

# **Wholesale & Retail**

## **LEADERSHIP CHAIR**



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**Project 2016/22**

**Evaluation of the shortage of  
retail management skills &  
employment equity strategies  
with regard to attracting  
women for permanent careers,  
especially in rural areas**

APPLIED RESEARCH  
LEADERSHIP DEVELOPMENT  
SERVICE TO RETAIL COMMUNITY

## **Project 2016/22**

# **Evaluation of the shortage of retail management skills & employment equity strategies with regard to attracting women for permanent careers, especially in rural areas**

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## **Abstract:**

This research aims at the “Evaluation of the shortage of retail management skills and employment equity strategies with regard to attracting women for permanent careers, especially in rural areas”. The research is based on available literature review studies and the realities of South African employment trends within the retail sector, followed by an in-depth qualitative and quantitative research methodology in exploring the retail management skills of women and the employment of women in management positions, especially in rural areas. It also seeks to develop strategies that can be used to improve the attraction, placement and retention of women in the retail sector, with a special focus on the rural areas.

The retail sector’s skills development for management empowerment has been identified as a key requirement in addressing the Employment Equity Act by developing women so that they fill available managerial positions as indicated in the sector skills plan. This process is important in driving the transformation agenda of the retail sector with a proactive and innovative approach of resolving the retail sector managerial skills shortage of women in order to reduce the prevailing equity challenges.

The purpose of this research is to identify transformation and empowerment initiatives, including factors that contribute to the shortages of retail management skills and employment equity strategies that are in place regarding attracting women for permanent careers, especially in rural and urban areas.

The findings serve as an indication on how complex the problem of employment of women in management positions is, also posing as a challenge facing the retail industry locally. The global uncertainties have had a rippling effect on the retail sector in South Africa for a number of years and the evolving shift from permanent jobs to casualization leads to the marginalization of women in management positions.

**Keywords:** Women empowerment, Rural strategy, Rural prejudice, Challenges, Rural development, Rural environment, Consumer behaviour, Economic environment, Retail management, Retail integration.

# **CHAPTER 1 - INTRODUCTION**

## **1.1 Background**

The Wholesale and Retail Leadership Chair in conjunction with the Cape Peninsula University of Technology (CPUT) has appointed OD Management Services to conduct a research on the evaluation of the shortage of retail management skills & employment equity strategies with regard to attracting women for permanent careers, especially in the rural areas.

According to the Labour Market Review, historically, women have found themselves subject to various kinds of discriminatory behaviour, attitudes and policies, whether intended or unintended, which have hampered their full integration into the labour market. South Africa is no exception and, hence, various policies and programmes have been implemented to ensure equal and fair access to the labour market for women. Such interventions are not only necessary from a constitutional point of view, but also because of the fact that so many households are totally or partially dependent on female members' incomes (Department of Trade and Industry, 2007).

The retail sector in South Africa is primarily dominated by casual workers in its employment; this situation has a major impact in the current employment trends and practices. This situation has a bearing on the employment of retail employees into permanent positions, especially women. Women are generally marginalized, and the prospect of being appointed into senior management positions is unlikely based on the current employment trends which are skewed towards men; it seems as if it is a norm not to promote women in large numbers within the management positions or posts within the retail sector.

There is a considerable shortage of women occupying management positions in the retail sector, including a lack of retail experience and expertise at this level, therefore justifying a need for such a study. The retail sector is a very important outlet into employment, whilst relevant skills are largely acquired on the job. The empowerment of women in the retail management sector will assist towards addressing equity and

transformation. This will be done by establishing a viable retail sector; for careers that attract and retain women retail managers.

It is evident that women continue to suffer discrimination in the labour market, in terms of lower quality employment and lower remuneration. African women, specifically, are the most vulnerable participants in the labour force. They are the least likely to find employment relative to women of other races. Even those African women who do find employment earn considerably less than men and their White counterparts, with very large differences especially at the lower skills levels. While progress has been made in advancing the position of women in the labour market over the past decade, important challenges remain (Department of Labour, 2006).

The main purpose of this research study is to provide a research study on the evaluation of the shortage of retail management skills & employment equity strategies with regard to attracting women for permanent careers, especially in rural areas. The research study provides an overview of the challenges of attracting women to managerial positions from rural areas, emerging employment trends in the retail industry including the employment dynamics between large formal businesses, informal businesses and SMME's. It further investigates the impact of women employment efforts in the retail sector including the challenges experienced in the employment of women.

The study aims to produce findings and recommendations that should guide and influence the decision makers within the wholesale and retail sector by highlighting the main areas of intervention in creating opportunities for women promotion and retention in the retail sector.

## **1.2. Research problem**

The research aimed at investigating the challenges faced by the retail sector in the evaluation of the shortage of retail management skills & employment equity strategies with regard to attracting women for permanent careers, especially in rural areas. The research aims to investigate factors affecting empowerment and transformation in hiring women in management positions within the retail sector.



One of the key elements in conducting this research study is to identify the barriers and threats in the process of employment of women, such as filling management positions in the retail industry and the impact of employment of women and exposing them in new technologies and skills.

### **1.3. Research questions**

The research aimed at investigating and analysing the following questions;

- What role is the retail sector contributing in empowering women to occupy management positions?
- How best can the retail sector transform the sector through offering job opportunities to women?
- What is the impact of skills acquisition in the retail sector for women in management position?
- Which strategies are employed in advancing the employment of women in managerial positions?

### **1.4. Objectives**

The research on the evaluation of the shortage of retail management skills & employment equity strategies with regard to attracting women for permanent careers, especially in rural areas aims to achieve the following key objectives:

- To provide an overview on the employment of women on managerial position in the retail sector, with specific reference to the rural areas retail industry.
- To provide an overview of employment trends of women in management position within the retail sector. Also across the industry including the large formal businesses, informal businesses and SMME's.
- To provide an analysis of permanent employment of women in the retail sector.
- To provide an overview of the development of women that might advance their cause.
- To look at international trends in the employment of women within the retail

industry and efforts made to retain them.

- To identify the possible opportunities and threats in the employment of women within the retail sector.
- The factors influencing the employment of women and workplace experience offered to them, especially in rural areas.
- To recommend measures that retail managers and policy makers can apply to deal with the challenges that delays and inhibits the employment of women within the rural environment in the retail sector.

### **1.5. Issues that were studied**

The study also provided an overview of increasing the intake of women within the retail industry by reviewing the following:

- The number of women in permanent management positions.
- Policies employed by retail companies to attract and employ women in management position.
- The strategies applied to create a demand and opportunity for women in management position within the retail industry.
- The processes of empowerment of women in dealing with the new technologies in order to advance their management skills.

### **1.6 Study Delimitations and Limitations**

The study mainly concentrated on the South African retail industry; with a strong focus on the employment of women in the management positions in the rural areas. The study was hindered and delayed by unintended and unforeseen consequences because major retailers were primarily based within the urban areas. The study also focused only on a limited number of small and big retail stores due to the limited budget allocation. The study was also curtailed by the limited time constraints allotted to it.

## **1.7 Rationale**

The research aimed at providing the challenges of employing women in retail sector and the current developments that might empower women into occupying management positions in order to address equity and transformation in the retail sector.

The Retail industry is a very diversified and broad sector. It is largely based in the big metropolitan and urban areas. The supply and demand of the retail industry employment indicates that there are more women employed in the sector, however, most of them are not employed in management positions.

## **1.8 Chapter Summary**

Chapter 1 - Introduction and background to the shortage of retail management skills & employment equity strategies with regard to attracting women for permanent careers, especially in rural areas and the problem statement.

Chapter 2 - Literature Review, including international trends and patterns on the shortage of retail management skills and employment equity strategies, with regard to attracting women for permanent careers, especially in rural areas.

Chapter 3 - Research Methodology, the approach is mixed methods with both qualitative and quantitative methods.

Chapter 4 - Analysis and findings - the analysis of the questionnaire and interviews.

Chapter 5 - Recommendations and conclusions, the final outcome of the research and proposed recommendations.

## **CHAPTER 2 - LITERATURE REVIEW**

### **2.1 Introduction**

The main purpose of this chapter is to explore the literature on the employment of women in management position in South Africa and the challenges they encounter, especially the women in rural areas. It also looks at similar countries globally (BRICS) in order to reflect whether this is not a South African phenomenon only - two countries from BRICS were observed for comparison purpose. In addition, the South African historical background on the employment of black women in management positions was considered.

The retail industry suffers from the perception that it is low skilled and has poor career prospects, and is often seen as a short-term, stopgap employment option. Too many people feel that the industry is undesirable as a long-term career, because of the belief that there are few career opportunities for progression. A number of the industry's characteristics fuel these negative perceptions; it is traditionally a higher than average employment of part time and temporary casual workers and is coupled with a higher than average staff turnover. The prevalence of these kinds of workers in the industry has enabled businesses to have flexible and adaptable staff scheduling, while also providing employees with opportunities to balance work with other responsibilities, such as caring or study (Global Dialogue Forum on Employment Relationships in Retail Commerce, 2015:9).

It is important to acknowledge the impact of apartheid in terms of the spatial mismatch between economic activity and population. This is particularly important in the context of the fact that working age women are more likely to be located in the former homeland areas (which in this case are referred to as rural areas) than their male counterparts (29.8 percent of working age women, compared to 27.3 percent of men). These areas are characterized by low levels of formal sector economic activity and work seekers are often confronted by high costs associated with seeking employment. Most of

these people over time move away from these areas to the urban areas to seek better employment opportunities (Department: Women 2015:78).

Women are more likely to be employed in low-skilled occupations and less likely to be employed in high-skilled occupations. Only 11.7 percent of employed women are in high-skilled occupations, with 52.1 percent in skilled occupations and 36.2 percent in low-skilled occupations. In contrast, for men these proportions are 14.4 percent, 60.8 percent and 24.8 percent respectively. These differences are partly the result of the relatively large proportion of women employed as domestic workers (14.3 percent, compared to 0.5 percent amongst men) and the relatively small proportion of women employed as managers (5.7 percent compared to 10.0 percent). However, a slightly higher proportion of women than men are employed in professional occupations (6.0 percent compared with 4.4 percent) (Department: Women, 2015:60).

The challenge seems to be acute in rural areas, presenting an opportunity for impact through government's land redistribution and tenure programmes. Despite educational gains, women remain more likely to be employed in low-skilled occupations. This difference is driven largely by the proportion of women working as domestic workers. Conversely, women are less likely to be employed in the informal sector. Within the formal sector, women are more likely to have written contracts and leave entitlements and are less likely to work excessively long hours. Women remain disadvantaged in terms of earnings and dominate lower earnings categories. This is borne out by both household survey and tax data (Department: Women, 2015:10).

Based on the above-mentioned challenges it is imperative for the researchers to explore the prevailing trends globally with a focus in some of the BRICS countries in order to determine the challenges faced by women. India has been included in this study in order to illustrate the challenges faced by women in management positions.

## **2.2 International perspective**

Women are "seriously under represented" at the most senior executive levels in the grocery, retail and consumer goods sectors despite being the most important target

market for retailers and brands, according to new research. The analysis of top-tier management committee roles at 150 of the biggest consumer brands and grocers across Europe was conducted by Dublin-headquartered industry publication, *European Supermarket Magazine* (ESM, 2016).

Despite considerable progress, gender gaps in the labour market persist throughout the world and are especially marked in emerging economies. While more women are working, they continue to have worse jobs than men. Across emerging economies, a woman earns 19% less than a man on average for every hour of work she does, whereas the OECD gender pay gap is 15%. An effective strategy to curb gender gaps needs to encompass a number of policy domains, including measures to help reconcile work with family responsibilities (OECD, 2016).

The main purpose of this section is to highlight the global challenges and the impact of women in the retail sector in other countries with similar challenges in the developing and emerging markets.

### **2.2.1 India**

India is the second-most populous country in the world with an estimated 1.26 billion persons at end-2014. Accordingly, a female labour force participation (FLFP) rate of 33 percent implies that only 125 million of the roughly 380 million working-age Indian females are seeking work or are currently employed (Das, Jain-Chandra, Kochhar & Kumar, 2015).

India has one of the lowest FLFP rates— typically measured as the share of women that are employed or seeking work as a share of the working-age female population — among emerging markets and developing countries.

Female labour force participation rates vary widely between urban and rural areas. Labour force participation of women in rural areas is much higher than for women in urban areas. Over time, the gap between urban and rural areas has narrowed moderately, with most of the convergence being driven by the fall in participation rates

in rural areas. As a result, taken together, female labour force participation rates nationwide have fallen since the mid-2000s (Das et al., 2015).

The retail market in India continues to be unorganised and fragmented with a pronounced rural bias despite a market size worth \$180 billion. According to the 'report by Price Waterhouse Coopers (2008), 98 per cent of the 12 million retail outlets in the country are in the unorganised sector (the largest number in the world). The report said this sector provides jobs to 15 per cent employable adults and perhaps makes the largest contribution to the GDP.

With entry of new players in rural markets, marketers are innovating new cost effective approaches to reach these markets. Looking at the bottlenecks of rural distribution, the solution is likely to centre on maximizing the existing infrastructure and ensuring the participation and economic sustainability of all the stakeholders. In rural markets, as new approaches to marketing have emerged, distribution has also changed with the times (Sathyanarayana & Ganesh, 2008).

The above-mentioned situation is similar to the South African rural situation in terms of being unorganized, a rural bias with a lack of infrastructure and agriculturally skewed in design. India has a large poor population, which is similar to the South African environment. (van Klaveren, Tijdens, Hughie-Williams & Martin, 2009).

Based on the supplied statistics that indicate over 90% of all women in the three highest ranked occupational groups worked in services (broadly defined), Education alone accounted for 37% of all women in these three groups, followed by health (14%), public administration (10%), and wholesale and retail (also 10%). With 36% of all, wholesale and retail housed a considerable share of female managers, most likely, for the largest part, store managers. Clerical positions proved to be widely, and rather evenly, spread across industries. As to be expected, wholesale and retail accounted for a major part (42%) of all service and sales workers, though they are widely dispersed too, with considerable shares in other community services (16%), and restaurants and hotels (14%) (van Klaveren et al., 2009).

The situation of women in rural areas is very precarious, and should be studied taking into account the changes that have occurred over the past decades in Brazil: expansion of the salaried system, rapid modernization of agriculture, and landownership concentration, factors which have brought about a widespread impoverishment of rural families. An increasing number of members from the same family are hence obliged to enter the labour market in order to guarantee the survival of the family (Rossini & Calio, n.d.)

The unification of the rural and urban labour market has led workers to alternate their rural and urban activities. The family organization has changed very little, however, what has changed to a certain degree refers to the authority issue, since the activity to be developed by the family members is no longer decided by the "head of household"; each individual organizes his/her life according to the individual opportunities. Due to salaried work, women have become part of the workforce, and are not merely an available and re-manageable labour force within the domestic unit. The relation between labour reproduction and the workforce are dependent on the wages and lead the family group to organize itself as a unit of consumers.

Poverty, inequality and social exclusion are factors to which the population and women in particular, are subjected to in Brazil.

## **2.2 The South African retail perspective**

Presently South Africa has a total population of 52.9 million people living in 14.4 million households with a total household income of R1,631 billion (€154 million). Approximately 51% of this population is female. About 29, 2% of the population is aged younger than 15 years and approximately 7,8% (4,15 million) is 60 years or older. Of those younger than 15 years, approximately 22% (3,42 million) live in KwaZulu-Natal Province and 19,5% (3,01 million) live in Gauteng Province. This means there are about 1.87 m females of working age (52.9m x 51% female x +- 63% working age x +- 50% female employment) x 22% retail) who should be working in the retail sector, compared against 1.5m women who are actually employed in the retail sector. This



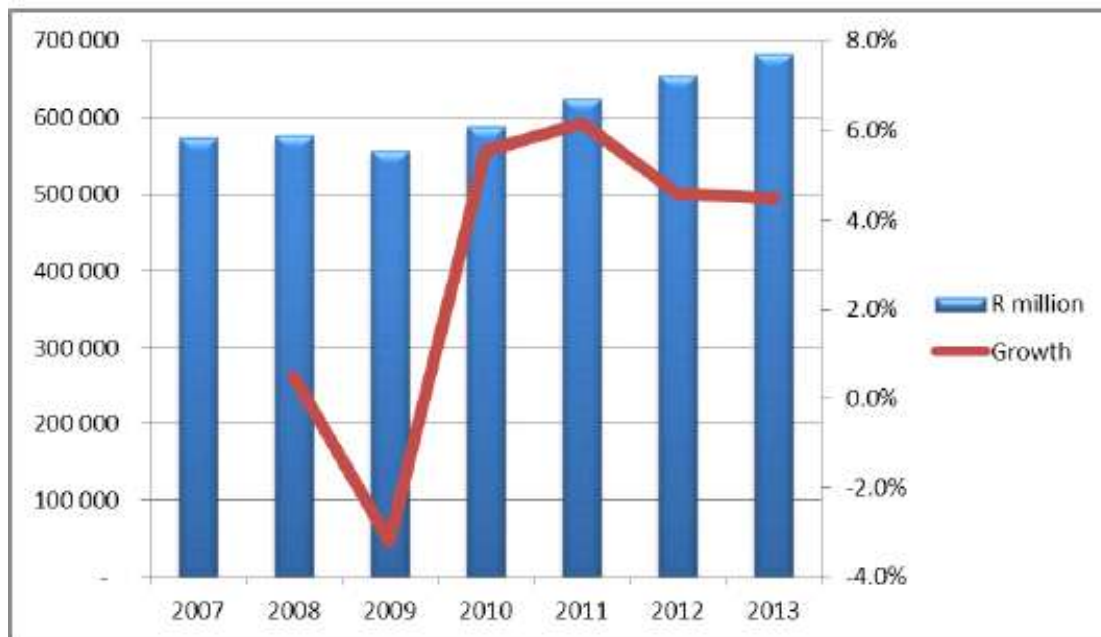
implies that there are 370 000 fewer women working in the retail sector than could be expected (Shocking state of employment in South Africa, 2016).

According to quarterly labour force of the first quarter in 2016, women account for 2,6 % of the managerial positions in the retail sector. This implies that in real terms only 39 000 women were occupying managerial positions in the retail sector. If we consider these against those who should be working in the retail sector they should have been 48 620 - this is a significant gap of 9 620 less women managers in the retail sector (Statistics SA, 2016).

The retail sector in South Africa is large in its diversified nature. In 2012, total retail sales in South Africa amounted to R654, 1billion (€62 billion). Retail sales have grown steadily during the last 5 years although the actual level of growth started to decline from 2012 onwards. According to Derek Engelbrecht, Retail and Consumer Products Sector leader at Ernst & Young, "The deterioration in retail sales growth since mid-2012 can in all likelihood be ascribed to a slowdown in real income growth on the back of poor job creation and rising inflation, coupled with a deceleration in the pace of unsecured lending and a substantial drop in consumer confidence levels" (Overview of the South African Retail Market, 2013:1).

In 2012, the retail, wholesale, catering and accommodation sector contributed 14.4% to overall GDP and reflected growth of 3.5% over the previous year. The retail and wholesale sectors employ an estimated 2,825,000 people, 22% of the national labour force. This situation positions retail as an important sector in the overall South African economy.

**Figure 1: Trend in Formal Retail Sales, 2007 to 2013**



Source: Statistics South Africa, 2013

In the nine provinces of South Africa, there are three, which, from the perspective of suppliers of consumer goods, are extremely important. Some 54% of the population and 66% of total personal income is earned in these three provinces, namely Gauteng, KwaZulu-Natal and the Western Cape.

South Africa has one of the most skewed income distribution patterns in the world, with the top 10% of the population accounting for 47% of consumption or income. A typical household in the highest income group earns 71 times more than a household in the lowest income group (Overview of the South African Retail Market, 2013)

The above highlighted retail information is crucial to understand the South African retail sector industry and its dynamics, especially in relation to the global retail sector. South Africa is following retail trends currently experienced by emerging markets and developing countries. Moreover, the sector is presently undergoing a shift that will have a medium to long term impact in economic development and employment growth opportunities.

## **2.3 Dynamics of the South African retail industry**

### **2.3.1 Challenges of the rural communities**

South African rural communities are facing a number of challenges related to their changing human capital needs such as declining population, an aging population and the out-migration of youth, etc. The advent of the new democracy in South Africa has subsequently opened free movement and migration to urban and suburban areas.

Rural communities and people in South Africa are defined in terms of their distance from each other and from major population centres. They are equally characterized by lower densities both across communities and within them. As a result, they do not have the advantages of agglomeration economies that often drive the urbanization process. From an immigration perspective, distance and density are in turn likely to affect the awareness, services, institutional completeness, diversity and network structures that function to attract and retain immigrants. (Irshad, 2016)

In situations where communities that successfully address human capital as part of their economic development strategies, tend to also promote inclusion and an increased sense of cohesiveness and belonging within the community. The result is a growth in the community's stock of social capital, with greater civic participation and more diverse involvement within the community. Engagement and participation of community members in attraction and retention strategies is also beneficial on a broader basis. These activities increase the resilience of the community by improving community dynamics and increasing the capacity to collaborate and by identifying and meeting common goals.

Companies face unique challenges when operating in the rural regions of emerging markets where many of these customers live. For example, the consumer population is dispersed over a wide geographic area, transportation infrastructure is often poorly developed, and many consumers have sporadic and extremely low incomes (Neuwirth, 2012).

### **2.3.2 Employment of women in the Retail sector**

Gender oppression occurs in all societies and its form rests on the socio-political forces located in the society. In South Africa, female oppression was mainly shaped by two socio-political factors:

- The ideology of apartheid and racial exclusivity which fostered white supremacy and black inferiority; and “Thus black women created occupational mobility for white women. Racism rigidified the occupational structure with white women occupying the skilled jobs and black women doing menial and unskilled work” (Fenyese & Lalthapersad, 2000).
- The development of the capitalist sector (Gwagwa, 1989). “Deskilling makes workers more interchangeable and expendable. Typically, “women's jobs” are more prone to deskilling and displacement from technological change. Microelectronic technology can replace clerical work and repetitive tasks in manufacturing like assembly-line work and packing” (Fenyese & Lalthapersad, 2000).

Black women endured the cumulative burden of low wages for themselves and their spouses, male migration, live-in domestic jobs, poverty, customary law, traditionalism and state regulation. The state exerted rigid control over the lives of black families. Laws governed the physical movement of black people, access to the cities, the right to housing and above an access to the job market (Berger, 1992: 13).

The concept of promoting women’s economic and political empowerment has gained greater attention over the last three decades such as the adoption of Rights of women in Africa Laws have been relaxed to give women equal rights in the world of work, the promotion of gender equality and women empowerment.

However, progress in promoting gender equality and empowerment of women at country and local levels has been hampered by various constraints. Although there has been recent focus on developing women’s entrepreneurship in Africa, much of the focus has been on growth-oriented women’s businesses (OECD, 2011).

A hierarchical and male-led work culture in most multinational corporations could be a block to the promotion of professional women and hence could be the reason for low numbers of women in executive and senior management roles. To get more women into leadership roles, succession planning, talent pools, career development programmes and job shadowing for potential women executives and senior managers would be options for retail banks to consider (Johnson & Mathur-Helm, 2013).

Women's entrepreneurship in micro and small business that are often considered informal, despite concerted efforts of poverty reduction initiatives through increased access to skills training and micro-credit, have not been able to reach the growth potential. Over the last three decades, gender issues and women's empowerment have received greater visibility and attention on global, regional, and country level development agendas, resulting in modest and uneven attainments in most regions in general, and in Sub Sahara Africa (SSA) in particular (Dejene, 2007).

Presently, six African countries have attained 30% and above (Beijing goal) representation of women in national parliaments (Rwanda 48.8%, Mozambique 34.8%, South Africa 32.8 %, Burundi, 30.5 %, United Republic of Tanzania, 30.4% and Uganda 29.8 %). Women's participation in politics has gained modestly in Namibia (26.9%), Tunisia (22.8 %), Eritrea (22%), Senegal (22.0%) and Ethiopia (21.9 %) (Dejene, 2007).

While these developments and attainments are important, there is a growing realization that gender equality and empowerment of women has not been fully integrated into policy formulation and project design. Considerable gaps between men and women in education attainment, economic opportunities, voices and decision-making and well-being are persistent in many parts of Africa (Dejene, 2007).

The above assertion is akin to the South African situation, when one looks at the development of women and the employment opportunities afforded to women in the workplace including the retail sector which specializes with the employment of more casual labourers than permanent employment.

## **2.3 Employment structure of South African retail sector**

The introduction of modern retailing in developing countries also poses new challenges for small indigenous retailers, local suppliers as well as policy makers (Humphrey, 2007; Durand, 2007; Emongor & Kirsten, 2009). South Africa is not immune to these emerging developments because it is also involved in the global changes.

For example, small indigenous retailers have been pushed out of the market, local suppliers have been compelled to adhere to strict quality requirements and existing policies fail to adequately address the emerging realities (Arnold & Luthra, 2000; Hart et al., 2007; Reardon et al., 2007; Ahmad, et al., 2008; Tschirley et al., 2010). This is true to the South African retail sector in its growth and spread into the rural areas, townships and informal settlements sectors or the lower end or sector of market.

However, the depth of the implications of retail transformations in developing countries remains unclear (Humphrey, 2007). The existing literature rarely offers a sound and in-depth analysis of retail trends occurring across a spectrum of principal sectors in developing countries (Phambuka-Ntsimbi, 2015).

### **2.3.1 Labour brokers**

Over the past few decades, business owners in South Africa have increasingly sought to 'outsource' the traditional full-time, permanent, employer-employee relationship into a triangular labour broker connection. This occurs when labour brokers make workers available to third-party clients that assign their duties and supervise the execution of their work. Most often, the labour broker enters into a contract of employment with the worker; administers the payroll of persons who have been placed with clients and assumes the responsibilities of deducting employee's tax from the worker's salary. The contract of employment is often made subject to the condition that the agreement continues for as long as the client requires the services of the employee. The labour broker concludes a commercial agreement with the client in terms of which the client is invoiced for the services being rendered, the labour broker pays the worker's wages

and there is no contractual relationship between the client and the worker (Theron, 2008).

The situation in South Africa is complicated by the unions' demands to the employers; especially if they are sourcing their employees through Temporary Employment Services (TES) colloquially known as labour brokers. This has had a bearing in curtailing the employment opportunities especially within the retail sector in South Africa, which depends heavily on the labour brokers for supplying casual workers.

According to Professor Haroon Bhorat, Director of the Development Policy Research Unit (DPRU) for UCT's School of Economics "Labour brokers" created 14 percent of all new jobs since 1995" (le Roux, 2014). The TES sector currently has about 970 000 employees and has created about 770 000 jobs since 1995". This represents about 14 percent of the 5.6-million jobs created in total across all sectors in the last 19 years.

The contribution of TES or labour brokers in the employment sector, contrary to the unions, has been seen as a value add compared to the unions who see the involvement of labour brokers as exploitative.

The demographic characteristics of TES and non-TES formal sector employees in 2014 as indicated by Stats SA are shown in Table 1.

**Table 1: Gender of TES and level of employment**

<b>Gender</b>	<b>Other formal employment</b>	<b>TES formal employment</b>
<b>Male</b>	<b>57.6</b>	<b>61.6</b>
<b>Female</b>	<b>42.4</b>	<b>38.4</b>
	<b>100.0</b>	<b>100.0</b>

Source: Statistics South Africa, 2014

In terms of gender, males comprised 57.6% and 61.6%, which is more than females who comprise 42.4% and 38.4%, in the other formal employment versus TES formal employment respectively.

In terms of area of origin for employees, the labour brokers' involvement indicated 81.1% versus 87.6% for other formal employment in the urban areas whilst in the rural

areas was 18.9% and 12.4%. The areas of TES origin as indicated by Stats SA are shown in Table 2.

**Table 2: Area of origin of TES and level employment**

<b>Area of origin</b>	<b>Other formal employment</b>	<b>TES formal employment</b>
<b>Urban</b>	<b>81.1</b>	<b>87.6</b>
<b>Rural</b>	<b>18.9</b>	<b>12.4</b>
	<b>100.0</b>	<b>100.0</b>

Source: Statistics South Africa 2014.

In terms of racial spread of other formal employment against labour brokers' employment, Table 3 shows that Africans were 68.9% and 77.2% employment respectively, Coloured 12.5% and 9.8%, Indians 3.7% and 3.1% and whites 14.9% and 9.9% respectively.

**Table 3: Racial spread of TES and level of employment**

<b>Race</b>	<b>Other formal employment</b>	<b>TES formal employment</b>
<b>African</b>	<b>68.9</b>	<b>77.2</b>
<b>Coloured</b>	<b>12.5</b>	<b>9.8</b>
<b>Indian</b>	<b>3.7</b>	<b>3.1</b>
<b>White</b>	<b>14.9</b>	<b>9.9</b>
	<b>100.0</b>	<b>100.0</b>

Source: Statistics South Africa, 2014.

## **2.4 Drivers of change**

Retailing has been undergoing tremendous changes since the early 1990s in developing countries (Humphrey, 2007; Reardon & Gulati, 2008; Tschirley et al., 2010). It was once characterized by small citizen owned stores that offer limited assortment, the retail landscape in Asia, Latin America (Coe and Wrigley, 2007) and Sub-Sahara Africa (Reardon et al., 2007; Tschirley et al., 2010) has experienced fundamental change owing to the establishment of large international retail chains.

The influx of large international retail chains has modernized the retail industry in developing countries by increasing the number of establishments; introducing large and new formats and one stop shopping centres that benefit consumers by enhancing their shopping experiences (Miller, Nel & Hampwaye, 2008).



Although the main drivers of foreign direct investment (FDI) in retailing may vary across developing countries, factors such as the growing population of middle class, increased income, market reforms, high rate of urbanization, and changing lifestyles have made a significant contribution (Coe & Wrigley, 2007; Reardon & Gulati, 2008).

#### **2.4.1 Integrated rural economy**

Retail trade is pivotal to the development of rural economies. The retail sector is a critical medium for the re-spending needed to create an integrated economy. Local merchants are often prominent in civic affairs and among the most important constituencies for economic development. In addition, increased retail shopping outlets can markedly improve the quality of life in isolated rural communities. Attempts to strengthen the retail sector in rural areas have focused largely on increasing market size by attracting manufacturing activities. Some economic development scholars, however, have questioned the potency of manufacturing as a spur to retail development in rural areas (Testa 1993; Yanagida et al., 1991). Women mostly dominate in the services sector and men mostly dominate in the manufacturing sector. Therefore promoting manufacturing in rural areas is unlikely to help grow employment opportunities for women in rural areas.

#### **2.4.2 Changes in Rural Buying Patterns**

**The Influence of culture:** Culture and tradition influence perception and buying behaviour. For example, the preference in respect of colour, size and shape is often the result of cultural factors. Rural consumers' perception of products is strongly influenced by cultural factors.

**The geographic locations:** Rural consumer behaviour is also influenced by the geographic location of the consumers. For example, nearness to feeder towns and industrial areas influence the buying behaviour of consumers in their respective villages. To give one more example of how geographic location affects buying behaviour,

one can point out the fact that the lack of electricity in many rural households acts as a barrier to the purchase of certain consumer durables.

The exposure to urban lifestyles: The extent and level of exposure of rural consumers to urban lifestyles also influences their buying behaviour. An increased exposure and interaction with urban communities has been the developing and common trend in recent years.

The manner in which the consumer uses the products: The situation in which the consumers utilize the product also influences their buying habits. The example of lack of electricity affecting buying behaviour succinctly illustrates this point as well. Lack of electricity automatically increases the purchase of batteries by rural consumers. Similarly, since rural consumers cannot use washing powders/detergent powders that much, as they wash their clothes in streams or ponds, they go in more for washing bars and detergent cakes (Sathyanarayana & Ganesh, 2008).

#### **2.4.3 Women labour market casualization**

Black women are more likely to be employed in part-time and casual jobs. They are prone to employment insecurity (likely to be arbitrarily dismissed due to the nature of their employment); job insecurity (denied the means to develop a career); work insecurity (likely to work in dangerous and unsafe conditions) and income insecurity (earn extremely low wages and have little chance of improving their income levels) (Standing et al. 1996). The nature of jobs that black women do is prone to downsizing and redundancies.

### **2.5 Strategic interventions**

The dynamic and changing environment with pressures from macroeconomic factors and the microeconomic including the transformative effect (long term) of rural markets retailing will require new strategies for current retailers to sustain and increase their sales. This is a very important factor as it has been established that there is a large proportion of retail jobs that are considered vulnerable, and employment growth in the

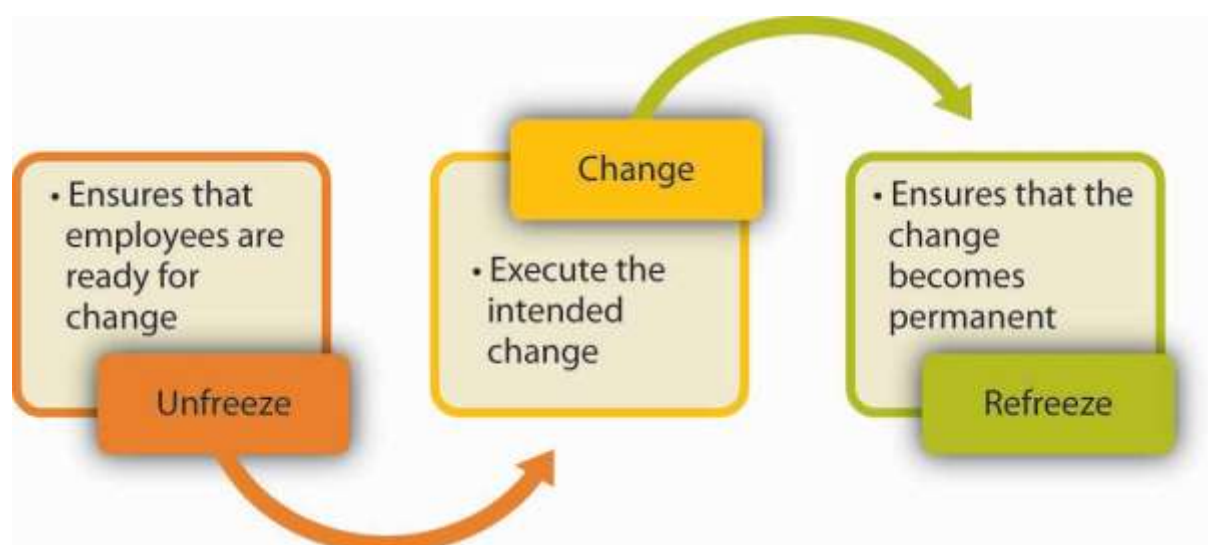
retail sector responds well to labour market demands and economic performance. Hence, the continued success of the sector is likely to have a direct impact on employment.

Women's ability to participate in trade depends upon their access to jobs, credit, education and training. Yet these are areas in which they have been discriminated against and from which they have been excluded. In South Africa, women continue to be underrepresented in trade negotiating teams and delegations. This has led to poor representation and participation of women in export activities, various forms of international cooperation, such as joint ventures, foreign direct investment and other strategic alliances (Department of Trade and Industry, 2007).

## 2.6. Change theory

The theory applied in this research is Change Theory because change is a common thread that runs through all businesses regardless of size, industry, and age. The world is changing fast and this demands that organizations must adapt to change quickly too. Organizations that handle change will thrive, while those that do not may struggle to survive (Planning and Executing Change Effectively, n.d.). The change management process as suggested by Lewin is shown in Figure 2.

**Figure 2: Example of Lewin's Change Model**



Source: Planning and Executing Change Effectively. (n.d.)

The strategy of applying a change management theory helps companies to prepare for planned and unplanned changes. It also helps to mitigate risks by creating a blueprint of how to proactively deal with opposition or any other problems that may arise during and after the implementation. The biggest risk is acceptance - acceptance by employees, staff, management, and stakeholders should be the topmost priority when initiating change (Robbins 2003: 564-65).

Employing women in positions previously held by men needs a well-planned strategy and execution methodology (Planning and Executing Change Effectively, n.d.).

Change Management theory is based on a large and rapidly growing discipline that is being increasingly deployed on a global scale by all types of organizations. It refers to a structured approach that facilitates the adoption of change by groups and individuals within an organization. The process of how organizations change draws on many disciplines from psychology and behavioural science to engineering and systems thinking. The underlying principle is that change does not happen in isolation. It impacts the whole organization and each individual associated with it.

The availability of information and providing the correct navigation helps to accelerate change and increase the likelihood of success. As organizations mature, many encounter challenges that lead to developing negative patterns, processes, and habits that have led to the creation of an entire industry around organizational re-engineering and change management. There are many theories of organizational change. The one that will work best for an organization will depend on many things, including how resistant the organization is to change or how the organizations embrace change (Planning and Executing Change Effectively, n.d.).

In order for the women to benefit from employment, it is imperative to introduce change management in companies, especially in the retail sector. This is because research confirms that a structured approach to change management is beneficial as it moves organizations away from merely reacting to resistance to change, towards providing a solid framework for engaging and mobilizing affected employees, particularly women in this case. Methodologies that are easy to use and easy to explain to others can gain serious traction and become a vital component of the project

activities. The awareness of the need and value of change management is increasing at all levels of organizations (Robbins, 2003).

The above literature appears to support the experiences of South African communities and the challenges they are facing with the distances and the lack of infrastructure as consumers. These problems and the skewed demographics between the urban and rural communities have an impact on the development and empowerment of women.

## **CHAPTER 3 - RESEARCH METHODOLOGY**

### **3.1 Introduction**

The focus of this chapter is to discuss the methodology and instruments used to investigate the research problem, through the process of data collection and analysis. The literature review laid the theoretical basis for change management in the empowerment of women who need to be equipped to occupy management positions within the retail sector, especially women from rural areas. The empirical component of the study set out to explore and unravel some of the challenges and concerns identified in the literature review in order to align them with the South African retail context.

### **3.2 Research design**

The research methods applied in conducting this research involved a Mixed Methods approach, which included both exploratory and descriptive, and qualitative and quantitative, methods, aimed at investigating the shortage of retail management skills and employment equity strategies with regard to attracting women for permanent careers, especially in rural areas. It was aimed at investigating the challenges faced by women in the rural areas in their effort to fill the management positions in the retail sector.

### **3.3 Population**

The selected population comprised female and male managers in the retail sector. Their experiences were important to analyse the problem and to obtain input on the challenges facing rural women in management position within the retail sector and possible strategies. Male managers were included because of the paucity of women managers in the retail sector. Such male opinions were also felt to be important to understanding the research problem.

### **3.4. Exploratory study**

Initially an exploratory research study was conducted in order to explore the research questions in order to determine the nature of the problem and existing problems through a pilot process, and to help in the development of the survey questionnaire.

Purposive sampling was selected in order to focus on rural women in management position within the retail sector. W&RSETA supplied the list of retail stores to contact. The initial approach was to target women in management positions, but due to the lack of women managers, male managers were also added in order to have a sizeable response.

The selected participants were twenty retail managers who were invited to a focus group session in order to engage with them and gather their views on the challenges in attracting the rural women to fill or occupy managerial positions. The focus group was recorded and the discussions were manually analysed.

### **3.5 Survey**

A survey research method in the form of an online structured questionnaire was sent to the relevant participants in the retail sector. Due to the poor response to the online survey, this aspect of the study was supplemented by a further purposive survey of twenty women identified to be in managerial positions was.

#### **3.5.1 Instrument**

The online questionnaire was developed in consultation with WRLC and W&RSETA representatives. A pilot online questionnaire was initially sent out to few participants in order to determine their comprehension of the online questionnaire. After the gathered input and recommendation, a final online questionnaire was developed - see Annexure A. The mailing included a letter of information that accompanied the questionnaire – see Annexure D.

A second shorter interview schedule was developed for interviews with female managers, to supplement the responses from the online questionnaire. The second instrument is attached in Annexure B.

### 3.5.2 Sampling

After considerable follow-up, a response rate of 100% of the desired sample was achieved. To supplement the response, the sample was boosted by 20 interviews with women managers identified by the W&RSETA. The overall sampling plan is illustrated in Table 1.

**Table 1 Sample plan**

	Desired sample	Actual respondents
<b>Exploratory study</b>	20	20
<b>Interviews</b>	20	20
<b>TOTAL</b>	40	40

### 3.5.3 Data collection

The study had a series of data collection methods in order to triangulate the information gathered during the period of conducting the study.

The W&RSETA supplied the e-mail addresses on their database, and they further offered to distribute them to the W&RSETA affiliated companies and organizations.

The questionnaires were administered using an online mechanism. The online questionnaires were distributed to all relevant participants' and constituencies that comprise small, medium and large retail entities with an inclination to the rural areas and promotion and empowerment of women.

Thereafter a series of telephonic interviews and focus group interviews were conducted with women employed in different management positions within the Retail Sector organizations. The researchers used the e-mail questionnaire to solicit answers, and



also asked participants for explanations to their responses. These were captured electronically. The questions are designed in both open and closed ended format.

The telephonic interviews were conducted with twenty women within managerial positions, especially in retailers who had a link or connection with retailers in rural areas in the country, and other relevant managers. These were key participants, identified based on their experience and knowledge of the sector. These interviews were conducted with the retailers in management positions to solicit their views about the skills & employment equity strategies with regard to attracting women for permanent careers, especially in rural areas.

#### **3.5.4 Data analysis**

Since the resulting data collected was essentially qualitative, analysis was conducted manually, using simple thematic analysis and content analysis to supplement the simple descriptive findings of the questionnaires.

### **3.6 Trustworthiness and ethical issues**

Since a range of different respondents were included (male and female, for example) and a range of different collection methods (literature, survey, interview) a form of triangulation was achieved which, together with pre-testing, provides an acceptable degree of trustworthiness.

Prior to data collection, ethical clearance was obtained from the CPUT Research Ethics Committee as per Clearance Certificate No 2015FBREC329 – see Appendix E. Confidentiality and anonymity of respondents was assured.

## **CHAPTER 4 - DATA ANALYSIS**

### **4.1 Introduction**

The responses from the retail managers who responded to the emailed short questionnaire, their responses are in Annexure C.

The responses were incorporated in the research study, in order to offer and give a balanced view of this research project, because the participants were women occupying management positions or aspiring to occupy management positions.

The two sets of data are presented and analysed in this chapter based on the key issues that were raised in both the in-depth and semi-structured interviews. Nine main issues were raised in the interviews to solicit respondents' views.

The data was analysed according to the following:

- Profile of respondents according to position in company
- The size of the retail organisation
- Provincial breakdown of respondents
- The ability of the retail sector to employ women in management positions
- Constraints on employing women in management positions
- Labour environment opportunities
- Rural women development and empowerment
- Women employment in management position within retail sector
- The exposure of women to technology in the retail sector

The process resulted in having a unit of analysis as women in management position at different levels; this created a broader survey in understanding the shortage of retail management skills and employment equity strategies with regard to attracting women for permanent careers, especially in rural areas.

## **4.2 Profile of respondents**

The profile of the respondents varied based on their chronological age range and their experience in the retail sector; they occupied the following positions; Accounts Manager, Area Manager, Director, Category Buyer, Senior Area Manager and Controller to name a few. Their standard of education also varied from certificates, diplomas and degrees, the highest being Masters and MBA.

The age range of participants was from 35 years to 51 years, which indicates the level of maturity of the respondents. This interpretation is supported by their number of years in the retail sector, which was from 7 years to 34 years, indicating the wealth of sector experience accumulated by the respondents.

## **4.3 Retail organization size**

The respondents were drawn from different retail organizations, covering small-less than 50 employees, medium-less than 999 and large-more than 1000 employees in organizations. Seven women were from big companies, eight were from medium sized companies and five were from small companies. The size of the organization plays a role in the number of women that are employed and the management positions available<sup>1</sup>.

## **4.4 Provincial spread of respondents**

The provincial breakdown of respondents covered the major provinces; Gauteng, Kwa-Zulu Natal and Western Cape and other provinces such as Mpumalanga, Limpopo and North West. It was found that rural women are forced by circumstances to move out of the rural areas to urban areas in a quest for a better life for; the lack of jobs and working opportunities is the major reason for the migration of women from rural areas to urban areas.

## **4.5 Barriers in employment of women managers in the retail sector**

The research has found that women are still discriminated against in the workplace when it comes to their promotion, many reasons being advanced to support this view,

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<sup>1</sup> The statistical information on the employment of women in the retail sector is not readily available in South Africa

such as; they do not deserve the higher salary which is given to men, they are seen as lesser counterparts. Women are still paid less even though some are breadwinners. If they want promotion, they are seen as seeking to occupy what is regarded as the man's world or terrain.

The respondents indicated that big companies do not invest in developing rural areas and the townships; this creates a backlog in the rural areas and eventually marginalizes the rural communities. The lack of exposure to business sectors by rural women tends to disadvantage them when management employment opportunities arise.

The lack of being fluent in the business or commercial languages (English and Afrikaans) is problematic. "They are not taken seriously; since most of them lack self-confidence and their command of English sometimes let them down". Poor communication skills and cultural insubordination contributes to their being ignored when employment advancement in a form of a promotion becomes available.

The relocation to big cities like Johannesburg, Durban and Cape Town changes their status, because they become urban dwellers rather than rural dwellers.

#### **4.6. Labour environment**

The volatile and unpredictable labour environment contributes to the challenges experienced by rural women. The labour department does not strictly monitor companies and organizations who do offer/provide training and skills in the development of their employees if they train them for occupying management position in order to promote equity and transformation". An unexplained gender wage gap has often been interpreted as evidence of labour market discrimination, but caution is needed in interpreting these results because they could reflect additional unobserved or unmeasured differences in worker and job characteristics between men and women

Labour legislation and other practices regulating the functioning of labour markets can have significant gender impacts for advancing the rural women in the retail sector.

## **4.7 Rural women empowerment and development**

Few rural women occupy management positions. Their employment can be regarded as “a drop in the ocean”. While the study found that some women have the necessary skills, they still need more training. They are authentic leaders and they have “Ubuntu”. The historical past of South Africa has a bearing in the development and empowerment of rural women; they are marginalized by their circumstances and environment.

## **4.8 Women employment in management positions in retail sector**

The widespread introduction of ICT-driven innovation by large retailers created new positions requiring medium and high skill levels, which provided opportunities for an increasing share of part-time and temporary employees. However, such a career pattern is not straightforward, due to the skills mismatch, and work–life balance and career expectations. Employers search for increased flexibility in the workforce which is another factor hampering the emergence of a new career pattern.

## **4.9 Training of women in the retail sector**

Providing training opportunities for employees is an important factor both in promoting transitions from normal employment to management employment through skills development. However, participation in training was much lower in the retail sector than the average for the overall economy, primarily due to low participation in micro-enterprises, which account for a larger share of the retail sector than in the overall economy.

## **4.10 Traditional and cultural bias**

The study found that traditional female roles and stereotypes tend to influence women’s perceptions of their abilities and undermine their self-efficacy and potential, including that of considering applying for management positions within the retail sector businesses.

Other barriers are related to race, gender, nepotism, and legislative support for certain racial groups only, glass ceiling, old boys’ clubs and networks, lack of female role models and mentors, and personal limitations.

## **4.11 Chapter conclusion**

In conclusion, the above-mentioned findings indicate the complexities of employment of women in management positions within the retail sector. The findings highlight the multifaceted challenges faced by the retail sector industry in driving equity and transformation. An in-depth study on the collection and compilation of the relevant data would be essential.

The change theory is in line with the findings as it demonstrates the importance of effective change within the retail sector. Therefore, the challenges facing the employment of women within the retail sector are a global phenomenon - the study has shown these affect many countries, especially developing countries.

## **CHAPTER 5 SUMMARY OF FINDINGS AND RECOMMENDATIONS**

### **5.1 Introduction**

The aim of this chapter is to consolidate the research findings and recommendations including the conclusion. The discussion of the findings of this study is based on the structure of the research objectives, as these summarize the details and the overall impact of this study. Also the objectives capture most of the issues that emerged during the study from data collection to analysis. They provide a good starting structure for the discussion to emerge from and to look at the implications of the findings in a broader context.

#### **5.1.1 Overview on the employment of rural women on managerial position in the retail sector**

The employment of women in the retail sector is affected by many barriers and factors such as their education level, their exposure to the retail business industry, cultural and traditional factors, and employment conditions such as being employed as casual workers.

#### **5.1.2 Overview of employment trends of women in management position within the retail sector.**

The trends on the employment of women in management positions indicate that few women are employed in management positions even though more women are employed in the retail sector. The study has found that women are managers in the small entities, but the medium and large entities are still male dominated. The retail sector is broader and many women are employed at the lower end as cashiers and sales people.

#### **5.1.3 Analysis of permanent employment of rural women in the retail sector**

Permanent employment of rural women in the retail sector was very low due to their lack of exposure to the retail business sector. Language also served as a barrier, which created lack of self-confidence and assertiveness. Cultural and tradition demands,

including rural community expectations for them to raise and care for their families, were also identified as barriers.

#### **5.1.4. International trends in the employment and retaining of women**

According to the latest new research by (Paul, 2016) women are “seriously under represented” at the most senior executive levels in the grocery, retail and consumer goods sectors despite being the most important target market for retailers and brands. There is a strong view that women are underpaid and earn less than their male counterparts earn.

Different countries are applying different strategies to retain women such as creating flexible working conditions in order to enable them to study and care for their families.

Possible opportunities and threats in the employment of rural women within the retail sector are illustrated in Table 5.

**Table 5: Threats & opportunities**

<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>Flexible working conditions</b>	Traditional and cultural factors
<b>Empowerment of women and equity considerations</b>	Discrimination and undermining of women managers
<b>Permanent Employment</b>	Lack of permanent employment through casualization
<b>Equal earning power and salaries</b>	Unequal payment for same work

Factors influencing the employment of women and the workplace experience offered to them, especially in rural areas, are illustrated in Table 6.



**Table6: Factors influencing employment of rural women**

INFLUENCING FACTORS ON THE EMPLOYMENT OF RURAL WOMEN
Equity considerations
Transformation of the retail sector
Empowerment of rural women
Travelling distance from the nearby retail stores

## **5.2 Summary of research findings**

The results and findings of this research are based on the areas of the research inquiry and the barriers and challenges created by the shortage of retail management skills and employment equity strategies with regard to attracting women for permanent careers, with a special emphasis on women in rural areas. The respondents mostly concurred with the issues highlighted in the questionnaire regarding matters that impede the employment of rural women in management positions within the retail sector.

The following findings relate to the employment of women in the retail sector.

**Finding 1:** Women are still discriminated against, and are marginalized in the workplace when it comes to promotion or to considering them to fill management positions.

**Finding 2:** Women earn less than men in the retail sector do, even though they are employed in large numbers by the retail sector. There is a salary gap between men and women in the retail sector. They dominate the SMME's.

**Finding 3:** Most rural women are disadvantaged by the lack of exposure to the retail business sector and this situation further disadvantages them when management positions are available, they are deemed not ready for appointment.

**Finding 4:** The poor command of business language such as English becomes a barrier to the assertiveness and confidence of rural women in the retail sector, this jeopardise their chances of promotion and consideration to management positions.

**Finding 5:** There is a lack of proper training of rural women and preparing them for senior and management positions in the retail sector. The available training in most instances is unorganized and not adequate to prepare them for management positions.

**Finding 6:** Traditional and cultural demands and expectations that women should take care of their families first, their career aspirations will be considered later. This in a sense stifles the progress of rural women.

**Finding 7:** The lack of female role models and mentors contributes to many women accepting the status quo in the retail sector. This leads to a lack of ambition to aspire to climb the ladder of success and promotion, resulting in personal limitations.

### **5.3 Research recommendations**

The main objective and purpose of this research was to find out the challenges and barriers affecting rural women in occupying management positions in the retail sector. The findings based on this research are incorporated and amalgamated in the following recommendations;

#### **Recommendation 1**

Based on change management theory, eliminating discrimination against female workers could increase productivity per worker by 25–40 percent, depending on the type and degree of exclusion from the labour force and the managerial pool. Eliminating barriers that prevent women from entering certain occupations or sectors of employment would have similar positive effects, reducing the productivity gap between men and women.

#### **Recommendation 2**

Reducing and eliminating the earning disparities between men and women will reduce the current wage gap in the retail sector; it will also promote and advance equity in the workplace. Currently there is a wide gap in wages because most men occupy management position within the retail sector - change management through transformation and equity can reduce this gap.

### **Recommendation 3**

W&RSETA should consider introducing specific programmes that are focused on developing and empowering rural women in the retail sector for occupying management positions when they become available.

### **Recommendation 4**

Women in the rural areas should be assisted to overcome the language barriers through bridging programmes or given opportunities to improve their communication skills in order to operate optimally in the retail sector by the employing companies. The W&RSETA could introduce such programmes.

### **Recommendation 5**

The consideration of cultural and traditional demands affecting rural women should be allowed for in the retail sector in a flexible manner in order to enable them to contribute in retail management positions. Policies need to be in place in order to recognize their norms and values, adaptation of the Eurocentric rules with traditional rules.

### **Recommendation 6**

The retail sector in conjunction with W&RSETA must consider introducing programmes for mentoring prospective rural women recruited for promotional positions in the industry and incorporate succession plan strategies that are implementable, and these should be monitored and evaluated by the assigned personnel.

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## ANNEXURE A – DRAFT QUESTIONNAIRE

### SECTION A

#### A. Biographical and demographic questions

- What is your to position in company?
- How long have you worked for the company?
- What is the size of the retail organisation?
- In which province are you based or located?
- How old are you in completed years?
- What is your gender?
- Are you currently occupying a management positions? or  
Please state your position
- What is your highest standard passed or highest qualification?

### SECTION B

#### B. General questions

- What do you think are the constraints on employing women in management positions?
- Are there any opportunities in the Labour environment for women?
- How best can rural women development and empowerment be promoted in the retail sector?
- How can more women be employed in management position within the retail sector?
- What measures should be applied to increase the exposure of women to technology in the retail sector?
- How can the number of women in permanent management position be substantially increased in the retail sector?
- What strategies must be employed by retail companies to attract the employment of women in management position?
- Which policies and procedures should be applied to create a demand for women in management position within the retail industry?
- How can women in the rural areas be empowered to cope with the new and ever changing technologies in order to advance their management skills?
- Are you employed in what is commonly referred to as the formal or informal sector?
- Black women dominate the segments of the labour market where income, training, promotion prospects and working conditions are extremely poor.  
Does this situation also apply to your company?
- According to the literature review, there are very few black women in management, technical and supervisory positions.  
Does this situation also apply to your company?
- Black women are also more likely to be employed in part-time and casual jobs. They are prone to employment insecurity.  
Does this situation also apply to your company?
- What is the percentage ratio of part time and casual black women workers in your company as opposed to permanent black women employed?
- How can the skills of women be advanced in the retail sector in order to enable them to occupy managerial positions?

## ANNEXURE B – INTERVIEW SCHEDULE

### SECTION A

1. What is your gender?

<ul style="list-style-type: none"><li>• Male</li></ul>	
<ul style="list-style-type: none"><li>• Female</li></ul>	

2. How old are you?.....

3. How long have you been working in the retail sector? ..... years

4. What is position do you currently occupy in your company/organization?

.....

5. What is your highest standard of education?

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### SECTION B

1. Are women promoted to management positions in your company/organization?


2. Do rural women occupy management positions in your company/organization?


3. Are rural women trained for managerial positions in your company/organization?


4. What barriers face rural women in your company/organization?


5. Do rural women have suitable management skills in your company/organization?


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## ANNEXURE C – SUMMARY OF RESPONDENTS’ RESPONSES

Questions	Response 1	Response 2	Response 3	Response 4	Response 5	Response 6	Response 7	Response 8	Response 9
<b>1.Are women promoted to management positions in your company/ organization</b>	Definitely not enough as well as salary wise, for women still earn totally less than men counterparts.	Yes! to the following positions (Store Managers, Area Manager, Regional Manager, Divisional Managers and Directors’ level)	Yes, but they have had to be identified for accelerated development and developed Internally until suitably groomed to take up such roles. They continue to receive Coaching, mentoring and development in their roles after appointment.	Yes, they get more promoted by men	Yes	Yes	Yes	Not enough more a ‘mans’ world. Women are still paid less than men, although the majority of women is either the breadwinner or in so many broken relationships the head of her household.	Yes
<b>2.Do rural women occupy management positions in your company/ organization</b>	No	Yes and I’m proud to say so because I am one of those Women	No	Very few but the majority is not given a chance unless they are more affluent	Yes	Yes	No	Were not rural area, but CBD Jo’. We only have a foreign permanent visa for a period in our creditors department, all other staff is from local Jo’	Yes
<b>3. Are rural women trained for managerial positions in your company/ organization?</b>	We were not rural but in Central Business District of Johannesburg	Yes	We have not had any rural women candidates for such training as yet	Yes but I feel that a lot can still be done	Yes	Not as urban women	No	No rural women employed	Yes

<b>4. What barriers face rural women in your company/organization?</b>	Big companies do not invest in developing rural townships	There is nothing comes to mind that I could share.	We do not hold offices in rural areas Education /qualifications / experience Exposure to our business sector	Being affluent. They are not taking seriously most of them lack self-confidence and their command of English sometimes let them down	Communication and cultural in subordination	Distance from training offices	Not applicable	Too many people from rural areas re-relocating to Jo'burg "Driving" a Dream of becoming wealthy overnight. They get caught up in being a sex slave, prostitution. If they move to Jo', trying to survive and to provide for their families	None
<b>5. Do rural women have suitable management skills in your company/organization?</b>	We were based in CBD not rural area	I would say yes, because my organization does offer/provide training and skills development to its employees.	We don't presently employ rural women (as far as is reported / known)	Yes, they have the necessary skills but still need more training. They are authentic leaders and they have ubuntu	Not really	Not as urban women	Not applicable	Not Applicable no rural women employed	Yes

Questions	Response 10	Response 11	Response 12	Response 13	Response 14	Response 15	Response 16	Response 17	Response 18
<b>1. Are women promoted to management positions in your company/organization</b>	YES.	Yes! To some of the key positions as they arise	Yes, but they have had to be identified for fast tracked development.	Yes, some do get promoted if positions are available	Yes in some cases	Yes, only if there is a suitable position	Yes, on rare occasions	Women are discriminated and paid less than their counterparts.	Yes
<b>2. Do rural women occupy management positions in your company/organization</b>	YES	Yes and I'm proud to say so because I am one of those Women	No, they are still regarded as minors	Only a few but the majority is not given a chance unless they are more affluent	Yes, mostly the supervisory one or second in charge	Yes, when there is a need	No	Were not rural area, but CBD Jo'burg. We only have a foreign permanent visa for a period in creditors department, all other staff is local Jo'burg	Yes, in order to comply with equity requirements
<b>3. Are rural women trained for managerial positions in your company/organization?</b>	We were not rural but in CBD District of Jo'burg	Yes, however, they are not filling the positions when they become available	We have not had any rural women candidates for such training as yet	Yes, however, there is a lot to be done	Yes, when there is money for training	The focus is not area based	No, the company is still too small	No, because the company operates in all areas and just employs women	Yes, where possible
<b>4. What barriers face rural women in your company/organization?</b>	Low self-esteem and fear of pressure in management position	There is nothing comes to mind that I could share.	We do not hold offices in rural areas. Education / qualifications / experience Exposure to our business sector	Being affluent. They are not taken seriously; most lack self-confidence and their command of English sometimes let them down	Communication and cultural in subordination	Distance from training offices	Not applicable	Too many people from rural areas are re-locating to the cities	None that my company knows of
<b>5. Do rural women have suitable management skills in your company/organization?</b>	YES, if given the opportunity	I would say yes, because my organization does offer/ provide training and skills development to its employees.	We don't presently employ rural women (as far as is reported / known)	Yes, they have the necessary skills but still need more training.	Not as expected or required by the company	Not as women from rural or urban areas	N/A	Not Applicable no rural women employed	Yes, in some instances

## ANNEXURE D – LETTER OF INFORMATION

To Wholesale and Retail SETA constituent members

The W&RSETA has committed itself to addressing the skills shortages in the Wholesale and Retail sector, Women in retail being one of their key strategic projects aimed at addressing these shortages. It is imperative to gather research information on this topic to understand and address the associated challenges. This will assist them to improve services, deliver the best possible training, and set up future skills training interventions in the best possible way.

The W&RSETA has commissioned a Research project, titled “Evaluation of the shortage of retail management skills & employment equity strategies with regard to attracting women for permanent careers, especially in rural areas”, to be conducted. An external company has been appointed to conduct the above-mentioned research:

Research Company name:	O D Management
Project Leader:	Dr Burton Malgas
Contact details:	Tel: 011 827 7545
	Fax: 086 231 3685
	Cell: 083 647 9470
	Email: burtonmalgas@boma.co.za.

The W&RSETA kindly requests your participation in the above-mentioned research project by answering the attached questionnaire.

Your cooperation in the completion of the questionnaire will be most appreciated and it will assist the researchers in gaining reliable and valid information for their findings and recommendations. These will assist the Wholesale and Retail SETA in making decisions on how to improve the skills of the sector.

The above-mentioned research company will be collecting data in various forms including but not limited to:

- One on One Interviews with participants.
- Research focus groups meetings
- Telephonic Interviews.

Your corporation in this regard is highly appreciated.

Regards,

Tsakani Mabasa  
Skills Planning and Research Manager  
Tel: 012 369 7211  
Cell: 082 369 7211  
Email: tmabasa@wrseta.org.za

## ANNEXURE E – ETHICS CLEARANCE CERTIFICATE



P.O. Box 1906 • Bellville 7535 South Africa • Tel: +27 21 4603239 • Email: [zouityf@cput.ac.za](mailto:zouityf@cput.ac.za)  
Symphony Road Bellville 7535

Office of the Chairperson Research Ethics Committee	Faculty: <b>BUSINESS</b>
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At a meeting of the Research Ethics Committee on 03 December 2015, Ethics Approval was granted to DR BURTON MALGAS for research activities Related to the:

WRLC (Wholesale & Retail Leadership Chair) within the RETAIL BUSINESS  
MANAGEMENT DEPARTMENT, Business Faculty at the  
Cape Peninsula University of Technology

Title of Project:	Evaluation of the shortage of retail management skills and employment equity strategies with regard to attracting women for permanent careers, especially in rural areas  Supervisor: Prof R Mason
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Comments:

Decision: APPROVED

 Signed: Chairperson: Research Ethics Committee	03 December 2015 Date
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Signed: Chairperson: Faculty Research Committee	Date
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Clearance Certificate No | 2015FBREC329