

**The significance of transformational leadership in
pursuing gender parity at Capricorn District Municipality**

By

Arabia M. Mvundlela



Mini-Dissertation

Submitted in partial fulfilment of the requirements for the
degree

of

Masters

in

BUSINESS ADMINISTRATION

in the

Faculty of management & Law

Turfloop Graduate School of Leadership

University of Limpopo

South Africa

Supervisor: Professor M. Kanjere

2017

DECLARATION

I, Arabia Makoto Mvundlela, University of Limpopo, South Africa student No [REDACTED] Declare that the mini- dissertation submitted to the University of Limpopo for Masters Degree in Business Administration, is my own work and that all references (Direct quotes or paraphrases) have been indicated.

.....

Mrs. Arabia Makoto Mvundlela

[REDACTED]

.....

Date

ACKNOWLEDGMENTS

My gratitude goes to God my heavenly father, for the gift of life, protection and wisdom that enabled me to complete my studies and dissertation. I want to acknowledge my supervisor, Professors M. Kanjere for her relentless support, dedication and patience in guiding me through this journey. I also would like to extend my appreciation to my husband Mr. Francois Mvundlela who held my hand and encouraged me throughout this journey, for his support and patience. To my twin boys, Nkosi and Nkosana for their patience and understanding. To my two mothers Francinah "Ous Beauty" Mogoboya and Mologadi Mvundlela for all their prayers that has seen me through. To my siblings and in laws who encouraged me throughout this journey. To my friend Palesa Dibakoane for her motivation. To all of you, I'm truly grateful.

ABSTRACT

This study is an investigation into the significance of transformational leadership and its effect in pursuing gender parity in organisations. The study looked into the processes that are in place and which are aimed at pursuing gender parity at Capricorn District Municipality. It further contended that issues pertaining to gender parity cannot be studied outside the confines of transformation in the organisations. Tyson (2015) argues that transformation in relation to gender parity will take several decades before its fruits are evident in organisations. Therefore, this implies that processes and practices related to transformation, have to be carefully monitored so as to achieve the desired gender parity results. Gender parity and transformational processes will have to be incorporated into policies of various organisations. Transformation has to be owned by the leadership of the organisations; it should not be perceived as a compliance mechanisms. Gender parity in many organisations continues to be one of the issues that everyone knows about, but does little to implement.

Key findings in this research suggest that Capricorn District Municipality is faced with some challenges that stems from inadequate communication, mentorship programme as well as training and development with regard to processes and policies pertaining to gender parity. Majority of respondent cited no knowledge of such processes and policies within the organization.

The following recommendations were drawn from the study: Strategies that will alleviate the challenges includes, change management, HR management, communication plan and leadership commitment, will have to be put in place to address some of the challenges

Key words; gender parity, equality, equity, leadership, transformation, empowerment.

LIST OF TABLES

Table 4.1 Gender of respondents.....	40
Table 4.2 Highest qualification	41
Table 4.3 Age of Respondents	48
Table 4.4 Years of experience in same position	48
Table 5.1 Strategies for success of transformational leadership	53
Table 5.2 Challenges/Barriers Preventing Transformational Leadership	54

LIST OF FIGURES

Figure 5.2 Challenges/Barriers Preventing Transformational Leadership54

ACRONYMS

CDM: Capricorn District Municipality

UNDP: United Nations Development Programme

IFAD: International Fund for Agricultural Development

PRASA: Passenger Rail Agency South Africa

GDP: Gross Domestic Product

CEO: Chief Executive Officer

NGO: Non-Government Organization

UNICEF: United Nations Children's Fund

TABLE OF CONTENTS

Page no.

Declaration.....	i
Acknowledgments.....	ii
Abstract	iii
List of tables	iv
List of figures	v
Acronyms	vi

CHAPTER 1: OVERVIEW OF THE STUDY

1.1	Introduction	1
1.2	Problem Statement.....	2
1.3	Motivation of the study	3
1.4	Significant of the study.....	3
1.5	Aim of the study	4
1.6	Objectives	4
1.7	Research questions	4
1.8	Literature review.....	4
1.9	Definition of concepts.....	6
1.10	Choice and rationale of research design	6
1.11	Study area	7
1.12	Population.....	7
1.12.1	Sampling methods	7
1.12.2	Sample size.....	8
1.13	Data collection.....	8
1.13.1	Data collection tools	8
1.13.2	Data analysis methods	8

1.14	Ethical considerations	8
1.15	Conclusion	9
 CHAPTER 2: LITERATURE REVIEW		10
2.1	Introduction	10
2.2	Women and gender parity	10
2.2.1	Historical status: Global’s perspective on gender parity	11
2.2.2	Historical status: South African’s perspective on gender parity	13
2.3.1	The constitution of South Africa, Act 108 of 1996	13
2.3.1.1	The bill of rights	13
2.3.1.2	Gender Equity Act 39 of 1996	13
2.3.1.3	The commission on gender equality Act 39 of 1996	14
2.3.1.4	Women Empowerment and Gender Equity Bill, B50-2013 (375006 of 6 November 2013)	14
2.3.2	Gender parity current status	15
2.3.2.1	Globally and locally	15
2.4	Previous research done on gender parity	17
2.5	Transformation of the workplace	19
2.6	The effect of gender disparity towards women and poverty	20
2.6.1	Effect of gender disparity on women globally and locally	20
2.6.2	Effect of gender disparity towards poverty	21
2.7	Organizational culture as an enabling environment for transformation and gender equity	22
2.7.1	Organizational Culture Defined	22
2.7.2	Organizational culture, transformational leadership and gender parity	23

2.8	Effects and barriers affecting gender parity and prevent transformation	25
2.8.1	Education, training and skills development for women	25
2.8.2	Girl child’s education and gender parity	27
2.8.3	Women Employment	29
2.8.4	Decision making power in leadership position	29
2.8.5	Decision making power outside confinements of corporate world	30
2.8.6	Society, Culture and Religion	31
2.8.7	Patriarchy and glass ceiling as factors affecting women	32
2.8.8	Gender stereotypes	33
2.9	Changing roles in organization towards leadership transformation	34
2.10	Measuring gender parity and rate of transformational leadership	36
2.11	Suggested pathways for addressing gender parity	37
2.11.1	A need to consider transformational leadership (Synergies in addressing gender parity)	37
2.11.2	Transformational leadership (Theories/Styles)	37
2.12	Conclusion	37
 CHAPTER 3: RESEARCH METHODOLOGY		38
3.1	Introduction	38
3.2	Research design	38
3.3	Population	39
3.4	Sampling methods and sampling size	39
3.4.1	Sampling methods	39
3.4.2	Non probability sampling.	39
3.4.2.1	Purposive sampling	40
3.4.2	Sample size	40
3.5	Data collection	40

3.5.2	Data analysis	41
3.5.2.1	Data analysis method..	41
3.6	Data analysis	42
3.7	Ethical considerations	43
3.8	Conclusion	43

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION

4.1	Introduction	45
4.2	Data presentation	45
4.2.1	Biographical Information	45
4.2.1.1	Gender	46
4.2.1.2	Highest Qualification of Respondent.....	46
4.2.1.3	Age of Respondent	47
4.2.1.4	Years in same position	48
4.3	Results: Thematic Analysis and Descriptive Statistics	49
4.3.1	Theme1: The role gender plays in the organization and its effect to transformational leadership.....	49
4.3.2	Theme 2: Human Resource and Treatment of employees.....	50
4.3.3	Theme 3: Training and development	51
4.3.4	Theme 4: The effect of organizational policies and strategies in gender parity.....	51
4.3.5	Theme 5: External factors influencing gender roles towards transformational leadership	54
4.7	Findings	55
4.8	Discussio and evaluation	57
4.9	Conclusion.....	57

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS	58
5.1 Introduction	58
5.2 Realization of objectives.....	58
5.2.1 To investigate the full commitment of Capricorn District Municipality to gender parity.....	58
5.2.2 To determine the significance of organizational transformation in relation to gender parity	58
5.2.3 To investigate the contribution of transformational leadership to gender parity	58
5.3 Recommendations	60
5.4 Conclusion.....	61

REFERENCES

LIST OF APPENDICES

Appendix A Interview Schedule	76
Appendix B Ethical Clearance	79
Appendix C Request to conduct research at CDM	80
Appendix D Letter to participants	81
Appendix E Letter from the language editor.....	82

CHAPTER 1: OVERVIEW OF THE STUDY

1.1 INTRODUCTION

Gender parity, also known as gender equality, refers to the state where both men and women have equal access and opportunities to resources regardless of gender, which includes participation to economic and decision making processes without bigotry. Gender parity is defined as giving men and women same roles and responsibilities in society, enjoying equal rights to participate towards the economic development (Dabaj, 2015). This is where both men and women should engage at all levels to ensure that gender parity is reached, maintained and improved. Tyson (2015) understands and demonstrate that it will take several decades before the fruits of gender parity is evident and advises that, as much as gender parity needs to be pushed to reach targets, careful monitoring and management of this process should be one of the priorities in order to reach desired effects.

Transformational leadership can be defined as the attitude or behaviour of a leader to be able to stimulate the need to change and creates conditions favourable for such a change (Bryman, 2014). For a lot of organizations to be able to transform, gender parity, more often termed gender equality, is incorporated in policies relating to gender within a lot of institutions and big organisation in South Africa (Aikman and Unterhalter, 2005). Institutions and establishments such as government owned entities, private organisations and other big private entities such as mining companies to name just a few. Oliphant (2015) criticises this statement by stipulating that though gender parity is incorporated into policies, the practical aspect of it fails dismally. Aikman and Unterhalter (2005) in support illustrates that organizations can only transform to support gender parity only if and when leadership transforms. They further illustrates that in the process of transformation, policies also need to transform. As a result of non-transformational of policies and leadership, gender continues to be one of the issues that everyone knows about but not easily nor necessarily implemented. Gender parity is not taken serious enough to want to understand why it is important to an organization, and also what would be its impact to the economy of the country and the world in general. The researcher's observation is that the reason why the effect of such transformational leadership is

insignificant is that, the gender issues and parity is taken and done just as a compliance issue rather than for the positive impact it can have within an organization.

This study intended to conduct an investigation into Capricorn District Municipality to find out at what pace was the transformation process of gender parity taking place. This study also recognised processes in place to identify gaps preventing the full implementation to transformational leadership and plans put in place to ensure that, not only gender parity was incorporated within the organization's policies, but it was given a priority with the understanding of why gender parity is important.

1.2 PROBLEM STATEMENT

Gender parity is mostly tackled at organizational and working environment levels. Organizations are just but a tip of very big societal challenges that not only face the country but the whole world. According to Avolio and Yammarino (2014), gender disparity is under researched and needs more focus to be directed at it in order to facilitate transformation process.

Karamessini and Rubery (2014) is of view that gender parity is not only needed for organizational decision making but also for economic issues. Karamessini and Rubery (2014) explains that gender disparities in the governance of financial architectures was part of the contributing causes to the 2007/2008 economic crisis in the world. There are several studies dealing with gender issues, policies drawn and implemented but the core of these issue have not been dealt with. There is a need for societal and cultural change as well as transformational leadership that needs to be happen in a lot of organizations to be able to achieve an effective gender parity. This will come with positive change rather than gender parity done for reaching targets and numbers (Rajasekar and Beh, 2013).

Many organizations overlook women for position of influence and leadership not because of lack of experience or qualification, but merely because of the societal temperament of those charged with that responsibility (Ryan and Haslam, 2005). Gender disparities starts from the childhood upbringing where boy believe and are

made to think that they are superior to women, were women are made to believe and think that they are inferior to men.

Gender parity and its issues cannot be tackled on their own without considering relationship between culture and leadership, and the transformational leadership there off. Leadership can be defined as the process of directing people and organizing activities in a way that is aimed in achieving a set of goals for an organization. Rajasekar and Beh (2013) understands that an effective transformational leadership and gender parity should be tackled from the societal point of view. Netshitangani and Msila (2014) echoes the same views that the gap between women leadership and transformation stems from the division and roles separation from households. It is therefore important to understand where the gender disparities lies, the effectiveness of gender parity and impact of culture or society in transformational leadership.

1.3 MOTIVATION OF THE STUDY

The researched wanted to create new knowledge towards gender parity and also to understand the significance of transformational leadership on gender parity, its effect and effectiveness within organizations. The researcher wanted to incite interest of other researchers into looking at the root cause of gender issues, challenges, justifications and realizations. This study considered processes that are aimed towards gender parity and constructs an understanding that issues such as gender and transformation cannot be tackled in isolation without consideration of other factors and contributors, such as culture and societal issues.

1.4 SIGNIFICANT OF THE STUDY

This study was envisaged to make contribution towards what gender issues have already been researched but with addition on what factors influenced how people view each other in terms of gender statuses. Whether they believe that one gender is superior to the other due to culture and societal influence. This will also assist policy makers to consider factors affecting, preventing or slowing down the process of transformation when writing gender and transformational leadership policies. In an essence, this study will also serve as a support to whatever structures within

organizations that are put in place to manage transformation in leadership. In cases where organizations does not have such structures, this study will assist in stirring interest towards gender parity by academics, employers, public and private institutions.

1.5 AIM OF THE STUDY

The aim of this study was to conduct an investigation into Capricorn District Municipality to find out the significance of transformational leadership and look at the processes aimed at gender parity.

1.6 OBJECTIVES

The objectives of this study amongst others will include the following:

- 1.6.1 To investigate the full commitment of Capricorn District Municipality to gender parity.
- 1.6.2 To determine the significance of organizational transformation in relation to gender parity.
- 1.6.3 To investigate the contribution of transformational leadership to gender parity.

1.7 RESEARCH QUESTIONS

Research Questions of the study will include the following:

- 1.7.1 How committed is Capricorn District Municipality to gender parity?
- 1.7.2 How important is organizational transformation in relation to gender parity?
- 1.7.3 What contribution can transformational leadership make on gender parity?

1.8 LITERATURE REVIEW

Looking at the cultural history across the African Continent and more emphasise on the working environment, it has always been a norm that leadership positions are reserved for males and the lower position reserved for females. This view and cultural norm has improved but not to an acceptable level as illustrated by Inglehart

and Norris (2003), as women are still believed and expected to play the roles such as a caregiver to their families as opposed to men.

Women in South Africa have also been misrepresented in organizations and public institutions, more so in position of leadership and decision making. Despite living in a democratic country, majority of men, and to smaller extend, women, believe that a woman cannot and should not be in a position of leadership, moreover, this sentiment is illustrated when those being led are men. In addition, Plaatjie, Borchard, and Layman (2014) explains that there is still a strong believe that women cannot play an effective role towards issues concerning economic growth and development.

There is still a lot that needs to be done towards transformation leadership and gender parity, such as Phago (2013) argues that when dealing with gender disparity issues, focus should not only be directed on ensuring gender parity but also ensure that there are measures in place to ensure effectiveness of it thereof, such as mentorship programmes.

The researcher is of view that when dealing with supporting programmes such as mentorship, careful consideration needs to be taken in choosing the gender of the mentor. The researcher has observed that due to a lot of male mentors mentoring females, female leaders are prone to have a need to demonstrate to their males counterparts that they too can be masculine. This then result in women not embracing their feminine site because they too believe that femininity is associated to weakness and masculine associated with being strong. Gedney (1999) echoes the same sentiments and illustrates that if women continues to emulate men, then there will be little or no change towards the effectiveness of transformational leadership and gender parity. As such, the leadership style would be as if there's a man leading. The feminine site of women in leadership safeguards that decisions taken are thought off carefully as opposed to masculinity site.

Gender parity need to be tackled from a point of not only equal opportunities but also from a point of 'equity'. Gender equity should be factored in when dealing with issues. Men have an unfair advantage over women because culturally, majority of

men don't have as much responsibilities as women do, such as raising kids and taking care of household chores over and above corporate responsibilities. Therefore a variety of factors need to be researched and dealt with when it comes to leadership transformation. Patel and Buiting (2013) labels this phenomena as "The double burden Syndrome".

There's very limited research that has been conducted with regard to gender equity as opposed to gender parity or equality, to balance and level the playing field when dealing with the effectiveness of such gender issues.

1.9 DEFINITION OF CONCEPTS

Some of the concepts used in the research proposal include the following:

- 1.9.1 Gender refers to the roles and responsibilities between men and women based on the cultural background and environment they reside in (Gender and Biodiversity, 2010).
- 1.9.2 Gender Parity in this study refers to both men and women having equal opportunities (Dabaj, 2015).
- 1.9.3 Double Burden Syndrome refers to the responsibilities bestowed upon women to be the primary caregiver at the households and still have the same amount of responsibilities as men in the workplace and at corporate level, while men has no such responsibilities in the household (Patel and Buiting, 2013).
- 1.9.4 Local municipality in this study refers to the municipality within the Capricorn District (CDM IDP/BUDGET, 2015/2016).
- 1.9.5 Equity refers to the unfairness of giving one party more advantage without considering how they have advanced over the years (Patel and Buiting, 2013).
- 1.9.6 Transformational leadership is the approach and ability of a leader to recognise change in leadership, create a vision and aspiration to include historically disadvantaged individuals, particularly women. (Dabaj, 2015).

1.10 CHOICE AND RATIONALE OF RESEARCH DESIGN

The researcher made use of Qualitative Method for this study. Qualitative research is used when dealing and analysing a conduct in order to solve a certain challenge or to improve a situation. In this study, the researcher envisaged to understand the state of the leaders' conduct towards gender issues and transformational leadership and compliance of it thereof. Bricki and Gree (2007) supports the researcher in using the qualitative research method and reports the advantages of using such method. The qualitative method's sample size need not be large, requires interviews and an understanding which is in line with the researcher's aim for this study. The information gathered on this type of method is rather subjective and interpretive. Qualitative research allows some level of flexibility in the study; the researcher can modify the research study anytime. Another advantage is that the researcher needs not be experienced to collect data (Ritchie, Lewis, Nicholls and Ormston, 2014).

1.11 STUDY AREA

The study will be conducted at Capricorn District Municipality, which comprises of five local municipalities (CDM IDP/BUDGET. 2015/2016).

1.12 POPULATION

The population will be identified based on the level/position of their employment and work categories (Managers or general employees). The relevant population size will be based on 50 based on the influence and interaction they have with regard to gender issues.

1.12.1 Sampling methods

For the purpose of this study, a small population within Capricorn District Municipality will be chosen and sampled. Sample is the small, manageable and selected data that will represent the population size, which is particularly too large to manage. Control for bias will be done after sample size has been determined, collection of data will follow just before analysing takes place (O'reilly and Parker, 2013).

1.12.2 Sample size

The researcher wishes to identify workers, senior employees and managers at different levels that are involved in decision making within Capricorn District Municipality infrastructure. A list of all employees from different local municipalities within Capricorn District Municipality that are directly involved in decision making and women who aspires to be in promotional levels will be drawn up. A sample of 15 of employees in managerial/supervisory role/general employees, will be used for the study.

1.13 DATA COLLECTION

1.13.1 Data collection tools

In line with the research design chosen, the researcher made use of interviews to collect data for the purpose of this study. Interview schedule was drafted and used as a tool to collect data.

1.13.2 Data analysis methods

The primary data collected was analysed through content analysis (constant confrontation method) and when analysis is done, the researcher will look at configurations and patterns between the collected data. Content analysis involves coding, categorising and classifying of the collected data (Maykut, et al. 1994).

1.14 ETHICAL CONSIDERATIONS

According to Iphofen (2005), ethical considerations are very critical and should be followed to distinguish between right and wrong. Ethical considerations helps a researcher to treat each participant with dignity and respect while assuring them that their rights are not violated during the study.

Permission: This was sought from the organization concerned before the data can be collected (Appendix C).

Not cause physical or emotional harm: The researcher understands that this research, though unlikely, can cause emotional harm to employees who are directly affected by gender disparities at work.

Sensitivity: Due to the possibility of emotional harm of the subjects involved in this research, the researcher will consider this possibility and conduct the research careful consideration and sensitivity of such possibilities.

Objectivity and Subjectivity: This study will be performed with utmost fairness to both subjects and organization concerned without showing partiality.

Keep people and findings anonymous: The researcher will not record names of participants in this study, information and findings will be kept unspecific to individuals (Reid and Harrigan, 2011).

Get approval: The researcher sought an agreement with the organization concerned before embarking on the study.

Accurate results: The result of this study and the data reflect what has been observed and gathered through interviews (Ritchie, Lewis, Nicholls and Ormston, 2014).

1.15 CONCLUSION

Gender parity is a part of everyday life and part of every organizational concern because its effects, weather negative or positive, goes deeper than what an eye can see. This aspires not only to see how the role leadership with regard to transformation performs but also how this leadership transformation impacts on gender parity.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter defines and describes gender parity and the importance of transformational leadership, its implications, barriers and benefits. It also involves the examination of relevant literature to the study while noting the contribution and observations done by the researcher. This chapter is made up of information from various sources including journals, dissertations, books and articles from various researchers and researchers.

Gender parity is very important in ensuring that there is a fair and equal treatment between men and woman in all spheres of life, whether at home or at work. The researcher was very disturbed to learn from her five year old boy, whom believed that women cannot be leaders because that role is reserved only for men. His exact words were “Where have you ever seen a girl be a boss because only boys can become bosses”. This can only mean that this issue goes way beyond our own understanding of what gender issues are and where they stem from. The sentiment of the five year old boy also enlightens how organizations that have policies to advance gender parity, still have little transformation, as it is only done as a compliance and not done because of a believe that it should be so.

(Dabaj, 2015) states that for gender issues to be tackled at its roots, education systems from preschools and attitudes of teachers are ought to change. Teachers are not oriented to recognize gender issues from students in class and are not equipped on how to handle such. There is little or no knowledge and understanding of the different background and cultural history of each student in the class. Understanding culture and background of each student can assist the teachers to know how to interact with each child and encourage those from disadvantage background in terms of gender disparities.

2.2 WOMEN AND GENDER PARITY

2.2.1 Historical status: Global's perspective on gender parity

It is not concealed that gender is one of the factors that affects all and sundry in the world, every continent and every country. The only difference could be the degree at which gender disparity is from one continent to another and from one country to another (Ridgeway, 2011). Women worldwide are counted to be very few in leadership positions compared to men counterpart, be it in society, corporate environment, business, entrepreneurship, government and also within households, where the severity of gender disparity is magnified. Adler and Osland (2016) illustrates that though women are fewer than men in leadership positions worldwide, the numbers are slowly increasing and further advise that the world needs to prepare for this change as well as change in leadership styles and policies, along with the contributions that the world will benefit as a result.

According to Peterson and Philpot (2007), fewer than 5% of Fortune 500 CEOs are women, and about 10% are in senior boardroom position in the world's biggest economies, a number which is significantly very lower than the positions held by men which accounts to 95% and 90% respectively. In the world's political leadership, the number of women representatives in leadership positions is slightly bigger, with 17% of ministerial positions held by women and a disappointing 11% of heads of government position are held by women.

Marston (2013) illustrate that even in media houses, where a lot of issues relating to gender disparity gets pronounced, researched and published, it was deplorable to see that even within those industries and newspapers, only less than 10% of the top managers are female. Marston (2013) furthers illustrate that of the world's largest NGOs, only 12% are woman-led. In education, only 25% of university and college presidents are female.

2.2.2 Historical status: South African's perspective on gender parity

South Africa is ranked as number 15th position among the 144 countries according to World Economic Forum (WEF)'s annual gender equality list report in 2016. This ranking makes saw South Africa move from 17th position from the WEF's last report. This is accredited to the South Africa's high and strong legal framework and legislations in respect of gender equality, children and women's rights. South Africa also performs well against the indicators specified for Goal 3 of the Millennium Development Goals, the goal that focuses on gender equality and women's empowerment. There is a 43% women representation in the South African parliament which makes it rank second in Africa, Rwanda ranking first (Statistic South Africa, 2011).

For a country with such best legislation in place, it is unsatisfactory to see that South Africa still have some strides to gain to be able to achieve the uppermost gender equality ranking and to ensure that implementation cascades down to the very bottom of organizations. Society norms and gender stereotyping are still on the persistent and often seen as shaping the inequitable access to opportunities, resources and power for women and girls (Walker, 2003).

It is still evident from the behaviour in organizations and also in society that men are still regarded and often feared by the women counterpart as a figure of authority and power. With such power, other men use it to perpetrate violence against women and this is evident with the gender-based violence that gets experienced by a lot of women and often reported through the media. (Berkowitz, 2012).

In corporate environment, men are still paid a lot more that women doing the same job the same qualifications and job experience, regardless of race or culture. Chamie (2014) shares experiences where women, who have more experience and are highly qualified but still get far less remuneration than what men in the same position will get. In other instances, men with less experience and less qualifications will earn more than women who are more qualified than them.

There are many researchers with the same view with regard to women earning less than men and have low exposure to employment. According to White (2015), unemployment rate remains higher among women. While education is an enabler, inadequately women are not as enabled by their education status as the men counterpart (Webster, 2016). Webster (2016) continues to illustrate that even in sporting events, men will get more sponsors and exposure than what women in the same sport will get. Similarly in organizations, men are treated and regarded as more professional than women with same education background. For example the proportion of women with tertiary education who are employed is almost 10 percentage points lower than that of men with the same level of education. Furthermore, women with tertiary education earn around 82% of what their male counterparts earn.

2.3 SOUTH AFRICAN LEGISLATION ON GENDER PARITY

2.3.1 The constitution of South Africa, Act 108 of 1996

2.3.1.1 The bill of rights

Everyone deserves to be treated fairly and equal regardless of their gender or status. The bill further states that no organization may discriminate anyone due to their race, sex, religion or background.

Section 9 (3) of the constitution of South Africa states that no person may be discriminated against due together sexual orientation, gender, race, culture, ethnic, colour, age or religion and that all person must be treated the same and equally. This includes directly or indirect form of discrimination as mentioned also in subsection 4. People should be treated and taken as one without the need to identify them by gender, colour or race. Something that South Africa and many other countries still fails to uphold. Worse when people of the same colour discriminate against each other due to the societal background and language. For example, Sotho speaking people being discriminated against by Zulu speaking people though both group are belonging to one race.

2.3.1.2 Gender Equity Act 39 of 1996

The gender equity Act in summary and in relation to gender parity, is set to support and promote equity in the workplace, where person who were previously disadvantaged must be empowered to the level where they will fairly be put on an advantageous level and be able to compete fairly with others. It further states that no person should be discriminated against due to their gender, age, believe, HIV Status or culture to name a few.

2.3.1.3 The commission on gender equality Act 39 of 1996

The commission on gender equality is an independent statutory body established as per Section 187 chapter 9 of the institution of South Africa, 108 of 1996. The primary purpose of the commission was to ensure that gender equality is maintained and that the acts governing gender equality are monitored for implementation. The commission of gender equality also ensures that parliament and other departments that deal with gender equality are held accountable for implementation and administration thereof. Any other organization that deals with gender issues unfairly, the commission on gender equality then comes in to promote respect for the gender equality, protection, development and attainment of it.

2.3.1.4 Women Empowerment and Gender Equity Bill, B50-2013 (375006 of 6 November 2013)

One of the legislative framework formulated to promote gender parity is the women empowerment and gender equity bill. Women empowerment and gender equity bill was derived to give effect to section 9 of the Constitution of the Republic of South Africa, 1996, in so far as the empowerment of women and gender parity is concerned; to establish a legislative framework for the empowerment of women; to align all aspects of laws and implementation of laws relating to women empowerment, and the appointment and representation of women in decision making positions and structures; and to provide for matters connected therewith.

The policy framework was further developed as a guideline to facilitate the interactions of alleviation of South Africa's past social and political injustice. The guidelines recommends and propose that this is done by ensuring that there is free

and easy access to information and service by both women and men, as well as equal access to goods, whether in private or in the public domains.

This bill requires that there be equal representation and empowerment of both men and women, where 50% or more of representation should be catered and reserved for women in decision making at higher positions within an organization or an entity.

This bill further calls and appeals for gender equity to be the cornerstone of every organizational priority list and at the centre of the transformational leadership. Organizations should demonstrate on how they will incorporate this into their processes and policies and have an action plan on how to achieve and maintain gender equity within their workplace.

Gender is not a hat that someone puts on when there are issues to be dealt with along that line, but it is part and parcel of transformational leadership and of every core issue that gets prioritised within an organization, public or private. Gender must be the very core of every company or organizational transformation process and not as an “add on” or something to be discussed when the “real issues” are addressed. The policy framework was established to endeavour that this happens.

2.3.2 Gender parity current status

2.3.2.1 Globally and locally

It is an almost common phenomenon worldwide that women are taking the role of caretakers within the confinements of the households more than men, more so in third world countries than in developing or developed countries. This further exacerbates the exclusion of women in leadership roles and positions where real economic driving issues are discussed and dealt with. The privation or limited participation from women in these leadership positions, as a consequence, decisions are taken mostly by men with their own understanding of what is needed and required to the detriment of women or further disempowering women as a result. It is important to have a balanced view and influence from both genders, women can

influence these decisions with thoughts of what is good to empower other women to these high positions, having gone through the same struggles of staying valid in organizations predominantly dominated by men (Stocking, 2016). Thus is imperative that women be included in any platform or decision making roles to ensure that issues that affecting women are clearly discussed and included to ensure a fair representation of their concerns (Lindsey 2015).

Since 1994 when South African reached and achieved its democratic freedom, laws and policies of the country were derived, aiming to ensure equal opportunities and with the founding principles of the Constitution of the Republic of South Africa that include human rights, equality and freedom for all. The principle of gender parity influenced policy and law formulation in economic and development related areas such as access to employment, land, housing, water, health care and public works programmes among others (Department of Women, 2015). Further, government developed and implemented key domestic development programmes with an overarching focus to address the legacy of colonialism and apartheid, as stipulated in the 2015 report on the status of women in South African economy.

Botman (2014) illustrated the views of Commission for Employment Equity and is also of view that there's a consistent trend that the higher one goes in the corporate ladder, one finds that women representation declines drastically as compared to men. Botman (2014) quantified his assertion by demonstrating that when one studies the numbers and percentage of women in corporate and working environments, one finds that women make up only 43% of the skilled workforce in corporate environment, and about 42% of that have professional qualifications. And of those with professional qualifications, only 30% are employed as senior managers. The numbers and percentages decrease even further with only 20% accounted for in top management, thus quantifying the downward trends as mentioned. This is reflected by speech made and blogged by Botman (2014) during the International Women's Day Conference of the University of Aberdeen, which also mentioned the issue of gender and women who are not equally represented as men, that it is the same issue that is experienced worldwide. In the US, women make up 57% of all college students but only 26% of full professors, 23% of university presidents and 14% of presidencies at the doctoral degree-granting institutions.

2.4 PREVIOUS RESEARCH DONE ON GENDER PARITY

Women works differently from men, they build relations that lasts longer and they exert different strategies to solve challenges, says Wilson (2016) in her blog. According to Eagly, Johannesen-Schidt and Van Engen (2003), women leaders are more transformational than male leaders and also engage more on changing behaviours to promote transformational leadership. This is a component which is needed to be able to see through the success of a leadership that ensures that there is transformation in the workplace towards gender parity and not only done as a compliance issue, but that which sees changing in attitude and behaviours in the workplace. Gender parity will not succeed nor be achieved if there's no transformational leadership in the workplace, where leaders recognises the need to change and not only their systems but to see change in personnel as well to support gender parity.

Wilson (2016) mentions that women are able to work faster and are able to be involved simultaneously in a number of different tasks or projects without feeling overwhelmed or distracted. This is a skill that is one of the winning factors that women have that their peers don't. Thus supporting the sentiments echoed by (Eagly, Johannesen-Schidt and Van Engen, 2003). Another factor that Wilson (2016) has discovered is that women are better listeners and takes time to understand situations and issues before reacting or acting to them, a trade that ensures that their performance is of high quality. Not only will transformational leadership style ensures that there equal representation of work force but organizations that are implementing it will benefits on having high performers who will ensure the success of the organization.

O'Brien (2017) illustrates that in a do or die situations, women leaders tends to shield their team members and would rather take the blame than to pin it on one of their team members, a trait of protectiveness they are born with which their counterpart doesn't necessarily possess. O'Brien (2017) further demonstrates that taking a blame for something that one of the team member should take is in itself a risk and this trait helps women in leadership positons to gain trusts from their team members.

This in its very nature in turn will make the team members feel the need to be loyal and support the leader through and through. According to Chauhan (2016), women are more risk takers than men and they feel free to make risky decisions without overthinking when it comes to business. Their counterparts, are risk takers as well but are seen to take more recreational risks and not business or corporate risks.

With all the positive contributions that organizations can and do benefit from having women in their structures and leadership positions, gender disparities can still be seen in many organizations and corporations where, certain jobs within the organizations are reserved only for women, such as secretarial/administrative work, cleaning or tea making jobs in the offices. While majority of other jobs are reserved mainly for men such as managerial or supervisory jobs within the organization.

Wilson recommends that such issues of gender disparities is exacerbated by the organizational culture, which was formed by the permitting, whether knowingly or not knowingly, of gender stereotyping and stream-lining jobs allocation that went on for many years until it became the unspoken norm and way of doing things in that organization.

Many small and private entities have adopted and made changes in their structures to accommodate and make way for females to advance within the corporation. These companies focuses on the gender parity because many have realised that it also makes sense for companies' bottom-line (O'Donnell, 2016). These are the opinions that have been echoed by Lam (2016) whom have been studying through many articles written about gender issues and comparing the performance of large corporations that are led by women and those led by men. She found that for the majority of women led corporation, the company financial performance outweighed those corporations led by men. Lam (2016) however warns that having a female as a leader without having other women in the leadership roles along the structure to support her, in other words, having men reporting to her, didn't necessarily results in increased performance. But, having a female at leadership position and also having other females along the structure, reporting and supporting her, resulted in increased financial performances for that company

2.5 TRANSFORMATION OF THE WORKPLACE

Higgings (2010) illustrates that for an organization to fully transform it will need not only leadership commitment but also financial commitment. Higgins (2010) further demonstrate that for an effective leadership transformation, organizations will have to be honest with themselves on the process they need to embark to achieve the transformation. Transformation does not take place over night and due to many gaps that exists not only in organizations but also in society, passion and patient is some of the traits that organizations needs for a successful transformation (Connell, 2016).

Just taking a blanket look at corporate structures one can already conclude that majority of high positions and positions of leadership in these corporation are led by men (Tate and Yang, 2015). Astonishingly in government owned entities and corporation such as Eskom, Passenger Rail Agency South Africa (PRASA), Telkom, to name a few, have men as their CEO's and even their predecessors were men, transformation has not taken place to level where it is unmistakeable. This speak volumes for people who are supposed to be leading by examples but are somewhat lacking themselves. There is a great need for leadership that is able to transform to accommodate the changing times, environment as well as compliance issues. However, leadership that lacks an eye, emotional intelligence as well as the right attitude to recognise the need for transformational leadership in these entities, the target is but just a dream (Eagly, Johannesen-Schidt and Van Engen, 2003).

Leadership style that promotes and enables change geared to accommodate gender leads not only to the desired transformation but also to culture change. The beauty of having the desired culture in an organization is that from then on, everything takes care of its self. Policies, processes, behaviour and attitude of personnel then aligns to the culture and the whole process manages itself. New personnel who comes in then adopts the culture of the organization and cycle repeats itself over and over (Choudhary, Akhtar and Zaheer, 2013).

2.6 THE EFFECT OF GENDER DISPARITY ON WOMEN

2.6.1 Effect of gender disparity Globally and Locally

According to Brummet (2016), some of the negative effect of gender disparity can be observed at sectors such as GDP, education, fertility rate, mortality and health care needs. Brummet (2016) illustrates that where there is high gender disparity rate, women tend to be ones that suffers the most. This has been seen with a decrease mortality rate and fertility rate when women becomes more empowered and treated fairly and equally. Health care needs, reduce government spending and thus contributes towards the country's GDP.

Majority of people in the world are poor as illustrated by (International Fund for Agricultural Development-IFAD, 2011), showing that they account to about 70% of the world's population in developing countries.

IFAD (2011) continues to reiterate that women continue to be regarded and expected as homemakers and are responsible for chores within the families and looking after the well-being of the family. In rural areas, this seems to be the ideal of what should happen than in urbanised area, where more and more women finds themselves in corporate world and spend less times doing household chores.

Fletcher and Kubik (2016) have documented that rural women are involved more in the small scale agricultural processes and produce food for their families while still playing the role of taking care of their families. This would then make them take part of what is traditionally regarded as a role of a man, which is to provide livelihood for the families. One would say that these rural women play a dual role against tradition and the norm.

United Nations Development Programme (UNDP, 2012) illustrates that even though women in rural areas are actively involved in agricultural activities, they still get less if at all, access to opportunities to assist them to succeed and be sustainable as

opposed to men doing the same activity. This then leads to females farmers producing much less than male farmers, thus bringing less food or produce to their households. This is interpreted as females not being good farmers while in fact the female farmers were set for failure right from the beginning, by not having the equal access and opportunities, not afforded the right resources and, at times after countless outcry, these resources come very late and serve no purpose. This is also a reason a lot of women don't even bother to start because they know and have seen how their peers are struggling to stay afloat and those that have to close down because of lack of support.

It has been documented by UNDP (2012) that men represents 85% of agricultural landowners in Sub-Saharan Africa. Many of the women who are able to get access to a piece of land for the agricultural activities, do so on a lease or rental from the owners, which are majority, men.

2.6.2 THE EFFECT OF GENDER DISPARITY TOWARDS POVERTY

Urbanised women tend to be more vocal than women in rural areas when it comes to issues of gender and inequalities and they are unlikely to conform to what society dictates as opposed to those in the rural areas (Chant, 2013). World Bank also demonstrate that poverty tends to be less in urban areas than rural areas as well as the impact of gender inequality tends to be more in rural than urbanised areas. This simply shows that poverty and gender equality goes hand in hand because where there's less gender inequality, one would find that poverty is also less as compared to areas where there's big gender inequality as well as poverty is increased.

Gender differences are also manifest in the way people perceive and present themselves. Women and men have different perceptions of their roles as economically active members of society. In Nicaragua, women cultivate corn for the household. They produce a little surplus – which is easier since they have silos – to make sure that even in bad times the family has enough food. Aiming at self-sufficiency, these women are not likely to change their production pattern, even as the price of corn increases. Men are likely to select the crop with a higher price on

the market. The reasons for this choice are seen men's ambition to advance the value chain, to achieve greater yield for investment in cash crop, and to invest in export oriented production and prestige. For men their bargaining power in household and communities is expected to rise as they start to command larger shares of resources and benefit from increasing prestige which opens the door for irregular financial contributions to households. "Along with reducing the resources available to other household members, irregularity in financial contributions can lead to serious vulnerability and 'secondary poverty' among women and children" (Chant 2007).

2.7 ORGANIZATIONAL CULTURE AS AN ENABLING ENVIRONMENT FOR TRANSFORMATION AND GENDER EQUITY

2.7.1 Organizational Culture Defined

Organizational culture is a systematized and controlled system of beliefs that has been formed over time, shared amongst the people in the organization. This then becomes a way of doing things in that organization and influence processes and policies in the organization (Rai, 2011).

Organizational culture, if carefully and uniquely constructed, can be used to change the behaviour of employees or anyone who is connected to the organization. This can work very well in South Africa, where there is myriad different cultures, classes, political affiliation and races which influences the social culture of people generally. The organization tends to then have different cultures coming together in one place and without a carefully constructed organizational culture in place, the organization can face many challenges as employees and other stakeholders will revert to their own social and cultural behaviours, which at times are, literally, world apart. Taking but one example, where one see how different the European culture is from an African culture (Carter, Armenakis, Field and Mossholder, 2012).

Though an organization will have its own culture, it will lean towards a certain culture that will be more similar to one or two cultures of the employees in that organization. Although there are many factors that affect the organizational culture, one of the

reasons for the organizational culture to lean toward a certain employees culture is because organizational culture is mostly influenced by the social cultures and believes of employees or other stakeholders within that organisation, and of importance is the cultures of the driving forces within that organization such as shareholders, managing directors and influential stakeholders that have powers to make decisions within the organization such as CEOs, etc (Lozano and Escrich, 2017). Lozano and Escrich, (2017) further advises that for the social interconnection and harmony on an organization, leadership should incorporate these cultures to come up with an acceptable and practical organizational culture that will not only be tolerated but respected by all personnel.

An organization culture is thus used as a control system to influence which people are recruited into the organization through human resource and recruitment selection. This is an area where people are sifted and if there transformational leadership that is geared towards gender parity, it will then be filtered and implemented during these processes when conducting selection and recruitment, thereby ensuring that gender parity is prioritised.

2.7.2 Organizational culture, transformational leadership and gender parity

The organization's culture can be develop from and through its leadership. Traditional leaders only follow norms, procedures and policies of the organization while transformational leadership follow their instinct and change the organizational culture to suit what is needed and required at that time. Currently, there is a great need for such leadership to be able to adapt and change organizational culture to ensure that women are empowered and uplifted to the level of achieving gender parity (Bass and Avolio, 1993). According to Boulouta (2013), a well-constructed organizational culture will contribute towards the success of an organization in that when people work together from one system they tend to reach the desired goals quicker than when there is no common culture. For any organization to transform, there must be a culture laid in that organization that recognises the need to change. This also contribute towards employee loyalty as employees gets accustomed and comfortable to that particular culture thus leaving that organization becomes an

uneasy and unsettling resolution. Thus the organizational culture also contribute towards employee loyalty towards the organization as no two organization have the same culture.

Similarly, gender parity is also shaped by the organizational culture. If in an organization, there are roles that are reserved for males and there are these who are reserved for females, the culture in that organization will be such that when people are employed, they will be employed for the particular roles reserved for the particular gender. Thus organization culture will also have an influence on human resources and recruitment in the organization (Lamont, Beljean and Clair, 2014).

The human resource or recruitment and selection department is the cornerstone of any organization and will thus reflect the believe systems and values of that organization. Who gets hired, what race, what gender starts and gets decided from within this department. It is important for leaders within this department to understand their role, influence and powers to advise and manage the processes with regard to human resource. Murray (2015) understands that the human resource department does not operates in isolation and basically gets instructions from the powers that be in the organization, thus it is very important that their policies and procedures reflects the type of culture that the organization aspires to have and achieve. Without policies and procedures to ensure that this takes place or to manage the already existing and acquired culture level, the organisational culture will to be managed to the level where the organization needs it to be.

Preferably, for any organization to achieve an effective gender parity and reasonable transformational leadership, policies and processes with regard to human resources needs to reflect such. Policies that covers selection and recruitment, training and development and ongoing management to monitor the behaviour and attitude of employees and managers alike with regard to gender parity and ensuring that transformational leadership takes place, needs to be formulated (Cassola, Raub,Foley and Heymann, 2014).

There are several regulations and gender equity bills that have been formulated globally and nationally to give guidance to organizations, entities and society as a

whole, on how to identify gender disparities, how to measure it and to curb it with the view of achieving an acceptable level of gender parity as well as transformational leadership.

2.8 EFFECTS AND BARRIERS AFFECTING GENDER PARITY AND PREVENT TRANSFORMATION

2.8.1 Education, training and skills development for women

We are living in a very competitive environment such that training and skills development is crucial for the success of not only the individuals, but that of their families, society and nation at large. This is understood and was echoed by Kulkarni during the journal of arts, science and commerce. Kulkarni understands that training and skills development is the very nerve that is needed for a sustained and well developed quality of life for individuals whom are part of corporations and societies and this will enhance the developments of corporations to further support the development of the economy.

There are many historical indifferences that have occurred that set the tone for training and skills development for women or the lack of it thereof. The biggest prejudice ever committed and historically believed was that a girl child is not equal to a boy child and that a girl child cannot perform at the same level as a boy child. A prejudice which resulted in boys growing believing that they are better and stronger than the girls. Sadly, a lot of girl children grew up believing that they are inferior to the boys and cannot be equals to them. There are still many women who still believes in such social injustice because that is the way they were brought up and such prejudice was instilled in them since they were very young.

In the previous years within many African countries, including Southern Africa, education has been reserved mostly for male children and effort was made to empower, train and skill develop mainly male children. Female children, though a few had been exposed and some managed to find their way into education and training facility, not enough effort was exerted to empower and skill train the female children as compared to the male children (Aslam, 2013).

It was never expected nor anticipated that female children will grow up to fend and provide for themselves and their families, nor become leaders and eventually be at the same level with males. Females have always been reserved for household duties and families' caretaking. And of the select and privileged few that have made into to corporate environment, roles such as secretary, tea lady, cleaning and minor administrative duties were and still are reserved only for females. According to an article written by CNN money maker, many of the jobs that were reserved for women and how women got to dominate those jobs was that previously, companies realised that they can give women these jobs, which comprises of a lot of administration work. These companies then realised that if they give these jobs to men, they would require to pay them a lot of money due to the nature of the jobs, thus companies exploited women and gave them these jobs and paid them less. So evidently, even with the jobs that women found themselves in was through exploitations and injustice perpetrated by those believed to be superior to them.

Lindsey (2015) shows that is still a very rare site to see a male secretary, cleaner or tea man in the current corporate environment as it was the same in the previous years, with all the current legislations, bills and acts promoting gender equality/parity and skills development for all genders across all race in place, one wonders where the problem truly lies.

There's no doubt that a lot is being done as well as other specific investments put in place to empower women and encouragement of girl child education, in all the spheres where predominantly dominated by men. However, with all these investments in place, numbers and percentages of women in power and leadership position still remains much lower than those of men. This shows that the education investments and encouragement still falls short (Martam, 2016).

The behaviour of some men in leadership and amazingly, some women, still shows that there's still a lot to be done to change the "African thinking" and there still a wide believes that 'ge di ka eta pele ke ya tshadi, di wela ka leopeng", an African proverb which means that 'if women leads, then everyone will fall into a ditch". These are still

some believes that resonance with a lot of people regardless of gender (Kanjere, Thaba, and Teffo, 2011).

Education and awareness to change the mind-set and attitude of people to accept and comprehend that women needs to be given as much as the opportunities given to men, if not more, to combat the gap between men and women due to decades and century of believes about women inferiority. Gender “equity” is a vital component of achieving an effective gender parity, to close the gap between men and women.

Gender “equity” is to lift women up to the level where they are not only given equal opportunities, but empowered to the level that will make them as equal competitors as men, whom have been groomed all their lives to become leaders. Men are born with “leadership birth right” and are expected even from the society to take leadership roles and rule over women (Elborgh-Woytek, Newiak, Kochhar, Fabrizio, Kpodar, Wingender, Clements and Schwartz, 2013). Thus, it will be unfair for women, whom from birth, have been looked upon as caretakers of households and inferior to the men, whom were expected to be submissive and be ruled over by men, to be given the same opportunities as men without the necessary nurturing to match the male counterparts. Thus a lot more is needed when it comes to gender parity than just present both males and females with equal rights and opportunities, to ensure that women do not get discouraged or fail along the way.

According to Elborgh-Woytek, *et al*, (2013), this is one of the factors that sets women up for failure even long before they start because of the unfairness of gender equality, which does not take the past and what women had to go through and still go through, into consideration to empower them to perform at their best.

2.8.2 Girl child’s education and gender parity

It is understandable that educating a girl child, will give some level of security knowing that there is a great likelihood that poverty and unemployment can be greatly reduced for that child, and also that the welfare of the family will be improved. Girls are caring, nurturing by nature and when empowered, they tend to want to empower their family and improve the lives of their loved ones, this can only

reiterates and gives the true meaning of an African proverb that says “you educate a girl child, you educate a nation”.

Despite progress that has been made to ensure that girl children are encouraged to take part in the same educational networks, schools and activities that boys are exposed to, there still exist an alarming number of girls that are out of schools and excluded from participating in educational networks (UNICEF2015).

According to the Global Monitoring Report (2013), there is an estimated 31 million girls which should be in primary school but aren't. Out of that 31 million girls, 17 million will never be included in educational activities, networks or schools. For the fortunate few girls who find themselves within formal educational networks and schools, many of them drop out along the route and even fewer manages to complete their schooling and promoted onto the tertiary levels. Khan, Azhar, Shah (2011) believes that some of the reasons girls drops out of school is because they are more involved in helping their mothers and families with the household chores, which means that most of their times they will be occupied with such chores that going to school might seem to be taking the time which could be spend helping in the house. This phenomena is seen more in rural areas than in urban areas and in poverty stricken areas and families.

Kulkarni (2015) echoes the same sentiment and further illustrate that because of domestic responsibilities put upon girl children, there are a lot of school days that missed by the girl children especially in rural areas unlike boys, and often leads to drop in school attendance.

Another reason for girl children dropping out of school is lack of finances to educate the child. Where there are issues of money being available to educate their children, parents will prioritise to educate the boy child and let the girl child stay at home (Onjoro, 2013). Many still believes that it is more valuable to educate a boy child than a girl.

Prejudice that families have about girl child education caused by culture and societal norms forms some of the basis for excluding girl child from formal educational

networks and schooling. Detoro (2017) is of the same view and further explains that other factors that acts as a barrier to girl child education are poverty, where the family is unable to pay for the education or provide for all the expenses that comes with educating the child such as transportation, especially in areas where schools are located very far from residential areas, books and stationeries, uniforms, food to eat while at school, etc. Detoro (2017) also illustrate that, in some areas where there is a lot of social and civil unrests, parents will opt to keep their girl children at home to keep them safe from the violence in the community.

2.8.3 Women Employment

A number of women within formal employment sectors have increased over the years, and in South Africa, since 1994, for instance, the number of women being part of the Cabinet in SA had increased to 43% representation and about 33% in provincial legislation, including the appointment of the first female deputy president in 2005 (Morojele, 2016).

Morojele (2016) further demonstrate that women representation in parliament has staggered to an increase of 43% from 27.8% (1994-2009), which then saw SA being put at fort place amongst the leading countries in the world. However, this is just but one picture in the women representation in senior management and decision making positons only in the public sector, in private sector, it is still a very big mountain to climb in terms of achieving equal representation in leadership and decision making management positions.

2.8.4 Decision making power in leadership position

The number of decision making women representation in leadership positions is slowly growing, more so in developed countries than the developing countries. This is primarily because in developing countries there are still a lot of implementation of the laws, policies and procedures governing gender parity and with some countries, laws and policies still needs to be drawn. Due to this, women are thus restricted in participating in economic issues and are also restricted in decision making.

In societies where there had been an increase outcry and voice on gender parity, feminists and gender advocates have been able to push forward more equitable policies and outcomes, resulting in the increase in women representations.

According to Morrell, Jewkes, Lindegger and Hamlall (2013), men continue to govern over many sectors in South Africa and hold the supreme powerful positions in society. To combat this, it will be vital to increase and to ensure that there are more women representation in leadership and decision making position. This can only be done through access to education, material assets as well an improved and influential advocacy for women, which are needed as drivers for change and economic freedom.

2.8.5 Decision making power outside confinements of corporate world

In an African culture, a woman's expression in household when it comes to decision making is limited to the well-being of the family and ensuring that the household is kept well while nurturing the children, looking after the husband and making sure that there's food to eat for the husband and children. When it comes to big decision concerning the family, the husband is the one to decide what happens, how and when. This is a more regular occurrence in poorer households and where women are dependent on the men to provide for them and their children (Paxton, 2016).

This is the same reason that men are able to decide to take and marry as many wives as they choose because women will have no say, especially those who are unable to leave and start a life on their own and take care of their children. Husbands from cultural upbringing who believes in polygamy and those born from polygamist relationships, are mostly likely to take such decisions of marrying more than one wife. Of course there are many other women who have been empowered enough to know that they don't have to accept everything that the husband does and finds courage to leave these marriages and start a new life with their children away from their husbands. This happens more with the educated women and those brought up to believe in themselves and have courage enough to stand on their own and never to depend on anyone for livelihood.

Most African family setups are such that the women are stripped of their powers and have no say in the house and that men are the heads of the family, they rule over the women and the entire family. It is with this type of setup that women gets to be discriminated upon as they have no say on what is to happen within their own families and the men can do whatever they see fit. The men who secretly believe in polygamy but are ashamed or scared to practice it, does so by having extra marital affairs and long term mistresses all throughout their lives while they have or married to one wife.

Okin (2013) echoes the same sentiments and further illustrates that women are mostly seen as caretakers and homemakers, good for looking after the children, their husband and good for nothing except for cooking and cleaning. Okin (2013) is further saddened that when it comes decision to be made concerning the family, purchases and finances, the husband is the one to make such decisions.

2.8.6 Society, Culture and Religion

Gender is shaped by believes as well as attributes and behaviours appropriate to women or men. Gender is about how women and men interact and the relations between women and men.

Gender, to a very large extend, is shaped by viewpoint and culture. "Gender identities and gender relations are critical aspects of culture because they shape the way daily life is lived in the family, but also in the wider community and the workplace".

Culture, especially in the African continent and other countries like Asia, China, etc., dictates what a man should do which is separate from what a woman can and should do. It is similar to race and ethnicity which sees and organizes people in a society based on the colour, background and what cultural society are they from, just like people organized as being either a male or female (Perrone-McGovern, Wright, Howell and Barnum, 2014).

A clear example would be the role divisions within the household, where the woman is expected to do the household chores, cook, clean and look after the children as

well as the “big child”, the man. Though these patterns changes from society to society and has somewhat improved overtime but the expectation still hugely exist. Women are regarded as less self-sufficient, depends on men and have little to say nor contribute towards the society at which they are based from. This of course is of great concern and it infringes on the rights of women and hampers their growth and development (Beechey, 2013).

According to Foucault and Carrette (2013), religion and culture are both complex phenomenon and separate notions, there is a huge great parallels between the two. Religion influences and informs culture and vice-versa as indicated above and for fight against gender disparities to gain some grounds, it cannot be looked at in silo, but also look at the issues within religious institutions.

“Religion, tradition and culture are often used to justify women’s subordinate position in society” (Wangila, 2015). All throughout the world, there are instances where these religious texts have been used to justify and discriminate against women, even when the majorities of believers are women in most religions. Historically, women were not allowed nor had the rights to hold leadership positions in churches and many used this as justification to oppress women and exclude them from a lot of issues even outside the church. There are still some religions even today, which do not allow women to be in leadership positions.

Sadly, for a lot of women, religion is one of the most important source of identity and refuge and what gets decided and implemented in church carries a lot of weight and even into their personal lives and homes outside the church, making women accept the oppressions that occurs thereof (Mitchell, 2013).

There’s a lot mind-set to be shifter and it will take decades for society to change its perception. This will take a brand generation to grow up with a different mind-set as it is difficult, not impossible, but greatly challenging to change a mind-set of people who have been brought up and for a lack of better word, “brain washed” into believing certain aspects and natural order of things about life.

2.8.7 Patriarchy and glass ceiling as factors affecting women

Patriarchy refers to a system where men are in leadership positions and rule in economic, social and politically as well as culturally and where women don't have authority to be in leadership positions nor have a say in issues shaping the economy or the society or even their own lives (Paxton, 2016).

Glass ceiling is a phrase that explains the barriers faced by people who aren't able to move beyond where they are currently, the barrier prevents them from achieving further success. The phenomenon can also be described as a barrier of prejudice and discrimination that excludes women from higher level leadership positions (Benson, 2013).

The barrier could be seen as a form perspicacity based on gender, ethnicity and gender, which then because of this, prevents them from growing or advancing further in their workplace or in society. There's no place for them beyond. This occurs and is observed more in corporate world and experienced by women more than men.

2.8.8 Gender stereotypes

Roles are generally prescribes and dictated according to what society says they should be and how they should be defined (Anselmi and Law, 1998). They generally are certain roles that without even thinking twice and as prescribed by the society, reserved for women and similarly for the men. For example, the roles of cleaners, baby sitters and nannies are reserved for women and engraved unwritten and unsaid in people's mind. The roles of garden caretakers as an example, is such a role that it is unheard of women being appointed or hired to conduct such roles as it is viewed and known to be reserved only for men.

Gender stereotypes affect the way people interact in the society, at work as well as in the household as there are division which are based on gender. For example, in an office or corporate environment, when there's a secretary vacant position and the company advertises, preference will be given to women because that role has been "branded" as a woman's role and should there be a qualified and experience man

who applies for the job, the company would rather offer a woman who is less qualified and has less experience because of her gender.

In a family setup, men will be highly respected and their views valued more than those of the women and there are also household chores which men will never or less likely to do because they believe that those are only reserved for women.

It is very difficult to change this when one lives in a society that forms and stereotypes people according to gender because even when one believes otherwise, implementing such beliefs would make one an outcast in the community. So it is easy to go along with the norm and be part of the society along its views for the sake of “fitting in” within the society.

It is easier and easily accepted by society for women to do men’s job (what has been regarded as men’s job) than it is easier and easily accepted for men to do women’s job or what has been regarded and believed to be men’s job. For example, working in the mines as a miner has been known to be a job that can only be done by men, but more and more women continue to penetrate these industries. Society has accepted this and it is not regarded as a taboo. However, there are certain jobs that will be regarded as taboo for men to do as they are regarded as women’s job. Like a nanny, a “man” instead of a tea lady (Walzer 2001).

This continues to magnify the double burden syndrome as when women continue to join the workforce and penetrate into industries previously reserved for men, they still go home to do household chores which men are not willing to do (Kurdek, 1993). The few men who are willing to help around in the house with the household chores are regarded by the society as being gay and straight men do not want to be regarded as gays so they simply do not take part in the household chores.

2.9 CHANGING ROLES IN ORGANIZATION TOWARDS LEADERSHIP TRANSFORMATION

Transformational Leadership is about studying and analyzing the workers and identifying their needs and the needs of the organization and society, train and guide

them along the path to reaching both their goals as well as the organizational goals (Riggio, 2006).

According to Riggio (2006), transformational leadership has the responsibility of ensuring and bringing out the best from people as well as maintaining the values and visions of the company.

Leadership in any organization or even in society, have people who look up to them for direction, support and motivation and thus leaders are tasked with not only their typical leadership roles but also, the role of deciding the course of action of each and every one of those people.

In gender parity content, transformation leadership can be influenced as a leader who everyone looks upon to transform and change the organizational culture to the one that will be gender sensitive and afford women easy access to information and opportunities, but also, making it easy for women to get the support they need which might be even more than the men due to the past social injustice that discouraged and made it difficult for women to achieve their goals (Higgs and Rowland, 2005).

Higgs and Rowland (2011) illustrated that the focus of change efforts needs to be more on "doing change with people rather than doing change to them". Leaders are the enablers and initiators to change and tasked with a role to guide and motivate people to change and thus transforming the culture in that particular organization or society.

According to Karp and Helgo (2008), leaders can do this through various methods, such as role-modelling the necessary behaviours, communicating the values and purpose of the organisation, paying attention to relationships and the communication of stories and symbols that are important for the organisation. Within this environment, people have the opportunity to experience the uncertainty and conflict in a transformation process, and through this, create meaning for themselves.

For leaders to be able to transform the people and organization, they need to be self-aware of their own needs, biases and agendas, and the impact of their own behaviours on the transformation process as Higgs and Rowland (2010) demonstrates. This helps them to raise difficult issues clearly. When a leader has established his own stands, he/she is able to take more careful and well-thought-out actions.

Managing and facilitating behaviour and attitude change towards transformations is one of the core roles of leadership (Colville and Murphy, 2006) with an understanding that it takes time for a leader to build a trusting relationship with his followers. Thus, transformations should not be regarded as an isolated event where the leader demonstrates a particular kind of leadership behaviour only in this instance and expects to be effective.

2.10 MEASURING GENDER PARITY AND RATE OF TRANSFORMATIONAL LEADERSHIP

Gender parity can be measured by the most well-known gender index gap which measures the relative differences between men and women. The other way to measure gender is through surveys. It is not always an easy task to measure gender parity or the rate at which transformational leadership takes place in any organization or in society statistically, as statistics/data is often seen as addressing women's issues and become marginalized instead of mainstreamed, with no clear institutional arrangements in place to coordinate their production and limited resources dedicated to data collection and dissemination (Maeland, 2015).

In some cases data is available but it is not used to produce gender statistics, or either gender statistics is produced but it is not presented in a way that facilitates clear understanding of gender issues and differences. Another significant challenge relates to the need to address gender equality and women's empowerment for different demographic and social groups.

Life-cycle analyzes of gender equality suggest that women and girls face different constraints that can be age-specific or may be specific to different socio-economic groups. Disaggregated statistics along these lines should be promoted as well as a

renewed effort to fully analyze existing survey data, and to invest in other data sources, including administrative records (Falkingham and Lateef, 2000).

2.11 SUGGESTED PATHWAYS FOR ADDRESSING GENDER PARITY

2.11.1 A need to consider transformational leadership (Synergies in addressing gender parity)

Transformational leadership is defined as the attitude or behaviour of a leader to be able to stimulate the need to change and creates conditions favourable for such a change. This must be very clear to both the managers and employees and way forward crafted involved all personnel in the organization on how together they can gender parity. Without employees' involvement, the gender parity ideal will remain to be a responsibility of managers without the understanding and support from all employees.

2.11.2 Transformational leadership (Theories/Styles)

Transformational leadership is a type of leadership that encourages contribution from employees and creates a culture that enables the employees to learn and grow in the organization. Transformational leadership motivates the employees within the organization and makes them feel as an important part of the organization, without which the organization will fail. This is the type of leadership that is needed in every organization that aspires to move towards achieving set targets such as gender parity. Without transformational leadership, the set target and goals will look unrealistic and can prove to be impossible to achieve. Hence a lot of organizations are continuously struggling to achieve the gender parity status because the process is done in isolation rather than involving the organisation as a whole.

2.12 Conclusion

Gender parity is not only about women empowerment, but men also. Men also requires empowerment to change their mind set with regard to gender parity and on how to incorporate it into their organizations and lifestyles. There's no point in educating and empowering women to take charge and leave men behind, whom majority are sitting at positions of power. These men need to be empowered to be able to recognise the need to change and employ more women in positions of power.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

The researcher opted to use the type of the methodology which includes activity conducted for social and behavioural change, and in this case, it was designed to understand the culture within the study area, while provoking an interest towards positive cultural gender parity thoughtfulness and leadership transformation.

The type of methodology to suit this kind of study was the qualitative research methodology known as formative research to advance and improve on what the department already has which includes policies and procedures on gender parity (Benzer, Charns, Hamdan and Afable, 2017).

This chapter will first scrutinize the rational basics of examination, and because on this type of this study there is some level of flexibility, some level of assumptions of qualitative research will apply. The information gathered on this type of method will be rather subjective and interpretive, which will include and follow the follows steps:

- A detailed review of the qualitative research methodology and the study design that suit this type of research.
- The discussion of methodological concerns that relate to the qualitative research methodology will then follow (Palinkas, Horwitz, Green, Wisdom, Duan and Hoagwood, 2013).

3.2 RESEARCH DESIGN

According to Savin-Baden and Major (2013), the basic characteristics of a qualitative research is that the design is based on a social constructivism viewpoints, the interpretation is based on a combination of researcher viewpoint as well as the collected data. This design also allows the sample size to be fairly small because of saturation which can be reached easily with interviews and research problems becomes research question in this type of research design.

The steps taken for this research was first the review of literature followed by examination of the existing legislation which both guided the usage and choice of research design. Based on the research design opted, then it was easier to choose which type of data collection method and instruments to be used for this study, and because the study follows qualitative methodology, interviews were designed for collection of data.

3.3 POPULATION

According to Polit and Hungler (2007), population can be referred to as a number of people that conforms to a particular set of standards or norms in a particular area or grouped together according to gender or culture. In this case, the population will be identified based on the level/position of their employment and work categories (Managers, Executives/Senior Officials and HR Business Partners). The study aims to identify amongst other policies within Capricorn District Municipality (CDM), the policies derived to manage gender parities and other measures put in place to ensure its effectiveness. Capricorn District Municipality has an estimated number of employees in the categories identified above is 50 (CDM IDP/BUDGET. 2015/2016).

3.4 SAMPLING METHODS AND SAMPLING SIZE

3.4.1 Sampling methods/procedure

Sampling can be defined as a selection of people in a particular area based on a set of characteristics to represent the entire population as defined by Polit and Hungler (2007). For the purpose of this study, a small population within Capricorn District Municipality has been chosen and sampled. The following steps were used to conduct sampling:

- Identify population to be sampled: 50
- Determine sample size: 15 (Purposive sampling due to the small population).
- Control for bias and error

3.4.2 Non Probability Sampling

Nonprobability sampling is a sampling method that gathers the samples in a way that does not include all identified people in the population and does not give them equal opportunities of being sampled.

3.4.2.1 Purposive Sampling

A nonprobability sampling, specifically, the purposive method of sampling is used in this study, due to the nature and size of the sample, where specific people are chosen to participate in this study. And also because it is less robust and it implies that not all element of the population had an opportunity to be included in the sample.

3.4.2 Sample size

Determining the sample size in a research study is a very important step and also importance is how many participants one should choose for the study.

For this research study, the researcher identified employees, senior employees and managers at different levels that are involved in decision making within Capricorn District Municipality infrastructure. A list of all employees from different local municipalities within Capricorn District Municipality that are directly involved in decision making and women who aspires to be in promotional levels have been drawn up. A sample of 15 is used for the study.

3.5 DATA COLLECTION

3.5.1 Data collection tools

Data collection is a process by which the researcher collects information required to be able to solve the research problems. In collecting the data, the researcher must decide on how, when, where and what data to collect (Chan, Fung and Chien, 2013).

In line with the qualitative research design, the researcher made use of interviews to collect data for the purpose of this study. Interview schedule (See Appendix A) was

drafted and used to collect data through individual interviews with the chosen sample in their offices at Capricorn District Municipality. The interview schedule was developed by the researcher. These interviews have been conducted by the researcher with the general employees, managers and those aspiring to be in leadership positions.

The interview dealt with how aware are employees with regard to gender statuses and transformational leadership in the organization, gender stereotype, influence of leadership towards transformational leadership as well as strategies developed for the success of gender parity and transformational leadership. The interview was characterized by open ended questions to stimulate comprehensive information from the interviewees.

3.5.2 Data analysis

Vosloo (2014) describes data analysis as a process of systematically applying the statically techniques to compress and decode data so that it can be translated it into a story.

3.5.2.1 Data analysis methods

The researcher used the thematic criteria as a method to analyse the collected data. Braun and Clarke (2006) illustrated that for a qualitative research study, thematic method used be used for decoding the data by making use of themes and patterns to report and analyse the data. Barbour (2008) further explains that this technique of analysing data involves coding, categorising, grouping and classifying of the collected data. The following steps was followed in collecting and analysing the data:

- Data collection, transcribe and translate
- Read and structure
- Sort data
- Categorise
- Themes
- Analyse data

3.6 DATA ANALYSIS

Qualitative research is used when dealing and analysing a conduct in order to solve a certain challenge or to improve a situation. In this study, the researcher wanted and needed to understand the state of the leaders' conduct towards gender issues and transformational leadership and compliance of it thereof. Bricki and Gree (2007) supports the researcher in using the qualitative research method and reports the advantages of using such method. Because qualitative data can reach saturation fast, the method's sample size need not be large, requires interviews and an understanding which was in line with the researcher's aim for this study. The information gathered on this type of method was rather subjective and interpretive. Qualitative research allowed some level of flexibility in the study; the researcher was able to modify the research study in the process. Another advantage was that it was not necessary a requirement that the researcher be experienced to collect data.

The disadvantage of qualitative research method was that it was not appropriate for statistical analyses and couldn't be used for larger groups. According to Ritchie, Lewis, Nicholls and Ormston (2014), it is often difficult to find out if the researcher had influence of the info or data gathered through interviews. It can be time consuming: transcription of recorded interviews can also take extended period of time which might impact negatively on the research. Issues of confidentiality, anonymity, reliability and consistency can become challenging when presenting the findings (Ritchie, Lewis, Nicholls and Ormston, 2014).

The researcher also borrowed from the quantitative method when analysing the data by making use of triangulation. Triangulation as defined by Yeasmin and Rahman (2012), is combining the two theories, data source to converge to a single construct and can be employed in both quantitative and qualitative studies. Due to the small sample of this research and to increase the validity of this study, this method was used.

3.7 ETHICAL CONSIDERATIONS

Ethical consideration is very crucial and a critical part of any research study which must be carefully considered before embarking on the research. According to Mouton (2001), ethics are as a result of interaction with different people with different cultural and environmental back ground where conflict may arise as a result. People with different background have different beliefs system and conforms to different norms, and what may be acceptable to one person may not necessarily be acceptable to another.

Permission: This was sought from the organization concerned before the data was to be collected (Appendix C).

Not cause physical or emotional harm: The researcher understood that this research, though unlikely, could have caused emotional harm to employees were directly affected by gender disparities at work (Appendix D).

Sensitivity: Due to the possibility of emotional harm of the subjects involved in this research, the researcher considered that possibility and conducted the research with careful consideration and sensitivity of such possibilities.

Objectivity and Subjectivity: This study was performed with utmost fairness to both subjects and organization concerned without showing partiality.

Keep people and findings anonymous: The researcher did not record names of participants in this study, information and findings will be kept unspecific to individuals (Reid and Harrigan, 2011).

Get approval: The researcher sort agreement with the organization concerned before embarking on the study (Appendix B and C)

Accurate results: The result of this study and the data will reflect only what has been observed and gather through interviews and questionnaire without altering or adding anything to it (Ritchie, Lewis, Nicholls and Ormston, 2014).

3.8 CONCLUSION

The researcher followed steps, methods and strategies that were in line with the research study design and also in line with what was appropriate to the sample size, its environment and social standing. Thematic method was used in analysing the data as this kind of study and its circumstances was best decoded and translated into a story for the benefit of the population chosen as well for the understanding to the researcher of how best to add value into Capricorn District Municipality in relation to gender parity and transformational leadership.

In the next chapter, data collected will be analysed, grouped into themes, interpreted and presented to paint a picture with regard to gender parity and transformational leadership in Capricorn District Municipality.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This research used the qualitative method of study where data was collected using interviews from Capricorn District Municipality. The researcher also used triangulation as a strategy for increasing the validity of the finding and to increase the understanding of the data collected. As mentioned in Chapter 3, Section 3.6, paragraph 3, and cited by Yeasmin and Rahman, the researcher opted to combine and use both the qualitative and quantitative method of data analysis and interpreting the data to overcome the weakness and to improve validity. The data collected was transcribed, analyzed by means of identifying themes and interpreted through attaching significant meaning to the identified themes. The data collected were from an identified sample from a population within a department in CDM.

4.2 DATA PRESENTATION

Data was collected from the department within CDM from 09-15 July 2017.

For this study 5 (33%) of employees were in managerial positions and 10 (67%) of employees were from general to supervisory role, as well as those aspiring to be in leadership positions in the future.

The reason for choosing to include general employees is because the researcher wanted to get a balanced and unbiased response which might occur if only management is interviewed. Management by virtue of their role and responsibility might feel the need to protect themselves as well as the organization by withholding information that may suggest that they are failing to support and uphold policies with regard to gender parity and transformational leadership within the organization.

A purposive method of sampling was used to identify and choose the interviewees and due to the nature of the study, specific people were selected according to their level of responsibility within the organization (Those that are leading and those being led).

4.2.1 Biographical Information

The biographical information of respondents includes gender, age, work experience and highest qualification. The biographical information is important because it provides an overview of respondents' background and based on this, the data collected from the respondents provides a balanced view given the variation of respondents' age, work experience, qualifications and gender.

4.2.1.1 Gender

The table below present the total number of respondent and their gender. The respondent were made up of 9 females (60%) and 6 males (40%), making up the total of 15 as per the sample mentioned and chosen. A larger number of females were purposively selected as gender disparity affects mainly females and their views were dimmed very crucial to this study as they gave first-hand account on how the organization is doing with regard to gender parity and transformational leadership.

Table 4.1 Gender of Respondents

Gender of Respondents	Percentage (&)	Number
Males	40	6
Females	60	9
Total of Respondents	100	15

4.2.1.2 Highest Qualification of Respondent

The table below represent the qualification of employees sampled for this study. 27% (4/15) of the respondents have acquired a post graduate degree, ranging from Honours to Master level including MBA. Only 13% (2/15) of the respondents have acquired a bachelor degree while a big percentage of 40 (6/15) were those possessing a diploma. 20% (3/15) of the respondents where in possession of matric certificate including trainings which gave them just a normal certificate with no NQF

level ratings. The table gives an overview of the level of education and provides an insight into the level of understanding on organisational systems and policies. In this case, majority of the respondents have formal education and can be deemed as professionals in their own right and a conclusion on their understanding of systems and policies is unquestionable, in particular to gender issues.

Table 4.2 Highest Qualifications

Highest Qualification	Percentage (%)	Number
Matric	20	3
Diploma	40	6
Bachelor	13	2
Post Graduate	27	4
Total	100	15

4.2.1.3 Age of Respondent

The table below depict the range of the respondents' age, the biggest percentage (53%) of respondents are between the age of 36-45, followed by those between the age of 26-35 (20%), and those between 18-25, 46-65 of age accounted for 13% for each age category. The biggest number/respondents depicts the maturity and the possibility of having been working in the organization for a considerable number of years. Also that they are at the age where they are fully developed and settled in their position, might be impacted by what is happening in the organization. Ambitious and they know exactly what they want. This age group gave the comfort of knowing that because they know what they want their response can be taken as true reflection.

Table 4.3 Age of Respondents

Age of Respondents	Percentage (&)	Number
18-25	13	2
26-35	20	3
36-45	53	8
46-65	13	2
Total	100	15

4.2.1.4 Years in Same Position

The table below depicts the years of the respondent in the same position. This gives an idea of how the respondent have been affected by the policies and decision taken in the organization given the position they are holding and how they respond individual based on what position they are holding. It is interesting to note how the responds change and vary according to position held and those holding similar position respond almost similarly.

Table 4.4 Years of Experience in same position

Years of experience in same position	Percentage (&)	Number
0-5	20	3
6-10	40	6
11-15	33	5
16-20	0	0
21-25	7	1
25-30	0	0
Total	100	15

4.3 RESULTS: THEMATIC ANALYSIS AND DESCRIPTIVE STATISTICS

Having provided an overview of the interview participants' characteristics, in terms of what demographics they fall under, qualification and work experiences, what level within the organization they operate from, the content analysis of the data generated within the interviews participants' is presented. Themes emerging from the data analysis are categorized into five main groups:

4.3.1 The role gender plays in the organization and its effect to transformational leadership.

4.3.2 Recruitment and selection of human resources.

4.3.3 Relationship with and between managers/leaders and employees.

4.3.4 Strategies, policies and actions to promote gender parity.

4.3.5 The role management in gender parity.

These five resulting themes, its subcategories, description and significant statement examples are resumed in Table 5.

4.3.1 Theme1: The role gender plays in the organization and its effect to transformational leadership (*Appendix A, Part C, Page 77*).

This theme provided insight into how the role gender has effects on the transformational leadership, a recurring concept when participants' where asked for their opinion based on what they see happening in the organization was that women rather than men, took gender issues more seriously that the counterparts. One female participant responded by saying that "*...when it comes to effective gender issues, women are the ones that are passionate about these issues, men do it because it is expected of them to comply...they only do it so that the organization complies with legislation...*". Another respondent echoed these words in respond to the role gender plays "*...there are a lot of capable and experienced women whom can be considered for leadership positions, but those positions that have decision making powers are reserved and given to men*". As is the case in most organization, majority of decision making positions are held by men, which in turn considers other men for positions of power and the cycle continues.

4.3.1.1 Subtheme: Influences of culture and gender in career development/growth (mobility)

Some respondents have voiced their frustrations with regard to unequal treatment between men and women, accounting to 7/15 (47%) of the total respondents. They feel that it is because of the previous despondency with regard to treatment of women in the country and for the fact that Capricorn District Management is located in one province at which African culture is still endorsed. The African culture categorized women as inferior to men, and that men will always be above women while women should submit and obey men. These respondents feel that majority of men in the organization, due to their cultural background, still strongly believe that women should not be promoted in such a way that they will lead men. This, according to the respondent, this is what brings the disparities with regard to treatment of men and women.

4.3.2 Theme 2: Human Resource and Treatment of employees.

This theme was significant in understanding how participants viewed the role played by human resources in relation to transformational leadership through gender parity. Participants agrees that human resource plays a vital role in the organization and holds some level of power and decision making towards transformational leadership.

4.3.2.1 Subtheme: Relationships between men and women in the workplace/bullying

Generally with regard to men exercising their power over women and in terms of bullying and sexual harassment at the work place, the following was collected and recorded:

Majority of female respondent didn't experienced bullying or harassment at work by the male counterpart, however, they feel that positions of leadership are generally reserved for males and females are not given equal support as do males in the organization. They have also raised concern that *"even when females are recognized and empowered, only those who are connected will get empowered and those not connected will not get ahead in the organization"*, echoed by one respondent.

4.3.2.2 Subtheme: Unequal Salary and Remuneration

4/15 (27%) of responded believe that during the start of work everyone is paid the same, the difference comes during performance evaluation. During these performance evaluations and appraisals, they sense that men are favoured over women as they generally get high ratings, which then sees the men counterparts increase in salary as opposed to the women. Based on that, and overtime, the men's salary will be bigger and higher that the women though positions remains the same. One male respondent raised his view about unequal salary pay and believed it is because *"...men are more confident in their work and are not shy to approach their superiors and demand a salary increase...women are a bit softer when it comes to issues such as demanding increment and tend to leave it to the management to decide for them..."*.

4.3.3 Subtheme 3: Training and Development Favours Men

Only 1/15 (7%) of the respondent believes that men are exposed to more opportunities with regard to development of staff and training while 14/15 (93%) feels that everyone is given equal opportunities with regard to training and development. They also believe that training and development should also be at the heart of employees. If employees feel that they need to empower themselves through training, they should take the initiative to approach their superiors/managers and even go a step further and enrol themselves to training institutions to further their studies and empower themselves. *"A move that is generally done by women as opposed to men"* as echoed by one respondent.

4.3.4 Theme 4: The effect of organizational policies and strategies in gender parity (Appendix A, Part F, Page 78).

Subtheme 1: Awareness of Transformational Leadership Policies and Appreciation of the Targets Set to achieve it

The theme shows the level of awareness and appreciation of the target set to achieve transformational leadership and in promoting gender parity in the organization. This theme also unearthed the communication breakdown and lack of strategic interactions between employees and management in the organization. Majority of the respondents, 13/15 are convinced that there is little to no awareness of gender policies especially within the workforce of lower grades/non-management, and this is due to the lack or poor leadership. Concerns were raised about lack of communication and that important information does not reach the work force/employees on the ground. “...you will be lucky to hear about policies along the corridors...there’s no clear strategy on ensuring that these kind of information is communicated to the workforce”, responded one participant. Only 2/15 are aware of the policies that the organization have with regard to transformational leadership and these respondents are from management positions.

When those who were not aware of the target were told of what it was, they believed that the target was realistic and achievable. A total of 12/15 responded supported and appreciated the set target, only 3/15 responded by saying the target is unrealistic due to challenges and barriers within the organization and other external forces that will prevent the organization from achieving it.

Subtheme 2: Strategies and actions to promote gender parity towards transformational leadership.

This section of the interview resulted in myriad varying responses, respondents were given an opportunity on what can be done to ensure the success of the transformational leadership and gender parity. Majority of respondents feel that the strategies for improving the success of transformational leadership and gender parity are not known by everyone and are not clear on how to achieve the success. There is still a lot that needs to be done to ensure the success and to ensure that gender parity becomes an integral part of transformational leadership and part of the primary focus of the organization. The respondents feel that if there’s anything done at the moment, it ends up on paper but not necessarily implemented, meaning it is done at instance as a compliance issue and nothing else. This is evident because there are strategic meetings or communication to that effect.

The table below summarises what respondents felt and needed as strategies for the success of transformational leadership and gender parity. The responds was grouped into four categories namely:

- HR: Recruitment and Selection - 2/15 respondents
- Training and Development - 2/15 respondents
- Implementation of Employment Equity Plan - 4/15 respondents
- Employment of Females in Influential Position - 7/15 respondents

Table 5.1: strategies for the success of transformational leadership and gender parity

Description	Percentage	Number
HR: Selection and Recruitment	47%	7
Employment Equity Plan Implementation	27%	4
Training and Development	13%	2
Employ Females in Influential Positions	13%	2

Subtheme 2: Challenges/Barriers Preventing Transformational Leadership

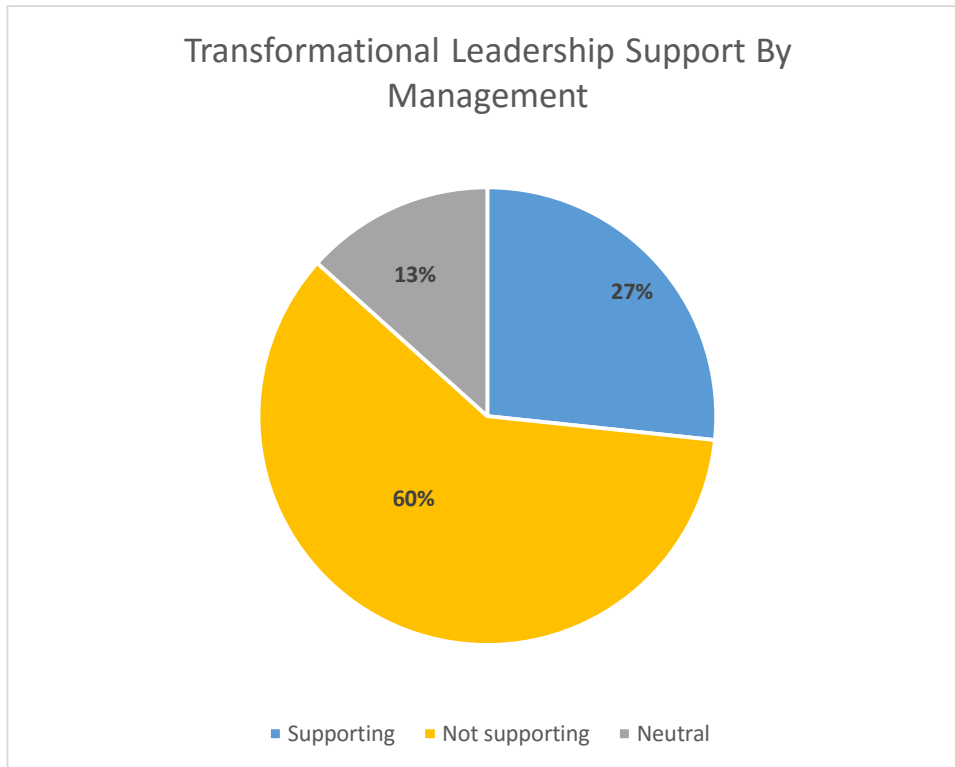
The figure and table below represents what is deemed to be challenges or barriers preventing or hindering transformational leadership as well as gender parity. 11/15 (87%) of respondents feel that the leadership does not support the cause and gender policies, while 13/15 (73%) of respondent feels that in addition, lack of “know how” is also a contributory factor in hindering the success of transformational leadership. Some respondent feel that unwillingness of superiors is also a challenge while 9/15 (60%) responded that lack of confident in management is also a factor that hinders transformational leadership. The respondent feels than its not one factor that hinders the success of transformational leadership but a combination of factors as depicted on the table below.

Table 5.2: Challenges/Barriers Preventing Transformational Leadership

Description	Lack of know	Unwillingness	Lack	of	No	Leadership
-------------	--------------	---------------	------	----	----	------------

	How	of Leadership	Confident	Support
Percentage	73%	33%	60%	87%
Number	11/15	5/15	9/15	13/15

Figure 5.2 Challenges/Barriers Preventing Transformational Leadership



4.3.5 Theme 5: External factors that influence gender roles within organizations and its contribution towards transformational leadership

Majority of respondents are of view that the success of gender and transformational leadership, training and awareness of employees with regard to gender parity should not only happen within the organization but be incorporated into after work program. They also believe that this should not be done in isolation but organizations should form alliances and have a common goal and strategies. This will ensure that gender parity and transformational leadership becomes a part of life, a life style and not a hat that people wear only when at work.

Culture

Traditionally men are regarded as superior to women and as such, creates and influence organizational culture. There are still certain jobs that will be reserved for men or women without even speaking about it. It is one of the unspoken decision that subconsciously everyone is aware of and over time it becomes a norm and culture of the organization. Undoubtedly, this has found its way into the Capricorn District Municipality and unless a conscious decision to unlearn this culture is made, the positive and desired effects of transformational leadership and gender parity will take even longer to be realised.

4.7 FINDINGS

4.7.1 Lack of communication with regard to gender policies in CDM

Communication is a vital component of every organization that aspires to create a culture of involving employees in their processes, whether it is towards achieving production goals or profit. Capricorn District Municipality's gender parity goal is not yet realised and was evident that there are no proper communication strategies or plans in place to ensure smooth transition towards transforming the organization towards gender parity.

4.7.2 Barriers and challenges

Majority of respondent (87%, 13/15) acknowledged that gender parity is an important and fundamental part of the organization but they are not confident on how they will achieve this. They cited reasons that there is no leadership drive and support to ensure that the gender parity status is achieved and as such, the set target, will not be not be attained or achieved. They support the idea but feels the target is unrealistic due to many challenges faced in the organization, such as lack of expertise on how to achieve the goal and unwillingness of those who are tasked to spear head this issue.

4.7.3 Recruitment and Selection

This is done fairly as derived from the respondent, where women and men are treated fairly and are awarded the employment based on qualifications, experience and on how they have performed and not based on gender. However, this will not help in achieving the required and desired 50/50 target, as matters stands, there are many men in leadership positions than women. Thus to be able to change this and to achieve the goal, women need to be prioritised during recruitment and selection processes.

Generally men, due to always have been ahead and empowered than women, will display more knowledge and experience than women.

5 Lack of commitment, visible and sustainable action to gender parity

Majority of respondents do not see initiatives from leadership to empower women and to elevate them to positions of leadership. Many understands that this will not happen overnight and also that only qualified and experienced personnel will get positions of leadership, they simply would like to see efforts being made, training, mentorship which are some of the examples given during the interview which can be implemented to empower women and ensure that when there's a vacancy in position of leadership, a woman can fill it.

4.8 DISCUSSIO AND EVALUATION

There is some level of responsibility from the management in terms of having policies with regard to gender parity and towards transformational leadership. There is much work to be done in ensuring that there are strategies and plans put in place to ensure the realization of those policies and to get employees involved in the whole process.

Respondents have demonstrated confident and optimism to the implementation of gender parity and are eager to see what positive changes it will bring to their organization.

4.9 CONCLUSION

Results of this study and data analyses revealed that there's a lot to be done at Capricorn District Municipality with regard to transformational leadership and towards gender parity. The results shows that there's a gap between organizational policies and rate of implementation of those policies. In as much as there are policies governing gender parity in the work place as gathered from the interview, there's a lot that need to be done to ensure that those policies are implemented. There's a need to draft strategies that will ensure the success of transformational leadership and towards achieving gender parity in the workplace. Talking about it and having it on papers does not help. Some employees are not even aware that there are such policies in the organization regarding gender parity.

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This study evaluated the significance of transformational leadership in pursuing gender parity at Capricorn District Municipality, Limpopo Province. This topic has remained a remarkable subject because regardless of numerous literatures, the findings vary considerably from company to company though it has been widely published in terms of what is acceptable and existence of policies governing such in the country as well as globally.

Many previous literature reported that due the cultural background and previously drawbacks that faced black people and even worse, black women, discrimination remained the order of the day even in constitutional times that we live in. The sample is composed of 15 employees from the Capricorn District Municipality, Polokwane, Limpopo Province.

The respondent where interviewed in their offices as well as through telephonically interviews. This study used qualitative method of study and sample was purposively selected due to the nature of the study as well as the small sample, thus not everyone would have been given the opportunity to respond within the departments in CDM.

5.2 REALIZATION OF OBJECTIVES

This part will evaluate the realization of the objectives following the study and data analysis, as mentioned in Chapter 1, Section 1.6 objectives of this study were as follows:

- 5.2.1 To investigate the full commitment of Capricorn District Municipality to gender parity.
- 5.2.2 To determine the significance of organizational transformation in relation to gender parity.
- 5.2.3 To investigate the contribution of transformational leadership to gender parity.

Objective 1: Investigating the full commitment of Capricorn District Municipality (CDM) to gender parity. The researcher gathered from the interviews and data analyses that there is an unsatisfactory level of commitment from CDM and that a lot still need to be done in this regard. The outcome of this study is supported by responds from interviews done with different employees at different levels in the organization, having different number of years in the same position, to give a fairly balance view.

Objective 2: Determining the significance of organizational transformation in relation to gender parity. Transformational leadership is defined as the attitude or behaviour of a leader to be able to stimulate the need to change and creates conditions favourable for such a change. From the study, it is evident that there is a gap with this regard, where employees are not even aware nor seen such transformation being done in the organization. If transformational leadership was happening, the employees will be witness to it. Thus from the data collected, depicts not only that there's no significant of transformational leadership in relation to gender parity, there seems to be no evidence of such transformation, only that there are policies and some level of equal treatment without necessarily putting extra measures in place to uplift and empower women. The organization exercises "Equality" and not "Equity", which is mostly what many companies and organizations have adopted. For the success of this organization, they need to adopt and implement equity to ensure that women are not only treated the same as men, but are empowered in such a way as they can "measure-up" to the men counter parts.

Objective 3: Investigating the contribution of transformational leadership to gender parity.

From the data collected, it was clear that leadership has good intentions and has set very clear goals as to where they want to see the organization go in terms of gender parity through transformational leadership, however, no concise action plan in place to see through this thus their contributions is inadequate to realize their goals.

5.3 RECOMMENDATIONS

5.3.1 Communication

Based on the results of this study, it was found that there is still a gap between what the gender policy prescribes and what is actually happening in the organization. There exist lack of communication between management and general employees in the organization. This needs to improve to ensure that what managers communicate filters down to all the layers in the organization. Without strategic communication plan in place, it will be difficult to empower employees with relevant and crucial information needed towards leadership transformation and gender parity. Without the proper communication channels, the visions and missions of Capricorn District Municipality with regard to gender parity as well as transformational leadership will remain an ideal that will not be realised.

5.3.2 Mentorship

Based on the findings, there isn't any programs such as mentorship in place to prepare newly appointed employees or those promoted to higher positions in an effort to achieve transformational leadership and gender parity. Mentorship prepares employees to be able to fit well into their roles, more especially in position of leadership, where processes are different from general job positions. Putting mentorship programs for women will be of utmost important to ensure that women are given the necessary attention and exposure needed for woman succession planning. Transformational leadership is not about ensuring that the number of women needed in higher positions is achieved, rather it is about ensuring that the organization can function and sustain itself through leadership transformation and ensuring that there is gender parity in the organization.

5.3.3. Training and development

Training has been identified as one of the barriers hindering the transformation of organizations towards gender parity. Lack of training and development programs and

strategies to empower employees, especially women, has been realized as one of the barriers that prevent women from attaining positions of leadership against the men counterparts. It is therefore recommend that there be training and development specifically for women to get them empowered and ready to take positions with more power and influence and not be excluded because they are not qualified in one way or the other. This should be one of the organizations' strategic role in transforming the organization and achieving gender parity. Capricorn District Municipality should create a culture where employees are encouraged to further their studies and get empowered through developmental training through the organization.

5.4 CONCLUSION

The transformational leadership and gender parity have dominated in many studies where a plethora of data indicated that there are still many challenges that hinders the transformational leadership in organizations. This study was conducted with the purpose of finding out at what level is transformation with regard to gender parity is taking place at Capricorn District Municipality.

From the data collected and analysed, it was revealed that there's a lot to be done at Capricorn District Municipality with regard to transformational leadership and towards gender parity. The results shows that there's a gap between organizational policies and rate of implementation of those policies. In as much as there are policies governing gender parity in the organization as gathered from the interview, there's a lot that need to be done to ensure that those policies are implemented.

There's a need draft strategies that will ensure the success of transformational leadership and towards achieving gender parity in the workplace. Talking about it and having it on papers does not help. Some employees are not even aware that there are such policies in the organization regarding gender parity.

Capricorn District Municipality managers need to move towards transformational leadership to involve, encourage and create a culture that will motivate employees to

better themselves both in education and performing at their jobs. Respondent are positive and optimistic towards achieving the gender parity. Management needs to capture this and used it to the advantage of the organization in achieving transformational leadership.

Notwithstanding that achieving gender party and to transform the organization takes time, dedication and commitment, but most all it takes human resources that is encouraged to support and cultivate the culture of working together. Capricorn District Municipality needs to understand that this can only benefit the organization in a long where employees will be part of decision making. When employees feels that they are part of decision making, they also feel the responsibility of ensuring that operations runs optimally and thereby benefiting the organization in turn. Transformational leaders thus benefits both employees and the organization.

REFERENCES

Advances in Global Leadership (pp. 15-56). Emerald Group Publishing Limited.

Adler, N.J. and Osland, J.S., 2016. Women Leading Globally: What We Know, Thought We Knew, and Need to Know about Leadership in the 21st Century. In

Aikman, S. and Unterhalter, E. eds., 2005. Beyond access: Transforming policy and practice for gender equality in education. Oxfam.

Ali, N., Jan, S., Ali, A. and Tariq, M., 2014. Transformational and transactional leadership as predictors of job satisfaction, commitment, perceived performance and turnover intention (empirical evidence from Malakand division, Pakistan). *Life Science Journal*, 11(5), pp.48-53.).

Anselmi, D.L. and Law, A.L., 1998. *Questions of gender: Perspectives and paradoxes*. McGraw-Hill Humanities, Social Sciences & World Languages.

Article on gender and biodiversity. (2010) Biodiversity is life: women empowerment & development organization. New York.

<http://www.cbd.int/gender> [Accessed 04 April 2016]

Aslam, M., 2013. Ninth Annual Conference on Management of the Pakistan Economy Human Capital Development for Sustained Economic Growth/Preparing

Women of Substance? Education, Training and Labour Market Outcomes for Women in Pakistan.

Avolio, B., and Yammarino, F. (2014) Transformational and charismatic leadership: the road ahead. 2nd edition. Emerald group publishing limited. Pp23.

Bass, B.M. and Riggio, R.E., 2006. *Transformational leadership*. Psychology Press.

Beechey, V., 2013. Women and production: a critical analysis of some sociological theories of women's work. *Feminism and materialism: Women and modes of production*, pp.155-197.

Benson, T.C., 2013. Breaking Through the Glass Ceiling: Perceptions of Barriers and Successes of Female Superintendents in Texas (Doctoral dissertation).

Benson, T.C., 2013. Breaking Through the Glass Ceiling: Perceptions of Barriers and Successes of Female Superintendents in Texas (Doctoral dissertation).

Berkowitz, L., 2012. A different view of anger: The cognitive-neoassociation conception of the relation of anger to aggression. *Aggressive behaviour*, 38(4), pp.322-333.

Beechey, V., 2013. Women and production: a critical analysis of some sociological theories of women's work. *Feminism and materialism: Women and modes of production*, pp.155-197.

Bricki, N and Gree, J. (2007) A Guide to Using Qualitative Research Methodology. MSF field research. Medecins SANS Frontier. Pp2-3.

Boulouta, I., 2013. Hidden connections: The link between board gender diversity and corporate social performance. *Journal of Business Ethics*, 113(2), pp.185-197.

Bryman, A. (2014) 'Leadership and organizations'. Volume 5, New York and London: Routledge and Kegan Paul library editions, pp1-4, 37-39.

Cassola, A., Raub, A., Foley, D. and Heymann, J., 2014. Where do Women Stand? New Evidence on the Presence and Absence of Gender Equality in the World's Constitutions. *Politics & Gender*, 10(2), pp.200-235.

Chamie, J., 2014. Women More Educated Than Men But Still Paid Less. Yale Global. <http://yaleglobal.yale.edu/content/women-more-educated-menstill-paid-less-men>.

Carrette, J., 2013. Rupture and transformation: Foucault's concept of spirituality reconsidered. *Foucault Studies*, (15), pp.52-71.

Chant, S., 2013. Cities through a "gender lens": a golden "urban age" for women in the global South?. *Environment and Urbanization*, p.0956247813477809.

Chauhan. R.G. 2016. <https://www.indianweb2.com/2016/10/13/women-entrepreneurs-better-risk-takers-enjoy-work-men-says-study/>.

Capricorn District Municipality. 2015/2016. CDM IDP/BUDGET, pp22.

Chant, S.H., 2007. *Gender, generation and poverty: exploring the feminisation of poverty in Africa, Asia and Latin America*. Edward Elgar Publishing.

Chant, S.H., 2013. Cities through a “gender lens”: a golden “urban age” for women in the global South?. *Environment and Urbanization*, 25(1), pp.9-29.

Colville, I.D. and Murphy, A.J., 2006. Leadership as the Enabler of Strategizing and Organizing. *Long Range Planning*, 39(6), pp.663-677.

Dabaj, F. (2015) International conference on contemporary issues in education. Dubai. United Arab Emirates. Pp64-68. <http://www.cse-events.ruet.ac.bd> [Accessed 06 April 2016]

De Toro, A., 2002. The foundation of western thought in the twentieth and twenty-first centuries: The postmodern and the postcolonial discourse in Jorge Luis Borges. *SEMIOTICA-LA HAYE THEN BERLIN-*, 140(1/4), pp.67-94.

Elborgh-Woytek, M.K., Newiak, M.M., Kochhar, M.K., Fabrizio, M.S., Kpodar, M.K., Wingender, M.P., Clements, M.B.J. and Schwartz, M.G., 2013. *Women, work, and*

the economy: Macroeconomic gains from gender equity. International Monetary Fund.

Elborgh-Woytek, M.K., Newiak, M.M., Kochhar, M.K., Fabrizio, M.S., Kpodar, K., Wingender, M.P., Clements, M.B.J. and Schwartz, M.G., 2013. *Women, work, and the economy: Macroeconomic gains from gender equity.* International Monetary Fund.

Falkingham, J. and Lateef, S., 2000. *Women and gender relations in Tajikistan.* Asian Development Bank, Programs Department East and Office of Environment and Social Development.

Fletcher, A.J. and Kubik, W. eds., 2016. *Women in Agriculture Worldwide: Key Issues and Practical Approaches* (Vol. 1). Routledge.

Fox, B., 2001. The formative years: How parenthood creates gender. *Canadian Review of Sociology/Revue canadienne de sociologie*, 38(4), pp.373-390.

Falkingham, J. and Lateef, S., 2000. *Women and gender relations in Tajikistan.* Asian Development Bank, Programs Department East and Office of Environment and Social Development.

Fletcher, A.J. and Kubik, W. eds., 2016. *Women in Agriculture Worldwide: Key Issues and Practical Approaches.* Routledge.

Foucault, M. and Carrette, J., 2013. Religion and culture. Routledge.

Gedney, C. (1999) Leadership effectiveness and gender. Maxwell air force base. Alabama. USA. Pp5-6.

Global Monitoring Report. 2013.

<http://unesdoc.unesco.org/images/0022/002256/225654e.pdf>

Higgings R., 2010. Organizational transformation. What is it, why do it, and how. www.summitconnects.com

Higgs, M. and Rowland, D., 2011. What does it take to implement change successfully? A study of the behaviours of successful change leaders. *The Journal of Applied Behavioural Science*, 47(3), pp.309-335.

Inglehart, R. and Norris, P. (2003) *Rising Tide: Gender equality and cultural change around the world*. Cambridge University Press. USA. Pp17.

Iphofen, R., 2005. Ethical issues in qualitative health research. *Qualitative Research in Health Care*, Open University Press, Maidenhead, pp.17-35

Karamessini, M and Rubery, J. (2014) *Women and Austerity: The economic crisis and the future for gender equality*. 1st edition. New York: Routledge. Pp9.

Khan, G.A., Azhar, M. and Shah, S.A., 2011. *Causes of primary school drop out among rural girls in Pakistan*. Sustainable Development Policy Institute.

Key, J. (1997) *Research design in occupational education*. Oklahoma state university. USA. Ppnd.

Kurdek, L.A., 1993. Predicting marital dissolution: A 5-year prospective longitudinal study of newlywed couples. *Journal of personality and social psychology*, 64(2), p.221.

Karp, T. and Helgø, T., 2008. The future of leadership: the art of leading people in a “post-managerial” environment. *Foresight*, 10(2), pp.30-37.

Reid, F. and Harrigan, M., 2011, October. An analysis of anonymity in the bitcoin system. In *Privacy, Security and Social Computing (SocialCom)*, 2011 IEEE Third International Conference on (pp. 1318-1326). IEEE.

Lozano, J.F. and Escrich, T., 2017. Cultural diversity in business: A critical reflection on the ideology of tolerance. *Journal of Business Ethics*, 142(4), pp.679-696.

Lindsey, L.L., 2015. *Gender roles: A sociological perspective*. Routledge.

Lindsey, L.L., 2015. *Gender roles: A sociological perspective*. Routledge.

Lamont, M., Beljean, S. and Clair, M., 2014. What is missing? Cultural processes and causal pathways to inequality. *Socio-Economic Review*, 12(3), pp.573-608.

Murray, C., 2015. *Losing ground: American social policy, 1950-1980*. Basic books.

Marston (2013)

Maeland, 2015. <https://www.regjeringen.no/en/aktuelt/gender-equality/id2454247/>

Murphy-Graham, E., 2012. *Opening minds, improving lives: education and women's empowerment in Honduras*. Vanderbilt University Press.

Mitchell, M.C., 2013. *Religion, identity and politics in Northern Ireland: boundaries of belonging and belief*. Ashgate Publishing, Ltd.

Morrell, R., Jewkes, R., Lindegger, G. and Hamlall, V., 2013. Hegemonic masculinity: reviewing the gendered analysis of men's power in South Africa. *South African Review of Sociology*, 44(1), pp.3-21.

Morojele, N., 2016. *Women Political Leaders in Rwanda and South Africa: Narratives of Triumph and Loss*. Barbara Budrich.

Martam, I., 2016. Strategic social marketing to foster gender equality in Indonesia. *Journal of Marketing Management*, 32(11-12), pp.1174-1182.

Mathur-Helm, B., 2016. 21 Women in management in South Africa. *Women in Management Worldwide: Signs of Progress*, p.341.

Martam, I., 2016. Strategic social marketing to foster gender equality in Indonesia. *Journal of Marketing Management*, 32(11-12), pp.1174-1182.

Netshitangani, T and Msial, V. (2014) 'When the headmaster is female: Women's access to education management positions in a rural setting', Vol 76, No. 10, *Pensee Journal*, RSA, pp260-263.

Morrell, R., Jewkes, R., Lindegger, G. and Hamlall, V., 2013. Hegemonic masculinity: reviewing the gendered analysis of men's power in South Africa. *South African Review of Sociology*, 44(1), pp.3-21.

Morojele, 2016. <http://www.sahistory.org.za/dated-event/phumizile-mlambo-ngcuka-appointed-sa-deputy-president>

Okin, S.M., 2013. *Women in western political thought*. Princeton University Press.

Okin, S.M., 2013. *Women in western political thought*. Princeton University Press.

O'reilly, M. and Parker, N., 2013. 'Unsatisfactory Saturation': a critical exploration of the notion of saturated sample sizes in qualitative research. *Qualitative research*, 13(2), pp. 190-197).

Oliphant, P. (2015) South Africa falling short in gender equality standards. <http://mg.co.za/article/2015-05-04-south-africa-falling-short-in-gender-equality-standards>. [Accessed 08 Feb 2016].

O'Donnell. 2016. <http://oldblog.paddypower.com/2016/02/17/liz-odonnell-gender-quotas-are-justified-women-will-still-have-to-compete-for-votes-and-the-electorate-still-makes-its-choice/>

O'Brien, 2017. THE MOST INFLUENTIAL WOMEN LEADERS YOU'VE NEVER HEARD OF". <https://www.womenleaders2017.com>

Paxton, P.H., MM 2016. *Women, politics, and power: a global perspective*, 3, pp.268-290.

Perrone-McGovern, K.M., Wright, S.L., Howell, D.S. and Barnum, E.L., 2014. Contextual influences on work and family roles: Gender, culture, and socioeconomic factors. *The Career Development Quarterly*, 62(1), pp.21-28.

Phago, K. (2013) 'Governance and leadership: When leadership and governance matter', *Journal of public administration*, Vol 48, No. 4(1), RSA, pp9-10.

Paxton, P. and Hughes, M.M., 2016. Women, politics, and power: A global perspective. CQ Press.

Perrone-McGovern, K.M., Wright, S.L., Howell, D.S. and Barnum, E.L., 2014. Contextual influences on work and family roles: gender, culture, and socioeconomic factors. *The Career Development Quarterly*, 62(1), pp.21-28.

Peterson, C.A. and Philpot, J., 2007. Women's roles on US Fortune 500 boards: Director Expertise and committee memberships. *Journal of Business Ethics*, 72(2), pp.177-196.

Patel, G. and Buiting, S. (2013) 'Gender differences in leadership style and the impact within corporate boards', *Journal of Commonwealth secretariats. Social transformation programme division*, pp6-10. <http://www.cpahq.org/cpahq/cpadocs/Genderdiffe.pdf> [Accessed 10 Feb 2016].

Paxton, P. and Hughes, M.M., 2016. Women, politics, and power: A global perspective. CQ Press.

Ridgeway, C.L., 2011. *Framed by gender: How gender inequality persists in the modern world*. Oxford University Press.

Plaatjie, M, Borchard, N and Layman, T. (2014) 'Journal of the South African legislative sector', Vol 01, pp51-52.

Peterson, C.A., Philpot, J. and O'Shaughnessy, K.C., 2007. African-American Diversity in the Boardrooms of the US Fortune 500: director presence, expertise and committee membership. *Corporate Governance: An International Review*, 15(4), pp.558-575.

Rajasekar, J and Beh, L. (2013) Culture and gender leadership. New York: Palgrave Macmillan. USA. Pp5.

Ryan, M.K. and Haslam, S.A., 2005. The glass cliff: Evidence that women are over-represented in precarious leadership positions. *British Journal of management*, 16(2), pp.81-90).

Rai, R.K., 2011. Knowledge management and organizational culture: a theoretical integrative framework. *Journal of Knowledge Management*, 15(5), pp.779-801.

Ritchie, J., Lewis, J., Nicholls, C., and Ormston, R. (2014) Qualitative research practice: A guide for social science students & researchers. London: Sage publication Inc. Cp4, 13.

Statistic South Africa, 2011. Women representation in the South African parliament. http://www.statssa.gov.za/?page_id=3839

The economic cost of gender-based discrimination in social institutions. The economic cost of gender-based discrimination in social institution. 2016. www.oecd.org/dev/development-gender

Tyson, L. (2015). The global gender gap. World economic forum. 10th anniversary edition

UNICEF2015. <http://www.ungei.org/>

Walker, C., 2003. Piety in the sky? Gender policy and land reform in South Africa. *Journal of Agrarian change*, 3(1-2), pp.113-148.

Wangila, M.N., 2015. *Female Circumcision: The Interplay of Religion, Culture and Gender in Kenya (Women from the Margins)*. Orbis Books.

Wilson 2016.

http://www.lamresearch.com/Portals/0/PDF/Lam_Research_Corporate_Social_Responsibility_Report_2016.pdf

World Bank update as published and demonstrated (2012)

Wangila, M.N., 2015. *Female Circumcision: The Interplay of Religion, Culture and Gender in Kenya (Women from the Margins)*. Orbis Books.

APPENDICE A

INTERVIEW SCHEDULE

In-depth interview on:

The significance of transformational leadership in pursuing gender parity at Capricorn District Municipality, Limpopo Province

A. INTRODUCTION AND WARM UP

I would like to take this opportunity to extend my appreciation to you, for taking valuable time away from your duties and availing yourself to take part in this interview. This interview will not take more than 30 minutes of your time and the questions are short and precise. You are then requested to answer all the questions to the best of your ability and where you need clarity, it will be provided. All the information provided will be treated with the highest confidentiality. This interview is on a voluntary basis and you are free to withdraw from this interview at any point in time.

B. BIOGRAPHICAL QUESTIONS

To maintain confidentiality, biographical questions will be answered individually and privately by the interviewees

1. State your age
2. State your gender
3. State your race
4. State your highest qualification
5. State your position in the organization

6. State how long you have been in the same position

C. AWARENESS OF GENDER STATUS AND TRANSFORMATIONAL LEADERSHIP IN THE ORGANIZATION

- Are you aware of any gender policies in the organization?
- Are you aware if the organization has sets targets with regard to gender parity?
- If so what is the target and have the organization reached the target?
- If the organization has not reached the target, what measures have been put in place to reach the target?
- What is your understanding about leadership transformation?
- What challenges is management faced with in relation to transformational leadership? What barriers do they face on the daily basis?
- **Would you relate the above mentioned challenges to your position?**
- **How would you, as an employee/manager go about resolving such challenges?**
- In your own opinion, are the objectives/targets with regard to transformation leadership realistic?

D. GENDER CULTURE AND STEREOTYPE

- Do you feel or know of men feeling they are more superior to women?
- Do you feel or know of women getting more limited opportunities than men?
- Have you ever lost a job opportunity to a man (If you are a man, do you know of anyone), just because he is of the opposite gender?
- Do you feel that your workplace has a gender inclusive culture?
- Based on your experience do you feel that men and women at your workplace are treated equally in the following areas?
 - Men & Women treated equally in the workplace? Elaborate

- Men treated less favorably
- Women treated less favorably
- Recruitment & Selection
- Remuneration (Wages)
- Appraisal/Performance Management
- Training and Development
- Is there any occasion at work where you feel you were harassed/bullied or unfairly treated due to your gender?
- Do you feel or know of women getting lower positions in your organization because of their gender?

E. POSITION OF MANAGEMENT, GENDER AND TRANSFORMATIONAL LEADERSHIP

- In your opinion, how is the attitude of management with regard to leadership transformation?
- How are you being supported by the top management?
- How are you being supported by the organization?
- How do you go about refining your skills?

F. STRATEGIES TO BE DEVELOPED FOR THE SUCCESS OF TRANSFORMATIONAL LEADERSHIP AND GENDER PARITY

- What form of strategy should be developed to assist top managers in overcoming the challenges associated with Transformational Leadership?
- What are the measures that can be put in place to maintain and improve gender parity?
- From a management perspective, are there any specific issues to identify regarding gender parity and the need on overcoming the challenges?
- Are the strategies developed by the organization effective in helping you overcome your challenges?

Appendix B

Appendix C

Letter to the Capricorn District Municipality

Arabia Mvundlela
09 Liberty Street
Bendor
0699
Phone: 083 319 5483

The Capricorn District Municipality
41 Biccard Street
PO Box 4100
Polokwane
0700
Phone: 015 294 1000

Dear Sir/Madam

Request for permission letter to conduct research for purposes of MBA Qualification

I, Arabia Mmakoto Mvundlela, hereby request for permission to conduct research in the Capricorn District Municipality, Polokwane, Limpopo Province. I am Master of Business Administration Student in the Faculty of Management and Law at Turfloop Graduate School of Leadership. Practical Research is a prerequisite for the completion of this degree. My research topic is: **THE SIGNIFICANCE OF TRANSFORMATIONAL LEADERSHIP IN PURSUING GENDER PARITY AT CAPRICORN DISTRICT MUNICIPALITY.**

I believe that the findings of this research will assist the municipality in areas that need improvement in the district. The suggested possible solutions will help in the development and improvement of Capricorn District Municipality under the study and other departments with similar challenges.

Interviews will be conducted with selected employees within the Capricorn District Municipality upon approval. The responds will be kept confidential and the respondent will remain anonymous.

Hoping to get assistance in this matter.

Yours Faithfully

Mvundlela AM

Appendix D

Letter to the Respondent and Consent for Participation

Arabia Mvundlela
09 Liberty Street
Bendor
0699
Phone: 083 319 5483

Dear Respondent

You are requested to participate in the study titled: **“The significance of transformational leadership in pursuing gender parity at Capricorn District Municipality”**.

Your participation is voluntary and you are free to withdraw your participation at any time you wish to do so without prejudice. Your identity and that of the department will be kept anonymous and all information obtained from the interview will be confidential. You will not incur any cost as a result of your participation in this study. You are free to ask any question concerning this study at any time prior to your participation, during and after your participation.

CONSENT: I have read the above and understood the nature of the study. I give my consent to be interviewed.

Respondent Signature: _____

Date: _____

Appendix E

Letter from the language editor