABLES x
LIST OF FIGURES xi
LIST OF ACRONYMS xii
ABSTRACT xiii

CHAPTER ONE: GENERAL INTRODUCTION 1
Background to the study 1
Statement of the problem 5
Purpose of the study 6
Research Objectives 6
Research questions 6
Scope 7
Significance of the study 7
Conceptual framework 9

CHAPTER TWO: LITERATURE REVIEW 11
Introduction 11
Theoretical framework 11

Review of related literature..... 12
Problems and their scope: Opinions from authors 31
Conclusion..... 36

CHAPTER THREE: METHODOLOGY 37
Introduction..... 37
Research Design 37
Research population..... 38
Sampling Procedure 38
Research Instruments 39
Validity and Reliability of Research Instruments 40
Data Analysis..... 42
Ethical considerations..... 42
Study limitation..... 42

CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA 44
Introduction..... 44
Background characteristics of respondents 45
Affirmative action and promotion of equal employment opportunity for staff 50
Barriers to women in senior management positions..... 56
The relationship between gender-based barriers and senior management61

CHAPTER FIVE: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS 69

Introduction 69

Findings 69

Conclusions 81

Recommendations 82

Suggestions for further Research 84

REFERENCES 85

APPENDIX 1: RESEARCH INSTRUMENTS 95

APPENDIX II: SPSS WORKSHEET 102

APPENDIX III: AUTHORITY LETTER 116

LIST OF TABLES

Table 3.1: The number of Zain fulltime staff in Kampala district..... 388

Table 3.2: Nature of study participants and Sample size..... 399

Table 3.3: Reliability Statistics..... 41

Table 4.1: Observance of affirmative action by staff..... 51

Table 4.2: Level of agreement with affirmative action indicators in Zain533

Table 4.3: Problems faced in promoting equal employment opportunities555

Table 4.4: Sex distribution of senior managers in Zain 57

Table 4.5: Gender-based factors hindering women's appointment..... 599

Table 4.6: Non-gender-based barriers to senior management..... 60

Table 4.7: Why women can make better senior managers than men.... 622

Table 4.8: Why women can not make better senior managers than men633

Table 4.9: Women's capabilities for senior management..... 65

Table 4.10: Pearson Correlation coefficient 67

LIST OF FIGURES

Figure 4.1: Gender distribution of respondents 466

Figure 4.2: Age distribution of respondents 477

Figure 4.3: Education level of respondents 488

Figure 4.4: Work experience of respondents in Zain 499

Figure 4.5: Gender-based barriers to senior management 58

Figure 4.6: Whether women can be better senior managers than men .. 61

LIST OF ACRONYMS

ACU	Australian Catholic University
CEO	Chief Executive Officer
ILO	International Labour Organization
KIU	Kampala International University
SPSS	Statistical Package for Social Scientists

ABSTRACT

This study examined gender-based barriers to women in senior management positions in Zain Telecommunication Company in Kampala district. Specifically, the study sought to assess the extent to which Zain Telecommunication Company had implemented the affirmative action in promoting equal employment opportunity for staff; the extent to which the barriers to women in senior management positions were gender-based and; the relationship between gender-based barriers and senior management. A case study research design was used and primary data were collected using questionnaires and interview guides. The study sample consisted of 67 respondents (8 managers in top positions, 59 middle and bottom staff) selected from Zain Telecommunication Company staff in Kampala district. Finally, data collected were analyzed using the Statistical Package for the Social Science (SPSS).

The results of the study revealed that affirmative action was implemented by ensuring no employee discrimination in promotions, remuneration and job benefits. Despite this, employee selection practices in Zain Telecommunication Company emphasized hiring the best-qualified individuals with no consideration of sex. This was probably because Zain Telecommunication Company associated academic qualifications with performance at work. Consequently, there was low female representation among senior managers in Zain Telecommunication Company compared to male representation. There was a negative relationship between gender-based barriers and senior management implying that gender factors were a barrier to women in senior management positions in Zain Telecommunications Company.

Finally, the study recommended for mentoring of female employees to develop managerial ability, reforming of Zain recruitment policy, succession planning for women employees, training and sharing of family responsibilities between women and men and networking.

CHAPTER ONE

GENERAL INTRODUCTION

Background to the study

Although significant progress has been achieved in furthering the cause of gender equality in the labour market over recent decades (Powell, 1999), smaller representation of women in senior management positions (Kirchmeyer, 2002). Women have struggled for years to gain respect and status in a male dominated world. The nature of the struggle has evolved from difficulty obtaining jobs to being promoted to upper management (Pettigrew & Martin, 1987). As managers progress through their careers, gender differences have a tendency to become more pronounced. Women in particular now occupy approximately fifty percent of the workforce yet comprise only twenty percent of middle management and five percent of senior management (Bose & Whaley, 2001; Rice, 1994). Indeed women are still concentrated in the most precarious forms of work throughout the world and breaking through the "glass ceiling" still appears elusive for all but a selected few. Glass ceiling is a metaphor developed in the 1970s in the United States to describe the invisible artificial barriers, created by attitudinal and organizational prejudices, which block women from senior executive positions (Powell, 1999).

The lack of women in top management positions gave the researcher grounds to question the reasoning behind the scarce numbers. Oakley (2000) explains the many difficulties women face while trying to further their careers. These barriers include access to line positions and other experiences within the corporation, and corporate culture

stereotyped with gender biases as well as many other hindrances. Fawcett and Pringle (2000) also blamed the 'glass ceiling'– a range of overlapping structural and attitudinal factors acting as barriers to women achieving senior management positions – for women's lack of advancement to the upper echelons of organizations. The structural factors contributing to a 'glass ceiling' include: unclear selection criteria for promotion, which allows for considerable scope for discretion by senior management; 'occupational segregation', whereby the selection process can favour men or women for certain jobs; women can be cut off from the informal networks or 'old boys clubs' that have often been necessary for advancement within organisations in the past; women often cannot work the long hours required of managers because of the lack of back-up or family support structures; women are said to be more job-focused than career-focused and are often not aware of the strategic importance of the decisions they make related to their careers; and the lack of female role models.

The attitudinal factors contributing to a 'glass ceiling' include: masculine characteristics of men (for example, being forceful, aggressive, independent, objective or competitive) which are generally regarded as traits required for management; women's tendency to move into 'support' or 'non-strategic' functions such as human resources and administration at junior management level, rather than into line management functions that lead to more senior positions; perceptions of the social and occupational roles of men and women influence appointment and promotional decisions and; the 'perceived' risk of placing women in non-traditional roles. The consequences of gender inequalities include women being "crowded" into

a narrow range of occupations where there is less responsibility and/or lower pay, or having to work part time, where there are fewer opportunities for advancement. It is not clear if this situation can be explained to some extent by men's and women's perceptions of their respective social roles.

Despite existence of a glass ceiling, several advantages have been found in organizations with more women at the top. Higher retention rates and high job satisfaction have been found in female employees who have women superiors. This higher job satisfaction can keep these women devoted to an organization where they have the potential to become the future leaders (Bell et al, 2002). Promoting women's positions throughout the company may lead to more women at the top in the future. Women can be driven to push their way up the corporate ranks with the help of a female mentor. People have a tendency to be mentees of those like themselves. A shortage of female mentors essentially leads to a lack of advancement for female managers. This lack of mentors reduces the likelihood that an organization will be able to profit from the benefits of female leadership. While this and other several of gender-based studies have been conducted in the developed world, the situation in the developing world is less documented resulting into scarcity of information regarding employment of women managers in Uganda.

However, in order to minimize the gender-based barriers to employment, the United Nations formulated the affirmative policy to promote equal opportunity for all people with regard to race, gender, or ethnicity (Thomas, 1990). Affirmative action is generally established for racial minorities, ethnic minorities, underprivileged castes, women, the

physically disabled and those who served in the military. In Uganda, supporting laws, policies and strategies have been put in place including the Local Government Act (Cap 243), the Social Development Sector Strategic Investment Plan (2003-2008), the Community Mobilization and Empowerment Strategy (2006) and the National Youth Council Act (Cap 318). Women's land rights have been recognized in the Land Act (Cap 227) and the Land Acquisition Act (Cap 226). Spousal consent is a requirement on all matters relating to land from which the family derives sustenance. With the liberalization of the Uganda economy, several mobile telecommunication companies have sprung up as some of the high employee paying private organizations. Zain Telecommunication Company is one such mobile telecommunication company operating in Uganda since 1993. This study assessed affirmative action in terms of recruitment, training, promotion and remuneration of women.

The telecom industry is one of the most profitable in Uganda, as it is elsewhere. Until 1995, the Uganda Posts & Telecommunication (UP&TC), a government owned Institution formed in 1977, was the only telecom operator in Uganda, providing fixed line telephone, postal and micro banking services. This institution was grossly ineffective and government responded by looking for an investor in the sector. In 1993, Celtel (now Zain) got a licence to provide only mobile telephone services for a 15-year period to 2008. This licence prohibited the company from providing fixed telephone services, until its expiry in 2008. Zain Group is a mobile telecommunications company founded in 1983 in Kuwait and was later rebranded to Zain in 2007. Zain has commercial presence in 8 countries across Africa and the Middle East and employs over 5000

people. In Uganda, Zain employs 372 staff of which 200 are females while 172 are male. Despite this, however, the proportion of female managers is very low yet there are several qualified and experienced female candidates in and outside the organization. It is not clear therefore, Zain Telecommunication Company implements the affirmative action in promoting equal employment opportunity for staff or even whether the barriers affecting women appointment to top management positions are gender-based. This study set out to investigate these knowledge gaps.

Statement of the problem

Although women have been moving steadily into occupations, professions and managerial jobs previously reserved for men, their representation in management positions is still far below that of men. It appears there are several factors rooted in the way work itself is organized or in the challenges that women face by trying to reconcile work and family commitments. In Zain Telecommunication Company, the proportion of female managers is far less than that of males yet there are several qualified and experienced female candidates in lower cadre positions within Zain and in the job market. The Zain Bi-annual Newsletter (July-December 2009) reported that there was only one female senior manager and six male senior managers in Zain Telecommunication Company. It is not clear to what extent Zain Telecommunication Company has implemented the affirmative action with regard to recruitment, promotion and training in order to ensure equal employment opportunity for staff. This situation prompted the researcher to conduct a study to

examine gender-based challenges to women in management positions in Zain Telecommunication Company in Kampala district.

Purpose of the study

To examine gender-based challenges to women in senior management positions in mobile telecommunication companies in Kampala district.

Research Objectives

1. To assess the extent to which Zain Telecommunication Company has implemented the affirmative action in promoting equal employment opportunity for staff.
2. To examine the extent to which the barriers to women in senior management positions in Zain Telecommunication Company are gender-based.
3. To examine the relationship between gender-based barriers and senior management in Zain telecommunication company in Kampala district.

Research questions

a) To what extent has Zain Telecommunication Company implemented the affirmative action in promoting equal employment opportunity for staff?

b) To what extent does the barriers to women in senior management positions in Zain Telecommunication Company in Kampala district are gender-based?

c) What is the relationship between gender and management in Zain Telecommunication Company in Kampala district?

Scope

Geographical scope

The study was be conducted among fulltime staff of Zain Telecommunication Company in Kampala district.

Theoretical scope

Theoretically, the study assessed the extent to which Zain Telecommunication Company has implemented the affirmative action in promoting equal employment opportunity for staff; the extent to which the barriers to women in senior management positions were gender-based and; the relationship between gender-based barriers and senior management.

Content scope

The study considered barriers to senior management like education qualifications, culture, attitude, experience and performance. Senior management roles included decision making, planning, organization, delegation of duties and coordination of activities.

Significance of the study

This study is thought to be beneficial to:

Women leaders and activists

Women activists may benefit from this study because it will highlight the barriers to women participation in senior management positions of private organizations and also propose recommendations of breaking the glass ceiling. Glass ceiling refers to a range of overlapping structural, institutional and attitudinal factors acting as barriers to women achieving senior management positions – for women's lack of advancement to the upper positions of organizations.

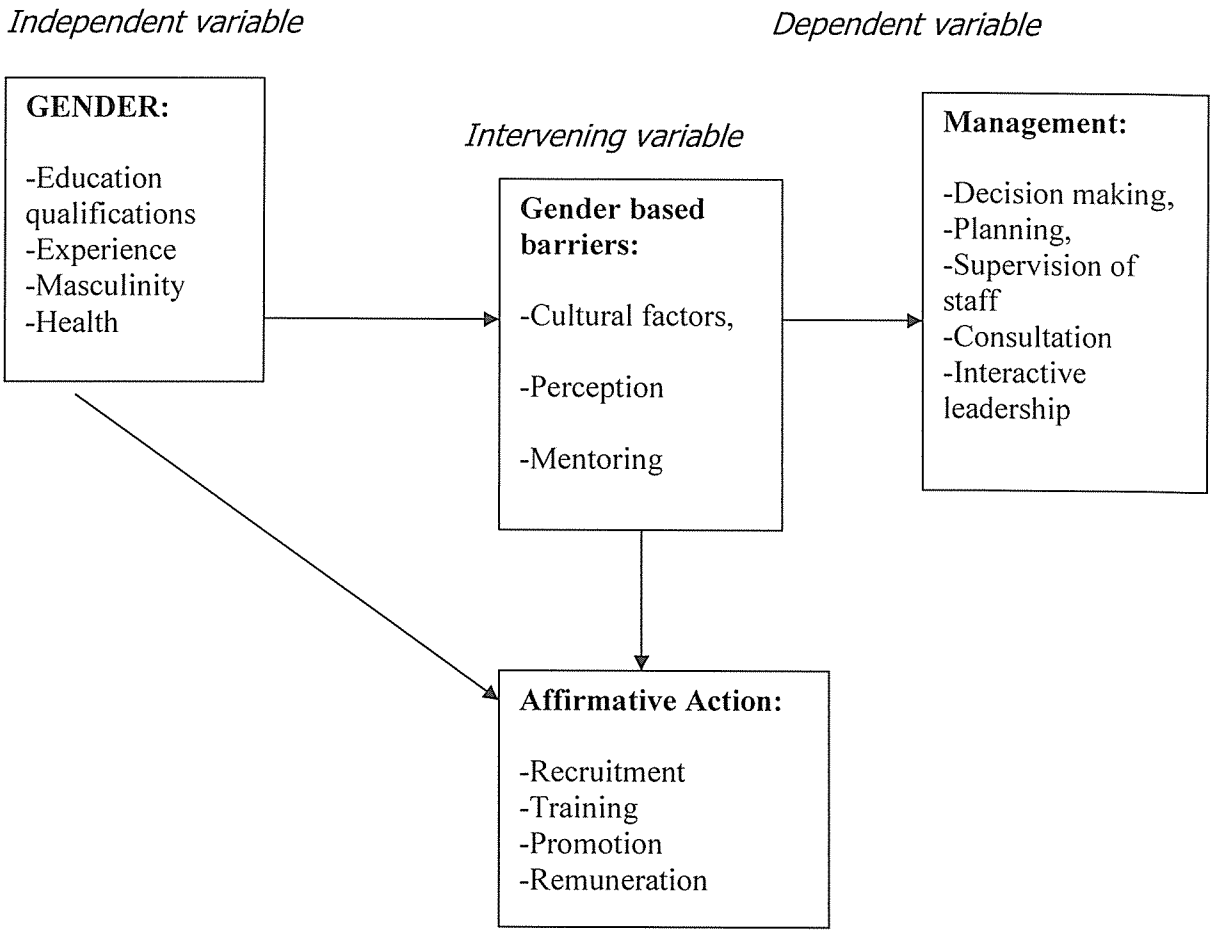
Ministries of Public Service and, Gender and social development

To the government line ministries, this study will show the research findings to which the affirmative action has been implemented in Uganda since the ratification of the International Convention on the Elimination of All Forms of Racial Discrimination. On the basis of the findings, it is hoped that appropriate policies to increase women in senior management may be proposed.

Academicians

The results of the study may provide academicians with up-to date literature in case there is a wish to carry out further studies in gender and management related fields.

Conceptual framework



Source: Generated by the researcher based on glass ceiling metaphor reported by Powell (1999).

The conceptual framework indicates that gender is the independent variable while management is the dependent variable. The intervening variables are the barriers to women participation in senior management. In order to minimize the barriers to women, affirmative action is

necessary to guide recruitment, training, promotion and remuneration of women.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter looks at the various areas of research undertaken about gender barriers to senior management positions as well as the research gaps related to the role of affirmative action in promotion of equal employment opportunity for staff. It further shows how this study relates to, and builds upon the existing knowledge base. The chapter includes the theoretical framework, review of related literature, problems and their scope opinions from authors and conclusion.

Theoretical framework

There are numerous reasons cited to account for the lack of females in the top echelons of management. Some academic research has focused on the differences in the genders to account for it (Riger & Galligan 1980). Other researchers have looked at structural, cultural and organization barriers to women's participation (Fawcett & Pringle 2000). Sinclair (2005) argues that because women's leadership looks different to men's, it is not always seen as a valid form of leadership. Powell (1988) suggests that many theories of effective management have been based on observations of male managers. In this context, masculine behaviors and values are seen as the behavioural norm. Wilson (2003) suggests that mainstream management theory is 'blind' to the notion of gender in management. Idealized masculinity is the measure of behaviour and it

sets the standard against which women's performance is measured. Women report that when they adopt more feminine behaviours at work, they are viewed as less effective yet when they adopt the more masculine behaviours they are criticized for not being more feminine (Ragins et al. 1998). More lately Sinclair (2005) has investigated the importance of bodies in management. She argues that we have considered managers as 'brains without bodies' in the past and that stature, gesture, look and voice are important elements of management. The above various views will become a basis for examining the relationship between gender-based barriers and senior management.

Review of related literature

This sub section looks at the various areas of research undertaken about gender based barriers to top management positions of organizations. It further shows how this study relates to, and builds upon the existing knowledge base. The literature review covers affirmative action and equal employment opportunity for men and women, barriers to women in management of organizations and, women and senior management positions in organizations. The literature review is concluded by highlighting the research gaps filled by the study.

Affirmative Action and Equal Employment Opportunity for Men and Women

The term affirmative action refers to policies that take race, gender, or ethnicity into account in an attempt to promote equal opportunity (Wikipedia, 2007). The focus of such policies ranges from

employment and education to public contracting and health programs. Affirmative action focuses on hiring, training, and promoting qualified protected class members where they are underrepresented. The impetus towards affirmative action is twofold: to maximize diversity in all levels of society, along with its presumed benefits, and to redress perceived disadvantages due to overt, institutional, or involuntary discrimination. This study attempted to assess the extent to which Zain Telecommunication Company has implemented the affirmative action in promoting equal employment opportunity for staff.

The legal status of affirmative action can be found in the International Convention on the Elimination of All Forms of Racial Discrimination which stipulates (in Article 2.2) that affirmative action programs may be required of countries that have ratified the convention, in order to rectify systematic discrimination. Uganda is a signatory to this Convention has a policy of affirmative action to reduce gender imbalances in several areas, namely higher education, governance, politics and management. Considerable progress has been made due to affirmative action in higher education leading to an increase in female enrolment at universities from 31% in 1993/1994 to 42% in 2004 (German Technical Cooperation (GTZ, 2010). The number of women in leadership and decision making positions increased due to affirmative action enshrined in the Constitution reserving one seat for a woman Member of Parliament for each district, and at least one third of the Local Council seats. The proportion of women in Local Councils rose from 6% in early 1990s to 44% in 2003; in Parliament it rose from 18.8% in 1996 to 30.4% in 2006; and in Cabinet, it rose from 9.4% in 1996 to 32.8% in 2003, and

decreased to 19.4% in 2006. In the Civil Service (Permanent Secretaries, Heads of Department and Division), women constitute 17.4%.

Besides, supporting laws, policies and strategies have been put in place including the Local Government Act (Cap 243), the Social Development Sector Strategic Investment Plan (2003-2008), the Community Mobilization and Empowerment Strategy (2006) and the National Youth Council Act (Cap 318). Women's land rights have been recognized in the Land Act (Cap 227) and the Land Acquisition Act (Cap 226). Spousal consent is a requirement on all matters relating to land from which the family derives sustenance.

Kirchmeyer (2002) argues that since the advent of the women's movement, changes in social acceptance of gender equality have been primarily due to changing perceptions among women and men themselves. The promulgation and enforcement of equal opportunity laws have not only lessened institutional discrimination; they have also had a considerable impact on the awareness of populations. In recent years, women's working lives have become characterized by more continuous labour force participation. Women have entered many of the professions previously reserved for men, and their earnings have become an essential part of household income.

An International Labour Organization (2004) study revealed that the changes have led to shifts in societal views about the role of women in the economy. A survey in the United States revealed a growth in awareness between 1978 and 1995 of the existence of discrimination against working women in that country. A large percentage of those surveyed thought women have to perform better than men to get ahead.

- The administrative costs to private sector relating to compliance with the legislation will impact on companies' growth.
- The shortage of skills in some sectors will make black skills more expensive and unaffordable to smaller companies.
- Indirect opportunity costs will be incurred by, for example, poor hiring decisions (to meet employee targets) and the declining morale of some employees.
- Race classification will be heightened and "reverse discrimination" will lead to a decrease in employee loyalty and the lack of retention of skilled employees.
- Those people from designated groups who still require training and development will have unrealistic short term expectations that will further increase racial and social conflict within companies.
- Those from designated groups, expecting secured positions, may adopt a culture of entitlement that undermines initiative, self-confidence and self-reliance.

Heilman (1997) also criticizes affirmative action programs as tainting its recipients with a stigma of incompetence and also adding to the sex stereotyping behaviour. If someone is thought to be hired or placed as a result of affirmative action efforts, then that justifies to onlookers the reason for the selection decision independent of the job incumbents' qualification for the position. Affirmative action can oddly enough feed rather than quell the flames of sex bias in organizations. However, the potential benefits and the results that it can create in the workplace should not be underestimated (Booysen, 1999).

Barriers to Women in Management of Organizations

Neidhart and Carlin (2003) categorized the barriers to women's leadership as barriers stemming from socialization and stereotyping; individual barriers; and organizational barriers. Women's identities and roles have traditionally been associated with parenting and caring, whilst men's identities tend to be associated with paid employment and becoming public and industrial managers, with the emphasis on professional training to acquire the managerial expertise to lead complex organizations. These differing socialization processes, and the perceptions that develop around them, clearly advantage men in gaining the knowledge, skills and networks suited to leading organizations. On the other hand, women are perceived to be inadequately qualified, particularly in terms of experience and 'insider' knowledge of organizations, as well as their capacity to make the 'tough' decision.

The literature provides important insights into individual barriers (or disadvantages) nominated by women. Cubillo (1999: 549), points to: "a third model proposed to explain women's apparent under-achievement in management, is the consideration of internal barriers such as low self-image and lack of confidence resulting from men's position of power and privilege over women within the organization. These findings require cautious interpretation. It may well be that they accurately portray of how some women feel about themselves in relation to being top managers. However, research is emerging which offers an alternative explanation. A study conducted by Ruderman (2001) for the Center for Creative Leadership, suggests that some women in management are carefully assessing career decisions in the light of their own values and beliefs. The

study identified five themes, which influence their career decisions: authenticity; feeling whole and complete; having agency; making connections; and gaining self-clarity. For these women, the barrier is not lack of confidence, but rather an informed choice, based on knowledge of what is important to them personally, and the extent to which they can be authentic.

The organizational barriers for women identified by research include: entrenched cultures and norms; the way power is defined and exercised; selection procedures; and the lack of appropriate mentor schemes (Slavitt, 2001; Sharafudeen, 2000). The culture of organisations has been shaped by men. Sinclair (1994:7) describes the executive culture in Australia as:

> ... "a man's world" – not just the domain of men, but "in the general sense of the culture and the team work and the way people act, it's more a male-oriented type of interaction. It can accommodate women, but it springs from a white male, older white male kind of background".

The way power and authority are defined and exercised in organizations is related to this. Hall (1996), reported that women leaders in English schools had a preference for shared power, in order to empower other leaders, and achieve agreed goals. 'Power with' was designed to build a culture of trust, openness, and respect. However, in Australia, Power (2002: 91), in her study of lay women and the principalship in Catholic primary schools, comments:

> "Hegemonic masculinity, unconsciously and consciously, involves a specific strategy for the subordination of women. It is useful in explaining the situation in which lay women find themselves in Catholic schools where oppression is

> perpetuated in a male-dominated hierarchical organization. Hegemonic masculinity and patriarchy maintain dominance by claiming authority".

These entrenched authority and hierarchical power structures discourage many competent and experienced women from seeking executive management positions. They possess the knowledge, strategies and emotional strength to lead organizations, but are not confident they will be supported in the challenge.

An extensive study of primary and secondary principals in Catholic schools in Victoria, South Australia and Tasmania, (Carlin *et al.*, 2003), confirmed that, for all senior leader respondents (male and female), the top three disincentives to leadership were: 'personal and family impact'; 'recruitment problems'; and 'unsupportive external environment'. 'Personal and family impact' included the complexities and tensions of the role, the size of the workload, and the need to attend large numbers of meetings out of official hours. These factors intrude into, and reduce, physical and psychological time and space which managers wish to allocate to themselves and their families.

Recruitment problems, and in particular the selection and appointment process, was identified as a significant barrier for women seeking top management positions. According to Sinclair (1998: 33), part of the problem is what is defined as leadership behaviour: when women exhibit what, in a man, would be judged as leadership behaviour, they are judged as something less than, or other than, leaders.

Rhode (2002) argues that this lack of recognition is due to women's lack of mentors and access to informal networks of advice and contacts.

This reinforces Ehrich (1994: 5), who reported that: "... women in a variety of professions such as management, academic, and education continue to experience a lack of mentoring opportunities.

With regard to women seeking principal positions in Catholic primary schools in Australia, Power (2002: 93) describes the role of parish priests on selection panels as one of 'gatekeepers to leadership': The influence on the interviewing panel of the parish priest – usually a non-educationalist – and members of the local community – who may also be non-educationalists – are causes of unpredictability for applicants. It may seem logical to think that lay women would have replaced religious women when principalships became available, but statistics show an increase in males appointed.

Married women with children limit themselves from applying for promotions due to the challenging roles of managing a family and a high-ranking career. Women work long hours, take work home and work over the weekends. Women then begin playing a juggling game between work and home commitments (Liff & Ward, 2001). Women opt out of positions of authority because they are more likely than men to assume the bulk of the family responsibilities as a result of this unequal division of labour (Smith, 2002).

Women still spend far too much time doing domestic labour although there has been an increase in the number of women entering the labour market (Gazso, 2004). Women on average do about 70% of the housework (Wilson, 2002) These women experience an unequal "second shift" in their responsibility for family care-giving and they also experience an unequal "third shift" compared to men, that of juggling

work/family conflicts. This juggling can actually ensure that women's inequity in the workplace is maintained and that women's advancement is stunted (Wilson, 2002; Gazso, 2004). Women claim that they lack the physical energy to strike a balance between a family and work life (Vinnicombe & Singh, 2003).

In another study by Govender (2005), it was revealed that most married women and men see nothing wrong with an unequal division of labour at home, the unequal division of labour is seen as fair. The proportion of men's time devoted to paid labour hardly changes if they have children; in fact they spend more time in paid labour when their children are under seven years old. Men spend less time on housework because they believe that the partner who makes more money has more power and therefore does less work at home (Wilson, 2002). This view is referred to as the Family Power Theory which suggests that as one spouse increases resources, his or her power increases. Thus Family Power Theory claims that household labour is an outcome of differential power between spouses.

As a result women in senior positions are of the impression that starting a family will spell the end of their career and they are less likely to have children compared to their male counterparts. In order to reduce the conflict of their dual roles women managers may choose to remain single and childless (Omar & Davidson, 2001). There are very few role models of senior managers with children who can motivate other women that parenthood and professional working life is possible (Wilson, 2002). If they approach their management regarding reduced working hours this

will be portrayed as a lack of commitment and will result in them being excluded from consideration for promotions (Wilson, 2002).

Kirchmeyer (2002) described the types of segregation as horizontal gender segregation and vertical gender segregation. He noted that a combination of social attitudes and gender inequality in education and training had largely contributed to occupational segregation, resulting in men and women being streamed into different trades, professions and jobs. This he referred to as horizontal segregation. He further noted that not only do men and women have different jobs, but there are also differences in the extent to which they are represented in the hierarchy of positions within jobs. Even in occupations dominated by women, men usually occupy the "more skilled", "responsible" and better-paid positions. An ILO study (2004) gave an example in the teaching profession where the majority of teachers are often women but the top administrators are men. Similarly in the health field, doctors and hospital heads are very often men, while most of the nurses and support staff are women. This is commonly referred to as "vertical gender segregation". Kirchmeyer (2002) concluded that the movement of women upward through occupational categories to take up more responsible and managerial jobs was hampered by institutional barriers and social attitudes.

Thomas (1990) indicated that the gender division of time between work and family was probably the most significant gender issue of all and explains many of the differences between the work patterns and job types of men and women. Time use studies show that women work longer hours than men in nearly every country (ILO, 2004). Labour market inequalities between men and women explain many of the difficulties

women face in pushing against the glass ceiling. Wage disparities arising out of occupational segregation, which in turn are linked to the disproportionate gender division between paid employment and unpaid care work, perpetuate the image of women as "secondary" workers (Powell, 1999).

There is a view that women may not naturally become assertive, or seek power, if they have been expected to take a development role that makes them more amenable to outside influences and be less self-reliant (Elliot, 1995). The dilemmas that women face have been labeled 'double binds' by Rice (1994) who describes them as being womb/brain, silence/shame, sameness/difference, femininity/competence, aging/invisibility. Whatever choice the woman makes, she will be condemned, for example if a women is a full-time mother, her neighbor at dinner will assume that she has nothing interesting to say; but if she is in paid employment outside the home, she has either cut off feelings and emotions, or else she neglects her children and exploits her husband.

Nicholas (1995) indicates that whilst the career patterns of both men and women will be influenced by demographic change, in the past those of women were more likely to be susceptible. From the 1980's and increasingly during the 1990's there has been a considerable increase in the number of women professionals who combine childbearing with their career development. A number of different career patterns have emerged. Some women take a short break for maternity leave. Other women are choosing to start their family at a later age having established a career path. Moving up a career ladder before starting a family is likely to produce a number of benefits, which includes a level of salary enabling

good childcare and help in the home to be obtained. Some women prefer to take a longer career break spending time at home with their young family but feeling more secure about a later return to their career. Men's career patterns are also changing and a growing number are now choosing to take the carer's role that enables the women to focus on her career.

The responsibility for the care of the elderly relatives frequently falls to women, and some are finding themselves in the 'sandwich generation' (Fullerton, 1999). Initially they take a career break to care for young children, and then face the need to take early retirement to care for ageing relatives. This social dilemma has been addressed by the Scandinavian governments, and other countries are following their lead and developing 'family friendly' policies. Such policies enable leave to be taken at times of sickness in the family, or when there is a need to care for children or the elderly. Some far-sighted employers who provide childcare facilities are now extending this to day-care for the elderly.

According to Porterfield and Kleiner (2005), negative perception and attitudes have been associated with the abilities of women since they first entered the work-force. An examination of past literature makes it clear that the traits associated with effective leadership were those commonly demonstrated by males (Bartram, 2005). It is understandable that the leadership traits commonly demonstrated by women would be viewed as inadequate in the workplace. This caused women to be viewed as ineffective and weak leaders, and created the conditions that led to the glass ceiling. New research and evidence had proven that women are effective at leading in both traditional and non-traditional environments.

In order to meet the business challenges of the 21st century organizations must develop strategies to support and develop all of its members, and women must have the courage to develop leadership skills that are genderless and have a proven record of success.

In summary, socialization and stereotyping of women, individual barriers, and organizational/system barriers, combine to make appointment to top management positions more difficult for women. They perceive their capacity to remain authentic and build cultures of shared leadership to be an uphill battle.

Women and Senior Management Positions in Organizations

Historically leadership has been construed as primarily a masculine enterprise; however as the number of female leaders have increased this philosophy has been questioned (Govender, 2005). As organizations become more flat and teamwork becomes the norm, management styles that are aggressive, competitive and task orientated as commonly associated with the leadership styles of men is giving way to the female styles that are more relation–orientated, nurturing and caring (Pounder & Coleman, 2002).

Cox and Blake (1991) indicate that over the last few decades, women have attained educational levels comparable to those of men in many countries and have been increasingly hired in jobs previously reserved for men. They have responded to expanding opportunities and invested themselves particularly in business, administration and finance. In support of the above, Jacobson and Kock (2002) revealed that women represent over 40 per cent of the global workforce and have been

gradually moving up the hierarchical ladder of organizations. Yet typically, their share of management positions does not exceed 20 per cent, and the more senior the position involved, the more glaring is the gender gap. National surveys reveal that in the largest and most powerful companies worldwide, women's share in top positions is limited to a mere 2-3 per cent (Jacobson and Koch, 2002).

The term "glass ceiling" illustrates well the point that there exists inherent discrimination in the structures and processes of both organizations and society in general (Bose & Whaley, 2001). Qualified and competent women look up through the glass ceiling and can see what they are capable of achieving, but invisible barriers prevent them from breaking through. The glass ceiling may exist at different levels depending on the extent to which women progress in organizational structures, and this is commonly represented by a pyramidal shape. In some countries or companies, the glass ceiling may be closer to the corporate head, while in others it may be at junior management level or even lower.

Neidhart and Carlin (2003) presented a paper about barriers for women aspiring to principalship in Australian Catholic schools. He noted that the under-representation of women in the top leadership positions in both the corporate world and education was well established. Findings from an extensive study into leadership succession, undertaken by the researchers from the Centre for Leadership at Australian Catholic University (ACU), identified that many women in senior leadership positions in Catholic schools confirmed their unwillingness to apply for principalship. Since women constitute the majority of staff in both primary and secondary schools, the reasons for their under-representation at

principal level warrants serious investigation. Power (2002: 87) is critical of this state of affairs:

> "What is the reason for this embarrassing situation, which has persisted for decades? The answer is 'gender bias', which is rampant across Australian Catholic schools and, if not addressed, will have indelible adverse effects".

In another study by Dobbins and Platz (2004), it was argued that the nature of women's career paths is a major factor blocking women from top positions. At junior management levels, women are usually placed in functions which are regarded as "non-strategic", for example human resources and administration, rather than in line and management jobs that lead to the top. Often, this is compounded by women being cut off from both the formal and informal networks that are necessary for advancement within organizations. For women with family responsibilities, upward movement may be further hampered as they struggle to satisfy the needs of both career and family.

Oakley (2000) noted that improvements in the educational qualifications of women, and the fact that many women have increasingly been delaying marriage and childbearing, have created a pool of women worldwide both qualified and ready for professional and managerial jobs. At the same time, growth in the public sector and the services sector and the introduction of equality laws and policies in many countries have provided opportunities for qualified women to occupy lower- and middle-level management posts. These changes have paved the way for their taking up and aspiring to more senior management positions. While employment in the public sector has recently declined in many countries, this to some extent has been offset by growth in the services sector.

Women's interest in professional and managerial work and the predicted shortages of highly qualified managers have not, however, resulted in women obtaining senior executive positions in significant numbers (Oakley, 2000). The glass ceiling continues to limit women's access to senior management and to management positions in those sectors and areas which involve more responsibilities and higher pay.

Austin (2000) found that the reasons for the disparity of power between women and men in the workplace were varied, and political. One of the most prevalent reasons is that women have been socialized to adopt a passive role in society in order to gain acceptance and respectability. This conditioning influences the attitudes women bring to the workplace and provides a foundation for negative perceptions of their management abilities to exist. The Catalyst Organization suggested that negative perceptions and stereotypes about women's management styles and abilities is the primary reason for the disparity between the genders in leadership and decision-making position (Catalyst, 1999).

Women find participative management more natural than men because they feel more comfortable interacting with people. Interactive leadership styles utilized by women has been beneficial as this style encourages participation, information sharing, enhances self-worth of others and finally energizes others (Appelbaum, Audet & Miller, 2002). Oshagbemi & Gill (2003) further adds that women's cooperative and empowering leadership style fosters team building.

When employees do not meet expectations, women are more likely than men to buffer criticism by finding something praiseworthy to say. Women will more likely to describe their business as a family unlike male

counterparts. Female managers subscribe to high levels of consultation and participation. Human resource management and communication is of paramount importance to female managers. Appalbaum et al (2002) further states that women have good listening skills, well developed interpersonal skill and a soft approach to handling people. Therefore women choose a relationship–orientated leadership style, while men focus on disseminating information and demonstrating competence (Oshagbemi & Gill, 2003).

Due to females having a high relationship-orientated leadership style, their management styles are described as more transformational. Male leaders on the other hand, tend to incline more to transactional leadership where active management by exception is employed and they place a high reliance on power and position authority (Pounder & Coleman, 2002; Vinnicombe & Singh, 2002). There is a positive correlation between transformational leadership, leadership effectiveness as well as subordinate commitment and performance (Vinnicombe & Singh, 2002). Booysen (1999) has further proven that the leadership styles of South African males and females differ which is in line with international studies. Her study has also concluded that the female profile fits the new approach to leadership better than the male profile. Oshagbemi & Gill's (2003) research on men and women leadership roles found that women managers delegate less than their male counterparts but their directive, consultative and participative leadership styles were similar.

There are substantial differences between the values men and women have towards work (Govender, 2005). It can be concluded that

American Management Association depicts women as compared to men managers as more committed to their careers, more willing to relocate and more likely to make their jobs top priority when family/work conflicts occur (Heilman,1997).

Problems and their scope: Opinions from authors

Although women have been moving steadily into occupations, professions and managerial jobs previously reserved for men, their representation in management positions is still far below that of men. It appears there are several factors rooted in the way work itself is organized or in the challenges that women face by trying to reconcile work and family commitments. A study by Powell (1990) noted that while women have captured an ever-increasing share of the labour market, improvements in the quality of women's jobs have not kept pace. This was reflected in the smaller representation of women in management positions, particularly in the private sector, and their virtual absence from the most senior jobs. Despite the persistent inequalities at managerial level, the continuous entry of women into higher-level jobs was noted, although they remained under-represented in senior management. With few exceptions, the main challenge appears to be the sheer slowness in the progress of women into senior leadership positions in organizations, which suggests that discrimination is greatest where the most power is exercised. Regarding this, Oakley (2000 p. 323) states:

> ...corporate policies and practices in training and career development, promotion, and compensation are often identified as major components of the glass ceiling that prevent women from making it to the top. The experience that women need in areas such as operations,

> manufacturing, or marketing is often not offered to young women managers. This line experience is often deemed an essential prerequisite for the CEO position and other senior management positions.

With the lack of opportunities for personal growth and experience, how can a woman ever expect to climb through the ranks of corporate hierarchy?

Dobbins and Platz (2004) argue that there is an extensive body of literature concerning the cultural factors that can influence women, much of which has been prompted by the feminist debate. Attitudes concerning the role of women are influenced by personal experience and conditioning. The local culture within a geographic area exerts an influence on the expectations of, and by, the women within that community. Within the family unit, conditioning results, in part, from family views and practices (Dobbins and Platz, 2004). Women who have careers can be a powerful role model for daughters and younger women in the family and the community. By contrast a less favorable influence can come from sex role stereotyping. Older managers, both men and women, may still carry stereotypes set some years ago. This attitude can create a barrier for women with whom they are working, and it has been labeled 'the culture trap'. A second trap is the 'low expectation trap', particularly in a male dominated organization. Feeling inadequate, a vicious circle can develop (Elliot, 1995). Both men and women can experience the fear of success in jobs not commonly associated with their gender, and this can inhibit their development and achievements.

However, a study by Maxwell (2007) reported negative attitudes about the ability of women to lead reduce the number of high profile

projects and assignments offered to women thereby reducing opportunities to gain additional competencies and experience required to compete for the kinds of assignments that will close the pay gap. Women are the primary care-givers for children and the elderly. The scarcity of females in decision-making positions reduces the odds of those in power truly understanding the need for family-friendly, and work/life balance policies that support women, and decreases their opportunities for advancement.

Fawcett and Pringle (2000) also blamed the 'glass ceiling'– a range of overlapping structural, institutional and attitudinal factors acting as barriers to women achieving senior management positions – for women's lack of advancement to the upper echelons of organizations. The structural and institutional factors contributing to a 'glass ceiling' include:

i) unclear selection criteria for promotion, which allows for considerable scope for discretion by senior management;
ii) 'occupational segregation', whereby the selection process can favour men or women for certain jobs;
iii) women can be cut off from the informal networks or 'old boys clubs' that have often been necessary for advancement within organisations in the past;
iv) a woman's ability to combine both management and family responsibilities is often questioned by her male senior management colleagues;
v) because women are mainly responsible for domestic and family issues, lack of affordable, good-quality and consistent childcare can

act as a barrier to women's participation at senior management level;

vi) women often cannot work the long hours required of managers because of the lack of back-up or family support structures;

vii) women are said to be more job-focused than career-focused and are often not aware of the strategic importance of the decisions they make related to their careers; and

viii) the lack of female role models. Male senior managers are often the 'gate-keepers' to women's entry into senior management

The attitudinal factors contributing to a 'glass ceiling' include:

i) characteristics considered to be 'masculine' (for example, being forceful, aggressive, independent, objective or competitive) are generally regarded as traits required for management, rather than so-called 'feminine' characteristics (such as being cooperative, flexible, subjective, intuitive or emotional), which can be viewed as ineffective management traits;

ii) women's tendency to move into 'support' or 'non-strategic' functions such as human resources and administration at junior management level, rather than into line management functions that lead to more senior positions;

iii) perceptions of the social and occupational roles of men and women influence appointment and promotional decisions;

iv) the 'perceived' risk of placing women in non-traditional roles;

v) 'occupational socialisation', whereby applicants themselves frequently prepare and apply for jobs along gender lines - ie

women may limit their applications to what are perceived as 'female' type positions;

vi) women 'select themselves out' of some training initiatives and promotional opportunities, because of family commitments; and

vii) women do not promote themselves.

Besides, some opponents say affirmative action devalues the accomplishments of people who are chosen because of the social group to which they belong rather than their qualifications (Sher, 1983). Opponents also contend that affirmative action devalues the accomplishments of all those who belong to groups it is intended to help (for example, all African American professionals), therefore making affirmative action counterproductive. Other opponents like Garry (2006) claim that affirmative action has undesirable side-effects in addition to failing to achieve its goals. They argue that it hinders reconciliation, replaces old wrongs with new wrongs, undermines the achievements of minorities, and encourages groups to identify themselves as disadvantaged, even if they are not. It may increase racial tension and benefit the more privileged people within minority groups at the expense of the least fortunate within majority groups. Despite these weaknesses, however, no studies had been done in Uganda to verify these claims, hence the need for this study.

However, Bose and Whaley (2001) identified a number of recruitment and promotion measures like establishing goals and setting targets for recruiting and promoting women; setting up a task force to identify and remove barriers, put an action plan in place and assign

deadlines for meeting targets; and instructing recruitment officers and agencies to make special efforts to find women candidates.

In terms of equal opportunity measures, Oakley (2000) suggested that companies could launch an executive development programme, with the objective of providing equal development opportunities for all employees; ensure that performance assessment procedures use neutral and measurable criteria; and make employment and development policies gender-neutral.

A focus on 'diversity management ' was also recommended by Power (2002). He suggested that determinants of a diversity programme could include: strong senior management support; an assessment and modification of organizational culture; the provision of education and training; and the development of the business case for promoting diversity, inclusion and equal opportunity.

Conclusion

From the foregoing literature, it has been made clear that no empirical studies have been conducted to investigate affirmative action and equal employment opportunity for men and women, barriers to women in management of organizations and, women and senior management positions in organizations. This study has investigated and provided information to close the above mentioned research gaps.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter presents the methodology that was used in the study. This includes research design, target population, sample size, sampling procedure, research instruments/methods, validity and reliability of research instruments, data analysis, ethical issues and limitations of the study.

Research Design

A case study of Zain Telecommunication Company was conducted to capture quantitative data on gender-based barriers to senior management positions. The case study research design was used because, in the first instance, the study focused on one particular organization, which required in-depth analysis (Amin, 2005). Secondly, the case study design minimizes costs and time. This is the essence due to the limited time and resources available to conduct this research. Case study is qualitative in nature and is useful in understanding certain phenomena (Sekaran, 2003). Both qualitative and quantitative approaches were used. The qualitative data were collected through key informant interviews while the quantitative data utilized the questionnaire.

Research population

The research population included 81 fulltime staff of Zain Telecommunication Company in Kampala district categorized into bottom, middle and top staff. Table 3.1 summarizes the categories of Zain staff.

Table 3.1: The number of Zain fulltime staff in Kampala district

Categories of Zain staff	Total population
Top management	9
Middle cadre staff	40
Bottom cadre staff	32
Total	**81**

Source: Zain Human Resource office (2010)

Sample size

The study sample consisted of 8 managers in top management positions 59 middle and bottom staff selected from Zain Telecommunication Company in Kampala district. In all, 67 respondents participated in the study.

Sampling Procedure

Purposive sampling was used to select Zain Telecommunication Company for study. Fulltime employees were purposively selected to participate in interviews. Employees were categorized according to levels of management; hence top, middle and bottom employees. Both men and women employees participated in the study in order to get gender balanced data. Using Krejcie and Morgan (1970) Table of Sample Size Determination, Stratified sampling was used to select at least 36 middle

and 23 bottom employees from Zain Telecommunication Company while purposive sampling was used to select key informants from top management officials. The sample selection details are shown in Table 3.2.

Table 3.2: Nature of study participants and Sample size

Nature of study participants	**Categories of Zain staff**	**Total population**	**Sample size = 67**	
			Male	***Female***
General respondents	Middle cadre staff	40	26 (38.6%)	10 (15.0%)
	Bottom cadre staff	32	13 (19.2%)	10 (15.0%)
Key informants	Top management	9	7 (10.2%)	1 (2.0%)
Total sample size		**81**	**46 (68.0%)**	**21 (32.0%)**

Table 3.2 indicates that 36 middle and 23 bottom employees from Zain Telecommunication Company constituted general respondents while staff in top management positions constituted the key informants. From the total population of 81 Zain staff in Kampala district, 67 general respondents participated in the study. A total of 46 (68.0%) were male employees while 21(32.0%) were female employees.

Research Instruments

The main instruments for data collection included questionnaires and oral interviews.

Questionnaire for middle and bottom cadre staff of Zain Telecommunication Company

This was the main instrument used to collect data from Zain Telecommunication Company employees. It contained both open and closed questions which gave room to employees to give their opinions in an independent atmosphere about barriers to senior management positions in the Zain Telecommunications Company. Besides, Amin (2005) indicates that the questionnaire helps in producing data, which deals with the topic in depth and detail. The questionnaire contained four sections: section one described background characteristics of respondents while sections two, three and four investigated the research questions. Questionnaires were given to respondents to fill their responses in the spaces provided and afterwards collected, edited and analyzed.

Interview guide for top management officials

An interview guide was formulated to facilitate oral interviews with top managerial officials in Zain Telecommunications Company. This was intended to capture information that was supplement or validate the data from other staff questionnaire. The study used an interview guide because it helps generate detailed data especially if probing is adequately done (Merriam, 1998). In-depth interviews also guarantee an immediate feedback.

Validity and Reliability of Research Instruments

Validity and reliability of the research instrument was measured as follows:

Validity

Validity is the extent to which the instruments used during the study measure the issues they are intended to measure (Amin, 2005). To ensure validity of instruments, the instruments were developed under close guidance of the supervisor. After the questions are designed, they were pre-tested to a tenth of the respondents in the sample. This helped to identify ambiguous questions in the instruments, which enabled the researcher to re-align them to the objectives.

Reliability

Reliability is the extent to which the measuring instruments will produce consistent scores when the same groups of individuals are repeatedly measured under the same conditions (Creswell, 2003). The questions were pilot-tested in the study area in order to ensure consistency of the data to be collected. Using SPSS software, Cronbach reliability coefficient for the questionnaire was computed Alpha = 0.861 meaning that the variables that were taken to measure gender-based barriers to senior management in Zain Telecommunication Company were highly correlated and therefore suitable for the purpose. The reliability statistic is shown in Table 3.3.

Table 3.3: Reliability Statistics

Cronbach's Alpha	Number of Items
.861	26

Data Analysis

The researcher employed both qualitative and quantitative methods to analyze the data collected. The responses of the subjects were entered into the computer using Statistical Package for Social Scientists (SPSS) and data analysed in form of frequency tables. The relationship between gender and top management was established using Pearson Product Moment statistical method. The researcher presented data with the use of tables and graphs. Quantitative data from the closed ended question items were coded into frequencies, transcribed into percentages for easy analysis and interpretation of data.

Ethical considerations

At the onset of data collection, the researcher sought permission from management of Zain in Kampala. Each questionnaire contained an opening introductory letter requesting for the respondents cooperation in providing the required information for the study. The respondents were further be assured of confidentiality of the information provided and that the study findings were to be used for academic purposes only. Respondents were further assured of their personal protection and that they had authority to refuse or accept to be interviewed.

Study limitations

It was hard to contact some targeted respondents especially officials at Zain head office as well as the Field staff because they had

other commitments. This necessitated the researcher to make several visits to their places of work, hence, costing time and other resources. However, the researcher made sure that appointments were made and thereafter, the necessary information obtained.

Secondly, the questionnaire was self-designed and could have had a limitation of accurately measuring all the study variables.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Introduction

This chapter presents the research findings, analysis and interpretation of data. Data presentation was guided by the themes of the study, namely:

a) The extent to which Zain Telecommunication Company has implemented the affirmative action in promoting equal employment opportunity for staff.
b) The extent to which the barriers to women in senior management positions in Zain Telecommunication Company are gender-based.
c) The relationship between gender-based barriers and senior management in Zain Telecommunication Company in Kampala district.

However, background characteristics of the respondents are presented first to give a clear picture of the type of respondents the study dealt with. Besides, some background characteristics of Zain Telecommunication Company staff had an influence on the affirmative action, hence the need to investigate this relationship.

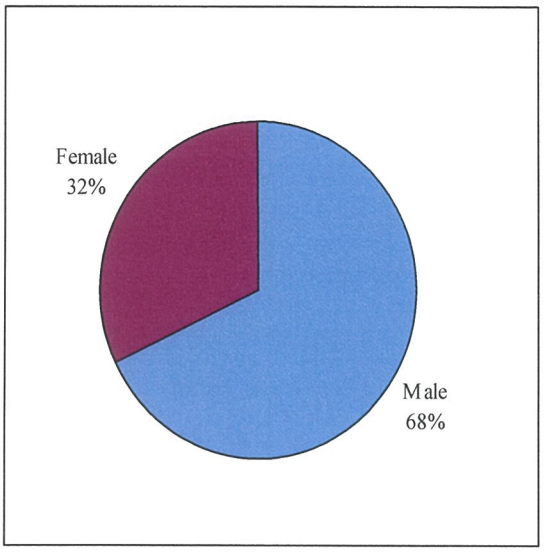
Background characteristics of respondents

Information about background characteristics of employees of Zain Telecommunication Company is presented in this section. These characteristics include: gender, age, education level, and work experience.

In the first instance, employees of Zain Telecommunication Company were selected from Zain head office and outlets in Kampala District. Various categories of employees termed as bottom and middle employees participated in the study. These included customer care representatives (25.4%), supervisors (3.4%), administrators (5.1%), Liaison officers (3.4%), managers (52.5%), business developers (3.4%), sales agents (3.4%) and accountants (3.4%). The diversity of employee positions was necessary to enable the study to attain diversified views about gender-based barriers to senior management positions in Zain Telecommunication Company.

Regarding gender of respondents, both male and female employees participated in the study as presented below in Figure 4.1.

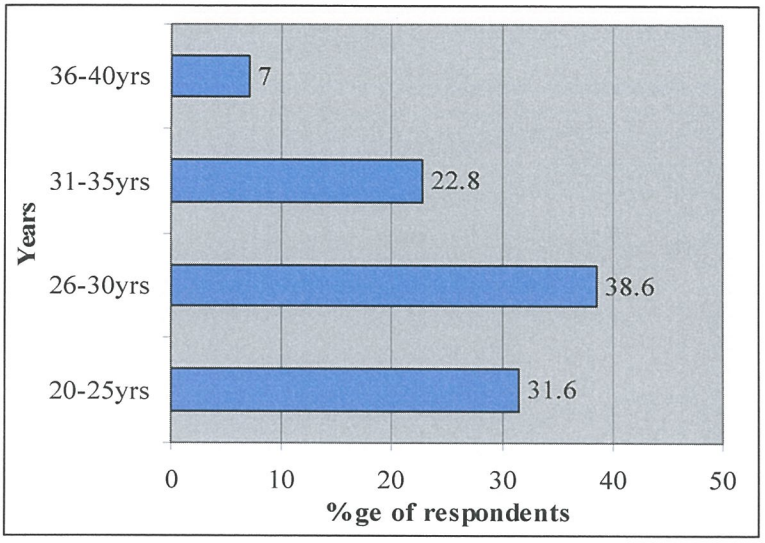
Figure 4.1: Gender distribution of respondents (n=67)



Source: Primary data

It can be observed from Figure 4.1 that the majority of the respondents were male (68%) compared to female (32%). This implies that there were both male and female employees in Zain Telecommunication Company. It is further observed, however, that there were fewer females who participated in the study than male employees.

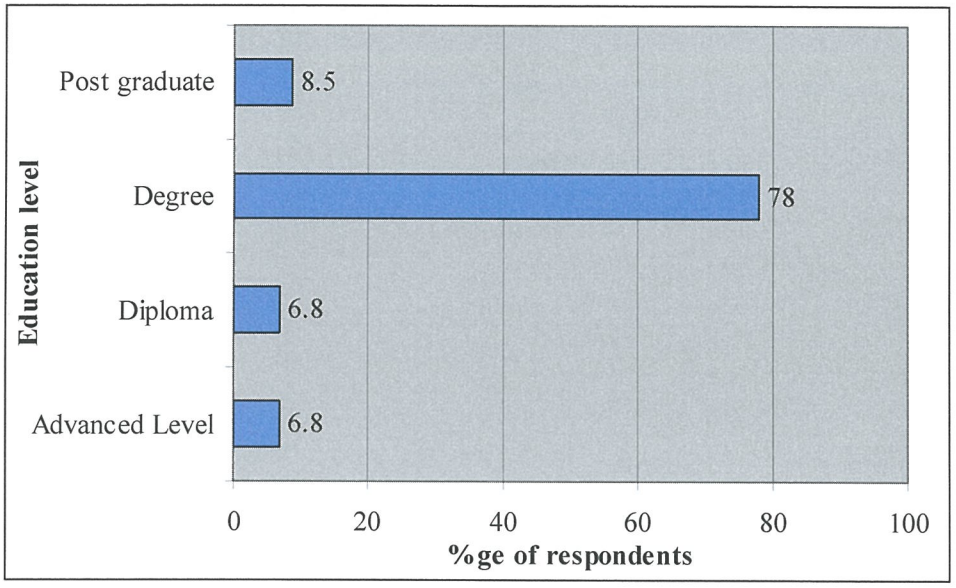
Figure 4.2: Age distribution of respondents (n=67)



Source: Primary data

Figure 4.2 indicates that 38.6% of the respondents were in the age range of 26 – 30 years while 31.6% were in the age range of 20-25 years. A further 22.8% of the respondents were aged between 31-35 years while 7% were between 36-40 years of age. No respondent was above 40 years. This implies that the majority of employees in Zain Telecommunication Company were the young and energetic persons able to market Zain products and work under strict deadlines in order to beat the increasing competition in the telecommunication sector.

Figure 4.3: Education level of respondents (n=67)

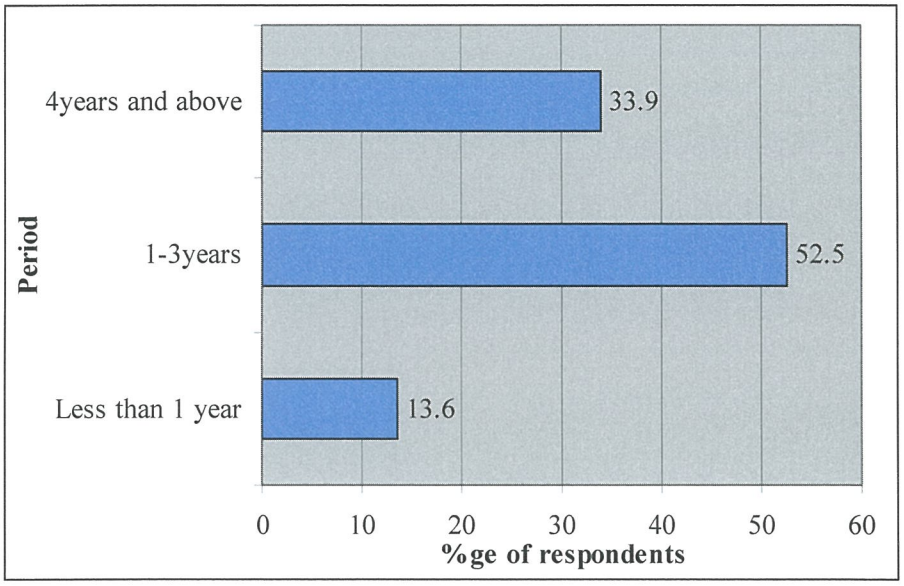


Source: Primary data

Figure 4.3 indicate that the majority of employees (78% of the respondents) in Zain Telecommunication Company were Degree holders. This indicates that Zain hired skilled personnel for employment. The finding contradicts Sher (1983) argument that affirmative action devalues the accomplishments of people who are chosen because of the social group to which they belong rather than their qualifications. Other respondents were postgraduates (8.5%), diploma holders (6.8%) and advanced level holders (6.8%). No respondent had no formal education. This implies that academic qualifications are one of the major determinants of recruitment into Zain Telecommunication Company.

Last, the study investigated the work experience of respondents in Zain Telecommunication Company. The findings are presented in Figure 4.4.

Figure 4.4: Work experience of respondents in Zain (n=67)



Source: Primary data

Figure 4.4 indicates that 52.5% of the respondents had been employed by Zain Telecommunication Company for a period of 1 – 3 years. A further 33.9% had 4 years and above working experience in Zain while 13.6% had less than 1 year working experience in the company. This somehow implies that the study respondents had adequate knowledge of the nature of affirmative action practiced in Zain Telecommunication Company since they had spent a while as employees of the company. Besides, all the respondents were expected to have passed through the company recruitment process where affirmative action was expected to be observed.

In conclusion to the background characteristics of the study, we note that the study was conducted in Zain Telecommunication Company among 67 men and women who participated in answering questionnaire

and in-depth interviews. Although the majority of the respondents were males, some female employees were also interviewed in order to attain gender-balanced findings. The majority of the respondents were still in their youthful years and degree holders. The study respondents were expected to have adequate knowledge of the nature of affirmative action practiced in Zain Telecommunication Company since they had gone through the company recruitment process.

Affirmative action and promotion of equal employment opportunity for staff

The first objective of the study was to assess the extent to which Zain Telecommunication Company has implemented the affirmative action in promoting equal employment opportunity for staff. According to Kirchmeyer (2002) and Wikipedia (2007), the term affirmative action refers to policies that take race, gender, or ethnicity into account in an attempt to promote equal opportunity. Affirmative action focuses on hiring, training, and promoting qualified protected class members where they are underrepresented. In agreement with the above statement, the study investigated if Zain Telecommunication Company observed affirmative action in recruitment, training and promotion of employees. The findings are presented in Table 4.1.

Table 4.1: Observance of affirmative action by staff

Evidence of affirmative action in:	*Response*		Total response
	Yes	*No*	
Recruitment of employees	63 (94.1%)	4 (5.9%)	**67 (100.0%)**
Training of employees	62 (92.5%)	5 (7.5%)	**67 (100.0%)**
Promotion of employees	64 (95.5%)	3 (4.5%)	**67 (100.0%)**

Source: Primary data

In Table 4.1 above, 94.1% of the respondents indicated that Zain Telecommunication Company had implemented the affirmative action in recruitment of employees as opposed to 5.9% of the respondents who disagreed with the statement. One Senior Sales Manager, however, described the recruitment of employees by Zain Telecommunication Company as one based on favor than on merit. In his words, he said:

> "There is favour for recruitment of male employees for tasks which involve manual work like marketing. On the other hand, female employees are favoured when the jobs advertised are clerical like customer care"

The findings suggest that Zain Telecommunication Company ensures a mix of so-called "masculine" and "feminine" attributes among its employees so as to benefit from their qualifications and talent in a competitive environment.

A further 95.5% of the respondents indicated that Zain Telecommunication Company had implemented the affirmative action in promotion of employees as opposed to 4.5% of the respondents who indicated the contrary. On the issue of promotion, however, one Regional Manager commented:

> "...promotion comes a result of educational background to be assessed during training, then follows the experience. But men are commonly promoted because they are able to handle field work-based assignments which require a lot of physical strength which few females have"

This implies therefore, that Zain Telecommunication Company did not take gender into account in promotion of employees. It appears ability to deliver results is the main focus of staff promotions in the Company. This may have an effect of preventing female employees from reaching full potential and being rewarded and recognized for their efforts in the same ways men might be.

Affirmative action in training of employees by Zain Telecommunication Company was revealed by 92.5% and opposed by 7.5% of the respondents. Regarding training, however, one Manager said:

> "....although training usually takes place in the month of July every year, it comes as a result of ones' performance that helps the company to identify an employee' training needs plus experience the person has gained"

This implies that affirmative action in staff training in Zain Telecommunication Company was determined by performance and a persons' experience on the job. This partly indicates that affirmative action with regard to staff training was implemented on merit in Zain Telecommunication Company.

Further investigation of the extent to which Zain Telecommunication Company had implemented the affirmative action in promotion of equal employment opportunity for staff led the researcher to seek respondent views on various indicators of affirmative action in any organization.

Table 4.2: Respondent's level of agreement with affirmative action indicators in Zain

Indicators of affirmative action in Zain	Response		
	Agree	Undecided	Disagree
1. Employee selection practices emphasize hiring the best-qualified individuals with no consideration of sex	65 (97.1%)	2 (2.9%)	0
2. Management practices emphasize prevention of employee discrimination and harassment.	63 (94.1%)	4 (5.9%)	0
3. Training and development opportunities are made available to all employees irrespective of sex	67 (100%)	0	0
4. Promotion of employees does not discriminate female employees	65 (97.1%)	0	2 (2.9%)
5. Employee remuneration does not discriminate against women	65 (97.1%)	2 (2.9%)	0
6. Employee benefits like leave and health benefits do not discriminate against women	63 (94.1%)	4 (5.9%)	0

Source: Primary data

From Table 4.2, it is indicated that all respondents (100%) agreed that training and development opportunities were made available to all employees irrespective of sex in Zain. Staff training is necessary to

prepare female employees for promotion to the ranks of upper management. Other statements agreed by respondents as indicators of affirmative action in Zain Telecommunication Company included:

i) Promotion of employees does not discriminate female employees (agreed by 97.1%, disagreed by 2.9% while none of the respondents were undecided),
ii) Employee remuneration does not discriminate against women (agreed by 97.1%, disagreed by none while 2.9% of the respondents were undecided),
iii) Employee benefits like leave and health benefits do not discriminate against women (agreed by 94.1%, disagreed by none while 5.9% of the respondents were undecided),
iv) Management practices emphasize prevention of employee discrimination and harassment (agreed by 94.1%, disagreed by none while 5.9% of the respondents were undecided),

The information presented above indicates that in order to promote equal opportunity for all staff in Zain Telecommunications Company, affirmative action was implemented by ensuring no female employee discrimination in promotions, remuneration, job benefits and that management practices emphasized prevention of employee discrimination and harassment. Despite this, 97.1% of the respondents agreed that employee selection practices in Zain Telecommunication Company emphasized hiring the best-qualified individuals with no consideration of sex. By hiring best-qualified individuals and those with physical strength, Zain Telecommunication Company failed to cater for community members

especially female employees who were underrepresented, thus failing short of promoting equal opportunity for all staff.

Respondents were consequently asked to mention the problems faced by Zain Telecommunication Company in promoting equal employment opportunities for all staff. Their responses are presented in Table 4.3.

Table 4.3: Respondent views about problems faced in promoting equal employment opportunities

Problems	Frequency	Percent
Women have low interest in results-oriented jobs	22	32.8
Many female employees lack qualification and experience	37	55.2
Competition	2	3.0
Discrimination	6	9.0
Total	**67**	**100.0**

Source: Primary data

It can be observed from Table 4.3 that 55.2% of the respondents were of the view that many female employees lacked the required qualifications and experience. However, 32.3% of the respondents indicated that women had low interest in results-oriented jobs while 9.0% of the respondents complained of discrimination by Zain top managers. Therefore, women's interest in professional and managerial work did not result in women obtaining senior management positions in significant numbers. Only 3.0% of the respondents cited competition for jobs as a

problem to promotion of equal employment opportunities for all staff. In addition to the above problems, an interview with one Human Resource staff in Zain Telecommunication Company revealed that:

> "...there is a problem of hiring wrong people into the company. At times, management is compelled to offer jobs to specified people who are usually referred to the company by highly placed government officials"

This implies that Zain Telecommunication Company was unable to comply with the affirmative action in promoting equal employment opportunities for all staff.

In summary of the findings for this objective, the study established that in order to promote equal opportunity for all staff in Zain Telecommunications Company, affirmative action was implemented by ensuring no employee discrimination in promotions, remuneration and job benefits. Despite this, the majority of the respondents maintained that employee selection practices in Zain Telecommunication Company emphasized hiring the best-qualified individuals with no consideration of sex. By hiring best-qualified individuals and those with physical strength, Zain Telecommunication Company failed to cater for female employees who were underrepresented, thus failing short of promoting equal opportunity for all staff.

Barriers to women in senior management positions

The second objective of the study was to examine the extent to which the barriers to women in senior management positions in Zain Telecommunication Company are gender-based. The findings from a

discussion with Human Resource Manager for Zain revealed that there were six male senior managers and one female senior manager in Zain Telecommunication Company. When converted into percentage, female representation among senior managers in Zain Telecommunication Company was 14.3% while 85.6% was occupied by men. The statistics are shown in Table 4.4.

Table 4.4: Sex distribution of managers in Zain Telecommunication Company

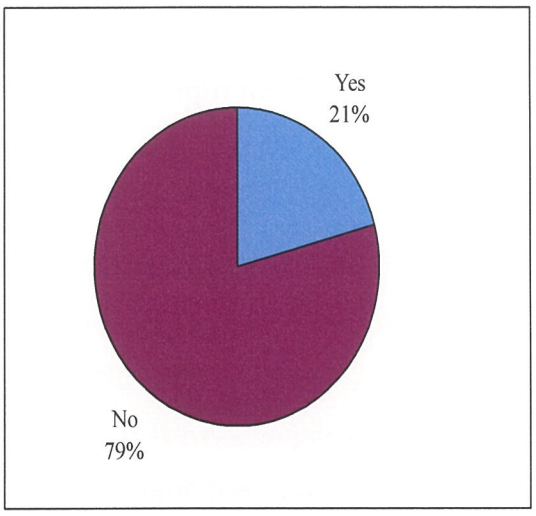
Sex	Count	Percentage
Male senior managers	06	85.6%
Female managers	01	14.3%
Total	**07**	**100.0**

Source: Data provided by the Human Resource Manager for Zain

While it must be acknowledged that time is still needed for women at junior and middle management levels (those in the "pipeline", so to speak) to move into top management positions, the fact remains that women are not moving quickly enough nor in sufficient numbers into line or strategic positions. Where figures are available, they are consistent with the findings of this study. In the United States, where women are as equally qualified as men and constitute around 46% of the workforce, they were shown by a 1996 survey to hold only 2.4% of top management positions and form a mere 1.9% of top earners among the largest companies (Catalyst, 1996).

Consequently, respondents were asked to indicate if they thought that the barriers that hinder women from being promoted or appointed to senior management positions were gender-based. The findings are shown in Figure 4.5.

Figure 4.5: Respondent views about the gender-based nature of women barriers to senior management positions in Zain (n=67)



Source: Primary data

According to Figure 4.5 above, a majority 79% of the respondents indicated that the barriers that hinder women from being promoted or appointed to senior management positions in Zain Telecommunication Company were not gender-based. Only 21% of the respondents attributed the barriers to the gender factor of employees.

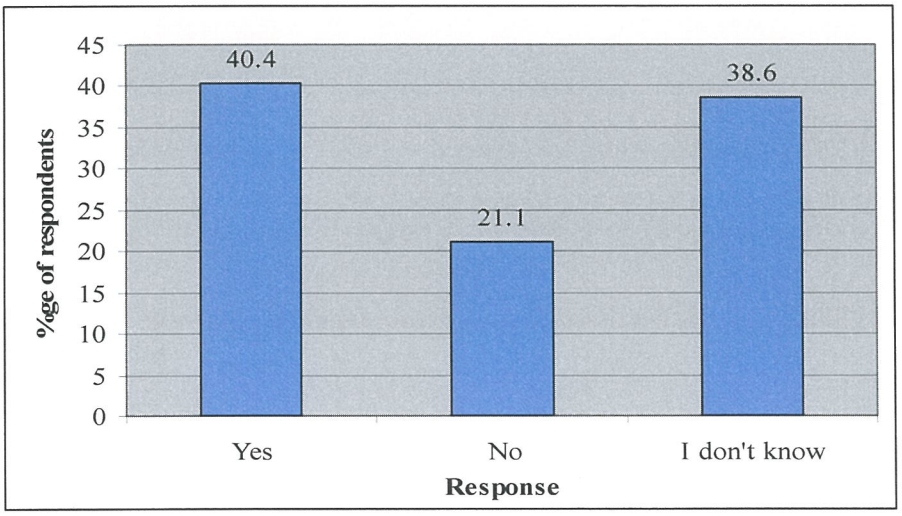
The respondents who indicated that the barriers to senior management positions were gender-based provided various gender based causes as presented in Table 4.5.

established that family responsibilities by women and low physical strength for field work tasks by female employees were the major barriers to female appointment to senior management positions in Zain Telecommunications Company.

The relationship between gender-based barriers and senior management

The last objective of the study was to examine the relationship between gender-based barriers and senior management in Zain Telecommunication Company in Kampala district. In the first instance, respondents were asked to indicate if they though that women could make better senior managers than men. The responses are presented in Figure 4.6.

Figure 4.6: Respondent views on whether women can be better senior managers than men (n=67)



Source: Primary data

Figure 4.6 above indicates that 40.4% of the respondents agreed that women can make better senior managers than men. A further 38.6% of the respondents expressed ignorance about the issue 21.1% revealed that women can not make better senior managers than men. This implies that the majority of staff in Zain Telecommunication Company had hope in women leadership.

Consequently, the respondents who agreed that women can make better senior managers than men gave several reasons to justify their view. These are presented in Table 4.7.

Table 4.7: Reasons why women can make better senior managers than men

Response	Frequency	Percent
Women are more educated	5	7.5
Women are hardworking	2	3.0
Women are devoted to work	36	53.7
Women's decisions are impartial	12	17.9
Women are not discriminative	12	17.9
Total	**67**	**100.0**

Source: Primary data

It can be observed from Table 4.7 that 53.7% of the respondents indicated that women can make better senior managers than men because women are devoted to work than men. A further 17.9% indicated that women are not discriminative and that women's decisions are

impartial. Other respondents indicated that women are more educated than men (7.5%) while others revealed that women are hard working than men. All these responses indicate that women senior managers though scarce have a lot of good will from fellow employees who look at them as capable candidates for leading Zain Telecommunications Company. It is further revealed that the strength of women's capability to lead organizations was inbuilt in their personal behavior than anything else.

For the respondents who indicated that women can not make better senior managers than men, several reasons were advanced to justify their view. These are presented in Table 4.8.

Table 4.8: Reasons why women can not make better senior managers than men

Responses	Frequency	Percent
Women are often moody	29	43.3
Effect of maternity issues	16	23.9
Low self-esteem	22	32.8
Total	**67**	**100.0**

Source: Primary data

According to Table 4.8 above, 43.3% of the respondents revealed that women were often moody and would not properly handle the day to day managerial issues of fast expanding organizations like Zain Telecommunications Company. A further 32.8% of the respondents

regarded women as having low self-esteem to enable then perform well as senior managers. The effect of maternity issues for women was also revealed by 23.9% of the respondents as a possible factor that could make women incapable of becoming better senior managers than men. This implies that women's inability to lead organizations is inbuilt in their personal behavior especially their emotions.

Despite the above, there has been no scientific evidence reported validating the often made assumption that women lack the drive to get to the top. In fact no differences between managerial women and men have been found in level of motivation, no psychological needs and motives such as the need for achievement or need for power. There has also been no research evidence found that is supportive of the commonly held idea that women managers are less committed to their careers because their primary commitment is to their family and home. A survey conducted by the American Management Association depicts women as compared to men managers as more committed to their careers, more willing to relocate and more likely to make their jobs top priority when family/work conflicts occur (Heilman,1997).

Further investigation of the relationship between gender-based barriers and senior management in Zain Telecommunication Company was undertaken by assessing women's capabilities for senior management of Zain Telecommunications Company. The findings are presented in Table 4.9.

Table 4.9: Respondent views regarding women's capabilities for senior management

Statement	Agree	Undecided	Disagree
1. Women are better decision makers than men in senior management positions	20 (29.9%)	9 (13.4%)	38 (56.7%)
2. Women are hard working in top management positions than men	22 (32.8%)	7 (10.4%)	38 (56.7%)
3. Women are good planners if put in senior management positions	40 (59.7%)	24 (35.8%)	3 (4.8%)
4. Women in senior management positions tend to be polite to subordinates	13 (19.4%)	19 (28.3%)	35 (52.2%)
5. Women are effective supervisors if appointed to senior management positions	46 (68.6%)	13 (19.4%)	8 (11.9%)

Source: Primary data

Table 4.9 indicates that the women capabilities for senior management included:

a) Effectiveness in supervision if appointed to senior management positions (agreed by 68.6%, disagreed by 11.9% of the respondents while 19.4% were undecided) and,
b) Good planning skills (agreed by 59.7%, disagreed by 4.8% of the respondents while 35.8% were undecided).

This implies that female employees are effective supervisors and planners if appointed to senior management positions. On the other hand, respondents disagreed with the following statements:

i) Women are better decision makers than men in senior management positions (disagreed by 56.7%, agreed by 29.9% while 13.4% were undecided),
ii) Women are hard working in top management positions than men (disagreed by 56.7%, agreed by 32.8% while 10.4% were undecided) and,
iii) Women in senior management positions tend to be polite to subordinates (disagreed by 52.2%, agreed by 19.4% while 28.3% were undecided).

The responses to statements above imply that women in top management positions tend to become poor decision makers, are less hard working and approach subordinates in a rude manner. For these reasons therefore, women are not necessarily good managers in appointed to executive positions in the organization.

In the final analysis, Pearson Product Moment was used to establish the statistical relationship between gender-based barriers and senior management in Zain Telecommunication Company. The findings are presented in Table 4.10.

Table 4.10: Pearson Correlation coefficient for gender-based barriers and senior management

		Gender-based barriers	Senior management
Gender-based barriers	Pearson Correlation	1	-.474*
	Sig. (2-tailed)		.041
	N	67	67
Senior management	Pearson Correlation	-.474*	1
	Sig. (2-tailed)	.041	
	N	66	67

*. Correlation is significant at the 0.05 level (2-tailed).

From Table 4.10, it can be observed that there is a negative relationship between gender-based barriers and senior management (r = -.474). However, the relationship is statistically significant (sig. = 0.041) at 0.05 level of significance. The negative Pearson correlation implies an inverse relationship between gender-based barriers and senior management. This means that gender factors are a barrier to promotion and appointment of women to senior management positions in Zain Telecommunication Company. This may have affected implementation of affirmative action by Zain Telecommunication Company.

In summary, therefore, the study found that women can make better senior managers than men because women are devoted to work than men, are not discriminative, effective supervisors and good planners. However, some respondents maintained that women in top management positions tend to become poor decision makers, are less hard working and approach subordinates in a rude manner. Consequently, there was a negative relationship between gender-based barriers and senior

management implying that gender factors were a barrier to promotion and appointment of women to senior management positions in Zain Telecommunication Company.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The previous chapter presented the results of the study. This chapter presents the findings, conclusions and recommendations based on the findings of the study. The findings involve perceived implications of the study as well as its relationship with available research. Conclusions on the other hand, involve a summary of the most significant issues found out in the study. The recommendations are proposed for improving women participation in senior management positions in Zain Telecommunication Company in particular and other companies in general.

Findings

The following sub-section discusses the findings of the study according to research questions.

To what extent has Zain Telecommunication Company implemented the affirmative action in promoting equal employment opportunity for staff?

The assessment of affirmative action was based on Kirchmeyer (2002) affirmative action tenets which focus on hiring, training, and promoting qualified where they are underrepresented in the company. Consequently, the study found that 94.1% of the respondents indicated that Zain Telecommunication Company had implemented the affirmative action in recruitment of employees as opposed to 5.9% of the

respondents who disagreed with the statement. However, one member of staff further described the recruitment of employees by Zain Telecommunication Company as one based on favor than on merit. The importance of recruitment in enabling women to work in top management positions was emphasized by Neidhart and Carlin (2003) that recruitment problems, and in particular the selection and appointment process, was identified as a significant barrier for women seeking top management positions. The findings further suggest that Zain Telecommunication Company ensures a balanced mix of so-called "masculine" and "feminine" attributes among its employees so as to benefit from their qualifications and talent in a competitive environment.

A further 95.5% of the respondents indicated that Zain Telecommunication Company had implemented the affirmative action in promotion of employees. This was inspite of one Regional Managers' comment that "...promotion comes a result of educational background to be assessed during training, then follows the experience. But men are commonly promoted because they are able to handle field work-based assignments which require a lot of physical strength which few females have". This implies therefore, that Zain Telecommunication Company did not take gender into account in promotion of employees. It appears that the ability to deliver results is the main focus of staff promotions in the Company. This may have had an effect of preventing female employees from reaching full potential and being rewarded and recognized for their efforts in the same ways men might be. Besides, Vinnicombe & Singh (2003) argues that women claim that they lack the physical energy to strike a balance between a family and work life.

Regarding affirmative action in training of employees by Zain Telecommunication Company, 92.5% of the respondents agreed that it is observed. In a related question, all respondents (100%) agreed that training and development opportunities were made available to all employees irrespective of sex. Staff training is necessary to prepare female employees for promotion to the ranks of upper management. However, the above findings from respondents partly deviated from the findings of an interview with one Manager who said "....although training usually takes place in the month of July every year, it comes as a result of ones' performance that helps the company to identify an employee' training needs plus experience the person has gained". This implies that affirmative action in staff training in Zain Telecommunication Company was determined by performance and a persons' experience on the job. This partly indicates that affirmative action with regard to staff training was implemented on merit in Zain Telecommunication Company. In support of the above, Oakley (2000) noted that corporate policies and practices in training and career development, promotion, and compensation are often identified as major components of the glass ceiling that prevent women from making it to the top. With limited opportunities for personal growth and experience, it is difficult for a female employee to expect to climb through the ranks of corporate hierarchy.

Respondents further indicated that equal opportunity for all staff in Zain Telecommunication Company was implemented by ensuring no female employee discrimination in promotions, remuneration, job benefits and that management practices emphasized prevention of employee

discrimination and harassment. Despite this, 97.1% of the respondents agreed that employee selection practices in Zain Telecommunication Company emphasized hiring the best-qualified individuals with no consideration of sex. By hiring best-qualified individuals and those with physical strength, Zain Telecommunication Company failed to cater for community members especially female employees who were underrepresented, thus failing short of promoting equal opportunity for all staff.

Failure to give preferential consideration to female employees by Zain Telecommunication Company is somewhat supported by Heilman (1997) who criticizes affirmative action programs as tainting its recipients with a stigma of incompetence and also adding to the sex stereotyping behaviour. If someone is thought to be hired or placed as a result of affirmative action efforts, then that justifies to onlookers the reason for the selection decision independent of the job incumbents' qualification for the position. Affirmative action can oddly enough feed rather than quell the flames of sex bias in organizations. However, the potential benefits and the results that it can create in the workplace should not be underestimated (Booysen, 1999).

On the problems faced by Zain Telecommunication Company in promoting equal employment opportunities for all staff, 55.2% of the respondents were of the view that many female employees lacked the required qualifications and experience. This somehow disagrees with International Labour Organization Report of (2004) that over the last few decades, women have attained educational levels comparable to those of men in many countries and have been increasingly hired in jobs previously

reserved for men. However, 32.8% of the respondents indicated that women had low interest in results-oriented jobs while 9.0% of the respondents complained of discrimination by Zain top managers. Discrimination of female managers is highlighted by Kirchmeyer (2002) that even in occupations dominated by women, men usually occupy the "more skilled", "responsible" and better-paid positions. In addition, an ILO study (2004) gave an example in the teaching profession where the majority of teachers are often women but the top administrators are men. Similarly in the health field, doctors and hospital heads are very often men, while most of the nurses and support staff are women. This is commonly referred to as "vertical gender segregation".

Low interest in results-oriented jobs by women is supported by Elliot (1995) view that women may not naturally become assertive, or seek power, if they have been expected to take a development role that makes them more amenable to outside influences and be less self-reliant. Therefore, women's interest in professional and managerial work did not result in women obtaining senior management positions in significant numbers. In addition to the above problems, an interview with one Human Resource staff in Zain Telecommunication Company revealed that: "...there is a problem of hiring wrong people into the company. At times, management is compelled to offer jobs to specified people who are usually referred to the company by highly placed government officials" This implies that Zain Telecommunication Company was unable to comply with the affirmative action in promoting equal employment opportunities for all staff. However, opponents like Garry (2006) claim that affirmative action has undesirable side-effects in addition to failing to achieve its

goals. They argue that it hinders reconciliation, replaces old wrongs with new wrongs, undermines the achievements of minorities, and encourages groups to identify themselves as disadvantaged, even if they are not. It may increase racial tension and benefit the more privileged people within minority groups at the expense of the least fortunate within majority groups.

To what extent does the barriers to women in senior management positions in Zain Telecommunication Company in Kampala district are gender-based?

The results of the study revealed that there were six male senior managers and one female senior manager in Zain Telecommunication Company representing 85.6% positions occupied by men against 14.4% for females. While it must be acknowledged that time is still needed for women at junior and middle management levels (those in the "pipeline", so to speak) to move into top management positions, the fact remains that women are not moving quickly enough nor in sufficient numbers into line or strategic positions. Where figures are available, they are consistent with the findings of this study. In the United States, where women are as equally qualified as men and constitute around 46% of the workforce, they were shown by a 1996 survey to hold only 2.4% of top management positions and form a mere 1.9% of top earners among the largest companies (Catalyst, 1996). By 1999, these figures had improved, with 5.1% of executive management positions being held by women, while only 3.3 per cent of the highest-paid officers and directors were women (Catalyst, 1999). In contrast, a survey in Australia by the Commonwealth

Office for the Status of Women (2003) revealed no change over the years in the 1.3 per cent figure of executive directors who were women.

Consequently, respondents were asked to indicate if they thought that the barriers that hinder women from being promoted or appointed to senior management positions were gender-based. The majority (79%) of the respondents indicated that the barriers that hinder women from being promoted or appointed to senior management positions in Zain Telecommunication Company were not gender-based. Only 21% of the respondents attributed the barriers to the gender factor of employees. Rhode (2002) argues that this lack of women in senior management positions is due to women's lack of mentors and access to informal networks of advice and contacts. This reinforces Ehrich (1994: 5), who reported that: "... women in a variety of professions such as management, academic, and education continue to experience a lack of mentoring opportunities.

The respondents who indicated that the barriers to senior management positions were gender-based provided various gender based causes including family responsibilities by women- indicated by 35.6% of the respondents. The issue of family responsibilities was researched by Liff and Ward (2001) and found out that married women with children limit themselves from applying for promotions due to the challenging roles of managing a family and a high-ranking career. Women work long hours, take work home and work over the weekends. Women then begin playing a juggling game between work and home commitments. In support of the above, Smith (2002) noted that women opt out of positions of authority because they are more likely than men to assume the bulk of the family

responsibilities as a result of this unequal division of labour. This implies that for women with family responsibilities, upward movement may have been hampered as they struggle to satisfy the needs of both career and family. As a result women in senior positions are of the impression that starting a family will spell the end of their career and they are less likely to have children compared to their male counterparts. In order to reduce the conflict of their dual roles women managers may choose to remain single and childless (Omar & Davidson, 2001). There are very few role models of senior managers with children who can motivate other women that parenthood and professional working life is possible (Wilson, 2002).

A further 20.9% of the respondents revealed that low physical strength for field tasks by female employees was another barrier to senior management positions. The findings corroborate Bell et al (2002: 68) observations that "the glass ceiling...is an important factor in women's lack of access to power and status in organizations".

However, low self-esteem was identified as one non-gender-based barrier to senior management positions by women in Zain Telecommunications Company. This is supported by Elliot (1995) view that women may not naturally become assertive, or seek power, if they have been expected to take a development role that makes them more amenable to outside influences and be less self-reliant. The dilemmas that women face have been labeled 'double binds' by Rice (1994) who describes them as being womb/brain, silence/shame, sameness/difference, femininity/competence, aging/invisibility. Besides, the literature provides important insights into individual barriers (or disadvantages) nominated by women. Cubillo (1999: 549), points to: "a

third model proposed to explain women's apparent under-achievement in management, is the consideration of internal barriers such as low self-image and lack of confidence resulting from men's position of power and privilege over women within the organization. These findings require cautious interpretation. It may well be that they accurately portray of how some women feel about themselves in relation to being top managers.

However, research is emerging which offers an alternative explanation. A study conducted by Ruderman (2001) for the Center for Creative Leadership, suggests that some women in management are carefully assessing career decisions in the light of their own values and beliefs. The study identified five themes, which influence their career decisions: authenticity; feeling whole and complete; having agency; making connections; and gaining self-clarity. For these women, the barrier is not lack of confidence, but rather an informed choice, based on knowledge of what is important to them personally, and the extent to which they can be authentic.

What is the relationship between gender and management in Zain Telecommunication Company in Kampala district?

The results of the study revealed that women could make better senior managers than men. This implies that the majority of staff in Zain Telecommunication Company had hope in women leadership. This finding is consistent with Govender (2005) view that women find participative management more natural than men because they feel more comfortable interacting with people. Interactive leadership styles utilized by women has been beneficial as this style encourages participation, information

sharing, enhances self-worth of others and finally energizes others (Appelbaum, Audet & Miller, 2002). Oshagbemi & Gill (2003) further adds that women's cooperative and empowering leadership style fosters team building.

The respondents who agreed that women can make better senior managers than men gave several reasons to justify their view. Devotion to work than men was the major factor. This is partly supported by Apalbaum et al (2002) that women have good listening skills, well developed interpersonal skill and a soft approach to handling people. Therefore women choose a relationship–orientated leadership style, while men focus on disseminating information and demonstrating competence (Oshagbemi & Gill, 2003). Due to females having a high relationship-orientated leadership style, their management styles are described as more transformational. Male leaders on the other hand, tend to incline more to transactional leadership where active management by exception is employed and they place a high reliance on power and position authority (Pounder & Coleman, 2002).

Other respondents indicated that women are not discriminative and that women's decisions are impartial; that women are more educated than men while others revealed that women are hard working than men. All these responses indicate that women senior managers though scarce have a lot of good will from fellow employees who look at them as capable candidates for leading Zain Telecommunication Company. It is further revealed that the strength of women's capability to lead organizations was inbuilt in their personal behavior than anything else. The issue of education levels for women was reflected in a study by Cox and Blake

(1991) that over the last few decades, women have attained educational levels comparable to those of men in many countries and have been increasingly hired in jobs previously reserved for men.

In addition, the results of the study revealed that female employees are effective supervisors and planners if appointed to senior management positions. The findings corroborate Vinnicombe & Singh (2002) that in order to be effective managers, women have adopted an androgynous view of managerial roles as this is perceived as the most successful preference. If a manager possesses both feminine and masculine characteristics this is a sure recipe to succeed as a manager. Oshagbemi & Gill (2003) state that although the way men and women lead are different, each of their style is effective in their own right. It can therefore be concluded that effective management is not the exclusive domain of either gender and both can learn from each other (Appelbaum et al, 2002).

For the respondents who indicated that women can not make better senior managers than men, several reasons were advanced to justify their view. Having low self-esteem to enable then perform well as senior managers, being moody in most of the time and the effect of maternity issues for women are revealed by respondents as factors that could make women incapable of becoming better senior managers than men. This implies that women's inability to lead organizations was inbuilt in their personal behavior especially their emotions. Findings about maternity leaves agree with Neidhart and Carlin (2003) that women's identities and roles have traditionally been associated with parenting and caring, whilst men's identities tend to be associated with paid employment

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and becoming public and industrial managers, with the emphasis on professional training to acquire the managerial expertise to lead complex organizations. These differing socialization processes, and the perceptions that develop around them, clearly advantage men in gaining the knowledge, skills and networks suited to leading organizations.

Besides, the results of the study revealed that women in top management positions tend to become poor decision makers, are less hard working and approach subordinates in a rude manner. For these reasons therefore, women are not necessarily good managers in appointed to executive positions in the organization. Indeed, Neidhart and Carlin (2003) observed that women are perceived to be inadequately qualified, particularly in terms of experience and 'insider' knowledge of organizations, as well as their capacity to make the 'tough' decision. Consequently, the study found a significant negative relationship between gender-based barriers and senior management ($r = -.474$). This means that gender factors are a barrier to promotion and appointment of women to senior management positions in Zain Telecommunication Company. This may have affected implementation of affirmative action by Zain Telecommunication Company.

Despite the above, there has been no scientific evidence reported validating the often made assumption that women lack the drive to get to the top. In fact no differences between managerial women and men have been found in level of motivation, no psychological needs and motives such as the need for achievement or need for power. There has also been no research evidence found that is supportive of the commonly held idea that women managers are less committed to their careers because their

primary commitment is to their family and home. A survey conducted by the American Management Association depicts women as compared to men managers as more committed to their careers, more willing to relocate and more likely to make their jobs top priority when family/work conflicts occur (Heilman,1997).

Conclusions

Basing on the findings of the study, the following were drawn:

1. The study established that affirmative action was implemented by ensuring no employee discrimination in promotions, remuneration and job benefits. Despite this, the majority of the respondents maintained that employee selection practices in Zain Telecommunication Company emphasized hiring the best-qualified individuals with no consideration of sex. By hiring best-qualified individuals and those with physical strength, Zain Telecommunication Company failed to cater for female employees who were underrepresented, thus failing short of promoting equal opportunity for all staff.
2. The results revealed low female representation among senior managers in Zain Telecommunication Company compared to male representation. Majority of the respondents disputed the idea that barriers to women appointment to senior management positions were not gender-based. Despite this, the study established that family responsibilities by women and low physical strength for field work tasks by female employees were the major barriers to female appointment to senior management positions in Zain Telecommunication Company.

3. The study concluded that women can make better senior managers than men because women are devoted to work than men, are not discriminative, effective supervisors and good planners. However, some respondents maintained that women in top management positions tended to become poor decision makers, are less hard working and approached subordinates in a rude manner. Consequently, there was a negative relationship between gender-based barriers and senior management implying that gender factors were a barrier to women in senior management positions in Zain Telecommunication Company.

Recommendations

1. There should be mentoring of female employees for top management positions. Mentoring can be done by female managers in other organizations or within Zain Telecommunication Company. This can be done through workshops where professional papers can be presented by sitting female executives to encourage female employees to aspire for top leadership. Mentors assist women in developing their managerial identity. Besides, mentoring plays an important and critical role in career advancement.
2. There should be reform of Zain recruitment policy to be more objective and fair to all job applicants. In addition to written and oral interviews, the employee selection process should give preference to female candidates who are best performers but may not be physically strong like men. In this case, fieldwork that goes beyond a woman's physical strength should be allocated to male

staff. This gender mix will allow females an opportunity to join management ranks of the company.

3. There should be succession planning for women employees which can be achieved by assisting women to overcome their lack of confidence. Career tracking involves identifying women with high potential and helping them gain experience through challenging and high-profile assignments. This will improve the number of women in various employment categories in Zain Telecommunication Company. Zain should be encouraged to introduce development career planning for both managerial and non-managerial women. These plans should include development, career planning, workplace culture and flexible working arrangements.
4. Training measures are also identified as a means to increase the pool of qualified women. To this end, Zain could: identify potential women managers and ensure that they receive 'cross training' (training in different areas to gain broad experience) to equip them with higher line management skills; remedy any factors that might limit women's access to training; and provide equal opportunities training.
5. At the family level, there should be sharing of family responsibilities between women and men. To support such developments, 'family-friendly' and 'work-life balance' policies are viewed as important for bridging the gender divide. Besides, the world community will need to find a greater balance between achieving economic and social

objectives so that men and women everywhere can enjoy "human development" on an equal footing.

6. Increased visibility, engaging in more networking, working on a significant project and making an impact are some of the initiatives females need to take to increase their chances of being promoted. Having an early opportunity to work close to senior people can give future female managers access to a network of influential contacts. These contacts can expose young managers to how an organization operates both on a formal and informal basis, thus providing valuable business insight. Visibility is a key to more challenging and higher profile jobs and inevitably opens the doors to many future opportunities.

Suggestions for further Research

Due to limited time and resources, the study was conducted with a small sample size that covered only one Mobile Telecommunication Company out of five companies operating in Uganda. It is recommended that further studies with a bigger sample probably covering all Mobile Telecommunication Company be carried out to assess barriers to women participation in top management positions.

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APPENDIX 1: RESEARCH INSTRUMENTS

(1) QUESTIONNAIRE FOR ZAIN STAFF

Dear Respondent,

This questionnaire is for the purpose of collecting data that will assist in writing a dissertation that is a partial requirement for a Master of Human Resource Management of Kampala International University. It is NOT meant for any other purpose; and the information provided herein will be kept with utmost confidentiality. You are therefore kindly requested to cooperate in answering the questions honestly to provide the required information. The topic of study is *"Gender-based barriers to Senior Management Positions: A Case Study of Female Managers in Zain Mobile Telecommunication Company in Kampala District"*

Thank you for your time.

SECTION A: BACKGROUND INFORMATION (*Tick the correct answer or fill your response in the space provided)*

A1. Title of your position in the company_____

A2. Gender

1. Male ☐ 2. Female ☐

A3. What is your age range? (*Please tick under only one of the age ranges)*

Age	20-25yrs	26 -30yrs	31 - 35yrs	36-40yrs	Above 41yrs

A4. Marital status ☐

1. Single ☐ 2. Married 3. Widowed ☐

A5. Highest education level attained (*Please tick under any of the qualifications)*

Qualification	1.Ordinary Level	2.Advanced Level	3.Diploma	4.Degree	5.Post Graduate	6.No formal education

A6. Working experience in this organization:

Less than 1 year ☐ 1 – 3 years ☐ 4 years and above ☐

SECTION B: IMPLEMENTATION OF AFFIRMATIVE ACTION IN PROMOTING EQUAL EMPLOYMENT OPPORTUNITIES FOR STAFF IN ZAIN

B1. Does your organization observe affirmation action[1] in:

a) Recruitment of employees?

YES ☐ NO ☐

b) Training of employees?

YES ☐ NO ☐

c) Promotion of employees?

YES ☐ NO ☐

[1] Affirmative action refers to policies that take race, gender, or ethnicity into account in an attempt to promote equal opportunity.

B2. Please indicate your level of agreement with the following affirmative action requirements practiced by the mobile telecommunication company where you work *(please tick in the box that corresponds with the best alternative).*

1	2	3	4	5
Strongly Agree	Agree	Undecided	Disagree	Strongly disagree

1. Employee selection practices emphasize hiring the best-qualified individuals with no consideration of sex	1	2	3	4	5
2. Management practices emphasize prevention of employee discrimination and harassment.	1	2	3	4	5
3. Training and development opportunities are made available to all employees irrespective of sex	1	2	3	4	5
4. Promotion of employees does not discriminate female employees	1	2	3	4	5
5. Employee remuneration does not discriminate against women	1	2	3	4	5
6. Employee benefits like leave and health benefits do not discriminate against women	1	2	3	4	5
7. There are few female senior managers compared to male managers in this organization.					

B3. What problems does your organization face in promoting equal employment opportunities for men and women?

_____

_____

_____

_____

_____

_____

SECTION C: BARRIERS TO WOMEN IN SENIOR MANAGEMENT POSITIONS

C1. Do you think the barriers that hinder women from being promoted or appointed to senior management positions are gender-based?

Yes ☐ No ☐

C2. What gender-based factors have hindered women promotion or appointment to senior management positions in your organization?

_____

_____

_____

_____

_____

_____

_____

C3. What other factors apart from gender, are responsible for the low number of female senior managers in mobile telecom companies?

_____

_____

_____

_____

_____

_____

_____

SECTION D: RELATIONSHIP BETWEEN GENDER-BASED BARRIERS AND SENIOR MANAGEMENT

D1. Do you think women can be better senior managers than men?

a) Yes ☐

b) No ☐

c) I don't know ☐

D2. If YES, give reasons to support your answer

_____

_____

_____

_____

_____

D3. If NO, why?

_____

_____

_____

_____

_____

D4. This section contains a number of statements about women's role in senior management of organizations. Kindly express your opinion by ticking one of the given responses (*Agree, undecided or Disagree).*

Statement	**Agree**	**Undecided**	**Disagree**
1. Women are better decision makers than men in senior management positions			
2. Women are hard working in top management positions than men			
3. Women are good planners if put in senior management positions			

4. Women in senior management positions tend to be polite to subordinates			
5. Women are effective supervisors if appointed in senior management positions			

D5. Suggest ways in which gender-gap between men and women in senior management positions can be minimized in your organization

_____

_____

_____

_____

_____

_____

_____

_____

End

Thanks for your cooperation

(2) INTERVIEW GUIDE FOR TOP EMPLOYEES OF ZAIN

Topic: Gender-Based Barriers to Senior Management Positions: A Case Study of Female Managers in Zain Mobile Telecommunication Company in Kampala District"

Position in the company _____

1. How many women senior managers do you have in the company compared to men?
2. How does your company implement the affirmative action in employee recruitment, training and promotion?
3. Would you say that there is equal employment opportunity for all employees in your company?
4. What problems does your organization face in promoting equal employment opportunities for men and women?
5. What gender-based factors have hindered women promotion or appointment to senior management positions in your organization?
6. What other factors apart from gender, are responsible for the low number of female senior managers in your company?
7. What is the relationship between gender and senior management in your company?
8. Suggest ways in which gender-gap between men and women in senior management positions can be minimized in your organization.

END

APPENDIX II: SPSS WORKSHEET

Title of your positison in the company.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Customer Care Representative	18	26.9	26.9	26.9
	Supervisor	2	3.0	3.0	29.9
	Human Resource intern	1	1.5	1.5	31.3
	ERP Administrater	2	3.0	3.0	34.3
	Liaison Officer	2	3.0	3.0	37.3
	Manager	36	53.7	53.7	91.0
	Mobile Topup Business developer	2	3.0	3.0	94.0
	Sales Agent	2	3.0	3.0	97.0
	Accountant	2	3.0	3.0	100.0
	Total	67	100.0	100.0	

Gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	46	68.7	68.7	68.7
	Female	21	31.3	31.3	100.0
	Total	67	100.0	100.0	

What is your age range?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25yrs	21	31.3	32.3	32.3
	26-30yrs	26	38.8	40.0	72.3
	31-35yrs	14	20.9	21.5	93.8
	36-40yrs	4	6.0	6.2	100.0
	Total	65	97.0	100.0	
Missing	System	2	3.0		
Total		67	100.0		

Marital status.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	34	50.7	50.7	50.7
	Married	33	49.3	49.3	100.0
	Total	67	100.0	100.0	

Highest education level attained.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Advanced Level	4	6.0	6.0	6.0
	Diploma	4	6.0	6.0	11.9
	Degree	54	80.6	80.6	92.5
	Post graduate	5	7.5	7.5	100.0
	Total	67	100.0	100.0	

Working experience in this organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	8	11.9	11.9	11.9
	1-3years	37	55.2	55.2	67.2
	4years and above	22	32.8	32.8	100.0
	Total	67	100.0	100.0	

Does your Organization observe affirmative action in recruitment of employees?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	63	94.0	94.0	94.0
	No	4	6.0	6.0	100.0
	Total	67	100.0	100.0	

Does your Organization observe affirmative action in training of employees?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	62	92.5	92.5	92.5
	No	5	7.5	7.5	100.0
	Total	67	100.0	100.0	

Does your Organization observe affirmative action in promotion of employees?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	64	95.5	95.5	95.5
	No	3	4.5	4.5	100.0
	Total	67	100.0	100.0	

Employee selection practices emphasize hiring the best qualified individuals with no consideration of sex.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	54	80.6	83.1	83.1
	Agree	11	16.4	16.9	100.0
	Total	65	97.0	100.0	
Missing	System	2	3.0		
Total		67	100.0		

Management practices emphasize prevention of employee discrimination and harrassment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	51	76.1	76.1	76.1
	Agree	11	16.4	16.4	92.5
	Undecided	5	7.5	7.5	100.0
	Total	67	100.0	100.0	

Training and development opportunities are made available to all employees irrespective of sex.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	60	89.6	89.6	89.6
	Agree	7	10.4	10.4	100.0
	Total	67	100.0	100.0	

Promotion of employees does not discriminate female employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	58	86.6	86.6	86.6
	Agree	7	10.4	10.4	97.0
	Undecided	2	3.0	3.0	100.0
	Total	67	100.0	100.0	

Employee remuneration does not discriminate against women.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	52	77.6	77.6	77.6
	Agree	13	19.4	19.4	97.0
	Undecided	2	3.0	3.0	100.0
	Total	67	100.0	100.0	

Employee benefits like leave and health benefits do not discriminate against women.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	49	73.1	73.1	73.1
	Agree	13	19.4	19.4	92.5
	Undecided	5	7.5	7.5	100.0
	Total	67	100.0	100.0	

There are few female senior managers compared to male managers in this organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	14.9	15.4	15.4
	Agree	24	35.8	36.9	52.3
	Undecided	14	20.9	21.5	73.8
	Disagree	6	9.0	9.2	83.1
	Strongly disagree	11	16.4	16.9	100.0
	Total	65	97.0	100.0	
Missing	System	2	3.0		
Total		67	100.0		

What problems does your organization face in promoting equal employment opportunities for men and women?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not sure	5	7.5	17.9	17.9
	None	9	13.4	32.1	50.0
	Some women lack qualification and experience	4	6.0	14.3	64.3
	Performance at work	2	3.0	7.1	71.4
	Self inferiority	2	3.0	7.1	78.6
	Nepotism	2	3.0	7.1	85.7
	Competition	2	3.0	7.1	92.9
	Descrimination	2	3.0	7.1	100.0
	Total	28	41.8	100.0	
Missing	System	39	58.2		
Total		67	100.0		

What problems does your organization face in promoting equal employment opportunities for men and women?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Women lack interest in their jobs	2	3.0	16.7	16.7
	Some women lack qualification and experience	2	3.0	16.7	33.3
	Tribalism	4	6.0	33.3	66.7
	Competition	2	3.0	16.7	83.3
	Descrimination	2	3.0	16.7	100.0
	Total	12	17.9	100.0	
Missing	System	55	82.1		
Total		67	100.0		

What problems does your organization face in promoting equal employment opportunities for men and women?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tribalism	2	3.0	33.3	33.3
	Descrimination	2	3.0	33.3	66.7
	Corruption	2	3.0	33.3	100.0
	Total	6	9.0	100.0	
Missing	System	61	91.0		
Total		67	100.0		

What problems does your organization face in promoting equal employment opportunities for men and women?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nepotism	2	3.0	100.0	100.0
Missing	System	65	97.0		
Total		67	100.0		

Do you think the barriers that hinder women from being promoted or appointed to senior management positions are gender-based?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	19.4	19.7	19.7
	No	53	79.1	80.3	100.0
	Total	66	98.5	100.0	
Missing	System	1	1.5		
Total		67	100.0		

What gender-based factors have have hindered women promotion or appointment to senior management positions in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Qualification	4	6.0	15.4	15.4
	Family responsibilities	7	10.4	26.9	42.3
	None	5	7.5	19.2	61.5
	Not sure	2	3.0	7.7	69.2
	Maternity based issues	4	6.0	15.4	84.6
	Being honest	2	3.0	7.7	92.3
	Women are less zealous than men	2	3.0	7.7	100.0
	Total	26	38.8	100.0	
Missing	System	41	61.2		
Total		67	100.0		

What gender-based factors have have hindered women promotion or appointment to senior management positions in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maternity based issues	4	6.0	36.4	36.4
	Impatient	2	3.0	18.2	54.5
	Women think faster and are organized	2	3.0	18.2	72.7
	Respect	2	3.0	18.2	90.9
	Field competence	1	1.5	9.1	100.0
	Total	11	16.4	100.0	
Missing	System	56	83.6		
Total		67	100.0		

What gender-based factors have have hindered women promotion or appointment to senior management positions in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Emotional	2	3.0	100.0	100.0
Missing	System	65	97.0		
Total		67	100.0		

What other factors apart from gender, are responsible for the low number of female senior managers in mobile telecom companies?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	3	4.5	11.5	11.5
	Low level of education	7	10.4	26.9	38.5
	Maternity absence	2	3.0	7.7	46.2
	Inadequate competence	2	3.0	7.7	53.8
	Low self esteem for big positions	4	6.0	15.4	69.2
	Smartness	2	3.0	7.7	76.9
	Family responsibilities	6	9.0	23.1	100.0
	Total	26	38.8	100.0	
Missing	System	41	61.2		
Total		67	100.0		

What other factors apart from gender, are responsible for the low number of female senior managers in mobile telecom companies?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low level of education	2	3.0	15.4	15.4
	Emotional disturbance	1	1.5	7.7	23.1
	Inadequate competence	2	3.0	15.4	38.5
	Experience	2	3.0	15.4	53.8
	Self inferiority	2	3.0	15.4	69.2
	Women tend to be rude at work	2	3.0	15.4	84.6
	Job Flexibility	2	3.0	15.4	100.0
	Total	13	19.4	100.0	
Missing	System	54	80.6		
Total		67	100.0		

What other factors apart from gender, are responsible for the low number of female senior managers in mobile telecom companies?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Failure to multit tasking	1	1.5	33.3	33.3
	Family responsibilities	2	3.0	66.7	100.0
	Total	3	4.5	100.0	
Missing	System	64	95.5		
Total		67	100.0		

Do you think women can be better senior managers than men?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	27	40.3	42.2	42.2
	No	12	17.9	18.8	60.9
	I don't know	25	37.3	39.1	100.0
	Total	64	95.5	100.0	
Missing	System	3	4.5		
Total		67	100.0		

If Yes give reasons to support your answer.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Women are more educated	6	9.0	28.6	28.6
	Women are hardworking	2	3.0	9.5	38.1
	Women are devoted	9	13.4	42.9	81.0
	Women's decisions are final good	2	3.0	9.5	90.5
	Women are not discriminative	2	3.0	9.5	100.0
	Total	21	31.3	100.0	
Missing	System	46	68.7		
Total		67	100.0		

If Yes give reasons to support your answer.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Women are hardworking	2	3.0	50.0	50.0
	Women are soft hearted	2	3.0	50.0	100.0
	Total	4	6.0	100.0	
Missing	System	63	94.0		
Total		67	100.0		

If Yes give reasons to support your answer.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Women love what they do	2	3.0	50.0	50.0
	Women's decisions are final good	2	3.0	50.0	100.0
	Total	4	6.0	100.0	
Missing	System	63	94.0		
Total		67	100.0		

If No, Why?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Women are often moody	2	3.0	20.0	20.0
	Effect of maternity based issues	6	9.0	60.0	80.0
	Low sef esteem	2	3.0	20.0	100.0
	Total	10	14.9	100.0	
Missing	System	57	85.1		
Total		67	100.0		

If No, Why?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	National inferiority complex	2	3.0	50.0	50.0
	Family responsibillities	2	3.0	50.0	100.0
	Total	4	6.0	100.0	
Missing	System	63	94.0		
Total		67	100.0		

Women are better decision makers than men in senior management positions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	22	32.8	32.8	32.8
	Undecided	35	52.2	52.2	85.1
	Disagree	10	14.9	14.9	100.0
	Total	67	100.0	100.0	

Women are hard working in top management positions than men.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	40.3	40.3	40.3
	Undecided	33	49.3	49.3	89.6
	Disagree	7	10.4	10.4	100.0
	Total	67	100.0	100.0	

Women are good planners if put in senior management positions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	36	53.7	55.4	55.4
	Undecided	28	41.8	43.1	98.5
	Disagree	1	1.5	1.5	100.0
	Total	65	97.0	100.0	
Missing	System	2	3.0		
Total		67	100.0		

Women in senior management positions tend to be rude to subordinates.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	29	43.3	43.3	43.3
	Undecided	23	34.3	34.3	77.6
	Disagree	15	22.4	22.4	100.0
	Total	67	100.0	100.0	

Women are effective supervisors if appointed in senior management positions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	45	67.2	69.2	69.2
	Undecided	14	20.9	21.5	90.8
	Disagree	6	9.0	9.2	100.0
	Total	65	97.0	100.0	
Missing	System	2	3.0		
Total		67	100.0		

Suggest ways in which gender-gap between men and women in senior management positions can be minimized in your organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Treating men and women according to qualification	4	6.0	12.5	12.5
	Sensitize the public about gender balance	2	3.0	6.3	18.8
	Carrying out promotions basing on one's performance	1	1.5	3.1	21.9
	Women should acquire more competence	2	3.0	6.3	28.1
	Sensitizing the public about girl child education	2	3.0	6.3	34.4
	Exercising equal treating of both gender	10	14.9	31.3	65.6
	Encouraging women to apply for further qualifications	4	6.0	12.5	78.1
	Avoiding stereo typing	2	3.0	6.3	84.4
	Recruiting members basing on one's performance	3	4.5	9.4	93.8
	Rising women's self esteem	2	3.0	6.3	100.0
	Total	32	47.8	100.0	
Missing	System	35	52.2		
Total		67	100.0		

Suggest ways in which gender-gap between men and women in senior management positions can be minimized in your organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Reducing gossip among women	2	3.0	18.2	18.2
	Using talent review in awarding promotions	2	3.0	18.2	36.4
	Involving both men and women in decision making	2	3.0	18.2	54.5
	Adopting innovative skills to equip women	3	4.5	27.3	81.8
	Listening to each one's problem	2	3.0	18.2	100.0
	Total	11	16.4	100.0	
Missing	System	56	83.6		
Total		67	100.0		

Suggest ways in which gender-gap between men and women in senior management positions can be minimized in your organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Women should separate social issues from work	2	3.0	100.0	100.0
Missing	System	65	97.0		
Total		67	100.0		

		Gender-based barriers	Senior management
Gender-based barriers	Pearson Correlation	1	-.474*
	Sig. (2-tailed)		.041
	N	67	67
Senior management	Pearson Correlation	-.474*	1
	Sig. (2-tailed)	.041	
	N	66	67

*. Correlation is significant at the 0.05 level (2-tailed).

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OFFICE OF THE DEPUTY DIRECTOR
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH

September 23, 2009

Human Resource Manager
ZAIN, Kampala-Uganda
KAMPALA

Dear Sir/Madam,

RE: INTRODUCTION FOR MATHEW ODONGO

This is to inform you that the above named is our registered student (MHR/10023/81/DU) in the School of Post Graduate Studies pursuing a Master of Arts in Human Resource Management (MA HRM).

He is completing his one year of taught Modules and is also working on thesis titled"**Gender-Based Barriers to Senior Management Positions: A case study of Female Managers in mobile telecommunication companies in Kampala District".**

Any assistance rendered to him regarding Research, will be highly appreciated.

Yours faithfully,

Dr. Kepha Natolooka
DEPUTY DIRECTOR-SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH