Underrepresentation of Women in Botswana Voluntary Sports Leadership

여성의 자발적 스포츠 리더쉽 자리의 과소평가:
보츠와나 여성의 경험 중심

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Abstract

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The purpose of this study was to examine the underrepresentation of women leaders in voluntary sport, by exploring perceptions of the women already in leadership positions within the Botswana national sports federations from a prejudice point of view. Limited research exists on the women in leadership phenomenon, especially from a prejudiced perspective. Data for this study was collected through telephone interviews from six women who have been involved in the national association committee leadership position. One half of the participants was made up of women who have been

members of the national federation executive committee for a minimum of six months and the other half was made up of women who were currently serving in the position of an executive committee member in the national federation.

Role congruity theory was used as a theoretical model in an effort to explore the perceptions of women leaders volunteering in sports. Interviews were used to collect data and the questions covered the main research objectives on; (a) women's socialization into the sport through roles, (b) the consequences that have resulted in women's professional lives as volunteer leaders and (c) factors that influence their underrepresentation in sport leadership positions.

Underrepresentation of women in voluntary sports was perceived as a problem by all the six women interviewed. Several barriers were outlined by the participants including sports as a gentleman's club, patriarchal practices and balancing of professional jobs with volunteering and family life. The results of the study imply that Botswana is still lacking behind on women representation even though there are some policies that have been implemented to improve women participation in sports. There are still very few women who are in a position of power. Participants advised other women to network

and create mentorship opportunities with other experienced women leaders in sports.

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Chapter 1. Introduction

1.1. Background of Study

Historically, Batswana women's social-legal position has been prescribed by a myriad of patriarchal restrictions, including laws, rules and social sanction. The status and position of Batswana women were to a large extent influenced and shaped by their relative position in Tswana traditional society. This position revolved around and reflected their perpetual minor position, as defined by customary and traditional law.

Pre-colonial Tswana society, like many other comparable African societies, was based on a strictly defined division of labor based on gender distinction (Mafela, 2007). It was characterized by unequal power relations between men and women. In Tswana traditional society, men regulated women's social and legal sphere, and women were subjected to male control in many areas of their productive and reproductive lives. The age-old statement that *"mosadi ke ngwana wa monna"* ("A woman is a man's child") aptly captures this notion (Batswana Women and Law).

Similarly, pre-colonial education served to perpetuate strict patriarchal control over women and domination over them by men.

It consisted of informal and formal ways of socialization into the norms, traditions, and practices of their communities (Schapera 1938, 1955, Comaroff 1985). Lerner (1986) conceptualized patriarchy as:

> "The manifestation and institutionalization of male dominance over women and children, and the extension of male dominance over women in society in general."

Gender is also used to "designate the social relations between the sexes and rejects biological explanations " (Scott 1988). Hence, gender is regarded as a variable and as a theoretical concept (Pessar & Mahler 2001). This study recognizes that in their participation in pre-colonial and colonial processes, women were differentially positioned within the socio-political and economic structures of their communities. By the same token, their role in, and position within the socio-legal context was also mediated by their gender, as well as class. These were the main variables of distinction and commitment in Tswana society. Moreover, patriarchy was the common denominator for all these processes. It transcended all else and was the basis for regulating, shaping and organizing productive and social relations between men and women.

Botswana has come a long way with regards to fighting gender based discrimination. In 1998 the Penal Code was amended to have a "gender neutral" meaning of the word rape which previously only made reference to women. In 2005 the Marital Powers Act was abolished thus rendering both husband and wife equals whereas before this the wife was treated as a minor and could not make decisions independently of her husband.

In terms of the Employment Act, CAP. 47:01, both men and women enjoy the same rights to employment. Unlike in other countries, there is neither law nor practice which legitimizes more pay for men than for women. Men and women are also equally entitled to such benefits in the workplace as rest periods, leave with pay, paid public holidays, paid sick leave, severance pay, etc. in terms of sections 93, 98, 99, 100 and 27 respectively of the Employment Act, CAP. 47:01. In addition, women's rights to absence from work in connection with confinement and maternity allowance; payment of maternity allowance; prohibition of termination of employment during maternity leave; and permission to nurse the child after returning to work are protected in terms of sections 113, 114, 115, 116, 117 and 118 respectively of the Employment Act, CAP. 47:01.

While Botswana law generally protects both males and females equally, certain gender inequality practices exist with respect to cabinet appointments; representation in the judiciary; representation in Parliament and representation in Ntlo ya Dikgosi, previously the House of Chiefs. In the public service too, especially for decision-making positions, gender disparity is rife. According to the Ministry of Labour & Home Affairs' 2008 Gender Disaggregated Data on Decision Making Positions, 63% of men occupied the civil service's decision making positions, i.e., D1 scale to F0 scale, compared to a paltry 37% for women. Women had the lowest appointments to the salary scale of F0 (18%) while men had the highest score of appointment to the same salary grade (82%). This situation has not changed.

The past few decades have witnessed a steadily increasing awareness of the need to empower women, through measures to increase social, economic and political equity and broader access to fundamental human rights. Various platforms have been developed to award women to deliberate on issues pertaining to their progression and that of the future generations of the girl child. In commemoration of the International Women's Day, an ad-hoc committee at the University of Botswana, the Gender Policy Programme Committee (GPPC) in

collaboration with The African Women Leadership Academy, held a panel discussion to show how women through guidance and mentorship were able to help a lot of young women to help themselves. One of the mentors, Maude Dikobe, said that mentorship enabled the mentors to "unleash the potential," in those being mentored. Dr. Dikobe further stated that Botswana's patriarchal society which even has proverbs like, "Ga nke di etelelwa ke manamagadi pele" which literally translates to 'A woman can never lead' has played a role in the inability for most women to challenge male authority.

In view of the above, it can be concluded that while in terms of the law Botswana cannot be accused of gender inequality, it certainly lags behind in as far as practices are concerned. While women are awarded the same opportunities the residual effects of being previously disadvantaged have somehow affected the overall progression of women in many sectors in Botswana.

Throughout the world, it has been found out that women represent a minority when it comes to leadership positions in the sport governing bodies (Pfister & Radtke, 2009). The sports industry is an ever growing field which provides various opportunities. Despite these opportunities, women remain significantly underrepresented in

leadership positions within sports organizations (Burton, Grappendorf, & Henderson, 2011; Coakley, 2009; Evans, 2011; Hovden, 2010; Reinhold, 2005; Sartore & Cunningham, 2007).

"Women in Leadership" has meanwhile become a political issue at the international level. In 1996, a conference supported by the British Sports Council and the International Olympic Committee (IOC) endorsed the Brighton Declaration, which aims to further the participation and improve the status of women in sport. Also in 1998, the IOC mandated National Olympic Committees to increase the percentage of women in executive posts to 20% by the year 2005 (IOC's website). These efforts made by the international organizations reiterate the situation perpetuated by the dominance of men in leadership positions as a long-standing and widespread phenomenon that has many different causes as well as far-reaching effects. Despite the interest in and discussion of this issue, the reasons for the disproportionate underrepresentation of female leaders in sports organizations are far from clear, and the gender hierarchy in the world of sport is a contested topic inside and outside the community of sports scholars.

For instance, in a meta-analysis, Eagly and Johnson (2009) point out that contrary to stereotypical expectations, women were not found to lead in a more interpersonally oriented and less task-oriented manner than men in organizational studies. Women have been found to demonstrate the democratic or participative leadership styles than men (Engen & Willemsen, 2004). Studies focused on perceptions of competency reveal notable complexity and paradox. Some research shows that when women are in leadership positions, they outperform their male counterparts (Pederson & Whisenant, 2005; Whisenant, Pederson, & Obenour, 2002).

Women brought unique skills, knowledge, and experience to the board, adding a different voice to debates and decision making. They also frequently asked questions which enhanced the board's independence. Other research suggests that women are perceived as having little chance to actually get hired as an athletic director despite perceptions of being just as likely to be successful if given the opportunity (Burton, Grappendorf, & Henderson, 2011).

While these perspectives contribute to our understanding about the lack of women in sport leadership positions and how they are perceived when in leadership positions, there have been few studies

that specifically look at the reasons why there are a limited number of women in the sport leadership positions, their experiences while in those positions and most importantly what needs to be done to improve the current situation.

1.2 Background on Botswana Sport Scene

In Botswana, 99% of national sports associations are led by male presidents whilst positions of less power and decision making like vice-president or secretary are often if not always held by women. The sports structure in Botswana is made up of two major organizations: The Botswana National sports Commission (BNSC) and Botswana National Olympic Committee (BNOC). These are under the supervision of the Ministry of Youth empowerment, Sport and Culture development (MYSC). The BNSC has thirty-seven (37) national sports federations which are under its supervision both administratively and technically. Its major responsibility is coordination and resource allocation as empowered by the sports ministry.

National sports federations have to follow a standard of governance as stipulated by the BNSC and the National Registrar of Societies in the government arm. These standards include elected

members of the national Executives boards on a fixed term as stipulated in their constitutions.

Efforts to promote equal opportunities for women have a long tradition at the BNSC through the national association along with its "Women and sports Botswana" (WASBO) committee, which celebrated was launched in 1997 and officially launched as a BNSC substructure in 2000. WASBO is made up of regional committees which are found in the major towns and villages of Botswana. These sub committees are responsible for disseminating information and mandate of WASBO in their regions as well as attending the Annual General meeting of WASBO where the executive committee is voted into office after every four years. These structures also members of the 37 national federations.

Through its efforts, WASBO has managed to raise awareness and participation of girls and women in Botswana Sports, through the national sports federations and the BNOC. Women administrators have been trained through the Olympic solidarity program as well as coaching and officiating courses.

The 2014 Act of parliament that enacted the BNSC from a council to a commission made an amendment to the BNSC Executive

committee to the effect that the WASBO chairperson will make part of this committee over and above that, she will be the Deputy Chairperson. This has been seen as a positive move so far as the women representation issue is concerned, despite this amendment, to date, no woman has been elected to the executive board positions. It is worth noting that the Chairperson of WASBO is voted into office by the different structures (committees) that are from the different regions within Botswana which make up the WASBO structure.

A further look at the structures below the BNSC, which are the national federations and the focus of this research, the status core indicates that women are very few in the national sports federation executive boards. For example, there are only two national federations which have women as Presidents being Botswana Netball Association (BONA) and Botswana Horse Society (BSA). Although the lack of representation predicament of female leaders has improved significantly there is still a long way to go especially in the field of sport and recreation in Botswana. Sports is a small sector of the economy in Botswana. However, what happens in sports may have multiplier effects on gender equality in the broader society.

The limited number of women in sport leadership positions such as chairpersons and presidents of national sports associations has created speculations and complaints by women pointing out issues of prejudice, segregation and deliberate disempowerment of females by men who are in leadership positions.

However, because the convergence of the sexes on many human capital variables raises questions about the sufficiency of such explanations, it is vital to evaluate whether prejudice is one of the causes of women's rarity in major leadership positions. Therefore, I would like to propose a role congruity theory of prejudice toward female leaders that extends Eagly's 1987 (Eagly, Wood, & Diekman, 2000) social role theory of sex differences and similarities into new territory; that can provide, testable predictions about prejudice and its consequences; and possibly yields an effective organizing framework for a very large number of empirical findings from laboratories, field settings, organizations, and public opinion polls.

1.3. Purpose of Study

The purpose of this study was to examine the underrepresentation of women leaders in voluntary sport, by exploring perceptions of the women already in leadership positions within the

Botswana national sports federations from a prejudice point of view. The study also examined those contributing factors to the limited number of women in high executive positions with these national federations. Furthermore, the study identified the different strategies that the current women already in the leadership positions have been using to coexist in the sports system.

To date, there have been no studies that examined this incongruence between leadership role and gender role as a possible explanation for the underrepresentation of women in leadership roles in sport. This qualitative study proposes to provide a greater understanding of the underrepresentation of women in sports leadership from the perspective of both men and women in leadership positions in Botswana National sports federations using the role congruity theory. Eagly's (1987) social role theory proposed that men and women assumed different career and social roles based on societal expectations.

1.4. Research questions

The followoing are the research questions for the study.

RQ 1. What influences women to become leaders in the voluntary sports organizations?

RQ 2. What are the major underlying factors impeding women to obtain senior positions (President/ Vice Presidents) in national associations?

a) To identifying the reasons for the under-representation of women

b) To assess the extent to which socio-demographic issues affect female leaders

RQ 3. What strategies have women in sports leadership used to overcome perceived barriers associated with role incongruity?

Chapter 2. Literature review

"Despite increased sport participation opportunities for girls and women, they are underrepresented in all facets of leadership at all levels of sport" (Acosta & Carpenter, 2012; International Working Group on Women and Sport, 2012; Lapchick, 2012; Smith & Wrynn, 2013). The objective of this review is to examine the relevant and previous literature that has made contributions toward understanding why there are so few women in leadership positions within the sport.

2.1 Women and Leadership in Corporations

Although government statistics on the proportion of women in management in different countries vary widely, due to differences in national culture and definitions of the term management, the trend in virtually every country has been toward the increased representation of women in the managerial ranks (Powell, 2011). Over the last 20 to 30 years, women have made steady progress in ascending the managerial ranks of Corporate America. In 1972, women held 17% of managerial positions in the U.S. By 2004; this number grew to 50%. However, women have been stymied in their move into top management positions (Oakley, 2000) and board memberships where organizational influence is likely to be greater (Hyland & Marcellino, 2002). For instance, in a

study of 296 corporate leaders (128 men and 168 women), the research firm Catalyst (2005) noted that less than 2% of Fortune 500 and 1000 CEOs are women.

Female representation in corporate decision-making is an important issue for policymakers. For example, the Norwegian government requires that boards of directors of publicly held firms are to be comprised of at least 40% women (Hoel, 2008) and the Spanish government has committed to 40% by 2015 (De Anca, 2008). Around the world, other countries are considering legislation while developing economies such as India and China, and Middle East countries (Tunisia and Jordan) are beginning to recognize the importance of developing female talent up to board level (Singh, 2008).

Consistent with the feminist mode of inquiry, most studies explore theoretical perspectives on what forces explain women's underrepresentation on corporate boards. Several theories bridge two or more levels of analysis. For example, gender self-schema is an individual perception which can be manifested in groups, firms, industries and the broader institutional environment. Some studies incorporate two or more theoretical perspectives. For example, Burke and Nelson (2002) examine how a combination of individual and

organizational factors explains the exclusion of talented women from top management.

Human capital theory (Becker, 1964) examines the role of an individual's cumulative stocks of education, skills, and experience in enhancing cognitive and productive capabilities which benefit the individual and his/her organization. Compared to men, women have traditionally made fewer investments in education and work experience and this is reflected in lower pay and promotion (Tharenou, Latimer and Conway, 1994). A commonly held assumption of board selectors is that women lack adequate human capital for board positions (Burke, 2000). Singh, Terjesen, and Vinnicombe (2008) dispel this myth in their study of multiple human capital dimensions of new directors of FTSE 100 firms in the UK, finding that women are more likely to have MBA degrees and international experience. Self-schema is an individual's psychological construction of self, based on a number of aspects, most commonly gender.

Gender self-schemas are developed from childhood and serve as mental models through which information is processed. Generally, male gender self-schemas are based on roles, norms, values, and beliefs which are considered appropriate for men, such as income provider,

dominance, aggression, achievement, autonomy, exhibition, and endurance (Konrad et al., 2000). In contrast, female gender self-schemas are largely based on roles, norms, values, and beliefs held about women such as homemaker, affiliation to others, nurturance, deference and abasement (Konrad et al., 2000). These self-schemas are present from the point at which male and female graduates evaluate and enter the workplace (Terjesen, Freeman and Vinnicombe, 2008). Gatekeepers have views of gender-appropriate behaviors, roles, and expectations which may bias executive selection (Oakley, 2000). Terjesen and Singh (2008) explore the role of the social, political and economic structures in the institutional environment on women's share of representation on corporate boards. Their 43 country study reveals that countries with a higher representation of women on boards are more likely to have women in senior management and more equal ratios of male to female pay. However, countries with a shorter tradition of women's political representation are less likely to have high proportions of WOCBs.

The perspective of gender is not only an individual property but also as an institution embedded in the workplace, occupations and occupational environments through formally defined rules, roles and

responsibilities and the 'habitus' of mental structures through which individuals think about their social world. Talmud and Izraeli (1999) argue that these influences are not easily eliminated.

Nelson and Levesque (2007) highlight the presence of institutional factors such as occupational sex discrimination, childcare responsibilities, stereotypes and gender schemas that may influence the presence of women on boards of high-growth, high potential firms undergoing initial public offering, but do not test these ideas in their empirical study. It is important to acknowledge the interrelationships among these theories. For example, the institutionalized expectation that women should fulfil caring responsibilities presents a major barrier for women seeking to combine career and motherhood, or increasingly, elder care.

2.2 Women and leadership in Africa

The African continent has a significant human capital with many of them being women. In Africa, and specifically sub-Saharan Africa, patriarchal structures dominate the lives of individuals, governance and political systems (De la Rey, 2005; Pandor, 2006; Kiamba, 2008), and influence the way in which people, especially women in Africa, have access and opportunity to leadership positions.

The implementation of progressive constitutions by several of these countries has seen policies on gender equality, prejudice against women in leadership positions, which to some extend has not improved the current situation (Nkomo & Ngambi, 2009; Kuada, 2010; Dibie & Dibie, 2012). Several authors (Kiamba, 2008; Kuada, 2010; Dibie & Dibie, 2012), are in agreement on the status of gender inequality in Africa as defined and driven by traditional cultures and patriarchal ideology. This reality is also observed in sports leadership as an area of public life.

Under the patriarchal system, decision-making power is exclusively left in the hands of males, and as such has been identified as the major constraint. The concept of this system is mainly based on the assignment of men to leadership positions, allowing for the acceptance of the supernatural and natural explanations of male dominance (Chowdhury, 2009). It is a system of power that is based on gender and shows a preference for the hierarchical ordering of society, where men possess power and economic privilege (Eisenstein, 1999; Omwami, 2011).

Eisenstein (1999), points out that patriarchy exists in all other social structures including marriage, family, and is maintained by the

sexual division of labor and society. This division of power and positions results in women being marginalized and lead to them being excluded from taking part in social, economic and political agenda (Omwami, 2011).

Traditional beliefs, cultural expectations, and attitudes regarding the position of women in a society still exist in the African continent. Fear of social exclusing has led to many frican women to be reluctant in taking up leadership positions out of fear ditancing themselves from culture and tradition. In general, the traditional roles of women are seen as homemakers and domestic caretakers. Women who are in public domains of business and decision-making, such as sports organizations, are usually frowned upon as it implies that they have to juggle cultural expectations with their cultural leadership roles.

In her study on experiences of women in sports leadership in Kenya, M'Mbaha (2012) pointed out that despite women's sport policy resolutions of the International Olympic Committee, women in Africa tend not to offer themselves for leadership positions due to fear of social exclusion. Globally, only 12.4% women had been recruited to serve on national Olympic committees. In Kenya (15%) and Malawi

(3%) of women are underrepresented in sport governance structures across management levels.

2.3. Women and Leadership in Botswana

Since the UN Fourth World Conference on Women (1995), Botswana has made major strides in the advancement of women despite the fact that there are still gaps and constraints. A major achievement in implementing the National Plan of Action for gender equality and advancement of women has been the adoption of two very important documents. In 1996, the Government promulgated the National Policy on Women in Development. This policy attempts to address the situation of women in Botswana in an integrated and multi-sectoral manner. It focuses on areas including: (1) Elimination of all negative economic and socio-cultural practices as well as inappropriate laws which will be done through eliminating all forms of inequalities and inequities among women and men, (2) Enhancement on women's health which will be achieved through promoting women's health including reproductive health and rights, (3) promotion of education and skills training which will be done by ensuring that education is designed to create gender awareness, (4) promotion of gender

awareness in development planning which will be met through ensuring that the needs of women are identified and provided for.

A National Gender Programme (NGP) Framework and Plan of Action(POA) were developed (from 1997-1999) based on the National Policy on Women in Development. The NGP is a long-term vision for Gender and Development in Botswana and the POA stipulates activities that need to be undertaken. It also indicates key players, targets, and stakeholders in the implementation process. The attention to gender balancing and advancement of women has improved since 1995 in Government policies. The different government departments have since started to include the National Women's Machinery in the development of their policies to ensure that a gender perspective permeates their policies, examples of such policies include the Population Policy, the Land Policy, and the Sports and Recreation Policy. However, the change has been rather slow.

Botswana is a patriarchal society, characterized by cultural norms, beliefs, and practices that perpetuate gender inequalities (Maundeni, 2001). For example, the Setswana language has proverbs that cast women in a negative light, such as '*ga di nke di etelelwa ke manamagadi pele, di ka wela selomo – Banna ke baeteledipele ka*

tlholego.' This literally translates to 'A team of oxen is never led by females. Otherwise, the oxen will fall into a ditch – men are natural leaders'. Proverbs like this encourage females to be submissive and weaken their self-esteem and confidence (Maundeni, 2001). Indeed, the popularity of the proverb that women should not lead is such that it has to a large extent resulted in women being excluded from positions of power.

Achieving the goal of equal participation of women and men in decision-making is one of Botswana's critical area of concern. It will also provide a balance that more accurately reflects the composition of society and is needed in order to strengthen democracy and promote its proper functioning. Women's equal participation in political life plays a pivotal role in the general process of the advancement of women.

2.4 History of Women and Leadership in Sport

Historically men have enjoyed the power given to them by the society, as compared to women who have to struggle for even the basic rights. Women's jobs have been mainstreamed to being family care givers to the children in the home. Cohen and Huffman (2007), asserts that stereotyping of women as the weaker sex and less incapable

intellectually has been going on for a lot more years than we can envision.

Women partcipation in sport was first recorded in 1990 during the Paris Olympic games. From then onwards the was a steady increase with each instalment of the Olympic games with the London 2012 recording the highest women participation at 44 per cent and hailing the games as champions in women participation advocates (Donnelly and Donnelly 2013). There has never been a woman president for the IOC and there only 26.7% of women committee mebers in the IOC at the moment. This indicates the challenge that women are facing in sports administration even though there is a little bit of progress in the competition arena.

A 20 per cent objective to have women in executive committees, was set by the IOC for the national Olympic committee together with the international federation for the year 2005. 20 per cent of the IOC affiliates were able to reach this target with a lot falling short. The IOC is also on a quest to improve it's women representation as it co-opted two women in 1981, and currently there around 24 women in the IOC. Flor Isava was elected in to the IOC executive in 1990 while Anita DeFrantz was elected in 1997. These were milestone events for the

women as it was a first to have women in the IOC executive. There has been a steady increase of women representaion in the IOC. As of 2013, the IOC boosted of 26 % of women representation in their different commissions.

2.5. Factors Influencing Women Underrepresentation in Sport

2.5.1 Organizational demography

Ely and Padavic (2007) point out that organizations naturally disseminate roles to their employees which creates a culture of who has to do what in a certain position. The operation models, practices and behaviors within an organization can perpetuate a feminine or masculine culture within an organization (Britton & Logan, 2008). Masculine behaviors have always been seen as superior to feminine behaviors (Ely & Meyerson,2000). Therefore, any discussion of women's leadership experiences in sport must include positioning gender as a fundamental aspect of organizational and social processes. This aids the understanding of how and why gender is a powerful factor in the social and organizational processes that define organizations, including sports organizations (Kihl, Shaw, & Schull, 2013).

Several studies (Smith & Wrynn, 2013, Lapchick 2012, International working group on women and sport, 2012) conclude that men are still dominant in sports organizations internationally and in the U.S. especially in leadership positions. The likely hood for a woman to be a leader in sports organization outside the U.S. has been found to be very minimal (Claringbould & Knoppers, 2008). Within the Olympic movement, the International Olympic Committee has for the first time met its self-imposed threshold of at least 20% of the board composed of women members (Smith & Wrynn, 2013). However, within national Olympic governing bodies (NGBs), 85.3% of those governing bodies are composed of all-male leadership teams, while 14.1% have male/female leadership teams, and only one (.5%), Zambia, has an all-female leadership team (Smith & Wrynn, 2013). Based on these data, the organizational demography of leadership positions in sports organizations is highly skewed to male leaders. This skewed gender ratio serves to reinforce the notion of masculinity and masculine leadership as the norm in the sport.

The gendering of sports organizations operates as an axis of power whereby men and masculinity are afforded power over and above women, and through use of this power, women are marginalized

from leadership roles or positions that wield such power (Shaw & Frisby, 2006). Power is also manifest through a variety of organizational practices, that when unquestioned, become institutionalized and accepted as the natural order of things (Ely & Padavic, 2007).

2.5.2 Influence of Power

Power also influences gendered relations in sports organizations as noted by Claringbould and Knoppers (2007), in their examination of affirmative action policies, and how such policies are interpreted in sports organizations. An examination of male lead sports organizations discussed the importance of women's inclusion as members of Boards of Directors. These leaders failed to support any policy changes that would increase the number of women on those Boards. Further, recruitment and selection of women in these organizations followed a gendered 'fit' profile, that is, no young children, well educated, previous high level jobs, flexible personal schedules, and behaved properly, as defined by the male leaders.

Furthermore, the women selected for leadership positions ''were not openly feminist, and they had experience with, knowledge about, and, commitment to their sport'' (Claringbould and Knoppers,

2007). These findings demonstrated how male leaders used their power to maintain boundaries that allowed for male leadership to dominate and women's participation to be limited to those who fit the model of a leader as defined by the men on those Boards.

A closely similar and follow up study by Claringbould and Knoppers (2012), examined the practices of 'doing gender' within the context of sports organizations to help explore the skewed gender ratio within sports organizations. Discourse analysis was used within the frame of liminality, which is the ''practice of doing gender that individuals engage in without questioning underlying assumptions''. They observed that perceptions of gender neutrality, gender normalcy and passivity contributed to the continued underrepresentation of women in sports organizations. Discourses revealed perceptions of gender neutrality in organizational processes with women and men receiving equal opportunities in all aspects of sports organizations.

In addition, there were perceptions of gender normalcy, as there was acceptance of inequality in board representation as normal and an assumption that men should take on leadership roles and women should take on roles specific to women's issues.   Finally, gender passivity was evident as male leaders of sports organizations recognized the

skewed gender ratio of leadership positions in sports organizations, but did nothing to address or change those ratios either through individual action or organizational level policy changes.

2.5.3 Stakeholder influence

Stakeholder groups influence the operations of organizations and influence the gendered norms of sports organizations. This is more prevalent in Botswana sport as these stakeholders are the ones who vote the executive leaderships into positions of the committee. The work of Schull, Shaw, and Kihl (2013) provided support for this notion in their examination of the ''gendered political processes'' operating in the search for a new athletic director in a gender-affiliated athletic department merger. Stakeholders interested in maintaining power in the women's athletic program actively supported the hiring of a male athletic director out of concern that if a female athletic director was to be selected, she would be ''eaten up alive'' by members affiliated with the men's athletic programs.

Also, as a result of the power and political influence enjoyed by those stakeholders aligned with the men's athletic department, they had access to key decision makers at the university, access to key financial supports of the university, and important access to key constituents in

the media. Finally, the criterion outlined to support the hiring of the

new athletic director, though appearing to be gender neutral,

''privileged a certain type of masculinity in the sports context—a man

who values gender equity'' (Schull, Shaw & Kihl, 2013). Stakeholders

associated with the women's athletic program actively campaigned for

a specific type of male candidate instead of campaigning for a female

candidate.

2.5.4 Sports leadership as masculine

Anderson (2009) has argued that sport actively construct boys

and men to exhibit, value and reproduce traditional notions of

masculinity and that competitive sport serves as a social institution

principally organized around defining certain forms of masculinity as

acceptable, while condescending others. Further, sport operates as a

space to define and reproduce hegemonic masculinity, in which one

form of masculinity (i.e., exclusively heterosexual and physically

dominant) maintains dominance by suppressing all other forms of

masculinity and subordinating women (Connell, 1995). Pedersen (2002)

defined hegemonic masculinity as the "…acceptance of masculinity as

the defining characteristic of the western society that places women in

the position they are. "In a society of hegemonic masculinity, women

are considered off limits in certain areas, sport being one of the most obvious" (p. 305).

Hartley, (1982) describes hegemony as the condition in which certain social groups within a society obtain and keep authority through imposition, manipulation, and consent over other groups. It is not the maintenance of power by force. Rather, it is the maintenance of power by consent to what appears to be inevitable. This is important to note, as women are often situated as 'other' in the social institution of sport, and the presence of women in sport, as athlete, coach, manager or leader, is under constant scrutiny (Kane, 1995).

In sports, men are generally favored due to the constructed gender differentiations, helping the development of subordinate roles for women. Discussing male hegemony, Schell and Rodriquez (2000) identified sports and society as areas where dominant ideologies control both the social and economic aspects of sports. This helps to explain the low representation of women in sports. Norman (2010), applied Gramsci's theory of hegemony to examine the experiences of elite female coaches in the coaching profession in the UK. The study found out that female coaches were undervalued, undermined and trivialized. The society's notion of the "ideal coach" as being male disadvantaged

those women seeking for coaching positions in sports organizations.

Another study done in Australia, on women leadership in girls'

basketball by Burke and Hallinan, (2006) found out that the

maintenance of male domination in leadership was blamed on women's

lack of interest or aspirations for higher coaching jobs.

While this view has been noted by some scholars (Sperandio &

Kagoda, 2010; Theberge, 1990), research on sports organizations in

UK and Germany contrasts this notion through findings that attribute

low representation of women in leadership positions to discriminatory

recruitment practices (Norman, 2010; Pfister & Radtke, 2009).

Evidently, patriarchy subscribes to the idea of "power over" rather than

"power with," the latter being the feminist's ideal of positions of power

(Theberge, 1990). Connell (2009) advances an understanding of gender

that moves beyond a focus on sex differences. She describes gender as

a social process and advocates for an examination of gender from a

relational perspective.

2.6 Leadership Discrimination Theories

Sports organizations are entities that have their own cultures

which can be toxic towards women as leaders and these can be

explained using the following discussed theories. These are (a) pipeline theory, (b)social limitation and (c) role congruity theory.

2.6.1 Pipeline Theory

Sports leadership top positions for national federations typically include executive roles such as President and Vice president while the lower positions are regarded as the level of Secretary and another member's in the committee and sub committees such as coaching and officiating. Several studies, (Carpenta & Acosta, 2006, Whisenant, 2003) found women to be underrepresented in these areas. There are very few women found in the low structures of sport associations, which are regarded as a prerequisite to administration, the selection or voting of women into the high positions is proven to be difficult.

The absence of women as mentors and inability to form a network with other women has created another pipeline theory for women. Lough (2001), argues that women can also create a neetowrk and form platforms where they can share ideas in sports leadership.The view is supported by Coackley (2001) when he concludes that women have the ability to be advocates for other women in sports and that they have the abilty to be leaders.

It is important for women to be mentors as they share their experiences with the upcoming young leaders as life examples. This is echoed by Gogol (2002) when he points out that when women coach female athletes, there is a positive quality change that can be observed taking place. He further argues that the

"gender of coaches matters because women athletes can more easily identify with women coaches and gain confidence about their own abilities as leaders by seeing women as coaches."

Fazioli, (2004) also shared the same view as woman to woman mentoring as critical to possible influencing other women in making informed decisions about careers in sports.

Lough, (2001) is also of the view that women in sport need mentors in leadership and visionary thinking for guiding girls growing up in the sports structures. Fazoli (2004) believes that lack of women role models is a disadvantage to the young women willing to become coaches.

"With fewer female examples available to demonstrate for female athletes what is possible in regards to coaching, it is

more likely that there will be fewer of these athletes making the transition into the coaching profession" (Fazioli, 2004).

On the other hand, Whisenant (2003), argues that women in leadership should be role models to both girls and boys to signify that gender does not determine leadership success. A study conducted by Everhart and Chelladurai (1998), on gender differences in coaching, also confirmed the relevance of this limited women as role models as a barrier. They found out that female athletes have a high possibility of becoming coaches when they had a woman as their coach compared to when it is a male coach. Mentorship creates a platform for women to socialize and share ideas in the sports industry which can assist in grooming future leaders.

"Giving young women the voice they need to feel connected and mentoring their leadership skills will eventually create 'wins' for all women in sport" (Lough, 2001).

2.6.2 Social Limitation Theory

Bandura (1986), explains self-efficacy as "the people's judgments of their capabilities to organize and execute courses of action required to attain designated types of performances." According to Bandura (1977), of all the thoughts that affect human functioning,

and standing at the very core of social cognitive theory, are self-efficacy beliefs. Further, self-efficacy beliefs provide the foundation for human motivation, wellbeing, and personal accomplishment. This is because unless people believe that their actions can produce the outcomes they want, they have little incentive to act or to persevere in the face of difficulties (Bandura, 1986).

Bandura, (2000) further states that judgments of personal capabilities are important because they predict goal setting, perseverance, the outcomes people expect from behaviors, and performance. Within the context of coaching, research has demonstrated that self-efficacy is significantly associated with several important outcomes. First, certain leadership styles (Sullivan & Kent, 2003), revealed that coaching efficacy accounting for up to 42 percent of the variance in leadership style. Second, self-efficacy affected the intentions of women to become a head coach (Cunningham et al., 2003), Third; it affected women's turnover intentions (Cunningham et al., 2003). Thus, according to the framework, women in sport are more prone to be interested in, and pursue, leadership positions if they believe that they have the ability to succeed in that role (Cunningham et al., 2003). Whisenant, Miller, & Pedersen (2005), concluded by stating

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that girls may self-select out of these sports careers, more as a result of gender-related obstacles or diminished self-efficacy than a lack of skills and abilities.

2.6.3 Role Congruity Theory

Eagly & Karau (2002) proposed role congruity theory which is based on social role theories believe that gender roles are important and promote sex differences in behavior. Role congruity theory extends beyond social role theory to reflect on the congruity between gender roles and other roles, specifically leadership roles. According to Eagly (1987), gender roles are consensual beliefs about the attributes of women and men. These roles can be further categorized into two kinds of exceptions or norms. *Descriptive* norms are said to be consensual expectations about what members of a group actually do, while *injunctive* norms are consensual expectations about what a group of people ought to do or ideally would do (Eagly, 2002).

A key proposition of social role theory is that the majority of these beliefs about the genders are related to communal and agentic attributes (Eagly, 1987). Communal characteristics, are attributed more to women and are mainly concern with the welfare of other people. For example, affectionate, helpful, kind, sympathetic, sensitive, nurturing,

and gentle are seen as communal characteristics. In contrast, agentic characteristics, which are ascribed more strongly to men, describe primarily assertive, controlling, and confident tendencies such as, aggressive, ambitious, dominant, forceful, independent, self-sufficient, self-confident, and prone to act as a leader (Eagly, 2002).

Males are normally thought to occupy and possess the skills for leadership roles. Consequently, prejudice toward female leaders follows from the incongruity that many people perceive the characteristics of women and the necessities of leader roles (Eagly & Karau, 2002). Another characteristic of role congruity theory is the suggestion that prejudice toward female leaders and potential leaders takes two forms. These two types of prejudice generally follow the two types of norms; descriptive and injunctive (Eagly, 2004; Eagly & Diekman, 2005). Prejudice toward potential role occupants, which is usually based mainly on the descriptive stereotypes, where group members are presumed to possess the stereotypic characteristics of their group, which can prevent them from being considered suitable for a particular role. Prejudice toward current role occupants is based mainly on prescriptive stereotypes, to the point that an individual has debased prescriptive stereotypes by fulfilling an incongruent role.

Discriminatory consequences are often a result of lack of congruency between roles. One common consequence of role incongruity the negative attitudes displayed toward female leaders than toward male leaders and potential leaders. Another consequence is that it is more difficult for women to become leaders and to achieve success in leadership roles. These consequences are most obvious in situations that increase perceptions of incongruity between the female gender role and leadership roles (Eagly, 2002).

Men and women display similar abilities and competencies in positions of authority, yet images of leadership remain primarily masculine (Eagly & Karau, 2002; Schein, 2001). Additional research has proved that the most people still perceive leadership as masculine in nature. Specifically, executive leadership has been equated with masculinity (Collinson & Hearn, 2001), and has treated the male leader as the norm (Maier, 1999; Willemsen, 2002). Further, Berthoin, Antal, and Izraeli (1993) assert that stereotypes connecting leadership with masculinity, particularly within hierarchical organizations, advantage men due to inherent congruence between masculinity and leadership. Ridgeway (2001) further related differences between masculine and feminine gender norms to the social status differences favoring men in

established institutional hierarchies. In the case of sport, these masculine gender roles are well entrenched. A study carried out by Shaw & Hoeber (2003) examined organizational documents and transcripts from interviews with 35 employees from three national sports organizations in England. They found out that the senior management roles were heavily dominated by discourses of masculinity that are linked to men and are highly valued in sports organizations. In contrast, women and discourses of femininity are associated with employment roles that are undervalued within organizations.

The biasness of evaluating women leaders has been observed when women in leadership tend to use autocratic or directive leadership styles as these styles do not fit with the stereotype of female behavior (Eagly & Makhijani, 1992). This statement is supported by Rutherford (2001) in his conclusion that women were generally evaluated negatively when they exhibited leadership characteristics that were seen to exemplify men, i.e., task oriented, directive or autocratic behaviors, as these characteristics are not seen as appropriate for women. Furthermore, when women display similar traits to men, they are often criticized as being "masculine" (Rutherford, 2001).

Therefore, when women do desire to progress into senior roles and leadership positions, they are more likely to be evaluated negatively based on "lack of person-job-fit" because senior roles and leadership positions have been seen as occupations that are a male domain (Lyness & Heilman, 2006). Consequently, when women are categorized as a lack of fit to perform careers which are seen as male dominated, it is more likely that the behavior of women will be under-evaluated (Lyness and Heilman, 2006).

Chapter 3. Methodology

From the literature reviewed, the findings outline some indicators that might explain the underrepresentation of women. The explanations can be further studied using different methods such as a qualitative study to explore this underrepresentation. Using the women in leadership's perspectives and role congruity theory might help further explain the phenomenon. This study's main purpose was interested in finding out the root cause of the limitations that cause women underrepresentation in Botswana voluntary sports associations executive committees. This was done through exploration of women's perceptions in the national executive committees, socialization or motivators for them to be involved in voluntary sports leadership using role congruity theory.

Qualitative research was selected as the most appropriate approach, using in-depth and elite interview technique to gather data. Elite interview has been described by Marshal and Rossman (1995) as the type of interview that focuses on a particular interviewee. Women in voluntary sport executive committees in Botswana purposefully selected for interviews. Creswell (2002), describes purposeful sampling

as the intentional selection of participants who have relevant information about the research topic.

3.1 Research Method and Appropriateness

As already alluded to, this study is based on a qualitative research model. Two main reasons have advised the choice of a qualitative approach this study. Firstly, the research is aimed at finding out participants pespctive on a phenomenon which requires probing with questions therefore no statistical data will collected (Creswell,2002). Van Manen (2002) also suggests qualitative research for this kind of study as it seeks a rounded and insightful perpective of the phenomenon. The research study questions requires detailed explanations which qualitative will be able to elecit from the participants on their underrepresentation in leadership in voluntary sports.

Qualitative research was finally selected to diversify the current research on the topic of women underrepresentation. The previous studies were mainly quantitative as they were interested in ratios between the genders. It is for this reasons that qualitative research was selected in carrying out this research.

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3.2 Participant Selection

Participants of this study were selected using the purposeful homogeneous sampling technique. Purposeful sampling is described by Gilchrist and Williams (1999) as the selection of a highly rich group of participants who have information that is rich amongst a small group of people which can be representative to the population. Due to the research's purpose of examining women in leadership, the participants selected were limited to women who are serving and those who had served in national sports federations.

As interviews were used for data collection, two distinct groups of participants were created. The first group was made up of women who have been members the of the national federation committee for a minimum of six months. The second group was made up of women participants currently serving in the position of an executive committee member in the national federation.

3.3 Interview Strategies

Qualitative interviews according to Rubin and Rubin (1995), is applicable when the researcher is looking for comprehensive knowledge of a phenomenon. Participants in this study were interviewed through skype or telephone using open-ended questions.

Skype or telephone interview were selected because of the geographical distance between the researcher and the participants as well as taking into consideration the time differences. Creswell (2002) supports the use of telephone interviews as he states that it bridges the gap between participants and research over a dispersed geographical location. This interview technique is also advantageous as the participants will be comfortable in talking about their experiences and clearly articulate their views on the topic at hand unlike when they are in focused groups or through a questionnaire. Johnson (2002) further points out that in-depth interview method is appropriate to use as it has the potential to reveal deeper meanings which might not be possible if using surveys.

3.4 Data Collection

According to Creswell (2002), there are four data collection techniques that can be used for qualitative studies which are audio-visual materials, documents, observations, and interviews. This study used interviews to collect data by interviewing the two groups of participants. An introductory email for the study, which detailed the research purpose, interview and question, was sent via email to the

participants which was also a consent letter provided the participant was willing to take part in the study.

The informed consent part of the email ensured the participants about the use of pseudonyms to protect their identity as well as conform to publishing standards. Participants' response to the email was as a sign of agreement to be part of the study. Neuman (2003) states that when participants are presented with an informed consent statement they get to know they rights as well as what they are about to be involved in therefore it raises their awareness. The letter was reviewed again on the day of the interview with the partcipants to remind them of their rights before the interview. Recordings and transcription of the innterviews were also promised to be kept safe by the researcher for a period not exceeding two years. After confirmation and agreement of all this by the participant, the researcher started with the interview.

3. 5 Instrumentation

An interview guide was developed from the research questions as well as the literature reviewed. The interview questions covered the main research objectives on; (a) women's socialization into sport through roles, (b) the consequences that have resulted in women's

professional lives as volunteer leaders and (c) factors that influence their underrepresentation in sport leadership positions.

3.6 Analysis

Creswell (2002), proposed a six step data analysis method for qualitative research. He argues that the process is able to create themes about the phenomenon as it is systematic in nature and has the capacity to deduce the data collected into meaningful information such as explaining the limited number of women in leadership in Botswana national federations.

Interviews were recorded and later transcribed so as to have well organized data. To understand the information further, the research read through each transcription and developed a list of general themes to create groups. Coding of themes and sub-themes was done to through thorough reading and understanding of the transcripts. According to Boyatzis (1998), an outstanding thematic coding process should capture the qualitative richness of the data explored and can be used in interpreting and discussing the research.

3.7 Strategies for Validating Findings

Creswell (2009) describes validity as the researchers' way of checking for accuracy of the findings by using multiple strategies to

enhance the researcher's ability to evaluate the precision of findings. One advantage of qualitative studies is the high validity it exhibits. Creswell (2009), identified eight strategies to avoid validity issues but in this research, triangulation and member check were conducted.

a) Triangulation

Pattorn (1999), describes triangulation as testing of validity using informatiton from three different sources. Glesne and Peshkin (1992), further states that the process of triangulation encompasses substantiating evidence from different sources to make sense of a perspective or theme.

b) Member Check

This is the most critical technique for validating information. According to Lincoln and Guba (1985), the participants' views are implored on the credibility of the interpretations of the interview data. The participants acts as judges for the researchers' interpretations and can suggest changes.

Chapter 4. Findings

This study explored the women in voluntary sports' views on the impact role congruity in the sports associations. In an effort to provide a comparitive knowlegde on women in sport executive committees and their experience using role congruity theory, the following data was collected, through interviews: (a) socialization into the sport through roles, (b) factors that influence their underrepresentation in sports leadership positions and (c) strategies they have used to overcome barriers associated with role incongruity they might have experienced. This chapter has four sub-divisions which are, (a) study participants' profiles, (b) the themes and sub-themes, (c) findings of the, and finally the (d) summary.

Table 1 Themes and Sub-themes

Women Leaders in Voluntary Sport Associations		
Research Questions	Theme	Sub-themes
RQ 1. What influences women to become leaders in voluntary sports?	Botswana women as volunteer sport leaders	-Interest and participation in sport -Coaching experience -Mentors and role models
RQ 2. What are the major underlying factors impeding women to obtain senior positions (President/ Vice Presidents) in national associations?	Women's perceptions of the limitations in their advancement to higher voluntary sport leadership positions	-balancing work vs volunteerism vs family life - Sport as a Gentleman's club -Patriarchal cultural practices -Questioning of

			leadership ability (Role incongruity) -Hindrances to advancing to higher positions
RQ 3. What strategies have women in sports leadership used to overcome perceived barriers associated with role incongruity?	Female volunteer leaders' approach in overcoming prejudice associated with role incongruity in sport		-Mentorship as an empowerment tool -Improve networking opportunities -Self believe

Participants

All six participants had prior experience in the national executive position and some of them were still serving in the executive position during the time of our interview sessions. The participants were divided into two groups of (a) those who were part of the national federation executive committee, (b) those who had been part of the national executive committee in the national federation. Table 2 shows the participants' profiles.

Table 2 Participants demographics

Pseudonym	Professional Job	Voluntary Sport Position	Age	A	Marital status
Dintle	CEO Non-Governmental Org	Former Secretary General	5	4	Single
Lame	Civil Construction Manager	Additional Member	4	3	Single
Gaone	Sport Director	Former Secretary		4	Single

		General	4		
Sadie	CEO, Major Games	Former Vice Chairperson	6	5	Married
Tshego	Hotel Manager	Former President	6	4	Married
Neelo	Sport Senior Manager	Former Additional member	8	3	Married

Dintle

Dintle had a different path to the national federation committee position in the sports. Dintle said, "Me being on the committee was no entirely my plan from the beginning." Dintle's professional qualification is social work. She then worked in a non-governmental organization which is aimed at the social development of minorities through sport. As a single mother, she had a son who was a member of a local judo club. Because of her passion towards her son's sports participation, she was requested by the club to help administratively.

The club coach at the time was aware of her executive position in the NGO she worked at and saw potential in the skill set she had as an opportunity to utilize in the club. She was then onwards given duties to carry out for the club. Dintle went on to narrate how she ended up being a member of a national federation committee:

One day [the head coach] gave me a task of which I showed him it was not supposed to be done as he asked. He realized I have prior and more skills about general administration work.

She went on to say:

From then onwards, I was able to work with national federation as a liaison for our club which got me to be noticed by one of then serving federation committee member. I got nominated for secretary for the national federation and went on to serve as the General Secretary for 2 consecutive terms.

Lame

Lame, during our interview, was serving as additional member in the national association. Her contact with the sport began at junior school level where she participated in various sporting activities like karate, softball and finally table tennis. She represented her university and was selected for the national team. Her administrative duties started at club level where she was mainly involved in assisting the competitions committee in preparing and hosting local events. She was later on nominated and voted into the national executive board as

an additional member responsible for women in sport. She narrated her path:

> *My club mates believed that I could do a good job at the association level. I took the suggestion lightly as I did it on a voluntary basis besides my daily job; I was not looking to be a sports administrator. Because of the believe they had in my abilities and potential to lead, I acceded to their request. The club forwarded my name as one of the nominees for the position to be voted and I was voted into office.*

Gaone

Gaone is a former secretary general for a national association. She has been in sports administration ever since her tenure at the national executive committee including the current position she occupies which is a fulltime paying administration job at the time of the interview. She explained:

> *I was an active netballer at primary school and part of my junior school years. At the high school, I was the sports minister. We had some inter-school*

competitions which I had to make administrative

preparations for apart from my sport. So I was not just a

player I scheduled for the other sporting events. This gave

me exposure to organizing sport and sports events.

In describing her career in sport, she said:

I got coopted into the national federation

executive committee as a woman representative

chairperson. I attended executive meetings on an

invitational basis. I was later seconded to secretary

general position after the elected secretary resigned.

Sadie

Sadie was serving as a chief executive officer for

the previously hosted international netball event. She has worked

both in and out of the sport as an administrator. She was also an

active athlete during her school years, taking part in a variety of

sports. During her junior, and senior school and university days,

the teams she played for had no coach and they had to learn

netball skills from reading books, which was mainly her duty as

the selected player coach. She explained how she got involved in sports administration:

> *I coached the school team and then moved on to become a coach in a local team outside of school. All that time I will also schedule games as well as perform administrative duties for the local club. I believe I had started practicing sports administration at a young age without recognizing it.*

Tshego

Tshego is a former member of a national federation which she also served as a president. She initiated her career as a player for volleyball but has represented the country in both athletics and volleyball. She is also an international accredited volleyball coach as well as track and field official. She served as a coach for a local club for some time before moving to club level administration. Tshego then moved to a national association level administration. She became an administrator for the volleyball association as an additional member. She said:

I moved from being a member of the lower

structures in the federation to being a member of the

national executive committee over the years. My

professional job is mainly as a manager of my family

business, and after my retirement from active

participation as an athlete and coach, I decided to assist

where possible at the association.

Neelo

Neelo has served in a national federation for over 2 years as an additional member responsible for junior development and women empowerment issues. She is the only former pro-athlete amongst the women interviewed. She had a scholarship for tennis and majored in physical education. She then coached junior national tennis players. She, later on, got hired in a parastatal, as a sports officer. Neelo explained the events:

The parastatal that was looking for officers

happened to be looking for exactly the qualifications I had

at the time. My experience as a semi-professional player,

coaching experience as well as working with young girls

and women issues in sport. These were the three main

qualities that they were looking for in a candidate.

Theme Identification

Creswell (2002), proposed a six step data analysis method for qualitative research. He argues that the process is able to create themes about the phenomenon as it is systematic in nature and has the capacity to deduce the data collected into meaningful information such as explaining the limited number of women in leadership in Botswana national federations. He further notes that the data should be arranged according to the research questions to make clear meaning and understanding of the information as well as the creation of themes and subthemes. The following are the themes that were made from the data; (a) Batswana women as volunteer sports leaders, (b) women's perceptions on the limitations in their advancement to higher voluntary sport leadership positions and (c) female volunteer leaders' approach to managing role incongruity in the sport. The three themes were further coded into sub-themes, hence creating descriptions for easier analysis as proposed by Creswell (2002).

The first theme "Batswana Women as Volunteer sports leader" has three sub-themes. Firstly, "interest and participation in sports" described the participant's relevant participation in a variety of sports when available to them. Secondly, "coaching experience", was considered a future predictor of someone becoming involved in the executive or other structures of the association. Lastly, "mentors and role models" were stressed as an important part of their career path.

The second theme, "Women's perceptions on the limitations in their advancement to higher voluntary sport leadership positions", is linked to research question two mainly based on how women perceive to be the factors limiting them in becoming leaders in the sport in decision making positions (president, vice president) in the national association. The sub-themes indicate the responses such as "sports as a gentleman's club" and the multiple roles that women have to juggle with while still volunteering in sport.

The second theme, "Women's perceptions on the limitations in their advancement to higher voluntary sport

leadership positions", also described the extent to which the participant's perceived role congruity as a contributor to their underrepresentation in voluntary sports leadership. The main message of the theme is the description of possible prejudice they might have encountered while working in voluntary sport. This theme was further divided into two sub- themes: the questioning of leadership ability and hindrance to advancing to higher positions.

The last theme, female volunteer leaders' approach to coping with role incongruity in the sports as female leaders, identified the strategies they have or might advise others to employ when faced with prejudice in the voluntary sports setting. This theme was further coded into three sub-themes: mentorship, networking, and limitations.

4.1 Theme 1: Botswana Women as Volunteer Sport leaders

The women narrated their experiences and the following sub-themes were coded from their stories; (a) interest and

participation in sport, (b) coaching experience and (c) mentors
and role models.

Sub-Theme 1: Interest and Participation in Sports. All of
the participants competed as athletes at some point in their lives.
They took part in a variety of sports and some even went up to
the professional level. This had a positive impact on their
progression from being athletes to finally being part of the
national committee running the sport in their particular field.
Lame lamented this by saying:

> *I played 2 sports in my life, table tennis,*
> *and swimming but I also watched other sporting*
> *codes like football and track and field events.*

Tshego was also of the same views as she said,

> *"I consider myself to be raised by sports. I*
> *competed in track and field and volleyball and I*
> *was amongst the best athletes during my time."*

She went on to describe he continued participation;

> *From junior school until high school, it*
> *was track and field, then in university, I joined the*
> *volleyball team of which surprisingly I excelled. I*

currently attend aerobics and indoor cycling at a local gym even up to this day.

Sub-theme 2: Coaching Experience. This sub-theme came out as one of the most important pathway experience to gaining access to the national association. Three of the six women interviewed had prior experience working as coaches in the association. For example, Sadie's involvement in forming the netball club got her to be recognized and was selected as the first coach for the national team. Tshego, on the other hand, coached volleyball after her retirement from active participation at club level but later was called up to the national team as a coach. Neelo had a different path in coaching as she was a professional athlete;

> *After my career as an athlete, I coached in a sports academy outside Botswana for a year, then came back home when offered to coach the junior national team. They believed I have better knowledge as compared to some upcoming coaches because of my experience as a player.*

Sub-theme 3: Mentors and Role Models. The participants perceived mentors and role models as influential on their sports

career advancement. Some were able to recall their role models who were women as well. Lame remembered how she got motivated to be involved in sport from a young age.

> *My dad used to take to football games and there he will meet with other team managers and they discussed on how to better grow their little league. Amongst these managers was a lady who had her own team. She had good ideas and was respected by other team managers, I was amazed as at the time it was rare to see women leading in any form of gathering. This inspired me a lot and this gave me a lot of courage to do sports.*

Gaone explained how she got to meet her mentor and role model;

> *"There was this lady chairperson in one of the national executive committees and I thought to myself, if she can be all the way up there, then any other woman, including me, can be able to achieve such a fit. I got to work with her in one of the sub-committees and from there onwards we became close"*

Other women in this study credited men as their role models. Neelo, Tshego, and Sadie indicated that the men who they worked with encouraged them to pursue or aim for higher positions in the national association structures. Neelo explained this by saying;

> *During my tenure as the national association coach, the president then was a man and he had very good human resource skills. He was always giving out advice and encouraging people to be the best they could. He natured me always encouraged me to take up other short courses offered by the international federation so as to improve my skills.*

Sadie shared similar sentiments about a man as her mentor:

> *The local netball club that I formed during my university days, I was assisted by one business man in town. He dealt with a lot of the legalities in registration as I was just a student then. He always made sure I understand what needs to be done and why. He was very patient and taught me a lot about sports administration which I am still using even up to this day. One day he came to me before one of the association elections and said: "are you going to apply for nomination (elections) into the national association?" He encouraged me to contest for my very first position in the national association of which I was successful.*

Tshego, on the other hand, had mentors from both women and men:

> *Although not from a sports field, I got inspired by my father-in-law who was a business man. He encouraged me to work hard on everything that I do and that my work will speak for me. The second motivator and role model is the second woman to become the BNSC chairperson. She believed in creating a pool of strong hard working women and was my mentor from the first time we met.*

4.2 Theme 2: Women's perceptions of the limitations in their advancement to higher voluntary sport leadership positions

Theme 2 was derived from Research question 2. It is mainly about how women perceive as the limiting factors that cause the current underrepresentation in the Botswana national sports associations. These perceptions were based on the general women population found in voluntary sports associations. The following coded sub-themes were derived from the participants during the interview. (a) balancing work, volunteering in sport and family life, which was regularly highlighted by the participants due to the nature of sports voluntarism taking a lot

of time, and the unusual working hours (weekends mostly). (b) sport as a gentleman's club was indicated as a barrier with regards to the fact that currently there are more men than women in voluntary sports association in Botswana and hence the "men" have created a set of rules which seem not to include the women. (c) patriarchal practices from the society as prescribed by culture was also perceived as a barrier to women. The dual law system of Botswana recognizes the customary court and marriages are bonded by both customary and civil law. This gives husbands power over their wife on what they should do and if they don't support them, then they cannot take part in voluntary sport. (d) questioning of leadership ability was perceived as one of the barriers too. The lack of confidence on women to lead was noted as viewed by men and women. Men saw women as care givers than leaders which is attributed to the roles they are usually given in a patriarchal system and women are not very much supportive of each other. (e) Lack of women as role models was perceived as a barrier because there the participants believed that role modeling and mentoring is crucial to increasing the number of women in leadership in the voluntary sport.

Sub-theme 1: Balancing work vs volunteerism vs family. All six women interviewed agreed in unison about the impact the sub-theme had on women representation. They indicated that the time and scheduling of voluntary sports events or meetings are usual after official work hours. These are the times when they are expected to be with their family. Dintle explained the situation:

> *"some women opt out of being in the voluntary sport because they have their professional jobs that they work seven days a week and get home at five o'clock, why should I then join voluntary sport where I can get home at 10' o clock at night."*

Lame further explained the time commitments required by the voluntary sports association. She said:

> *As A single mother working in voluntary sport has been a challenge for me. I had to ask for my mother to look after my son while I have gone for meetings or sporting events fr my association. The times that these events are scheduled are not fixed therefore it is difficult to keep a routine and also get consistent help from the people you are asking from. I really needed a lot of support from my parents for me to be able to be*

part of the sports association. I think this is why some women end up giving up not because they are not passionate but due to lack of support.

Gaone had a different view on this as she believed that single mothers are better off and can be more successful in achieving high position than the married mothers. She sighting the patriarchal system that women are married into sometimes restrict their free time which is usually used for voluntary sport. Gaone explained:

I think it is difficult for women to be successful in the voluntary sport because of the multiple roles they are given when they are married with children. The few women who are able to succeed usually have supportive spouses or are single.

The conflict between balancing work, volunteering and family life are some of the causes believed to influence women to opt out early in their volunteer work as sports administrators, contributing to the limited number of women in sport hence underrepresentation of women in leadership positions. Sadie gave a specific example that she experienced during her tenure in sports:

We had a woman and man working with our national team and at some point, they both happened to have a baby around the same time. The woman had to quit while the man stayed. It became clear to me as to who calls the shots in a family and how comfortable are they with what their wife is doing will determine the future of the wife.

Sub-theme 2: Sport as a gentleman's club. The women interviewed perceived the national associations to mainly consist of men. They were of the view that it has turned into a "kgotla" or traditional gathering place in the village where men are only allowed to talk. In Gaone's view, men have been used to being in power to the extent that they also turned the sports associations in Botswana their own where they play their power plays. Some of the men can even go to the extent of trying out to be in the different associations without considering their specialization. The situation is perpetuated by the fact that other men in these associations will even support the idea. Gaone responded,

"These men in sports take us, women, for granted to the extent that they will rather look for someone from outside the association to

fill a vacant position, overlooking the women who have been working

and knowing the association better. It is a really sad situation we are

facing even for the growth of the sport."

Tshego had a similar opinion on the issues and said:

> *We do agree that men have taken over sports positions*
>
> *and made them kind of their own, but sometimes this was due to*
>
> *the little number of women who are available to be able to fill*
>
> *up some of these positions when the opportunity. So we still*
>
> *need to recruit more young women and groom them to take over*
>
> *these positions. open up.*

Sadie said that from a cultural perspective leadership has been
reserved for men and this has created a limitation in women as they
never imagine themselves as leaders. The situation has even transferred
to the sports industry where women feel inadequate to lead. Lame
explained that:

> *"I see men as a separate group that does not want*
>
> *anyone from outside interfering with what they are doing. This*
>
> *has become so to the extent that they can even sabotage a*

woman who they are on the same committee together just so

that they can select one of their own to replace her."

For women to be successful in this kind of environments (Gentleman's club), they have to work harder and sacrifice more than men so as to get these men's recognition. Gaone concluded by saying:

> *Being in sports for a woman takes a lot of guts and requires patience as one needs to understand the dynamics of the system first before trying to change. I see a lot of women quitting before the fight, that is why we have so few women leaders.*

> *Sub- theme 3: Patriarchal cultural Practices.* The social roles that have been ascribed to women and children based on the Tswana cultural society have created a system that puts men on a pedestal as the only gender to lead (Mafela, 2007). A research carried out by Satore & Cunningham (2007) concluded that sports ideologies found in sports organizations are connected to the society in which they exist, in this case, in a patriarchy society, the women will exhibit self-limiting characteristics as they have never been accorded that

opportunity. The woman in this study believed that women shy away from sport and leadership as a result of self-limiting characteristics they have. Neelo said:

"It took me a while for me to accept the challenge and believe in myself that I can indeed be a leader in the voluntary sport. I was wondering if I will really be able to work with so many men who seem to always be arguing. I knew that cultural women are not supposed to argue with men and that meant I had to go against my culture."

Bonnie agreed:

Sports leadership and even sports its self has been for a long time a man's world. Women are still intimidated by this situation and it is hard to convince them otherwise. It really takes a strong woman to venture into it.

Fear of failure was also found out during the interviews. One of the participants indicated that she was comfortable at any position as long as it is within the association committee except for a decision making position. Lame said;

"I have been on the national sports federation executive committee firstly as an assistant secretary, and for the second tenure, I was an additional member. I didn't have to make any tough decisions and I feel I was comfortable where I was. I don't think I am ready to be responsible for the whole federation."

The participants are of the view that sports is still highly hegemonic and that women continue to face many obstacles in their quest to be leaders in sport.

Sub-theme 4: Questioning of leadership ability (Role Incongruity/Prejudice)

The participants narrated how the viewed their roles in the national associations compared to the societal expectations as well as the organizational expectations. These views were based on Eagly and Karau (2002)'s role congruity theory. The theory proposes that incongruity arises when social role characteristics and group stereo types do not fit together. For example, in this study, women have been culturally and socially been given roles of nurturing children and taking

care of the family which does not have anything to do with leadership, and in their endeavor to be leaders in the sport they encounter role miss-matches.   All the six interviewed participants perceived prejudice as the core problem to sports being a male dominated field. Gaone explained;

> *"Women and sports participation in our country have significantly made the right strides towards improving, but there is still that big gap at the top where many women and men still feel those positions are for men only."*

Lame had a similar view with Gaone and she indicated that the society still feels that women cannot be leaders as they are seen as subtler and motherly in nature. Role incongruity was perceived as a contributing factor to the low number of women in leadership in sports by all the participants in the study. Tshego was of the view that;

> *"a lot of people are still to understand that leadership is not about gender but the ability of the person in the position to carry out the tasks. People like judging others from the outer look more especially using the gender criteria"*

Dintle concurred with Tshego and said;

"well, roles are made and shared by people so a lot more is involved for people to start judging leadership ability. I think other factors like lack of support from the committee members contribute to role incongruity"

Five of the six participants in the study were of the view that role congruity is a contributing factor to the underrepresentation of women in voluntary sports leadership. The participants described their experiences where they felt they were being prejudiced as leaders in sports.

The women interviewed explained that they encountered a lot of struggles just because they were women in leadership. Sadie explained:

> *"In my thirty odd years I have been in the sport, there have been fewer and fewer women who have been in the national associations. It is an irony when we look at Botswana cooperate world where there are a lot of women in leadership positions. But I am a skeptic and believe that slowly with time we will get there and break down all these barriers."*

Neelo indicated that some of the association committee positions as said to be more "for men" than others. She said:

"sometimes people will call the office and ask to speak to one of the guys about technical matters. It is often demoralizing to hear people still think like that in this age. Technical knowledge is not reserved for anyone and therefore people should get to understand that anyone can interpret the rules."

Tshego also experienced a similar situation where a member of the association looked down on her because of the way she handled issues. She explained:

"I will be in front of say a gathering addressing people on situation happening in the association and someone will say "I will confirm with the vice-president", of which I was at that moment. It was often an enraging situation but I learned to deal with it in a calm manner."

Neelo explained that questioning of leadership ability is not only a public view but it can also come from the members of the association. Neelo elaborated:

"often times when the association is doing well, the credit always goes or is assumed to have been done by a male. You will hear comments like "he did well for the association", "he made it what it is today."

Sub-theme 5: Hindrances to advance to higher positions.
Gaone's perception of this issues was that women are not supposed to be more like men as it alienates them from them. They begin to see her as a competitor and hence do all in the power to push her out. She explained,

"I had tried several times contesting for the position of presidency here and as usual the votes went to someone else (a man)."

She perceived this as discrimination and that a barrier was created for her so that she cannot move forward:

> *"I believe that people were intentionally discriminating me as I havve been more vocal and proactive in doing my work as secretary general, therefore, people are threatened by my abilities."*

The theme explored the participant's perception of prejudice and indicated incidences where they came across prejudicial treatment from the fact that they women in leadership.

4.3 Theme 5: Female volunteer leaders' approach in overcoming prejudice associated with role incongruity in sport

The last theme, participants explained they used when faced with prejudicial treatment in voluntary sports. It had the following sub-themes; (a) mentorship as an empowerment tool, (b) improved networking opportunities, and (c) woman in leadership as a voice for change.

Sub-theme 1: mentorship as an empowerment tool. Mentorship was repeatedly indicated as a great method for nurturing women into sports. The participants explained how they have benefited from it and hence highly recommend it as a way of alleviating the limited number of women in sports. The participants highlighted that to be able to groom future women leaders, mentorship should start from a young age during sports participation leading up to preparation for leadership in the associations and even beyond to international federations. Gaone admitted that through mentoring she was able to progress in sports. She said:

> *"A mentor is like a god given angel, I strongly feel that if young women can have mentors they can really progress provided we have other women who are willing to be mentors.*

Having someone to hold your hand at times brigs comfort and gives you the will to carry on even when it is tough."

Some of the participants indicated that they are available to be mentors for young women in sport. They were only limited by lack of a proper structure that can formalize the meetings. Tshego said she is one of those will to be a mentor. She said:

"having a mentor in the same field who has a lot of experience will be a very good assert to these young women. The chance to learn from them, or even ask for advice from them is not worth any service money can buy."

Dintle agreed and also indicated that she will be more than willing to be a mentor or even assist if there is a program geared towards mentoring. Some of the women interviewed indicated how they have tried to incorporate mentoring in their association programs as they see the gap between men and women in leadership. For example, during my interviews, Tshego had some seminars that were geared towards encouraging other women to realize the void created by underrepresentation women. Tshego further explained;

"The round table events I organized were not only for women but both men and everyone who is involved in sports. The main purpose was sensitizing everyone about the forgotten gender in sports (women). The sessions also included addressing some of the issues that women are faced with in sports.

Sub-theme 2: Improve Networking opportunities. Over and above mentoring, interacting with other people in sports was perceived as vital by the participants in the study. The participants were of the view that this will enhance women's opportunities as it has been working for men all along. Nevertheless, women have been generally regarded as doing less networking even in other fields outside sports. Tshego concurred with these statements and said;

"I believe women are sitting on their laurels when it comes to networking and that's something that doesn't even require too much effort, we just have to be smart about it."

Lame said,

"I agree that women do network but at a very small rate that it is not noticeable or the results are too little for anyone to stop and watch what is happening."

Gaone was of the view that networking is very important and women should make use of it. She explained,

"*Women are naturally attention seekers, I am baffled by the idea that they are the same people who can't talk to each other and make connections."*

The participants also stressed the importance of women coming up with their own ideas of how to network different from those men have been known to use. Sadie said she tries her best to stand out not be confused to be trying too hard to fit in situations where she wants to make networks. She explained;

> *"sometimes as women we are creators of our own demise as we try to conform to the standards set by men, even networking, who said going to a bar is the only way to meet potential partners in your field? Why not use the stadium lounge as a meeting room during a game and meet women in the same field?"*

Tshego concurred with the idea of networking differently and suggested that women should find better ways that will be suitable for a relaxed atmosphere that women usually like. She also advised women to network with others in the different associations. Tshego said;

> *"currently I cannot point out one strategy that women use to network unless it's a formalized meeting called by the BNSC. I think it is about time women return to the old tradition of "tea parties" where they can meet and chat openly and get to meet new people in the same field of sports."*

All the participants agreed that there is need to employ different strategies in networking whether with men or other women. They reiterated that networking is not only meeting once and exchanging contacts, but it should be a continuous process or regular meetings and exchange of ideas.

Sub-theme 3: Self believe. The participants of this study made an observation that young women have a tendency to not believe in their abilities. As a word of advice, the participants indicated that they should be proactive and take up the small opportunities provided to them by the national association such as short technical courses.

Volunteering on association projects can also give them the moral boost and experience that they can use in future. Lame said;

> *"Women in our society are very shy when it comes to standing up to show their potential, I, on the other hand, have always been upfront and was shy to volunteer for even the smallest job. I gained a lot of experience through that and that's how I believe I got noticed."*

Bridgett said,

> *"sometimes one has to be willing to volunteer, even the smallest task can end up opening doors for you. Sometimes you learn invaluable skills through volunteering and taking up opportunities like that is the first step to greater things to come."*

In addition to experience, the participants believed that being certified by the international federation in technical and even administrative skills is vital as it will increase the pool of young women who can take up leadership in the future. The women interviewed indicated that during their time, there were limited opportunities of this nature. Sadie affirmed:

> *"I think these days there are multiple ways people can advance in sports as compared to when I was involved in sports.*

There are a lot of programs that one can be involved in to improve their technical or administrative skills… I didn't have access to any of those. I think it's all up to an individual to set themselves goals and go for it."

The participants also advised against other women deciding to only work exclusivey with girls as it reduced their opportunties because they will be labelled "feminists". Dintle advised,

"A leader is like a parent, they don't focus on one child and forget the other one, therefore being a feminist will not help your course to become a leader."

Summary

The women in this study expressed unique perspectives on women's underrepresentation. They shared their socialization into the sport as well as the experiences they had with prejudice, including the possible ideas and techniques they believe would help in improving the limited number of women in sport. Their responses can be summarized as follows through the research questions formulated at the beginning of the study;

RQ 1. What influences women to become leaders in voluntary sports?

All participants in this study indicated their motives to being in voluntary sport which ranged from mentors, family, school, and people around them. There perceived this structures as an important factor in them being successful and advised that for other women to be successful they also need them.

RQ 2. What are the major underlying factors impeding women to obtain senior positions (President/ Vice Presidents) in national associations?

Role congruity was perceived to play a part in the limited number of women in voluntary sports by four of the six women interviewed. Nonetheless, the impact of role congruity played in the representation of women was varied from one participant to another. There was a common consensus that underrepresentation of women in sport is still a problem and could be attributed to incongruence in roles as ascribed by the society and the sports fraternity at large.

All the participants of the study perceived representation as a problem. The public notion that sport is still a man's world also

contributed to this underrepresentation. Several limitations were attributed to this low representation and the most highlighted one was balancing a professional life with voluntary sports work. Parental roles and family life were also some of the barriers that distracted the potential pool of women willing to be leaders in sports. Lack of confidence or self-belief by the upcoming young women was also identified as an impediment. Fear of failure in a male-dominated industry was also a perceived as a contributor to the limited number of women in the sports industry.

RQ 3. What specific strategies have women in sports leadership used to overcome perceived barriers associated with role incongruity?

Networking was identified as a possible solution to increasing the number and proportions of women in sport leadership positions. It was observed that the level of networking that women did was much lower than that of men amongst themselves as women. Mentorship was reiterated as an important tool by all the participants and they indicated how through mentorship they were able to achieve the positions they had in the sport. Mentorship in this regard was not limited to only women as mentors but also men as mentors. Continuity of the

mentorship circle was also stressed as an important contributor to women representation, hence formal structures needed to be made available for such a program.

Chapter 5. Discussion

Numerus research on women and leadership has increased over the past decades (Burton, 2014) however, research on African women is scarce. So far, most of the research studies that provide insights into the varied experiences of women in sports leadership are grounded in Western discourses, for example, McAllister's (2006) study on female school principals revealed that they applied skills acquired from being competitive athletes into their leadership practices. Norman's (2010) study on women coaches in the United Kingdom found women to be undermined and trivialized, while lesser qualified men were assigned superior roles, leaving out highly qualified female coaches.

Some of the above studies have come up with conclusions which shows that women are still facing barriers in sport. Fink (2008) also came to the same conclusion as he argues that studies on the women leaders in the sport have been taken for granted and is usually imbeded in multi layered studies.

The first theme elaborates on the work life balance as proposed by (Bruening, & Dixon, 2008). The findings of this study support the previous studies on women and representation, even though the context is entirely different. Batswan women's minority status in the society

has been for a long time been influced by the social sanctions, rules, and laws that are defined by customary and traditional law. In this Tswana traditional society, women were subjected to men's control hence giving men more power.

This study explored the possible course of women limitations in achieving a high leadership position in national sports federations. Its main objectives were to come up with explanations on the limited number of women as leaders in these federations as perceived by those who have already served and those who have served as leaders in national sports federation executive committees.

The discussion for this chapter will follow the following format: (a) Botswana women as volunteer sports leaders, (b) women's perceptions on the limitations in their advancement to the higher voluntary sport and (c) female leaders' approaches in managing or overcoming prejudice associated with role incongruity.

5.1 Botswana Women as volunteer sport Leaders

This study found family, school, and teachers to influence women's participation in sport and choices of taking up leadership in sport. This finding corroborates previous research as explained in Dixon, Warner, and Bruening's (2008) study, which indicates that when

parents participate in sports, they tend to influence their children's

involvement in sport as well. Thus social and material supports tended

to be enabling factors that helped in the children's development of

sports skills. The involvement of socializing agents in influenced

women's participation and choice of careers aligning with social

reproduction theory (Shakeshaft, Brown, Irby, Grogan, & Ballenger,

2007).

Schools are generally considered as centers for academic

excellence, as well as hubs for holistic development of the pupils,

where individual and diverse skilled persons can be identified, nurtured,

and allowed to flourish. In this study, schools provided for varied

opportunities, with teachers serving as role models, resulting in women

having positive experiences, hence their choices to continue engaging

in sports activities into their adult lives. Bandura's social learning

theory states that a person's choices and actions in life are determined

by experiences that in turn shape one's world view, character and social

interactions (Ismail & Rasdi, 2008; Pheko, 2009). Socialization exposes

one to situations and environments that allow for social interactions, as

well as provide learning opportunities. In their study, Dixon et al.

(2008), found role modeling, availing opportunities, and having a

positive experience to be mechanisms of socialization into sports. The sports experiences that the teachers, coaches, and parents provided may have influenced the women to think positively about sport thereby helping them to integrate into the sporting cultures that were previously male exclusive.

This study confirms previous research findings that show the parents and school as profoundly influencing women to participate in sport (Henry et al., 2004; Martel, 2007; McAllister, 2006). Surprisingly, although there was no substantial sports structure in their school, it did not deter the women in this study in participating in sport but instead created a self-improving environment to participate in the sport even later on in their life.

5.2 Women's perceptions of limitations in their advancement to higher voluntary sport leadership positions

Most of the women leaders interviewed in this study indicated they had to handle multiple roles of career-women, mother, wife, and volunteers in sports organizations. Involvement in multiple roles was an issue that required a delicate balance between family, career, as well as with volunteer work. In some cases, though they claimed to manage

all the roles quite well, I could discern feelings of guilt about the lengthy absences from their children. The responsibilities required of women leaders in their multiple roles presented women with the dilemma of choice.

When presented with a choice between sports and a job, many people are likely to choose the job over sports. Since sport is both a voluntary and expensive activity, lack of finances prevents women that may be willing to volunteer their time and money from taking up leadership or voluntary positions in sport. These results in an underrepresentation of women in leadership positions in sports.

Previous studies show family- work conflicts to be one of the significant issues that woman leaders are faced with on a daily basis. These conflicts mainly occurred because of lack of support by a spouse, extended absences from home, and maternity leave/ motherhood. The career woman-wife-mother always strives to create a balance between her work and family. Like any other worker, women are committed to their work and are determined to succeed in all their undertakings. For most women, this has proved to be quite challenging as indicated by participants in this study. All the six interviewed women in this study have managed to stay in the sport and have attributed it to the support

they got from their spouses. The absence of support from one's spouse could impede one's engagement in sport.

Lengthy absence could be challenging for women that participate in sport, especially in cases where the spouse did not understand, and that often, the society interpreted it as lack of care for the family was bound to create problems within the family. The family-sports-work dilemma often resulted in women having to make choices based on their family values; and often based on the traditional gender roles, where child rearing and caring roles belonged to the women, particularly in the post-colonial state of affairs in Botswana.

Self-efficacy and high levels of confidence were highlighted as the requirement for these young women. Whisenant, Miller, & Pedersen (2005) were also of the same view and they pointed out that self-selection by young women out of carrers in sport mainly as a result of diminished self-efficacy or gender related obstacles.

The conclusion is shared by Cunningham et al. (2003)in his study of women in coaching profession when he states that women are more likely to remain coaches because of their self limiting characteristics. Other women were perceived by the participants in the study as less likely to take risks in per suing leadership roles. These

findings add to the conclution that self-efficacy is a contributor to the limited number of women in voluntary sports leadership. In their study, Satore & Cunningham (2007) proposed that sports ideologies inhibit women in taking up respoinsibilities as leaders in sport. Their point of contection was that women under estimate their leadership capabilities as it has been asscribed by the societal dominance they cam across. Consequaentlt women imposed these limiting behaviours on themselves. Questioing of leadership ability was found to affect the number of women willing to become leaders in voluntary sport.

Furthermore, fear of failure in a male-dominated field of sport was viewed as deterent to women in taking up leadership positions.The share number of men already in leadership results in young women aspiring to be leaders to shy away without showcasing their capabilities hence reducing their opportunities to leadership posistions. The participants seemed to depend on men's approval and affirmation before they could take up the position. By relying on the affirmation of males, women leaders were not only conforming to male standards but were inadvertently showing a lack of confidence to lead (Chabaya et al., 2009; Sperandio & Kagoda, 2010). Although this could be a consequence of gender-role socialization, these self-limiting behaviors

reinforced gendered stereotypes about women's ability to lead (Agezo, 2010). On the other hand, Whisenant (2003), has found out that there are still many opportunities for both women and men in sports leadership.

Sports leadership is mainly voluntary and one becomes a leader through elections, appointments, as well as through interviews, nominations, and selections (Henry & Robinson, 2010; Henry et al., 2004). In this study, women indicated that they were either tapped or co-opted into leadership positions, which resonates with previous research studies (Chabaya et al., 2009; Mullen, 2009; Sperandio & Kagoda, 2010). Only two women indicated that they acquired their leadership positions through a competitive election process.

Research studies show underrepresentation of women in leadership to result from patriarchy and failure of women to present themselves for elective positions, forcing organizations to co-opt or appoint whoever was available into positions of leadership (Henry & Robinson, 2010; Henry et al., 2004). The results may suggest lack of interest in leadership (Sperandio & Kagoda, 2010), which adversely affects women sports. In this study, co-opted women leaders hardly participated in the decision-making processes. While the co-option of

women leaders was considered a way for federations to diversify its board membership, it was unlikely that such leaders would have any impact on policy issues. Moreover, as Sartore and Cunningham (2007) suggested, gendered stereotypes are deeply embedded within sports organizations to the extent that decisions are made on behalf of women as if they were not there, subsequently limiting their chances of displaying leadership qualities (Coleman, 2001; Shakeshaft et al., 2007).

The participants recalled the limitations which women encounter as leaders in voluntary sports which include but not limited to balancing of work and family life, sport as a gentleman's club and the patriarchal practices. These barriers lead to a low level of women who reach high leadership positions as viewed by the reserch participants. The following section descibes the strategies that some of the participants employed when faced with such barriers.

5.3 Female volunteer leaders' approach in overcoming prejudice associated with role incongruity in sport

Participants in this study reitatrated on the importance of mentorship. They pointed out that, through mentorship, they were able to be where they are now, as leaders. The partcipants indicated how

they each had mentors through out their journeys to becoming leaders. The findings support Lough, (2001)'s study which found out that, through networking and mentoring groups, women can create a forum for exchanging experiences and knowlegde in their roles as leaders.

In addition, women as role models in sports leadership present a good image and a compelling voice to other women and girls in sport. For young women, having a mentor in sport can create a positive motivation as they are able to easily associate with people they look up to. Fazioli (2004), conducted a study on coaching mentors which concluded that the the limited number of women mentors in sports was a deterrent for the younger generation to enter coaching.

The women interviewd poited out that they were role models and mentors themselves and they saw this an opportunity to give back and be examplary to other women in the sport. Through mentorship, the partipants were able to archive leadership positions hence the advocacy for mentoring. With regards to networking, the partipants stronly felt that women in sport should create plaforms where they could meet and exchange ideas. They poited out thatt this will significantly improve their representation in sport, which is supported by studies done by (Whisenant 2003; Whisenant et al. 2002). The studies came to the

conclusion that networking is an intergral part of advancment in any high level position.

Several studies on women and networking (Whisenant, 2004; Whisenant & Pederson, 2004, Whisenant et al, 2002) confirm the current study's findings that women are less like to network as compared to men. The studies concluded that men tend to be better at networking than women. The women interviewed also mentioned how they tried to do networking and pointed out that it is a struggle to get women to do it.

On the last limitation regradinng women self limiting themselves, the participants advised that women should work towards gaining as much experience as they can so that they can be on par with men. Over and above that, they reitarated on the importance of accumulating professional certifications throungh their natinal federations as well as international federations so that they can stand a better chance of being chosen as leaders.

5.4 Conclusion

The study's primary purpose was to explore the underrepresentation of women in voluntary sports leadership through an analysis of women's perceptions together with effects of role

congruity. Five of the six participants were of the view that role

congruity has an influence on the underrepresentation of women in

voluntary sports associations. The implication of the results implies that

there are still barriers, from the role congruity theory point of view

regardless of the many advocacies driven towards women in sport.

For research question number two, the women described some

of their experience where they had an encounter with any form of

prejudice during their tenure in sports leadership. These prejudices

encountered included inhibiting advancement to top positions and

questioning their leadership ability.These experiences suppport the role

congruity theory as well as the prejudices women are facing due to role

inconguence between gender roles and leadership.

All six of participants were of the view that women

representation in voluntary sports leadership is a current problem

including other positions in national sport. The current state of

underrepresentation was stressed by participants, which was mainly

contributed to by barriers including work-life conflict and self-efficacy.

A combination of barriers was generally attributed to lower numbers of

women reaching leadership positions. The success displayed by women

leaders indicated a unique perspective that women bring to an organization

which combines collaborative, nurturing, and strictness, and fundraising abilities, which resulted in efficiently managed programs. Federations need to tap into women's potential and exceptional skills to help improve their programs.

5.5 Implications for Research

The limited number of research on the representation of women in voluntary sports organizations is an apparent thorn for those in the field of women empowerment. The current study points out to a few suggestions for future studies. First, future studies should look into the necessary educational qualifications and experiences that might be required for top leadership positions in voluntary sport.

Second, research on how men create and maintain their network especially in sport should be carried out. This type of research can possible assist in decoding the current monopolistic stake than men have in the sport.

Third, participants were not for the idea of women empowerement alone. They viewd the problem of women representation as an issue thhat is supposed to be the respobility of both genders as long as they are involved in the sport. Therefore a future

study on the possible outcomes of women advocacy on sport should be carried out.

Forth, another study can look into the number of women who take part in national association elections so ass to compare against men mainly focusing on positions of power like association president.

For policy, these are the two recommendations:

(a) There should be a policy that guides on women who take part in voluntary sport so that they are motivated to be part of the system.

(b) Lastly, Botswana sport and its leadership, in general, is essential therefore there should be a policy to gather information in that regard. Women in sports Botswana (WASBO) as an official organization tasked with women issues in the country had no information on the number of women who are involved in the voluntary sport. This creates a gap in the information flow as it limits those involved in power to make informed decisions regarding women issues in sport.

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Appendix A
Introductory E-mail/Letter

Dear _____

My name is Kealeboga Keitseng; I am currently a master candidate in the Physical Education Department under at Seoul National University (SNU). My thesis is on the underrepresentation of women in Botswana National sport federations/associations especially decision making leadership positions. Specifically, it is a qualitative study on the effects of role incongruity.

The purpose of this study is to investigate the underrepresentation of women in National sport federations' leadership positions by analyzing perceptions of the impact, if any, that role congruity theory plays in the underrepresentation women. Previous research has examined potential causes for this underrepresentation but no study has examined this phenomenon from the perspective of prejudice towards women in leadership roles. There also exists a gap in research at the national level.

I am requesting your participation in this study because you fall within specific criteria that would enable you to speak at great depth about the challenges and perceptions of being: Female, and either, currently serving in the national sport federation for 6 months, and/or an Executive committee member, also a position held for a minimum of 1year.

If you agree to participate in this study you will be interviewed either face to face or over the phone. The interview questions were derived from the study's research questions and a literature review on the topic of women in sport leadership positions. Questions included are on: career path; perspectives on reasons for underrepresentation of women in athletic leadership; perspectives on how role incongruity may have contributed to underrepresentation; prejudicial experiences you may have encountered; strategies you may have employed to overcome prejudices; and advice you would give other women who aspire to obtain leadership positions. Participation in this interview is

purely voluntary; you may refuse to participate in this study or any part of this study. In addition you may withdraw at any time without prejudice to your relations with me or the university.

All information gathered in this study will be kept confidential and your identity will be protected. No reference will be made in written or oral materials that could possibly link you to this study. All records will be stored in a locked facility for three years which upon completion of the study, all electronic files will be deleted and hard copies shredded. If you have any questions regarding the interview, study, or its future publication please contact my advisor and principal investigator Dr. Ilhyeok Park, at +82-2-880-7818 or myself at +82-10-8600-5649.

If you wish to participate please respond to this e-mail and I will arrange an interview time at your convenience.

I do thank you in advance for your consideration and hope to include your unique perspective in the subsequent research. Your experience and perspective is invaluable toward our understanding of this ongoing challenge.

Respectfully,
Kealeboga Keitseng

Appendix B
Interview Questions

1. Tell me about yourself. Where are you from? Background Information

2. Are there any sports that you were interested in as a child or growing up? If so which ones and why.

3. How did you end up in the sports industry? What path did you take?

4. Please tell me about your career path to obtaining your current (previous) leadership position, including experiences, education, and professional positions. (Were there any role models that you looked up to?)

5. Marital status.

a) How, and to what extent, has this affected your relationship with the sport you are most associated with (e.g. made you more determined to succeed, put you off competing etc.)?

6. How would you describe the sport you are most associated with?

7. What is the proportion of women on your country's National Federations Committee, in particular in decision-making posts?

8. Do you think the sport you are most associated with encourages both men and women to strive for positions of power and authority? And why?

9.   What do you think about women working/volunteering in sport organizations?

10.   Do you think women go through different experiences in the work place compared to men? Why and how?

11.   Have you or anyone you know ever experienced any form of form of prejudice (undermined/poorly treated) as a result of being a woman in a leadership position?

12.   What strategies have you employed to overcome either of these two forms of prejudice in your leadership position?

13.   Do you have any challenges in the work place? Because you are working in a sport federation, is there anything you have to hide? What benefits do you think you gain from working in a high position?

14.   How do you think others think of you as a female leader? How do you want others to feel or respond to your being in a high position?

              (Follow up if needed) In your current leadership position, what has been your

                biggest contribution? (Add on, what do you like most about your job?)

              (Follow up if needed) What do you perceive as a weakness of your leadership?

15.   What are traits that separate you from other women that are working in lower positions? How do you differentiate yourself?

16.   What advice would you give other women who aspire to obtain leadership positions in sport leadership and administration? (Do you recommend women to be involved in sport organizations? Do you think a lot of what we talked about has to do with culture?)

17.   Does being a leader help you develop as a person? What do you enjoy the most? Do you think there is different treatment between men and women at the work place?

초록

보츠와나의 여성 자발적인 스포츠 리더십에 대한 과소 대표

Kealeboga Keitseng

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본 연구의 목적은 편견의 관점에서 보츠와나 전국 스포츠 연맹 내에서 이미 리더의 위치에 있는 여성의 인식을 탐색함으로써 자발적으로 리더의 역할에 참여하는 여성들의 인식을 이해하는데 있다. 특히 편견의 관점에서 리더의 역할을 하거나 직접적인 관여를 하는 여성들의 현상에 대한 연구가 제한적이다. 본 연구는 보츠와나 전국 협회위원회 리더직책에 관련된 6명의 여성의 전화

면담을 통해 수집되었다. 연구 대상 중 반은 최소 6 개월 동안 국내 스포츠 연맹 집행위원회의 위원으로 활동 경험이 있는 여성들로 구성되었고, 반은 현재 국내 스포츠 집행위원회 위원직을 맡고 있는 여성들로 구성되었다.

스포츠 기구에 자원 봉사하는 여성 리더의 인식을 탐구하기 위해 역할 일치 이론 모델로 사용되었다. 데이터를 수집하는 데 참여대상과 면담을 진행하고 면담 질문지는 주요 연구 목적을 도달할 수 있게 다루었다. (a) 역할을 통해 여성의 스포츠분야의 사회화, (b) 여성들의 전문직 생활과 자원 봉사자 지도자로 이끈 결과 (c) 스포츠 지도부 직책에서의 과소 평가에 영향을 미치는 요인.

면담에 응한 6 명의 여성 모두가 자발적으로 스포츠에 참여하는 여성의 과소 표현을 문제로 인식했다. 젠틀맨스클럽으로서의 스포츠 활동, 가부장적 환경과 자원 봉사와 가정 생활, 전문 직업 간의 균형을 포함하여 참가

자들은 장벽에 부딪혔다는 설명을 했다. 본 연구의 결과는 여성들의 스포츠 참여를 향상시키기 위해 시행 된 정책도 존재하지만 보츠와나가 여전히 여성 대표에 뒤져 있지 않다는 것을 의미한다. 물론, 권력의 위치에 있는 여성은 거의 없지만 참가자들은 다른 여성들이 스포츠에 종사하는 경험 많은 여성 지도자들과 멘토의 기회를 만들고 네트워크를 형성 할 것을 제안했다.