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Career development and good practice in the retail sector in England: A national study to investigate the barriers to women's promotion to senior positions in retail management

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Career Development and Good Practice in the Retail Sector in England:

**A national study to investigate the barriers to
women's promotion to senior positions in retail
management**

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Executive Summary

This study was led by University of Bolton in partnership with the Centre for Diversity and Work Psychology, Manchester Business School, and co-funded by the institutions and the European Social Fund. The original aim of this study was to identify the barriers to women's promotion in management in the retail sector. The aims of the project were to:

- Investigate two sets of potential barriers to promotion: firstly, those that impede the promotion of shop floor workers to middle management and secondly, those that impede the promotion of middle managers to senior management.
- Identify strategies for overcoming these barriers
- Investigate the feasibility of constructing a national database, documenting the career paths of women in the retail industry
- Develop, publish and disseminate good practice guidelines and recommendations using reports, conference presentations, feedback seminars, academic journals and retail specialist and national press.

The objectives of the project were to:

- Develop a promotion system, which is more sensitive to the needs of women.
- Develop an image of a senior manager, which is not based entirely upon a male image.
- Provide a concept of role models, which can be utilized by women to resolve possible work life balance conflicts.
- Produce a set of solutions, which can be applied to other retail settings.
- Mainstream and disseminate findings and recommendations to inform policy bodies and retail organisations.

The project fully addressed the aims and priorities set out in the HE ESF objective 3, theme 4: 'Research into gender discrimination.'

150 semi structured telephone interviews with female and male employees in the retail sector, from shop floor level to senior manager/director level, were completed by the lead researcher and other members of the project team.

Some of the main findings from the analysis of the data are presented in this report, they include:

- Lack of opportunities for part time staff to progress through management levels, given that there are limited current practices to enable this
- The extent to which the above finding affects more female than male employees and perpetuates the “glass ceiling”
- The long hours culture that is endemic in British working culture and retail organisations in particular
- The extent to which individuals’ work life balance is compromised by having to conform to long hours working cultures

The following recommendations were developed for retail organisations and relevant policy makers:

- Develop more flexible working practices: job sharing, part time working at managerial levels.
- Be more open to promoting and developing individuals with skills/management styles which are not necessarily currently valued, e.g. people orientated skills, consultative vs. directive leadership styles
- Implement a role model/mentoring system for all staff looking to progress into management chain, and those already within the chain looking to progress further
- Ensure effective communication of vacancies and promotion opportunities across the organisation(s) for roles at all levels, to ensure that selection procedures are objective and fair, with access for all employees.
- Implement a career development system incorporating succession planning, appraisals, and identification of training needs to enable staff development and promotion from the shop floor through to management.

- Increase wage budgets for store managers in relation to increases in opening hours. This would enable managers to ensure they have enough staff to cover opening hours and therefore be able to work fewer hours themselves, enabling them to have more work/life balance.
- Be aware of the extent to which child care responsibilities impact on individuals' career progression or their self-selected opt out of this for certain periods of time, i.e. career breaks and how this affects their career progression. This is directly linked to the opportunity for individuals to request more flexible working patterns.
- Develop channels of communication of information to employees and implement appropriate systems to monitor issues affecting them, e.g. Staff surveys, open forums.
- Effectively implement working time regulations – thereby outlawing the ability to opt out of this, and ensuring that regular breaks for managers and the number of hours they work per week are in line with working time regulations.
- Retailers and policy organisations be pro-active in changing the culture of long hours working which permeates not only retail but wider British industry.

All respondents were made aware that the report is now available to download from the Bolton website (Bolton.ac.uk) and Centre for Diversity and Work Psychology website (Mbs.ac.uk/cdwp), which recognises their involvement in the process and ownership of the data. It is also available to download to any other interested parties. Individual copies of the report were also sent to retailers who gave access to their employees. Summaries of the project and report were also disseminated to relevant bodies, with details of where to download a copy of the full report.

Finally, the main findings from this study are being developed further, along with the issue of long hours culture and work life balance, into a PhD by the lead researcher, Pauline Brandwood.

Section 1

INTRODUCTION

1.1 Introduction

The retail industry is the UK's top service industry and the UK's largest private sector employer. It employs just over three million people in the UK, which represents one in ten of the UK workforce (Department of Trade and Industry, 2005). Recently, there has been a slight decrease in employment growth, but this sector is predicted to grow by 250,000 new jobs by 2010. Table 1.1 outlines the distribution of retail employment in the United Kingdom in 2004.

Table 1.1 Distribution of Retail Employment in the United Kingdom (2004)

Region	% of Total Retail Employment	Figure
England	84%	2,497,905
North East	4%	118,948
North West	12%	356,844
Yorkshire & Humber	9%	267,633
East Midlands	7%	208,159
West Midlands	8%	237,896
East of England	9%	267,633
Greater London	12%	356,844
South East	14%	416,318
South West	9%	267,633
Wales	5%	148,685
Scotland	8%	237,896
Northern Ireland	3%	89,210

Source: Skillsmart Retail, 2004 (Annualised Labour Force Survey statistics to December 2002 adapted by the SSDA Matrix).

The retail workforce has traditionally been associated with the employment of women. According to recent statistics, the male to female ratio of the retail workforce is 40% to 60% and this gender profile remains fairly consistent throughout the Nations and Regions of the United Kingdom (Skillsmart, 2006). Despite this, current statistics and recent research show that women are underrepresented in senior positions in retail (Lynch, 2002; Skillsmart, 2006).

In the past few decades there has been an increase in research and public debate regarding the barriers facing women attempting to progress into senior management positions. Although women have made progress into management positions, evidence suggests that a ‘glass ceiling’ prevents women advancing past middle level management positions (Davidson and Burke, 2004; Powell and Graves, 2003; Thompson and Graham, 2005). This glass ceiling effect occurs when women and minorities with equivalent credentials as white men, i.e. those who traditionally occupy positions of power within organisations, are prevented from accessing top jobs simply because they are women and/or minorities (Davidson, 1997; Powell, 1999; Konrad, Prasad and Pringle, 2006). According to the International Labour Office (2004) from its global glass ceiling study:

“Women continue to have more difficulty obtaining top jobs than they do lower down the hierarchy. The rule of thumb is: the higher up an organisation’s hierarchy, the fewer the women”. (ILO, 2004).

Table 1.2 below outlines the percentage of female managers at different levels of responsibility in the UK from 1983-2005 and highlights that women are more likely to be found in lower level management positions across all sections.

Table 1.2 Percentage of managers who are women at different levels of responsibility in the UK 1983-2005.

	2005	2004	2003	2002	2001	2000	1998	1994	1983
Director	14.4	13.2	10.5	14.8	9.9	9.6	3.6	2.8	0.3
Function head	-	17.4	20.4	20.1	15.8	15.0	10.7	6.1	1.5
Department head	-	26.2	28.0	24.1	25.5	19.0	16.2	8.7	1.9
Section leader	36.9	38.2	33.0	34.5	28.9	26.5	21.9	12.0	5.3
All females	33.1	31.1	29.6	29.2	24.1	22.1	18.0	9.5	3.3

Source: National Management Salary Survey, Chartered Management Institute/Remuneration Economics, 2005 (a survey of 20,989 individuals).

More recent research reports have highlighted that women are beginning to break through the glass ceiling and reach prestigious leadership positions in organisations, traditionally occupied by (white) men. The number of female directors for example, has increased from less than one in ten, to one in seven, over the last five years. In the U.K., seventy-eight Financial Times Share Index (FTSE 100) companies in 2005 had female directors, up 13% from the previous year. However, only eleven FTSE 100 companies had female executive directors, which was below the 2002 figure and out of these, twenty-two of the FTSE 100 boards in 2005 were all-male (Singh and Vinnicombe, 2005). The limited presence of women, compared to men, in high profile roles means that women's performance is often subject to intense scrutiny. They are therefore more likely than men to find themselves on a 'glass cliff', existing in precarious positions of leadership in organisations with an uncertain future (Ryan and Haslam, 2005).

Numerous barriers facing women attempting to move into senior roles in management have been identified. These include lack of access to informal networks, lack of mentoring schemes, lack of career planning and negative assumptions in executive ranks about the suitability of women for senior management roles (Opportunity Now and Catalyst, 2000; Davidson and Burke, 2004; Thompson and Graham, 2005). These barriers for women in pursuit of management roles have been shown to exist across organizational sectors including retail. Research addressing women in management in the retail sector has found that women face barriers including 'not being male', long hours, lack of part time management positions and a reluctance to move location (Broadbridge, 1998). A study conducted by Traves et. al. (1997) found that although the retail workforce is predominantly female, women's access to senior management posts is very limited. Their national survey showed that although men at the time constituted 28% of retail employees, they dominated top management posts except for personnel, which is the stereotypical female management function.

Traves et. al.'s (1997) study is now rather outdated but more recent research and statistics highlight a similar trend. Thomas's (2001) study found that

female retail directors usually occupy non-executive positions in retail companies, which they have held relatively briefly, on boards dominated by long-serving male chairmen and chief executives. This suggests that women continue to occupy *'predominantly secondary positions at the margins rather than the centre of corporate influence in retailing'* (p.11). In addition, recent analysis of board room appointments of sixty six public listed retail companies highlighted that only three have female chief executives (Skillsmart, 2006).

Recognition that women and minority groups face discrimination in the labour market has been acknowledged by policy makers, researchers and the retail industry. The UK National Action Plan for Employment (2004) for example, designed to support the three main objectives of the European Employment Strategy (EES) of full employment; quality and productivity; and cohesion and social inclusion, expresses its commitment to promoting gender equality in the labour market as an integral part of meeting the objectives set by the EES. Furthermore, the UK National Action Plan for Employment (2004) aims to promote the integration of and combat discrimination against people at a disadvantage in the labour market (guideline 7), which also includes disabled people and ethnic minorities. This study aims to research the reasons behind the lack of promotion for women to management positions in retail and therefore supports the aims of the UK National Action Plan.

At a national level, there is recognition that more research is required to fully understand the needs of women and minorities in the labour market and produce solutions to reduce the level of discrimination faced by women and minority groups. This project was originally focused on the experiences of women managers in the retail sector. The project was co financed by University of Bolton, Manchester Business School, The University of Manchester and the European Social Fund (ESF) as part of the HE ESF Objective 3, Theme 4 'Research into Gender Discrimination' measures, to investigate the barriers to women's promotion to positions in middle and senior management in the retail sector.

The research is also timely in light of the new Gender Equality (GED) which comes into force in April 2007. This duty requires public authorities to promote gender equality and eliminate sex discrimination. Although the retail sector is largely a private sector employee, it is good practice to recognise the benefits of the GED and implement the recommendations. According to the Equal Opportunities Commission (EOC, 2006), the GED will:

- Improve recruitment - Considering gender could help organizations fill skills gaps.
- Improve the well-being of staff - Flexible working and improving the work – life balance means happier staff and higher staff retention.
- Prevent costly tribunal cases by providing equal pay for equivalent jobs.
- Save organizations money on recruiting staff - Action on maternity leave will increase staff returning
- Make more efficient use of talent in the workforce

1.2 Background to the project

Historically, the retail sector has been dominated by men but over the course of the 20th Century, this has changed. The workforce is now predominantly female and a large number of employees are part-time (Lynch, 2002). According to the EOC (2006), women make up 46% of the workforce compared to 40% twenty years ago. In addition, 82% of part-timers are female. Despite this, women are numerically dominant at the base of the retail organisational hierarchy. According to the Equal Opportunities Committee (2004) for example, seventy-seven per cent of all sales and retail assistants are female. This study set out to examine the barriers to women's promotion to positions of management in the retail sector. Two sets of barriers were studied; firstly those, which impede the promotion of shop floor workers to middle management and secondly, those which impede the promotion of women, middle managers to senior management. The study also included a proportion of men to determine their experiences and to examine ways in which the career development of men in retail reflected or differed from the experiences of women. In addition, examples of good practice were sought,

that could be shared with others in the retail sector and recommendations for implementation and action were provided.

1.3 Project aims and Objectives

The original aim of this study was to identify the barriers to women's promotion in management. Although the study focused on women, barriers related to other biographical characteristics (including ethnicity, religious beliefs, age and disability) were also investigated. The initial aims of the project were to:

- Investigate two sets of potential barriers to promotion: firstly, those that impede the promotion of shop floor workers to middle management and secondly, those that impede the promotion of middle managers to senior management.
- Identify strategies for overcoming these barriers
- Investigate the feasibility of constructing a national database, documenting the career paths of women in the retail industry
- Develop, publish and disseminate good practice guidelines and recommendations using reports, conference presentations, feedback seminars, academic journals and retail specialist and national press.

1.4 The Study (Problems encountered and proposed solutions)

Originally, when the project was established, a large national retail organisation was cited as an employer partner who would provide access to its workforce for fieldwork and to provide statistical data for analysis. Unfortunately this retailer declined to participate shortly after the project began but after the funding was secured. The research team then contacted numerous national retail organisations to invite them to participate in the study. After some time, one particular retailer expressed serious interest and initially agreed to participate subject to approval from Head Office. The research team spent significant time meeting with various representatives from the retailer and providing presentations and other notable literature connected with the study. It was agreed with this retailer that the research team would conduct a good practice and career development survey within

the retail organisation, rather than focusing on 'barriers' as this implied the existence of barriers, when it might not be seen as the case.

Due to numerous unforeseen circumstances including the illness of the main contact of this study within the particular organisation, the retailer eventually declined to participate which left the research team in a difficult position. The research team then notified the European Social Fund and provided suggestions for a change in methodology that would still fully meet the aims and objectives outlined in the original application for funding. The new aim was to advertise across various retail outlets to secure individual male and female respondents from various companies hence not having to approach Head Offices for approval to ensure a quick and easy access to respondents. This application for change was granted by the European Social Fund.

The study conducted by the research team involved conducting 150 semi-structured telephone interviews with male and female employees across the retail sector in England. The methodological design of the study was carefully planned and informed by previous work addressing equality and diversity issues in the workforce (e.g. Sutherland and Davidson, 1997). The interviews were designed to meet the aims and objectives of the European Social Fund and address a variety of issues including the identification of potential career development barriers and the identification of strategies for overcoming these barriers, opportunities for training, promotion, mentoring and leadership. The semi structured interview schedule was then uploaded onto a specifically created, password protected, web page, which enabled members of the project team to input data directly onto the safe and secure web page whilst interviewing participants over the telephone. Full details of the methodology employed including the design and content of the interview schedule is documented in Section 3.

1.5 The Report

The report is comprised of five sections. Section two outlines the main literature in this area. Section three outlines the methodology employed in this study. Section four documents the main results and section five presents conclusions and recommendations for good practice.

Section 2

LITERATURE REVIEW

2.1 Introduction

This Section outlines the main literature in this area. The first sections focus on the structure of retail and the general profile of the sector. The section then moves on to its main concern which is the under representation of women at senior levels in retail. Retail is an economic sector, which has traditionally been associated with the employment of women. Overall, 60% of retail employees are women and 40% are men. Whilst these figures show that the retail sector clearly employs a larger number of women than men, it is not a 'gendered industry' (Skillsmart, 2006).

The representation of women in the retail sector however, follows a number of important patterns. Official statistics are used to highlight the predominance of women in part time work in the retail sector and the under representation of women at senior levels. According to Skillsmart, (2006), official figures are general and are unlikely to provide a clear understanding of the dynamics relating to the position in which women are employed in retail. The following sections therefore outline theories that have been offered to account for these gender disparities, particularly in relation to barriers for women attempting to progress into senior management positions. An examination of managing diversity is then offered and potential mechanisms for ensuring retail organisations fully utilise the talents of all employees to maximise productivity is discussed.

2.2 The structure of the retail sector

The retail sector is the largest private sector employer in the UK yet it is rarely recognised as such. Skillsmart (a not for profit organisation, set up and part funded by Government to identify and address the skills needs of the UK retail sector), suggest that this is, possibly because its workforce is not concentrated in any particular region or locality. In fact, the retail sector is the largest public sector employer in the U.K. Furthermore, Tesco is the UK's

second largest employer after the NHS (Skillsmart, 2004). Overall, the retail sector employs three million people throughout the United Kingdom, which accounts for approximately ten per cent of employment throughout the UK. However, the structure of the industry is unusual, and is described by Skillsmart, as 'hourglass shaped'. The overwhelming majority (95%) work in firms with less than ten employees. Consequently, there are significantly less (just over one thousand, six hundred) retail employers with more than fifty staff, reflecting the "hourglass shape" of the industry profile.

2.3 The general profile of employees in the retail sector

Traditionally the retail sector is associated with the employment of women, the vast majority of whom work in the lower echelons of the organisational hierarchy. The profile of employees in retail also follows a number of other patterns. The retail sector for example employs a large proportion of young people. According to recent estimates 29% of those employed in the sector are between the ages of 16 to 24. This is compared to the overall economy figure of 14%. It has been suggested that this figure may be due to the popularity of retail as a part-time occupation for young people and students (Skillsmart, 2006). Retail is also a popular choice for older workers (those over 55).

In terms of ethnic minority employment, the retail sector employs a similar proportion to those figures available nationally (Skillsmart, 2006). Recent research has shown however, that certain recruitment practices may prevent ethnic minorities from gaining employment in retail organisations. A recent study for Birmingham and Solihull for example, found that employers might specify jobs as a matter of course that require the staff to work on Saturdays without realising that a large pool of potential workers would be unable to work on this day as it is their Sabbath (Vector research,2003).

2.4 The gender profile of the retail sector

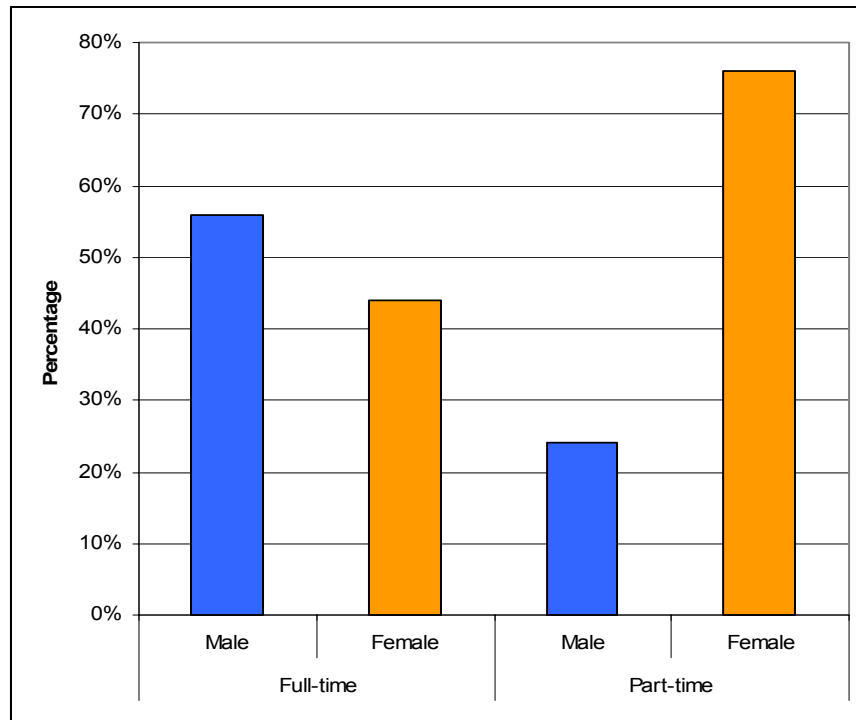
Retail is an economic sector, which has traditionally been associated with the employment of women. Overall, 60% of retail employees are women and 40% are men (Skillsmart, 2006). This gender profile in the retail sector remains fairly consistent throughout the nations and regions of the United Kingdom and this profile has been fairly consistent over the last 10 years. One exception to this is in London where the male/female split is closer to 50:50 at 47% to 53% (Skillsmart, 2006). Skillsmart (2006) suggest that London's larger ethnic population is likely to be the source of this greater proportion of men as many independent retailers in the capital run by ethnic minorities may have men as the sole proprietor.

It is important to note however, that the representation of women in the retail sector follows a number of important patterns discussed in the following sections. Firstly the predominance of women in part time employment in the retail sector will be discussed. Secondly, evidence will be presented to show the under representation of women at senior levels within the retail sector.

2.4.1 The predominance of part-time work among women in the retail sector

Statistics from Skillsmart (2006) indicate that women occupy three quarters of all part-time positions in the United Kingdom retail sector, which accounts for 40% of all retail employment. This is a significant figure when, compared to the economy overall, where only 25% of people are employed part-time. The majority of those working part time in retail are employed in sales and customer service occupations. Figure 2.1 outlines the proportion of full and part time employment in the retail sector by gender.

Figure 2.1: Proportion of full and part-time employment in retail by gender



Source: Labour Force Survey (2004-2005)

2.4.2 Part-time work in the labour force as a whole

The predominance of women working part time when compared to men is particularly apparent in the retail sector. This trend is also reflected in employment across the UK, particularly in the service industries. The numbers of women entering the labour market has dramatically increased over the past thirty years and this rise in numbers has mainly been in part-time work (Burke and Nelson 2002; Davidson and Burke, 2004). Women in the U.K. are far more likely than men to work part-time (EOC, 2006). According to the Office of National Statistics, in 2005, 42% of women employees in the U.K. worked part-time compared to just 9% of men. Interestingly, part-time employment is less common for ethnic minority women than white women, but proportionately more ethnic minority men than white men work part-time in the UK. Bangladeshi men have the highest part-time rates compared with other men, 39% of those in employment work part-time (EOC, 2006).

2.4.3 Explanations for the predominance of part-time work among women in the retail sector

Traditionally, the predominance of women working part time is largely attributed to the childcare and other domestic roles (e.g. caring for elderly relatives) traditionally performed by women which limits their ability to work full-time (Wilson, 2003; Skillsmart, 2006). When addressing the retail sector specifically, Lynch (2002) comments that it is the very nature of the retail industry that contributes to the high proportion of female part time workers. In the retail industry, recruitment is largely secured from the local labour market, staff requirements fluctuate due to seasonal demands and employees are often required to work unsociable hours as stores open longer. These are all factors that lead to the development of part time 'feminised' jobs within any organisational sector, and specifically the retail sector. In addition, Lynch (2002) further suggests that due to this feminisation of the retail part time workforce in particular, retailers are provided with an available pool of labour that accepts inferior terms and conditions of employment, as women attempt to resolve their need to work with child care and other domestic responsibilities.

2.4.4 The under representation of women in the retail sector: Managers and senior officials

Official statistics show that there are a higher proportion of women in managerial and senior occupations in the retail sector than in comparison to the economy as a whole. As seen in Table 2.1, the retail sector gender split is 58:42 male to female, compared to 66:34 split for all industries. It is important to note, however, that if the representation of women were equal throughout the sector, the gender split would arguably be 60:40 female to male in management and senior official occupations. Furthermore, women tend to predominate in certain types of management positions including personnel, which are roles traditionally associated with women.

Table 2.1: Retail occupations by gender representation

	Male	%	Female	%	Total
Managers and Senior Officials	321,599	58	236,080	42	557,680
Professional occupations	29,861	57	22,288	43	52,149
Associate Professional and Technical	53,594	39	82,802	61	136,397
Administrative and Secretarial	41,976	21	156,664	79	198,640
Skilled Trades Occupations	75,520	69	34,458	31	109,978
Personal Service Occupations	1,248	19	5,209	81	6,457
Sales and Customer Service Occupations	417,883	27	1,118,812	73	1,536,695
Process Plant and Machine Operatives	65,537	79	17,484	21	83,021
Elementary Occupations	200,770	59	141,500	41	342,270
Total	1,207,984	40	1,815,296	60	3,023,280

Source: Labour Force Survey (2004-2005)

In addition, women are less well represented at the highest levels of corporate management. According to recent analysis of board room appointments of 66 public listed retail companies, only three had female chief executives. This is in stark contrast to the overall proportion of women in the sector and the proportion of women in senior positions (Skillsmart, 2006).

2.5 The 'Glass ceiling'

The under representation of women in management positions in the retail and other occupational sectors has led theorists to assert that a 'glass ceiling' exists. The term 'glass ceiling' is used to reflect the ability of women and minorities to view the world above them but the metaphorical ceiling prevents women and minorities from accessing the senior positions they can view. This glass ceiling effect occurs when women and minorities with equivalent credentials as white men, i.e. those who traditionally occupy positions of power within organisations, are prevented from accessing top jobs simply because they are women and/or minorities (Davidson, 1997; Powell, 1999; Konrad, Prasad and Pringle, 2006).

Accessing accurate statistics on women managers is a difficult task because of the variety of definitions employed for the term 'manager' and the variety of

data collection techniques used to collect data (Powell, 1999; Powell and Graves, 2003). Nevertheless, the proportion of women in management has increased over the past three decades in almost all countries and legislation in some countries (e.g. Affirmative Action Legislation in the U.S. and Canada) has contributed to this trend (Powell and Graves, 2003). Despite this encouraging increase, recent research by Catalyst (2005) has highlighted that the glass ceiling is firmly in place. In the U.K., seventy-eight Financial Times Share Index (FTSE 100) companies in 2005 had women directors, up 13% from the previous year. However, only eleven FTSE 100 companies had female executive directors, which was below the 2002 figure and twenty-two of the FTSE 100 boards in 2005 were all-male (Singh and Vinnicombe, 2005).

These statistics largely reflect the experiences of white women. It is important to highlight that black and ethnic minority women across the globe often face significant barriers. Although there is a general lack of data on ethnicity and employment, black and ethnic minority women are under-represented at senior and professional levels in the labour market (Commission for Racial Equality, 2006). In the U.K. in 2004 for example, 17% of ethnic minority men were managers or senior officials compared to 10% of ethnic minority women. The highest percentages of women and men in these positions were Indian and Chinese (Commission for Racial Equality, 2006).

Research has highlighted that a glass ceiling exists even in occupations where women predominate. Approximately 90% of nurses, for example, are female but male nurses often experience greater career success than female nurses (Nursing and Midwifery Council, 2005). The number of women studying law in England now outnumber men (Davidson and Burke, 2004) but partners of top law firms continue to be predominantly men. An examination of data from the top 10 law firms in the UK in 2005 revealed that on average, 15% of female partners in the top 10 law firms are women (The Law Society, 2005).

Recent research has highlighted that whilst women are now achieving more senior roles, they are more likely than men to find themselves on a 'glass cliff'

(Ryan and Haslam, 2005). According to Ryan and Haslam (2005), this is because women are more likely to secure positions of leadership when organisations are not performing at their optimum level. This means that their appointments are made under more risky circumstances which make them more precarious. This suggests that not only do women experience barriers to achieving senior roles; they are placed under greater scrutiny and face increased pressures when they do reach leadership positions.

Women's experience of the glass ceiling is an important area of study and has implications for the future development of talent in organisations of all sectors including retail. Research has shown for example that frustrated by the glass ceiling, many women quit and start their own businesses (Powell, 1999; Davidson and Fielden, 2003). This can have a detrimental affect within organisations as competent and experienced women remove themselves from the selection pool.

2.5.1 The pay gap

Furthermore, research shows that women leaders and women at all levels of the workforce are generally paid less than men with equivalent skills, training and experience, for performing the same roles. In 2005, the percentage difference between the average hourly earnings of men and women working full-time in Great Britain for example was 17.1 % (Equal Opportunities Commission, 2006). In the US, women earn approximately 77 cents for every dollar earned by men (Women's Bureau data, 2000, in Nelson and Michie, 2004). The Equal Opportunities Commission in the U.K. (2005) highlight three main reasons for this pay gap. Firstly, there is discrimination in pay systems. Women are paid less than men for performing the same roles. Secondly, 'occupational segregation' exists. Many women are concentrated in low paid jobs such as cleaning, catering and caring. Thirdly, women assume caring responsibilities for children and other relatives/dependents, which affects their progression at work due to the lack of flexible working.

2.6 Perspectives on barriers to women in management

Authors have identified an array of complex factors that contribute to the existence and pervasive nature of the 'glass ceiling.' Three main perspectives have been offered to explain the adversity facing women aspiring to senior levels within organisations. These are commonly referred to as the 'person centered' or 'gender-centered' approach (Powell, 1999), the organisational structure perspective (Fagenson, 1993; Kanter, 1977) and the social systems perspective. It is widely acknowledged that the glass ceiling is a result of a culmination of these three main perspectives (Omar and Davidson, 2001).

2.6.1 The 'person-centered' approach

The first perspective focuses on the ways in which women differ from men and hypothesises that the characteristics, attitudes, behaviour, skills and education of men, places them at an advantage. According to this perspective, gender differences are attributed to men and women's biological difference and their different socialisation patterns. The predominance of men at the upper echelons of organisations is a result of stereotypical beliefs that women lack the motivation, attitudes, commitments and skills to be good managers (Fagenson, 1993). Women, when compared to men, are regarded as deficient and therefore not as suitable as men for management positions. This, in turn, limits their career development.

This has led researchers to identify the '*think manager, think male*' syndrome (Schein, 2001), which is a global phenomenon and prevalent even in countries with equal opportunities programmes and legislation such as the UK and the US (Powell, Butterfield and Parent, 2002). This syndrome implies that management is perceived as a masculine role, a role to be performed by dominant, aggressive, decisive and competitive individuals; attributes that are more suited to the male sex. Rather, management should be regarded as a role that can be performed by anyone with the appropriate skills and education. Although female leadership characteristics, such as interpersonal communication, nurturing, and mutual respect are beginning to warrant more value, they are yet to be regarded as important and effective (Wilson, 2003; Still, 2006). In a study conducted by Powell and Butterfield (2003) the

researchers found that undergraduates and graduates still considered that masculine characteristics were predictive of aspirations to senior management. These results surprised the researchers who had conducted the same study 25 years previously and expected to find different results in their contemporary repetition of the study. According to Peck (2006), for female characteristics to warrant more value, men are required to re-evaluate in positive terms, behaviours that they have previously been critical of (Peck, 2006).

Research evidence shows little or no difference in the traits, abilities, and education of professional men and women (Powell, 1993). Women in the UK for example outnumber men as registered students (Wilson, 2004). Further research findings have shown that even when women are equally as qualified as men, their progress remains slow (Davidson and Cooper, 1992). Rather, women managers often complain of having to do better or over-perform at the same level of management as men (Davidson and Cooper, 1992; Davidson, 1997). These issues may be exacerbated for black and ethnic minority women who may experience both racial and sexual discriminations (Davidson, 1997).

2.6.2 The 'organisational structure' perspective

The second theory, the 'organisational structure' perspective, suggests that the organisational work environment in which women operate influences the career development of women in management rather than their own traits, skills and behaviours. Women are prevented from progressing in the same manner as their male counterparts because they encounter organisational blockages imposed by power elites in organisations.

Women are held back due to an array of organisational blockages including their lack of opportunity in organisations, tokenism, lack of access to mentoring and lack of access to organisational networking (this is not an exhaustive list of organisational blockages, rather a reflection of potential organisational blockages). For example, women are denied access to challenging assignments, which may enable them to prove their ability and

potential for more senior roles. In addition, women's inability to engage in challenging assignments means they remain less visible in organisations. Ragins, Townsend and Mattis' (1998) survey of over a thousand executive women in the U.S. who held titles of vice president or above found that the female executives in their study had managed to navigate these barriers. The researchers found that the women identified four career strategies that were vital to their career success. These were consistently exceeding performance expectations; acting in a style with which male managers identified, proactively taking on difficult or challenging assignments and having influential mentors. The research highlights the potential blockages women need to overcome to reach senior positions and raises issues with regards to culture change if barriers for women are to be eradicated.

2.6.2.1 The 'organisational structure' perspective: Tokenism

Kanter (1977) hypothesised that if women form only a small proportion of a total category in any organisation (less than 15%) they would be labelled as 'tokens' because of their rarity in the organisation compared to their male counterparts. Research has shown that the heightened visibility afforded to such 'tokens' often places them at a disadvantage as they are more likely to be highly criticised for mistakes, experience performance pressure and become isolated (Davidson, 1997). When 'token' women experience failure, it may be the case that decision makers are less willing to appoint another woman to the same position. Thus, women are often used as test cases for the employment of future women at senior levels (Davidson and Cooper, 1992).

2.6.2.2 The 'organisational structure' perspective: Mentoring

Mentoring is increasingly regarded as an essential career development tool that aids individual development and contributes to a successful, progressive organisation. The landscape of today's business environment is rapidly changing. As the ability to learn, grow and adapt becomes more essential to organisational effectiveness, organisations are increasingly recognising the benefits of life-long learning through mechanisms such as mentoring (Allen and Poteet, 1999).

It has been suggested that mentoring relationships are particularly crucial to the career development of women (Davidson and Burke, 2004; Ragins and Cotton, 1996). In their study of 461 top-ranking female executives in Fortune 1000 companies, Ragins et. al. (1998) revealed that all the executives surveyed reported having a mentor during the course of their careers and the vast majority (81 per cent) regarded their mentor(s) as a critical or fairly important factor in their career success. Furthermore, mentoring was identified as a specific strategy that they employed to break through the glass ceiling (Ragins, Townsend and Mattis, 1998). This has led to Ragins (2002; 44) claim that mentoring may be the 'ice pick' for breaking through the 'glass ceiling.'

Research has however highlighted that women are likely to encounter barriers when acquiring mentors. This may be due to the under representation of senior women for aspiring junior women to choose from. In addition, women may face damaging innuendos from others in the organisation if approaching senior men to be mentors. For these reasons, formal mentoring relationships may be particularly useful when addressing issues of diversity (Woolnough, Davidson and Fielden, 2004). It is also important to note that mentoring is a reciprocal relationship and that mentors can learn a lot from their mentees, particularly in relation to career barriers (Woolnough, Davidson and Fielden, 2006).

2.6.2.3 The 'organisational structure' perspective: Role Models

Research has shown how role models are vital to the successful development of younger women and minorities. According to Shapiro (1978), role models are individuals whose behaviours and styles and attributes are attractive to others are therefore emulated. Singh, Vinnicombe and James (2006) state that unlike mentors who are in some form of relationship with junior members of staff due to the nature of that particular developmental relationship, role models are often not acquainted with the individual that regards them as a role model. Role models therefore have a powerful influence without being known to the role model user. From their in-depth interviews with young

professional women, Singh et. al. (2006) found that the women in their research utilised multiple role models and preferred close or near role models to those more distant and not personally known. Importantly, the women interviewed in the study were not inspired by male business leaders. This has important implications for organisations as if women and minorities do not have role models to aspire to within their immediate environment, the attractiveness of more senior roles for talented and competent women may be reduced.

2.6.2.4 Promotional procedures

Powell and Graves (2003) highlight the lack of systematic promotional procedures for entry into top management positions in organisations. Rather than being a fair and just process, cases are handled on an ad hoc basis and the promotional process invariably goes un-checked. As a result, biased decisions can be made without question. This is in contrast to lower-level managerial positions. Promotional decisions in these instances tend to be more structured and based on clearly defined skills and characteristics, such as education, that women are equally capable of acquiring.

It has been argued that women are disadvantaged when promotional decisions are made for 'top' jobs because decision makers tend to evaluate those they regard as similar to them in a positive way. This is opposed to those they regard as dissimilar, who are consequently less likely to receive positive evaluations. As most decision makers are men, they tend to gravitate towards maintaining the status quo. Kanter (1977) characterised the results of such a preference in top management ranks as 'homosocial reproduction.' She argued that the primary motivation in bureaucracies is to minimise uncertainty. This is because uncertainty is regarded as risky and has the potential to prove costly to the organisation. Authors have confirmed this theory, reporting that women are more likely to be hired and promoted into a particular management level when women already occupy these positions. In these cases, the prospect of adding more women into positions of power is less fraught with uncertainty, as men are likely to be more accustomed to working alongside women. Thus, the main challenge is to get

women into positions of power in the first place (Kanter, 1977; Stroh, Langlands and Simpson, 2004).

This is not an exhaustive list of organisational blockages that may impact on the career development of women in work in general and management in particular. Rather, it highlights the main barriers within organisational systems that may occur to prevent women from accessing senior positions in the same way that men do.

2.6.3 The Social System perspective

This perspective rejects the assumption that organisations are gender neutral. This perspective asserts that the way in which organisations operate reflect some basic, taken for granted social beliefs about gender. In contrast to the two perspectives previously discussed, this perspective maintains that women's behaviours and their abilities to acquire certain jobs are influenced by the social and institutional systems in which organisations are embedded. According to Wilson (2003), patriarchal social systems and expectations are part of everyday organisational realities and consequently impact on the ability of women to rise through the organisational hierarchy.

Researchers have shown however, how women's experiences are multi-faceted by nature (Omar and Davidson, 2001). According to Gray (1994), many of the experiences of women in management *'fall between theories and cannot be easily contained in one explanatory system.'* Indeed women's experiences at work generally and in management specifically, are multifaceted and complex (Powell and Graves, 2003).

In line with the complex and multi-faceted nature of issues highlighted in the research of women in management, a useful framework for future research is based on theory proposed by Fagenson (1993) that incorporates the above perspectives (Omar and Davidson, 2001). The Gender-Organisation-System (GOS) framework highlights the complex person-organisation-societal interaction, whilst acknowledging the integral significance of local social context that can determine the extent to which issues for women in

management are prevalent and in turn, result in the under-representation of women in management. The GOS approach asserts that:

'An individual and his/her organisations cannot be understood separately from the society (culture) in which he or she works; and when the individual, the organisation or the system in which they are embedded changes, the other components change as well' (Fagenson, 1993).

The GOS framework has been utilised by more recent researchers examining the experiences of women and minorities in management in light of the complex nature of the glass ceiling (Omar and Davidson, 2001).

2.7 Gender differences in models of career advancement

'Women's career development does not simply lag behind that of men but it may proceed in a completely different manner' (Mavin 2000:13).

It is also important to note when addressing the issue of barriers to promotion for women that women's career development differs to that of men. Most research on career theories however, has adopted the view that models of career advancement should be the same for men and women, particularly if women are entering the same occupations and are similar to men in abilities and ambitions. The traditional male career model of education, continuous full-time career and retirement, has formed the focus for judging career progress in most organisations. Subsequent work has however suggested that women and men may experience career development differently. The personal, organisational and societal influences on women impacts on their career development which has led to a call for a new approach to understanding women's careers (Burke and Nelson, 2002; Davidson and Burke, 2004; Mavin, 2000).

Powell and Mainerio (1992) suggest an approach to understanding women's careers that is significantly different from traditional models of men's careers. Their approach incorporates three unique elements: (1) it includes both work and non-work issues; (2) it uses both objective and subjective measures of career success; (3) it includes the influence of personal, organisational and

societal factors on women's choices and outcomes and it does not assume that women's careers go through a predictable sequence of stages over time.

Kirchmeyer (1999) compared the career progression of men and women mid-managers using a longitudinal design. The groups of men and women in her study were selected to have similar education and experience profiles. Kirchmeyer found evidence to support the theory that women's careers unfolded differently than men's. In particular, women experienced gaps in income and their number of promotions widened over time. Kirchmeyer (1999) found that training was associated with greater income for men and job tenure had a positive effect on perceived success for men only. Women reported a lower payoff from education and experience than did men. Her results led her to conclude that attempting to understand women's careers using the traditional male model is *'a case of comparing apples and oranges.'*

The differences in perceptions of career success are also an important factor in an examination of the career development of women. Both objective and subjective measures are used to assess career success, although most research studies consider objective variables when measuring career success. These include pay and promotion. Subjective measures include job satisfaction, work-life balance and job security. Women and men tend to use different types of measures in assessing their own career success with men focusing on more objective measures and women focusing on subjective measures (Sturges, 1999). Although not focusing on gender specifically, Heslin (2005) argued that there is a need to be sensitive to the criteria that people in different contexts use to judge their own career success. This has significant implications for the career development of women and suggests that organisations need to be more adaptable to the way in which men and women view success, which ultimately impacts on their choices with regards to their career development.

2.8 Barriers to women's promotion in the retail sector

The following sections have highlighted contemporary theories offered by researchers to account for the disparity of women in senior positions. The following section addresses empirical research directly relating to the under representation of women in senior positions in the retail sector.

Generally there is a dearth of recent empirical work addressing the lack of senior women in retail. Broadbridge (1998) in her quantitative research addressing barriers to the career development of retail managers found that women face more barriers in their career development than men for any of the reasons documented in gender theories highlighted earlier. In Broadbridge's study, women were significantly less likely than men to consider that they had been given the same opportunities as men to develop. In addition, the lack of child-care responsibilities and flexible time together with the long anti-social hours of retail was highlighted as a barrier (Broadbridge, 1998). This reflects the need for a shift in organisational culture, particularly in light of the fact that 57% of female employees and 23% of male employees in the UK use one or more of the following work arrangements: part-time, flexitime, annualised hours, term-time working, job share and home working (EOC, 2006).

In a more recent study conducted by Benigson (2005), similar issues were raised as in Broadbridge's (1998) research. The study also shed some light on why there are few very senior women in management in retail. In her attempts to uncover why there are only three female chief executives among the 66 retail store groups listed on the London Stock Exchange, Benigson (2005) surveyed around 40 women managers on the board or just below in retail. The author found that around 40 % of women managers did not want to be CEOs. This was because women were unwilling to sacrifice their family life, perceived themselves as less aggressive than their male counterparts and were less concerned about their job status than men. A further explanation for the lack of female chief executives offered by the author is that many female board directors are from human resources or communications department, which are not traditionally breeding grounds for future CEOs.

Interestingly, supermarkets were perceived as the most male dominated at senior management level and therefore the most difficult to penetrate of all retail environments, largely because of the direct contact with male dominated industries such as meat and farming necessary in the supermarket sector.

Although not specifically focussed on the retail sector, Hewlett and Luce (2005) reflect these findings and state that successful women are 'off ramping', the term they use for the fact that women are leaving the corporate world in greater numbers than men. Particularly concerning is that when these women decide to move back into the corporate world, none of them stated they would return to their previous employers. Singh et. al. (2006) call for the reorganisation of how work is conducted and an end to the lack of flexibility due to the client focussed nature of work to counteract this loss of talent.

It is important to note that often there is no shortage of goodwill towards the provision of equal opportunities for women. Brockbank and Airey (1994) in their survey of 42 mixed retailers, using a postal questionnaire and personal interviews from 16 companies found this to be the case but despite this, again found that working conditions in retail, the absence of senior female role models and the problem of balancing a family and career remained problematic for women.

Research has also shown that occupational segregation exists even when variables between male and female employees are considered equal within the organisation. Tolich and Briar (1999) looked at task segregation among male and female employees in American supermarkets. The male and female employees in the supermarkets under review had identical job descriptions, the same pay, formal promotion opportunities and fringe benefits. Yet, the women reported a very different experience and quality of working life compared with their male counterparts. According to Tolich and Briar (1999), this was largely due to line managers who allocated different tasks and responsibilities to male and female employees. This led the women in the study to experience frustration as they were fully aware of their differential treatment. The study suggests that the problem of sex discrimination in the

workplace is not eliminated by the sheer presence of company policy. Rather, organisational reality means that gender divisions may still be prevalent.

Furthermore, Lynch's (2002) case study research of three multiple store retail organisations in the UK highlighted that line managers played a key role in maintaining the gendered segregation of the workforce. The gendered nature of the workforce in the case study stores was perpetuated by the personal attitudes and stereotypes of store level managers. These perceptions often undermined organisational equal opportunities policy across all three case study sites and were prevalent across all three organisations.

Although this section and the study in general is focussed on the barriers to women's progression in retail, other minority groups also face significant problems. In his study of female BME shop floor workers in the retail sector, Hahlo (2006) found that barriers to career development existed. The respondents perceived barriers to exist in the form of, among other things, family pressures at home, racism, the existence of young children, access to job rotation, cultural values and beliefs, flexible shift work and personal assertiveness.

Furthermore, Sheridan (2004) states that men also experience career barriers. The dual emphasis on gender norms and long working hours can place men with children, for example, at a disadvantage. In this respect, men may feel unable to take advantage of flexible working arrangements to spend more time with their family. Little is known as to the extent to which this may be the case in the retail sector.

2.9 The management of diversity

In the UK 'equal opportunities' is the term predominantly used by organisations to describe their approach to managing difference, discrimination and disadvantage (Davidson and Fielden, 2003). These policies tend to advocate treating everybody the same. More recent academic debate has moved towards the concept of managing diversity based on the premise that people are not the same and that difference should

be recognised and celebrated. Diversity therefore consists of visible and non-visible factors, which include personal characteristics such as sex, race, age, background, culture, disability, personality and work-style. According to Davidson and Fielden (2003):

'Managing Diversity initiatives seek to fully develop the potential of each employee and turn the different skills that each employee brings into a business advantage... Having a diverse workforce not only enables organisations to understand and meet customer demand better, but also helps attract investors and clients, as well as reduce the costs associated with discrimination'

Advocates of diversity management highlight that good diversity management leads to increased profitability and this business case for managing diversity is gaining credibility. A survey of HR professionals conducted by SHRM and Fortune Magazine reported that the majority believed their diversity initiatives had improved the organisation's culture, employee recruitment, relations with clients, creativity and productivity (Bowl, 2001, in Stockdale and Crosby, 2004).

Valuing diversity within organisations however, still has progress to make. A recent CIPD annual survey of training and development for example reported that although an increasing number of employers identifying diversity training as important, it was still regarded as the least important of any of the training provided and 10 per cent saw it as being of no importance at all. Research in the retail sector has also highlighted differences in the interpretation of the management of diversity among line managers which leads to disparities in its implementation. In their qualitative research in a large long-established British retailing company, Foster and Harris (2005) found that the concept of managing diversity was unclear among line managers both in terms of what it is and how it should be implemented. The researchers call for more diversity training to increase understanding and improve the quality of implementing diversity initiatives in organisations.

2.10 Summary

This section has outlined the main literature in relation to barriers to women in management in general and retail in particular. There are many efforts being made to encourage women's participation in management positions and although the status quo will, for the most part, be slow to change, advances are being made. Changing family roles and expectations, supportive company policies and practices including flexible working and improved labour market conditions have all opened up new opportunities for women (Davidson and Burke, 2004). To assist retail organisations in their growth and profitability, their workforce at all levels needs to reflect the customers they serve and the society in which we live. Embracing diversity and implementing diversity initiatives will ensure barriers for women and minorities are broken down, thereby harnessing rich talent and adding to the future success of retailing.

Section 3

PROJECT METHODOLOGY

This section addresses the method used to investigate career development issues and good practice for women and men in management positions in the retail industry across England. The design of this study was determined by the objectives of the European Social Fund, as well as its investigative nature. Semi structured telephone interviews were the main inquiry tool employed to investigate the overall experiences of women and men in management in the retail sector and any problems and barriers faced to career progression. The study also attempted to highlight examples of good practice and provide recommendations to ensure that the retail industry fully utilizes the talents of both female and male employees and indeed all employees from diverse groups.

3.1 Study Aim and Objectives

The main aim of this study was to investigate career development issues in the retail sector and explore the experiences, barriers and problems to career advancement faced by women and men in management in the retail sector across England. The study also included shop floor workers to determine any barriers female and male employees at shop floor level encountered to accessing retail management positions. Findings from this study were used to formulate preliminary recommendations for policy changes and to develop further exploration of these issues. The project fully addressed the aims and priorities set out in the HE ESF objective 3, theme 4: 'Research into gender discrimination.'

More specifically, the overall objectives were to:

- Develop a promotion system, which is more sensitive to the needs of women.
- Develop an image of a senior manager, which is not based entirely upon a male image.
- Provide a concept of role models, which can be utilized by women to resolve possible work life balance conflicts.
- Produce a set of solutions, which can be applied to other retail settings.
- Mainstream and disseminate findings and recommendations to inform policy bodies and retail organisations.

3.2 Project Design

Figure 3.1 illustrates the methodological process adopted for the study. The methodological design of the study was informed by previous work addressing the equality and diversity of the workforce (Sutherland and Davidson, 1997) and was predominantly completed by the lead researcher. In addition, the practical nature of accessing at least 150 women and men at shop floor level through to management throughout England, across a diverse spread of sectors of the retail industry was also carefully considered in the design of the project methodology.

A method whereby semi structured telephone interviews were conducted with participants was employed. Telephone interviews were regarded by the project team as the most appropriate way to access participants due to time and geographical constraints. The semi structured interview schedule was developed based on an extensive review of the literature relating to the career development of managerial women in general and in retail in particular. The interview schedule was designed to capture both statistical (quantitative) and more in depth (qualitative) data.

The semi structured interview schedule was then uploaded onto a specifically created, password protected, web page, which enabled members of the

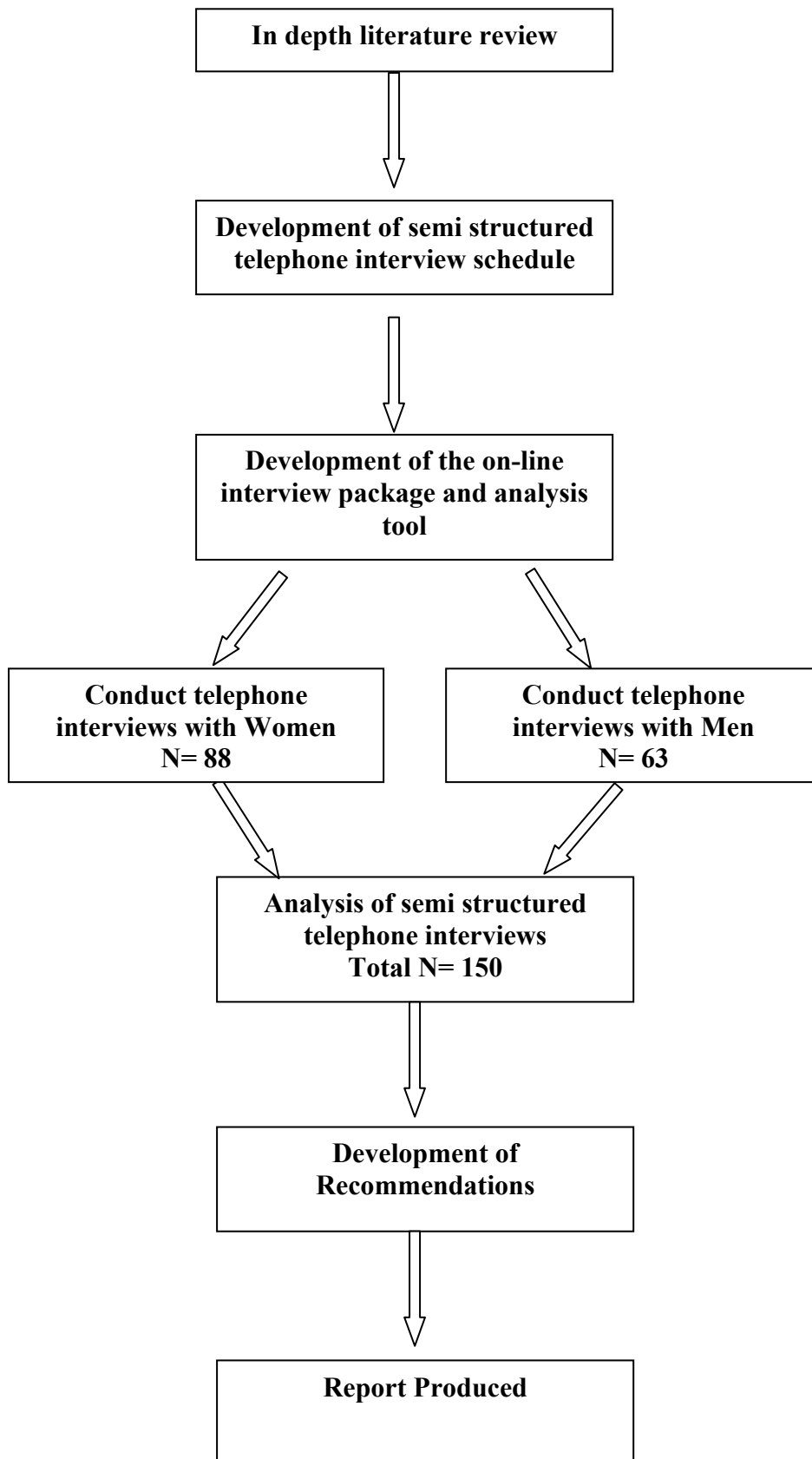
project team to input data directly onto the safe and secure web page whilst interviewing participants on the telephone. This meant that all relevant data was captured immediately and inputted into a database on the web page, in preparation for analysis.

The study was designed to investigate career development issues and explore the experiences, barriers and problems to career development in retail faced by women primarily. A sample of men was also interviewed to investigate any barriers they may face in developing their retail careers. This was considered important by the project team to enable comparisons to be made and specific gender issues to be isolated. The study also included shop floor workers and captured the issues they face when attempting to pursue a managerial career in retail. In addition, the study attempted to generate examples of good practice that could be shared with others in the retail sector.

The project methodology was divided into the following four stages:

- A comprehensive review of the relevant literature
- Development of the semi structured telephone interview schedule
- Development of the on-line interview package and analysis tool
- 150 semi structured telephone interviews with female and male employees in the retail sector (shop floor level to senior manager/director level).

Figure 3.1 Project Methodology



3.3 Semi structured telephone interviews

To establish general areas of investigation, an extensive review of the literature was first conducted. The review revealed a dearth of recent research relating to women and men in management in retail and their experiences of career progression. The design of the interview questions was generated from the available research findings.

Semi structured telephone interviews were regarded as an appropriate methodology. As the research was designed to investigate specific issues, it was decided by the project team that semi-structured interviews would be the most appropriate choice of interview to employ. Telephone interviews were regarded as the most appropriate choice of interview technique due to time and geographical constraints. A set of areas to cover and questions and probes were determined before the interviews. The areas covered in the interviews involved the following issues (see Appendix 1 for full interview schedule):

- Biographical details
- Identification of potential career development barriers
- Identification of strategies for overcoming these barriers
- Career history/ambitions
- Training experienced/wanted
- Work/life balance
- Childcare/caring responsibilities
- Impact of role models/mentoring
- Management/leadership style
- Provisions for maternity/paternity leave, childcare, flexitime, home working, career breaks, part-time work, job sharing, religious holidays, ethnicity and dress etc.
- Promotion opportunities and procedures such as selection, assessment, job evaluation, non-traditional career paths
- Examples of good practice, including equality and diversity programmes and initiatives.

All interviews followed a semi-structured format in that predetermined questions were devised to cover certain pre agreed topics. Room was however allowed for deviation from the predetermined questions during conversation if the conversation was meaningful and relevant to the overall focus of the research. According to Robson (1993) semi-structured interviews are:

'Where the interviewer has worked out a set of questions in advance, but is free to modify their order based upon her perception of what seems most appropriate in the context of the 'conversation', can change the way they are worded, give explanations, leave out particular questions which seem inappropriate with a particular interviewee or include additional ones.'
(Robson 1993:p. 231)

Although questions were devised in advance, the semi-structured interview schedule enabled the researchers to address issues in various formats based on their perception of what was appropriate in the context of the conversation. The relative structure of the semi-structured interview enabled researchers to ensure all predetermined areas of interest and/or concern were covered (if appropriate in the context of the conversation), yet the room for deviation from the pre-prepared format allowed respondents to raise interesting issues previously not considered by the researcher and provide space for the researchers to explore such information further. Thus, some issues could be discussed in more depth with certain respondents if relevant and meaningful and inform the process by highlighting areas not identified previously.

Six of the initial telephone interviews acted as pilot interviews where the themes, questions and prompts could be tested by the researchers. Piloting the initial interviews was considered a necessary part of the research process, in order to ensure clarity and comprehension of the questions etc. The pilot interviews highlighted that the issues covered were relevant and led to further discussion to access the desired information from respondents. The pilot interviews were conducted by the lead researcher and a junior part time member of the research team who then compared notes and suggested edits and made amendments to the questions.

Researchers anticipate that semi-structured interviews will generate a wealth of relevant information. It is however difficult for researchers to record every relevant detail during the interview. Semi-structured interviews require acute listening and probing skills. Researchers need to be constantly 'switched on' to access the required information. Researchers are invariably reluctant to break the flow of conversation if meaningful information is being accessed.

For these reasons, researchers utilized Bluetooth technology, which enabled them to use both hands to freely record information online as they were interviewing respondents. After each interview, researchers spent considerable time noting other relevant and useful information that they had captured during the course of the interview that they had not had time to record during the course of the interview itself. This ensured that important information was not lost.

Respondents were informed that all information was confidential and anonymous and that they and their organisation would not be named. In addition, respondents were informed that all information provided would not be used for any other purposes, other than to provide information for this particular study. This alleviated any concerns about confidentiality. In this respect, all interviews took place with the interviewee's full consent.

3.4 Access

Access to interview participants was gained in a variety of ways. The project team devised a flyer publicizing the project and inviting female and male retail employees to participate in the study. The flyer invited both female and male volunteers at all levels of management working within the retail sector (e.g. department stores, supermarkets, clothing, sports etc.) to take part in a short telephone interview to discuss issues relating to career development. It was stressed that all information would be confidential and anonymous. Potential participants were invited to contact one of the project team who would arrange a convenient date and time with them to conduct the telephone interview. This could have been during the day or in the evening to entice as many people as possible to respond to the flyer. As an appreciation of participants' interest

and time, it was agreed that the final report and recommendations would be made available to them upon request and participants would be offered a £15 cheque upon completion of the telephone interview.

This flyer was distributed to a number of sources. Flyers were sent and distributed to:

- Retail employer coalitions across England (in connection with job centre plus).
- Readers of USDAW (Union of Shop, Distribute and Allied Workers) Arena magazine (over 5,000 flyers distributed across England).
- Annual Retail Weekly conference, London (with representatives from across the UK)
- Annual Store Managers conference, London (with store managers from across England).
- Shopping centres across the country (Birmingham, Canterbury, Eastbourne, Leeds, London, Newcastle, Bolton, Manchester).
- Personal contacts in the North West, Yorkshire, London, the South East and the South West.
- Managers and senior managers in over 250 major retail organisations across England in the form of mail shots.
- Academic contacts working within the field of retail studies and management at Bolton University and Manchester Business School.

Further contacts were generated through the process of snowballing i.e. respondents previously known to the project team and made known to the project team during the course of the study were asked if they could provide further contacts.

3.5 Parameters

The study aimed to capture a diverse array of opinions among women and men at shop floor level through to senior management across the retail sector. No restrictions were placed on the level of employee (e.g. shop floor to senior manager), the type of employee (e.g. permanent or temporary) or the area of work within the retail sector (e.g. sales and customer service, marketing, buying, HR). As this was a national study, participants were located across England.

It is important to note that data was regularly reviewed in an attempt to ensure that appropriate numbers of women were accessed to represent the ratios at different hierarchical levels within retail. In addition, the data was reviewed to ensure a matched sample of men in retail was accessed to provide comparisons. Furthermore, the data was regularly checked to ensure that each geographical location was being targeted. In this respect, the project team made every attempt to ensure as far as possible that the data being accessed and sample being developed was representative of the retail population.

3.6 Interviewer comments

The project team found recruiting people to be interviewed a difficult and frustrating process. Over 250 names were taken in total. More often than not, however, potential participants agreed to be interviewed but failed to honour the arrangement when a member of the project team called them to conduct the interview at the time pre arranged with the potential participant. Although this a common feature of social research, the proportion of those initially agreeing to participate but then failing to do so was particularly high in this study.

3.7 Analysis

Statistical data captured from the interviews was initially analysed using the on-line analysis tool from the web surveyor package, specifically designed for this study. Further in depth statistical analysis was performed using SPSS (Statistical Package for Social Sciences) version 12.0. ANOVAs (One Way Analysis of Variance) were run on the attitudinal data to identify any significant differences between groups in agreement with statements. Categorical data was analysed using Chi Square analysis to demonstrate differences between groups.

Qualitative data was analysed using the systematic method of content analysis. The method employs a human based coding system that codes either words or phrases, depending on the responses of the participants. The coding of interview material is critical as it is considered to be the heart and soul of the analysis process. According to Miles and Huberman (1994), 'Coding is analysis.' The coding process was guided by the themes developed from the initial in depth review of the literature. Pre-analysis of the interview materials began with the process of familiarization. This involved immersion in the data where the main objective was to gain an overall understanding of the meaning of the data. As the data analysis progressed, themes emerged and headings were developed to represent the data. Attempts were made to keep individual comments in isolation so as not to disregard any useful data.

3.8 Summary

The methodology employed semi structured in-depth interviews to obtain quantitative and qualitative data. The questions were generated from a broad review of the literature regarding women and men in management in general and in retail in particular. Quantitative and qualitative data was captured and analyzed to generate robust results.

Section 4

RESULTS

4.1 Introduction

The aim of this section is to present some of the main results from the data analysis of the sample. As the project methodology consisted of semi-structured interviews, the results gathered were a combination of quantitative and qualitative data, summaries of which are presented here. Descriptive statistics are presented first, separated into personal and organisational demographics by gender. For the attitudinal and categorical questions, which constituted the main body of the interviews, findings are presented by gender and working hours. 4 groups were identified: Female full time, female part time, male full time and male part time (see Table 4.1 overleaf).

Whilst the original aim of this study had been to sample only full time respondents, owing to an initial low response rate from full time retail managers, part time respondents were subsequently included in the sample. Therefore, the inclusion of part time respondents in the data analysis was deemed to be valid given their proportion of the total sample, i.e. N=40, (32 female and 8 male) from a total of 150. It was deemed appropriate that any statistical analysis concerning significant differences between these groups would be potentially informative. However, with only N=8 (5.3% of total sample) constituting the part time male group, it was decided to exclude them from the statistical analyses, given that any significant differences would be difficult to assert with such a low number. As a consequence, only descriptive statistics and qualitative comments from this group are included in this section where appropriate. They are presented for information purposes, as previous literature suggests that part time workers have differing experiences of work than full time workers (Hakim, 1996). Finally, whilst there was an intention to sample a wholly representative section of the total population of retail managers, there is a strong weighting in the ethnic breakdown of the sample, with the majority being White. As such, any ethnicity other than white cannot be considered separately, as the total number of ethnic respondents other than white is N=7 in total, N=6 for females and N=1 for males. Hence, these

groups were included as part of the total sample in the overall statistical analysis by gender and working hours, rather than being excluded.

4.2 Breakdown of sample

As can be seen in Table 4.1 the breakdown of the total sample group was identical for full time respondents, i.e. 36.7% for both men and women. However, a further notable proportion of the sample were part time females, (21.3%). Finally, part time men comprised 5.3% of the total sample.

Table 4.1: Breakdown of sample by gender and working hours

Gender	Working Hours	Frequency	Percentage of own gender	Percentage of whole sample
Female	Full	55	63.2	36.7
	Part	32	36.8	21.3
	Subtotal	87	-	58.0
Male	Full	55	87.3	36.7
	Part	8	12.7	5.3
	Subtotal	63	-	42.0
Total		150	100.0	100.0

Throughout the remainder of this section, numbers are presented as frequencies of respondents who answered the question and percentages as a fraction of these totals, rather than of the total number of respondents.

4.3 Personal Demographics of Respondents

4.3.1 Gender

The number of women and men within the total sample gave approximately a 60:40 ratio, with N=87 (58%) for female respondents and N=63 (42%) for male. This reflects the current ratio within the retail sector (Skillsmart, 2006), and is encouraging when considered in the context of the sampling methods employed here. It was difficult to predict the number of responses from men and women initially, but the final proportions give a good representation of the current population breakdown of retail employees.

4.3.2 Age

As can be seen in Table 4.2, the majority of the women sampled fell within the 21 – 35 age range, i.e. 40.1% compared with 50.8% of men falling within the slightly more mature 35-45 range. A comparison of age and dependent children under 18 living with participants (see Appendix III Table 6.1) revealed that both full and part time females with dependents under 18 fell within the 26-50 age range (N=15 for full time and N=9 for part time). The proportion of each female group with dependents under 18 was slightly less than half of each group total. Comparatively, males with dependents fell into the broader 31-60 age range (N=23 for full time and N=1 for part time), with full time men with dependents comprising two thirds of their total group.

4.3.3 Ethnicity

In terms of ethnicity, the whole sample was heavily weighted with White British respondents, i.e. 88.6% of females and 96.8% of males, with only one male falling into a category other than White. However, these proportions are not too dissimilar to the general population breakdown, with 90.4% of the UK retail sector categorised as White. (Skillsmart, 2006)

4.3.4 Marital Status

Similar proportions of men and women were either single or married, with the highest proportion of both groups being married, 53.4% of females and 61.9% of males.

4.3.5 Household Income

An interesting difference can be seen in Table 4.2 between male and female participants in relation to household income, with 68.3% of males being the highest earner in their household compared with 36.4% of females.

4.3.6 Dependents

The majority of both females and males stated that they had no dependent children under 18 living with them (72.4% and 61.9% respectively), and no other dependents such as parents living with them (98.9% and 91.8%).

4.3.7 Education

GCSEs and A Levels were the most common qualifications held by the majority of both males (55.5% combined) and females (60.3% combined), although both groups also had relatively noticeable numbers of respondents holding Bachelors degrees (27% of males and 25.6% of females).

4.3.8 Career Breaks

More women compared to men had taken career breaks (19.5% compared to 6.3%), and of those who reported taking them, the majority of both groups had taken only one (78.6% of females 75.0% of males).

Table 4.2: Personal Demographics of Respondents % (N in Brackets)

		Females	Males
Age	Under 18	-	1.6(1)
	18-20	10.3(9)	4.8(3)
	21-25	16.0(14)	17.5(11)
	26-30	12.6(11)	11.1(7)
	31-35	11.5(10)	15.9(10)
	36-40	10.3(9)	19.0(12)
	41-45	12.6(11)	15.9(10)
	46-50	10.3(9)	6.3(4)
	51-55	8.0(7)	3.2(2)
	56-60	4.6(4)	3.2(2)
	61-65	3.4(3)	-
	Over 65	-	1.6(1)
Ethnic Group	White British	88.6 (78)	96.8 (61)
	White Irish	1.1 (1)	1.6 (1)
	Other White	3.4 (3)	-
	Mixed – White and Black	-	-
	Caribbean	-	-
	Mixed – White and Black African	-	-
	Mixed – White and Asian	-	-
	Other Mixed	-	1.6 (1)
	Asian/Asian British – Indian	3.4 (3)	-
	Asian/Asian British – Pakistani	1.1 (1)	-
	Asian/Asian British – Bangladeshi	-	-
	Other Asian	-	-
	Black/Black British – Caribbean	1.1 (1)	-
	Black/Black British – African	-	-
	Other Black	-	-
	Chinese	1.1 (1)	-
Other Ethnic	-	-	
Marital Status	Single	42 (37)	38.1 (24)
	Married/Living with partner	53.4 (47)	61.9 (39)
	Divorced	4.5 (4)	-
	Widow/er	-	-
Highest earner in household	Yes	36.4 (32)	68.3 (43)
	No	60.2 (53)	30.2 (19)
	Don't know	1.1 (1)	1.6 (1)
Dependent children under 18 live with you	Yes	27.6 (24)	38.1 (24)
	No	72.4 (63)	61.9 (39)
Other dependents live with you	Yes	1.1 (1)	8.2 (5)
	No	98.9 (86)	91.8 (56)
Highest Educational Level	GCSE/O level	24.4(21)	31.7 (20)
	A Level/NVQ	34.9(30)	23.8 (15)
	Diploma	3.5(3)	11.1 (7)
	Bachelor's Degree	25.6(22)	27.0 (17)
	Masters Degree	9.3(8)	6.3 (4)
	PhD	2.3(2)	-
Ever Taken Career Break	Yes	19.5 (17)	6.3 (4)
	No	80.5 (70)	93.7 (59)
Number of Career Breaks Taken	One	78.6 (11)	75.0 (3)
	Two	21.4 (3)	25.0 (1)

4.4 Organisational Demographics of Respondents

4.4.1 Job Title

During the interview, definition of job title was left as an open question and therefore participants listed many variations of similar roles. However, the most common variations were grouped together, but the figures presented do not include all entries. As can be seen in Table 4.3 checkout assistant was the most popular for the females (11.3%) followed by customer service assistant (7.9%) and store manager (6.8%). In contrast, store manager was most common for the male participants (16.0%), followed by area manager (12.8%) and customer assistant (6.4%).

4.4.2 Management Responsibility in Whole Organisation

In relation to level of responsibility within the whole organisation, the highest number of females reported themselves as shop floor (36.8%) followed by junior manager (23.0%) compared with males who reported themselves middle management (30.2%) and junior management (27.0%).

4.4.3 Management Responsibility in Direct Working Environment

As the retail sector is weighted towards roles in stores rather than head office/functional roles, it was deemed appropriate to assess participants' level of management responsibility within their direct environment. Women were again reporting themselves as mostly shop floor (36.7%) but more stated they were senior management in their direct environment than in the company as a whole (25.3%). This may be explained in terms of the structure of a store, i.e. a store manager will be senior in relation to the store itself, but then may be classified as junior in relation to responsibility in the whole organisation. This pattern was also replicated for men, with the largest proportion reporting themselves as senior management (49.1%) followed by shop floor (22.6%).

4.4.4 Area of Work/Type of Company

Given that the structure of retail organisations is predominantly centred around stores rather than head office functions, the patterns here were consistent with this. The majority of both females and males worked in Store

Manager or Sales and Customer Service roles (57.7% of females and 50% of males).

4.4.5 Size of Organisation

The weighting of both groups was heavily towards large organisations for both females and males (83.9% and 96.7% respectively); however this finding was expected given the sampling strategy which specifically attempted to target individuals in large retailers. Large retailers were defined as 500+ employees in line with Skillsmart definitions (2006).

4.4.6 Geographical Location

Geographical breakdown of the sample is not too dissimilar to the breakdown across the UK found by Skillsmart (2004), where the highest percentages of retail employees are found in the North West, South East and Greater London. However, the sample here has a greater weighting to North-West (36.0% female and 45.2% male) owing to the sampling employed in this study, i.e. including snowballing of respondents and flyer distribution through a North-West based retail magazine, with a large proportion of members in the North-West.

4.4.7 Tenure/Working Hours

Amongst females, the largest number of respondents had been in post one year or less (42.5%), compared to 57.1% of males who had tenure of 2-5 years. The highest proportions of both groups were full time (63.2% female and 87.3% male), which was defined as 30 hours or more. However, there were more female part timers (36.8% compared to only 12.7% male).

Table 4.3: Organisational Demographics of Respondents % (N in Brackets) 1

		Females	Males
Job Title (most common)	Area/district manager	3.4 (3)	12.8 (8)
	Checkout assistant/operator	11.3 (10)	4.8 (3)
	Checkout manager	2.2 (2)	-
	Customer assistant	3.4 (3)	6.4(5)
	Customer service assistant	7.9 (7)	-
	Department/section manager	2.2 (2)	1.6 (1)
	Regional manager	-	3.2 (2)
	Shop/Store/Branch manager	6.8 (6)	16.0 (11)
	Supervisor/team leader	2.2 (2)	3.2 (2)
	Stockroom/stock control mgr	-	4.8 (3)
Management responsibility in whole organisation	Shop Floor	36.8 (32)	19.0 (12)
	Junior Manager	23.0 (20)	27.0 (17)
	Middle Manager	21.8 (19)	30.2 (19)
	Senior Manager	11.5 (10)	19.0 (12)
Management responsibility in direct working environment	Shop Floor	36.7 (29)	22.6 (12)
	Junior Manager	16.5 (13)	13.2 (7)
	Middle Manager	21.5 (17)	15.1 (8)
	Senior Manager	25.3 (20)	49.1 (26)
Area of work	Administrator	1.1 (1)	-
	Buying and Merchandising	9.2 (8)	-
	HR	6.9 (6)	-
	Logistics/supply chain	1.1 (1)	4.8 (3)
	Marketing	2.3 (2)	1.6 (1)
	Middle Management	9.2 (8)	14.5 (9)
	Sales and Customer Service	47.1 (41)	27.4 (17)
	Senior Management	5.7 (5)	16.1 (10)
	Store Manager	12.6 (11)	22.6 (14)
Type of retail company	Books/newspapers/stationery	4.8 (4)	-
	Chain store	7.1 (6)	7.5 (4)
	Clothing and footwear	22.6 (19)	15.1 (8)
	DIY/Hardware	3.6 (3)	1.9 (1)
	Electrical appliances	1.2 (1)	1.9 (1)
	Food/groceries	23.8 (20)	26.4 (14)
	Furniture	1.2 (1)	-
	Supermarket	17.9 (15)	9.4 (5)
	Small store	-	1.9 1
Size of organisation	Large (over 500 employees)	83.9 (73)	96.7 (60)
	Medium (50-499 employees)	12.6 (11)	3.2 (2)
	Small (under 50 employees)	3.4 (3)	1.6 (1)
Geographical location	East Midlands	5.8 (5)	8.0 (5)
	East of England	1.3 (1)	-
	Greater London	9.3 (8)	1.6 (1)
	North East	5.8 (5)	9.7 (6)
	North West	36.0 (31)	45.2 (28)
	South East	17.4 (15)	9.7 (6)
	South West	7.0 (6)	1.6 (1)
	West Midlands	11.6 (10)	8.0 (5)
	Yorkshire and Humber	5.8 (5)	16.1 (10)
Tenure in current role	1 year or less	42.5 (37)	27.0 (17)
	2-5 years	32.2 (28)	57.1 (36)
	6-9 years	17.2 (15)	12.7 (8)
	10-15 years	5.7 (5)	3.2 (2)
	16-20 years	2.3 (2)	-
Working hours	Full Time (more than 30 hours)	63.2 (55)	87.3 (55)
	Part Time (less than 30 hours)	36.8 (32)	12.7 (8)

1 In Table 4.3 percentages shown do not include any category listed as "Other" for Job Title, Management Responsibility, Area of Work and Type of Retailer therefore totals within each column do not equate to 100%

4.5 Attitudinal and Categorical Comparisons

Analysis of Variance (ANOVA) and Chi Square analyses were performed on the quantitative data as appropriate. These are presented under three sections which directly map onto those defined during the interview: Promotion Opportunities, Working Conditions and Developing Career Opportunities. To support the findings in each of these sections, and give an insight into the wider context of the statistical findings, comments from the qualitative content analysis of the open ended questions are also included within each separate section. Further tables with additional findings are also included within each section.

Attitudinal findings are presented in Tables 4.4, 4.6 and 4.10 by mean and standard deviation (SD). Patterns of reporting are discussed with indications of significant differences between groups after analysis. Data is presented by gender and working hours in these tables as previous literature suggests that there are differences between full and part time workers' experiences of work (Hakim, 1996).

4.6 Qualitative Comments

Qualitative comments are included in each section to provide an insight into the main themes drawn from the interviews. Where quotes are included, they are referenced by gender, working hours, management level in whole organisation or job title and type of retail company, e.g. Female, Full Time, Junior Manager, Store Manager, Clothing and Footwear. The main themes are presented for each section, combining various questions, with example quotes from individuals representing the four groups. Examples of good practice are included where appropriate, to indicate where current procedures or working practices are being implemented successfully.

4.7 Promotion Opportunities: Attitudinal Comparisons

Seven questions related to promotion opportunities utilised an attitudinal Likert scale from 1-5, with 1 being 'strongly disagree' and 5 being 'strongly agree'. Patterns of reporting between full time men and women are consistently similar for all statements within Table 4.4 overleaf, with an average mean of 3 for both groups on each statement indicating that respondents slightly agree with most statements. Only "You are evaluated on an equal basis to your colleagues of the opposite sex" shows definite agreement from both full time groups, with a mean of 4 or more. Interestingly, part time females show less agreement than all three other groups on all statements, averaging a mean 2-3 and therefore slight disagreement with most statements.

Significant differences, at $p < 0.05$, between the groups were found for the following statements:

You have promotional prospects within your organisation

There was a significant difference between female full time (mean 3.62) and female part time (mean 2.84) participants, which indicates that part time females disagree more than full time females. A further significant difference was similarly found between male full (mean 3.50) and female part time participants, with males indicating more agreement with the statement.

Your current job level accurately reflects your experience qualifications and abilities

There was a significant difference between female full (mean 3.51) and female part time participants (mean 2.71) illustrating that part time females disagree more with the statement.

You are evaluated on an equal basis to your colleagues of the opposite sex

A significant difference was apparent between male full (mean 4.34) and female part time (3.40) which indicates less agreement by female part timers.

If you are the best person for the job in your organisation then you will get the job

Female full time staff (mean 3.58) showed more significant agreement with the statement than female part timers (mean 2.71).

Table 4.4: Comparisons of Attitudinal Statements: Promotion Opportunities by Gender and Working Hours

Gender	Do you work full or part time		You have promotional prospects within your organisation	Your current job level accurately reflects your experience qualifications and abilities	You are evaluated on an equal basis to your colleagues of the opposite sex	Job vacancies within your organisation are communicated effectively to you	If you are the best person for the job in your organisation then you will get the job	There are no barriers to career opportunities for part-time employees in your organisation	There are no barriers to career opportunities for temporary contract employees in your organisation	
female	Full	N	54	54	53	53	53	53	50	
		Mean	3.62**	3.51**	4.00	3.49	3.58**	3.35	3.20	
		SD	1.23	1.28	1.16	1.47	1.16	1.30	1.08	
	Part	N	32	32	32	32	32	32	32	30
		Mean	2.84**	2.71**	3.40**	3.21	2.71**	2.90	2.83	
		SD	1.41	1.41	1.49	1.66	1.19	1.55	1.44	
male	Full	N	55	55	55	53	55	55	52	
		Mean	3.50**	3.43	4.34**	3.26	3.25	3.38	3.26	
		SD	1.15	1.24	.98	1.45	1.20	1.22	1.23	
	Part	N	8	8	8	8	8	8	8	8
		Mean	3.25	2.75	4.12	3.37	3.62	3.25	3.37	
		SD	1.48	1.58	.99	.91	1.18	1.16	1.06	

Note:

1. Attitudinal Likert Scale from 1-5 with 1 being Strongly Disagree and 5 being Strongly Agree.
2. SD = standard deviation
3. Mean = average rating amongst group
4. ** = statistical difference between groups at $p < 0.05$

4.8 Promotion Opportunities: Comments from Open Questions

(Incorporating: Personal Experiences of Promotion Opportunities, Any Other Relevant Issues and Any Other Comments).

4.8.1. Advertising of Vacancies

In relation to advertisement of vacancies, there were differing opinions identified regarding the communication of vacancies to individuals across the workforce in retail organisations, particularly those at higher levels. Some individuals identified that there is not widespread availability of information regarding vacancies:

“Don't tend to advertise vacancies in stores, but if you wanted to promote someone to management the area manager would tell you when they became available. I don't drive so next step is area manager and need to drive for that.” Female, Full Time, Store Manager, Supermarket.

“Never advertise. We're moving to a new store and we have to re-apply for our jobs.” Female, Full Time, Store Manager, Chain Store.

However, one individual described an equitable process within their organisation in relation to access to vacancy information and opportunity to apply for promotions. This would fit a model of Good Practice:

“Looking to progress further, but happy at the moment. Job vacancies are advertised on website, everyone has opportunity to apply. Very fair process. If you are good enough you get the job, as long as you do correct training.”

Male, Full Time, Store Manager, Electricals.

4.8.2 Part Time Staff Not Given Same Opportunities

There were suggestions that part time staff have different experiences in relation to opportunities than full time staff. This would support Hakim (1996) who found that part time workers have different experiences of work.

“Part time working, I did job full time before I had children. Since I've gone part time you are not valued as much. Appraisals seem to be missed more, not quite as stringent and it impacts on opportunities.” Female, Part Time, HR Manager, Food and Groceries.

“Do not have many women, tend to work more in operations rather than stores. There is only one level above me I would be asked if I wanted to go to next level, vacancies aren't advertised, people are asked. Can't progress if you are part time.” Male, Full Time, Senior Manager, Discount Retailer.

There was an also and issue of the ability to progress from the shop floor if you are part time,

“When I've applied for positions I've been told that its difficult as I'm a part timer.” Female, Part Time, Shop Floor Worker, Sales and Customer Service.

4.8.3 Male Oriented Industry

Some comments from respondents suggested that there is still a prevalence of men in management positions within retail, despite significant numbers of women making progression into management roles. This would reflect the trend identified by Skillsmart (2006):

“Ethical organisation with equal opportunities, previous job wasn't as good. Male oriented industry, but this organisation has lots of female managers.” Female, Full Time, Middle Manager, Pharmacy.

“Very male dominated workforce.” Male, Full Time, Middle Manager, Food and Groceries.

4.8.4 Favouritism

Despite the previous theme listed here regarding the industry being male dominated with limited opportunities for women, further comments suggested that, within organisations, there were instances of favouritism experienced by both men and women. That is, certain individuals being groomed for more senior roles, rather than allowing all eligible individuals the opportunity to apply:

“I've only been qualified a year but have experience in role. I feel that I could do more senior roles. It's who you know not what you know. Don't feel that some people in senior roles have good leadership skills.” Male, Full Time, Store Manager, Pharmacy.

“There are only really promotion opportunities if someone leaves you have to be in the right place at the right time.” Female, Full Time, Junior Manager, Buying and Merchandising, Clothing and Footwear.

“Handpick people, don't communicate the job vacancies. Don't put up any notices for higher positions, pick people themselves.” Female, Part Time, Junior Manager, Furniture.

4.8.5 Promotion from within, through the levels

The retail sector is one area where progression into and through management can be started from shop floor positions. When participants were asked to describe their own personal experiences of promotion opportunities, many gave example of how they have worked up through levels:

“Started as a cashier and worked my way up to store manager, 2½ years to deputy and then 3 ½ years to manager. If I could drive and get to another store I would have been promoted before that.” Female, Full Time, Store Manager, Supermarket.

“Progressed up through various levels over number of years. Succession planning on their part. Came in as part time sales assistant. Now area manager so also worked across divisions.” Female, Full Time, Middle Manager, Pharmacy.

“I have had two promotions in the last years. I started when I was a student, now I am a stock control manager.” Male, Full Time, Middle Manager, Food and Groceries.

“Came in at assistant manager level at one of lower grade stores. Because of performance been promoted into bigger store. Also being put forward for general management programme. Only been with company less than 12 months.” Male, Full Time, Store Manager, Electricals.

4.9 Working Conditions: Knowledge of Policies

The statistics in Table 4.5 overleaf are based on each individual respondent's perception/belief rather than factual information as it is not possible in this case to clarify the difference between whether the policy exists and the actual respondents' awareness of it. However, there does appear to be a limited awareness of policies amongst the whole sample, regardless of gender or working hours. This may be linked back to communication issues and the actual dissemination of policy and procedural information to store based employees from head offices.

Table 4.5 depicts the number of respondents of each group answering yes to the question, and yes to their understanding of the policy are presented. It is worth noting that less than half of all the groups believed their organisation to have a policy on job sharing, despite the Employment Act (2002) directive that all working parents be granted access to flexible working and family friendly policies. Of those who did report a job sharing policy, 66.7% of part time females said they understood it, compared with over 90% for both full time females and males.

More than 75% of all groups were aware of a part time working policy, but female part timers had the lowest proportion who reported understanding this. This seems quite unusual, given that this group would presumably be directly affected by such a policy, but seem unsure of its details and implications.

Large numbers of all four groups were aware that their organisations have working time regulations policies, 50% for part time males and over 70% for the other three groups. Full time men (90.7%) and women (97.6) reported having more understanding of this policy than part time (women 87% and men 75% respectively). Table 6.2 in Appendix III charts the number of each group who had actively opted out of the working time regulations. With the exception of male part time participants (37.5%), the largest proportion of all the other groups had not opted out of working time regulations (over 40% for each group). 50% of male part timers did not know whether or not they had

opted out, and noticeable percentages of the other three groups also reported not knowing (27.8% female full, 28.1% female part, 21.8% male full). However, there were no significant differences between groups.

Table 4.5 Participants responding yes to “Does your organisation have a policy regarding....?”.

	Female Full		Female Part		Male Full		Male Part	
	N	%	N	%	N	%	N	%
Job sharing	20	36.4	9	28.1	24	43.6	2	25.0
Do you understand it	18	90.0	6	66.7	22	91.7	-	-
Part time working	47	85.5	27	84.4	46	83.6	6	75.0
Do you understand it	44	93.6	24	88.9	42	91.3	6	100.0
Flexible working	34	61.8	22	68.8	32	58.2	5	62.5
Do you understand it	33	97.1	19	86.4	28	90.3	5	100.0
Equality and diversity	45	81.8	27	84.4	53	96.4	5	62.5
Do you understand it	43	95.6	26	96.3	49	92.5	5	100.0
Career breaks	30	54.5	24	75.0	29	52.7	4	50.0
Do you understand it	23	76.7	19	79.2	20	69.0	4	100.0
Working time regulations	42	76.4	23	71.9	43	78.2	4	50.0
Do you understand it	41	97.6	20	87.0	39	90.7	3	75.0
Geographical mobility	34	61.8	21	65.6	34	61.8	6	75.0
Do you understand it	31	91.2	21	100.0	29	85.3	6	100.0

4.10 Working Conditions: Attitudinal Comparisons

Nine questions related to working conditions utilised an attitudinal Likert scale from 1-5, with 1 being ‘strongly disagree’ and 5 being ‘strongly agree’. Table 4.7 overleaf indicates that all four groups agree that “Current work arrangements and patterns adequately meet their personal needs” with an average rating of 4, and part time males indicate more agreement that “Work arrangements allow them to work to the best of their ability”. All four groups disagree that they “Feel the need to choose between parenthood and having a career” with ratings of approximately 2. However, there were no significant differences at $p < 0.05$ between the groups on any of these statements.

Table 4.6: Comparisons of Attitudinal Statements: Working Conditions by Gender and Working Hours

Gender	Do you work full or part time		Current work arrangements and patterns adequately meet your personal needs	Current work arrangements enable you to work to the best of your ability	You feel the need to choose between parenthood and having a career	You don't have difficulty balancing work and family commitments	Taking advantage of work and family practices indicates commitment to work	You have to work over and above your contracted hours to progress in your organisation	You feel you would be penalised if you were to request a more flexible work schedule	You are prepared to relocate for the right job in retail	You have a good level of work/life balance
female	Full	N	54	54	46	52	51	54	53	54	53
		Mean	4.12	3.66	2.67	3.17	3.62	3.37	3.11	3.25	3.52
		SD	1.13	1.24	1.41	1.49	.89	1.55	1.36	1.58	1.17
	Part	N	32	32	26	30	29	32	32	31	32
		Mean	3.96	3.65	2.69	3.30	3.37	3.59	3.31	3.32	3.78
		SD	1.23	1.15	1.66	1.44	1.23	1.54	1.40	1.39	1.21
male	Full	N	55	55	51	55	54	55	54	55	53
		Mean	3.98	3.61	2.52	3.12	3.35	3.43	3.11	3.29	3.66
		SD	1.06	1.16	1.41	1.27	.97	1.48	1.20	1.51	1.03
	Part	N	8	8	6	8	8	8	8	8	8
		Mean	4.00	4.12	2.66	3.50	3.37	3.12	3.12	3.25	3.62
		SD	.92	.64	1.21	.53	1.06	.83	1.24	1.48	.74

Note:

1. Attitudinal Likert Scale from 1-5 with 1 being Strongly Disagree and 5 being Strongly Agree.
2. SD = standard deviation
3. Mean = average rating amongst group
4. ** = statistical difference between groups at p<0.05

4.11 Working Conditions: Comments from Open Questions

(Incorporating: What would enable you to have better work/life balance; Suggestions for improving working conditions; Any other issues and Any other comments).

4.11.1 Work life balance

The two major issues which were apparent in the working conditions section were work/life balance and the long hours culture. These two topics have been separated for the purpose of presenting quotes from participants but it is clear to see that there is an overlap and a dependent relationship between the two topics. That is, it seems to be as a consequence of the long hours culture that participants report having less work/life balance than they would like. It is also worth noting that the issues are mentioned by both male and female managers, therefore it may be argued that it impacts more on women who have childcare responsibilities, but it affects all managers nonetheless, in terms of allowing them to have a work/life balance:

“In bigger stores had to work till 8 at night and far away from where I live so had less work/life balance, getting home at 10pm. At moment fairly flexible at weekends, 1 in 3 Saturdays, no Sundays.” Male, Full Time, Stockroom Manager, Furniture

“Less hours, I have teenage children, so more early finishes to spend evenings with them would be better. Most managers are part of a couple but I am a single parent so that means I take more strain.” Female, Full Time, Store Manager, Food and Groceries.

“Long working days so tired when you get home, and linked in with not having proper breaks in the day. Looking to extend hours too so how does that fit in. It would help with energy if you actually were able to take short breaks.” Female, Full Time, Store Manager, Healthcare.

4.11.2 Long hours culture

The long hours culture affected all four of the groups analysed, (i.e. male and female, full and part time) in terms of the hours they were expected to work and the opportunities for them to progress. This appeared particularly relevant to the part time staff who reported that they were unable to progress if they only wanted to continue working part time hours:

“Less hours, we do about 70 hours a week in here.” Female, Full Time, Store Manager, Supermarket.

“I feel that if I could have put in more hours I would have progressed further.” Female, Part Time, Middle Manager, Food and Groceries.

“Part time work suits me better but I had to give up my management role and salary to be able to do this.” Female, Part Time, Customer Service Assistant, Food and Groceries.

“If the contracted hours were adhered to. I repeatedly am expected to work a lot longer. You don’t mind doing extra time as long as I get it back but I never do. Its always overlooked.” Male, Full Time, Middle Manager, Professional Support.

As can be seen from Table 6.3, Appendix III the average number of hours worked by full time staff was between 31-60 hours a week, regardless of contracted hours: 45.5% of full time females work 31-40 hours compared with 45.5% of full time males working slight more, i.e. 41-50 hours. 16.4% of full time females and 27.3% of full time males also work 51-60 hour weeks. This is interesting when considered in relation to their reported opt out from working time regulations (Table 6.2 Appendix III), given that working time regulations stipulate a maximum 48 hour working week. It could be concluded that those who have opted out are the same participants who work more than 50 hours a week.

Some examples of good practice were given however, for example:

“I know from my store it is very big on having a good life and work balance. You actually get a life out of work, which is the biggest bonus of this company. In the past at other retail companies I worked 70 or 80 hour weeks.” Male, Full Time, Senior Management, Clothing and Footwear.

4.11.3 Flexibility

Flexibility was another issue that was defined as relevant to working conditions. Again, this appears to be an issue which affects both female and male, full and part time. It appears that there are limited opportunities for flexibility at managerial levels, in terms of number of hours worked and potential to progress:

“More flexibility you have to do a lot of overtime to get anywhere within the company.”
Female, Full Time, Customer Services, Food and Groceries.

“More flexible working patterns.” Female, Part Time, Sales and Customer Service, Food and Groceries.

“I would like to work part time but can't as I am a store manager. Ideally 30 per week.”
Female, Full Time, Store Manager, Supermarket.

“Its very hard to be flexible as I am a manager.” Male, Full Time, Middle Manager, Chain Store.

Where examples of Good Practice in terms of flexibility were given, these were often at the discretion of the managers themselves, rather than recognised procedures:

“Haven't seen a Flexible Working policy, but we sort out days off between ourselves.” Female, Full Time, Store Manager, Supermarket.

(In relation to Job Sharing) “I have two people working in one role and I was able to do this by splitting the hours, its top heavy for one person but that suits them both.” Female, Full Time, Junior Manager, Sales and Customer Service.

“Job sharing policy - have good development across organisation and can do secondment. Don't employ people on full time hours, most are 70:30 to make up a full time equivalent. As a business we need 'key timers' i.e. part time to cover busy hours. People can also do the assistant manager role on a part time basis. Managers work 5 out of 7 days, and colleagues work across 7 days..... no-one allowed to work over 5 days in one week, full time is 37½ then get paid overtime for any more than that.” Male, Full Time, Store Manager, Electricals.

4.11.4 Health and Safety

Day to day implementation of Health and Safety in relation to working practices was also reported by participants as instrumental to effective working conditions:

“Employees don’t know their legal rights. Also lack of communication and training, health and safety issues.” Female, Full Time, Shop Floor Worker, Chemist.

“Health and safety policies; it is not made aware, for example, things like who first aiders are and fire wardens. The two first aider people have both left and people don’t know who the fire wardens are.” Female, Full Time, Middle Manager, Marketing, Clothing and Footwear.

“Health of workers. Employers don’t feel responsible for employees’ health stress and things.” Female, Full Time, Junior Manager, Sales and Customer Service, DIY/Hardware.

4.11.5 Facilities

Working environment in terms of existence of facilities and standards of these was defined as a theme from this section. Comments related mainly to facilities which would promote more effective working and have an impact on employee job satisfaction, e.g. access to a canteen. Temperature within workplaces was also mentioned by some participants and this is an issue covered by the Workplace (Health, Safety and Welfare) Regulations (1992), therefore it would be expected that employers comply with these:

“No not really, only more facilities to use in breaks such as a canteen or staff room.” Female, Full Time, Junior Manager, Buying and Merchandising, Clothing and Footwear.

“Heat in the store, average temperature 34 degrees when it was hot a few weeks ago, 38 degrees was highest, not safe for medicines being stored or for staff. Air conditioning was promised, but now told no need for it. Uniform deficiencies too.” Male, Full Time, Store Manager, Pharmacy.

“In some of shops facilities are lacking, e.g. small buildings, no staff room etc. having one can increase job satisfaction.” Male, Full Time, Middle Manager, Pharmacy.

4.11.6 Communication

The issue of communication throughout organisations was defined as a further issue which participants felt was important within the topic of working conditions. Suggestions were made in relation to ways in which retail organisations could develop channels of communication throughout, such as staff forums:

“There’s quite a big gap with floor and senior management even though they may have worked up through levels. Sometimes they don’t have an understanding of the shop floor. We do have staff surveys and lack of communication came up. They are taking steps to improve the problem though.” Female, Full Time, Shop Floor Worker, Books.

“We need to have more management forums with more guys from shop floors present, not just management involved.” Male, Full Time, Middle Manager, Food and Groceries.

4.12 Working Conditions: Equal Pay

Equal pay has been highlighted recently by agencies such as Equal Opportunities Commission and Women and Equality Unit, in relation to gender differences. The gap between men's and women's full time annual salaries, (including bonuses and overtime payments), is 25%, whilst there is an 18% difference in hourly pay. Conversely, the gap between hourly earnings of women working part-time and men working full-time is 40%. Therefore it was deemed appropriate to gauge opinion of this subject amongst participants.

As can be seen in Table 4.7 below, when asked “Do you feel you have equal pay compared with colleagues...?” similar proportions of both full time and part time women either agree or disagree with the question. 53.7% of female full time participants and 46.9% of female part time felt that had equal pay compared to similarly experienced and qualified colleagues. However, similar proportions of both groups disagreed that they had equal pay. For full time males there was a stronger difference between those who felt they had equal pay, with 62.3% agreeing that they had, compared to 32.1% who disagreed. These differences between groups were significant at $p < 0.01$. Finally, the highest number of part time men disagreed that they had equal pay (50%).

Table 4.7 Do you feel you have equal pay compared to colleagues with the same experience and qualifications in your organisation?

Gender	Do you work full or part time		N	%
female	Full	Yes	29	53.7
		No	23	42.6
		Don't Know	2	3.7
		Total	54	100.0
	Part	Yes	15	46.9
		No	14	43.8
		Don't Know	3	9.4
		Total	32	100.0
male	Full	Yes	33	62.3
		No	17	32.1
		Don't Know	3	5.7
		Total	53	100.0
	Part	Yes	1	12.5
		No	4	50.0
		Don't Know	3	37.5
		Total	8	100.0

4.13 Working Conditions: Gross Monthly Pay

Whilst participants perceptions of equal pay indicated that there was a level of agreement amongst the sample as a whole, differences in reported gross monthly salary are evident in Table 4.8 below. It can be seen that the highest number of both full time men and women earn between £1000-£2000 gross per month (32.7% female and 27.3% male), with similar proportions of each group reporting gross monthly salary of under £1000 or £2000-£3000 (23.6% of females and 20.0% of males respectively for each group). However, when higher gross pay brackets are analysed, there appear to be more noticeable differences between full time men and women. Within the £3000-4000 gross monthly pay bracket lie 16.4% of full time men, compared with 9.1% of women. Similarly, only 1.8% of full time females earn £4000-£5000 per month, compared with 7.3% of full time males. Finally, 9.1% of males working full time fall into the £5000+ monthly salary band, as opposed to 5.5% of females. The majority of part time females gross monthly salary was under £1000 per month (78.1%) the remainder within the £1000-2000 scale (15.6%) and £2000-£3000 and £3000-£4000 (3.1% within each).

Table 4.8 What is your monthly gross salary?

Gender	Do you work full or part time?	Gross monthly salary	N	%
female	Full	Under £1000	13	23.6
		£1000-2000	18	32.7
		£2001-3000	13	23.6
		£3001-4000	5	9.1
		£4001-5000	1	1.8
		£5000+	3	5.5
		Total	55	100.0
	Part	Under £1000	25	78.1
		£1000-2000	5	15.6
		£2001-3000	1	3.1
		£4001-5000	1	3.1
		Total	32	100.0
		male	Full	Under £1000
£1000-2000	15			27.3
£2001-3000	11			20.0
£3001-4000	9			16.4
£4001-5000	4			7.3
£5000+	5			9.1
Total	55			100.0
Part	Under £1000		8	100.0

4.14 Working Conditions: Progression from shop floor through levels

The retail industry is a sector where high proportions of employees are known to progress into management levels from shop floor roles. In other sectors there are a predominance of graduates in managerial roles, but retail is known to offer proportionately more opportunities for employees who have gained sufficient work experience in shop floor roles. As can be seen in the Promotion Opportunities section, the participants in the sample presented in this section were able to give examples based on their own experiences. A further question relating to this topic was asked as part of Working Conditions, referring to any gender differences in opportunities. Table 4.9 depicts the extent to which individuals believe that someone of the same gender has opportunities to progress through from shop floor to senior management.

Over 85% of full time staff felt that someone of the same gender as them would be able to progress. An interesting occurrence here is that female full time participants were slightly more inclined to agree than male full time, (89.1% of females and 85.5% of males). Part time staff were less likely to agree with this question, with 75.0% of females and 62.5% of males answering yes. These differences were found to be significant at $p < 0.05$.

Table 4.9 Do you think someone of the same gender as you would be able to work their way through the organisation from shop floor to senior management in your organisation?

Gender	Do you work full or part time?		N	%
female	Full	Yes	49	89.1
		No	5	9.1
		Don't Know	1	1.8
		Total	55	100.0
	Part	Yes	24	75.0
		No	7	21.9
		Don't Know	1	3.1
		Total	32	100.0
male	Full	Yes	47	85.5
		No	6	10.9
		Don't Know	2	3.6
		Total	55	100.0
	Part	Yes	5	62.5
		No	1	12.5
		Don't Know	2	25.0
		Total	8	100.0

Participants were asked to expand on their answer regarding the opportunities to progress from the shop floor to senior management. When asked to discuss this issue they gave examples of their own and other's experiences. and examples of comments are included below, which could be deemed Good Practice in terms of opportunities for all and similarly act as role models for others within the organisation who are aspiring managers:

"Because I know in our organisation a lot of women are in senior management positions."
Female, Full Time, Shop Floor Worker, Books.

"Because I have done it and I prove it works." Female, Full Time, Senior Manager, Pharmacy.

"If you have the right attitude. I have done that too and seen other people do that. Tend to find that the people who stay longest are the ones who have worked their way up from shop floor and who have the knowledge and specific skills, not necessarily those who are trained in management but not in this area." Female, Full Time, Senior Manager, Healthcare.

"It has happened an awful lot, many instances of it happening. We only promote from within if it didn't we'd have no senior management." Male, Full Time, Senior Manager, Discount Store.

"Chief executive did that, so good example and other general managers have done that."
Male, Full Time, Senior Manager, Pharmacy.

4.15 Developing Career Opportunities: Attitudinal Comparisons

Eight questions relating to developing career opportunities utilised an attitudinal Likert scale from 1-5, with 1 being 'strongly disagree' and 5 being 'strongly agree'. Table 4.10 overleaf shows that all four groups disagree with the statements "Colleagues and co-workers of the opposite sex are treated more favourably by senior management", "Colleagues and co-workers of the opposite sex are given greater work responsibilities" and "Your gender is a disadvantage when it comes to job promotion" with average ratings between 1 and 2 across all four groups, and full time males actually strongly disagreeing with all three statements, with means of 1.74, 1.52 and 1.25 respectively.

Significant differences, at $p < 0.05$, between the groups were found for the following statements:

Colleagues and co-workers of the opposite sex are given greater work responsibilities

Male full time staff were more likely to strongly disagree with this statement (mean 1.52) whereas female part timers slightly disagreed (mean 2.50). Similarly, there was also a difference between full time men and women, with females also only slightly disagreeing (mean 2.18)

Your gender is a disadvantage when it comes to job promotion

Significant differences were found between the same groups for this statement too, with male full time and female full time staff differing in their level of disagreement with the statement: males strongly disagreeing (mean 1.25) and females disagreeing (mean 2.05). Part time females slightly disagreed with the statement (mean 2.56) compared with full time men.

In general women have the same chance as equally qualified men to be promoted to senior management

Again, differences were found between both full time men and women and full time men and part time women. Male full timers averaged a mean of 4.60 indicating strong agreement with the statement compared to female full time (mean 3.92) and female part time (mean 3.62) staff, who slightly disagreed.

Table 4.10: Comparisons of Attitudinal Statements: Developing Career Opportunities by Gender and Working Hours

Gender	Do you work full or part time		You have good role models of the same gender in your organisation	You have received adequate training to perform your job responsibilities with competence	Colleagues and co-workers of the opposite sex are treated more favourably by senior management	Colleagues and co-workers of the opposite sex are given greater work responsibilities	Your gender is a disadvantage when it comes to job promotion	In general women have the same chance as equally qualified men to be promoted to senior management	You are satisfied with your career advancement to date	You are included in the internal politics of your organisation
female	Full	N	54	54	54	54	54	53	53	52
		Mean	3.87	3.48	2.38	2.18**	2.05**	3.92**	3.66	3.44
		SD	1.36	1.25	1.45	1.28	1.37	1.34	1.47	1.19
	Part	N	31	32	32	32	32	32	32	32
		Mean	3.48	3.28	2.34	2.50**	2.56**	3.62**	3.28	3.40
		SD	1.50	1.17	1.51	1.56	1.50	1.38	1.37	1.24
male	Full	N	55	55	55	55	55	55	55	55
		Mean	3.87	3.92	1.74	1.52**	1.25**	4.60**	3.69	3.30
		SD	1.08	.95	.96	.89	.67	.65	1.19	1.27
	Part	N	8	8	8	8	8	8	7	8
		Mean	3.37	2.62	2.62	2.62	2.12	3.37	3.00	2.25
		SD	1.40	1.40	1.76	1.59	.64	1.06	1.52	1.28

Note:

1. Attitudinal Likert Scale from 1-5 with 1 being Strongly Disagree and 5 being Strongly Agree.
2. SD = standard deviation
3. Mean = average rating amongst group
4. ** = statistical difference between groups at $p < 0.05$

4. 16 Developing Career Opportunities: Comments from Open Questions

(Incorporating: In which areas is further training or better provision of current training required and how could this be done; Strategies for helping to promote career opportunities; and Any other comments).

4.16.1 Training required

Comments made during open questions in this section once again indicated a difference between the structure of retail organisations, i.e. multi site, compared to other industries and how this impacts on the majority of employees who work in-store. For example, accessibility of training in terms of whether it was outsourced or internal, the location of training delivery and times of courses being offered were some of the main issues raised in this section:

“Would prefer group training on site, on the job, from someone from head office.” Female, Full Time, Senior Manager, Clothing and Footwear.

“Maybe consider logistics and availability. When you are open longer, difficult to get people together at one time.” Male, Full Time, Store Manager, Jewellery.

4.16.2 Communication of vacancies

Whilst this topic was raised as part of Promotion Opportunities, it was also found to be pertinent amongst the comments made relating to Developing Career Opportunities:

“Its not clear when there are career opportunities. If someone leaves then people find out there is a job or promotion opportunity. More through word of mouth its not done through head office.” Female, Full Time, Middle Manager, Marketing, Clothing and Footwear.

“Need a transparent method of seeing which vacancies exist across the business.” Male, Full Time, Senior Manager, Sales and Customer Service.

4.16.3 Career development plans/Succession Planning

Suggestions were made by many participants regarding the development of more effective career development schemes:

“Having a proper career development plan. This is where I would like to be and what the company will do to support this. At the moment they don't support you to get to that point.” Female, Full Time, Middle Manager, DIY/Hardware.

“A structure or a set development plan to the next level that people are expected to progress up in certain time periods.” Male, Full Time, Store Manager, Food and Groceries.

4.17 Mentors

Various participants discussed the extent to which they felt that they were given access to suitable individuals to act as mentors. The individuals identified as mentors were often higher up in the individual's management chain and were both male and female. Some examples were given indicating where access to mentors was easily accessible:

“Good role models of both genders, sales managers who are female are also very successful. My mentor is informal but it's a useful relationship.” Male, Full Time, Middle Manager, Motor Dealership.

“I have access to everyone in management chain, some on equal level, some higher. Useful to know if there's ever something I don't know there's always someone I can call and they can help.” Female. Full Time, Store Manager, Food and Groceries.

In contrast however, other participants reported a lack of any formal mentoring scheme or limited opportunities for an informal process:

“No-one relevant in chain of command to use as a mentor.” Female, Full Time, Middle Manager, Buying and Merchandising.

“I have access to a mentor but don't agree that they are necessarily the right people. In my experience I've not had to use them.” Male, Full Time, Store Manager, Pharmacy.

4.18 Successful managerial style

Whilst previous literature concerning management style tends to indicate that there is a bias towards “male” characteristics, e.g. driven, authoritative, there was much more variation amongst the sample here when asked to describe the successful management style within their organisation, and how this fits with their own style. The most common style described was “laid back” which is interesting considering that the retail environment is one that is highly task orientated and demanding:

“Its quite laid back, and into loyalty.” Female, Full Time, Junior Manager, Buying and Merchandising, Clothing and Footwear.

“its quite laid back. If they have got a point to get across to an individual they wouldn’t shout, they will discuss it with you. It’s a good balance, they are easy to approach.” Female, Part Time, Shop Floor Worker, Clothing and Footwear.

“Its quite informal, but direct, i.e. prepared to discuss issues and areas to improve. Casual before processes. Management is about balance of people vs. business.” Male, Full Time, Store Manager, Clothing and Footwear.

Another common management style described was “approachable/people focused”:

“The most popular ones are approachable and have a hands on approach. Appear friendly. Company as a whole has that small company feel, you are a name rather than a number.” Female, Full Time, Store Manager, Healthcare.

“They are easy to talk to, get along with, chat to people, able to explain what they want.” Female, Part Time, Shop Floor Worker, Supermarket.

“Friendly and approachable.” Male, Full Time, Middle Manager, Chain Store.

Finally, being prepared to work long hours was described in relation to management style and characteristics:

“In the male population there is a certain style, higher management here are very go getting, working extremely long hours, time away from home, the job is their life, don’t have much of a work life balance.” Female, Full Time, Junior Manager, Administration, Healthcare.

4.19 Career Breaks

Percentages given in this sub-section relate to those individuals who reported that they had taken a career break, rather than to the total sample. Anecdotal evidence from the researcher's experience of conducting the interviews indicates that many respondents did not count maternity leave as a career break. This may be an issue for future policy development and dissemination, i.e. to raise awareness and understanding of the current legislation in relation to maternity and paternity leave (Employment Act 2002).

Table 4.2 on page 44 illustrates that there were 21 individuals who took career breaks, 17 women (14 full time and 3 part time and 4 men (all full time). The length of career breaks for full time women was between 3 months and 6 years; for part time women between 3 weeks and 6 months; and for full time men between 8 weeks and 11 months. As can be seen in Table 4.2, the majority of individuals who had taken career breaks had taken only one; only 3 full time women and 1 full time man had taken two. The most common reasons for career breaks were maternity leave and childcare for all the female participants, whilst travel and voluntary work were listed as reasons by the full time men.

There were no significant differences between the groups in relation to the level that individuals returned at, which is indicated in Table 4.12 overleaf. The majority of all groups returned at the same grade after their career break. However, it is worthy of note that no men reported returning at a lower grade, compared with two full time and one part time females.

Table 4.11: When you returned to work which level/grade did you return at?

Gender	Do you work full or part time	Level returned at		Frequency	Percent
female	Full		Lower grade	2	14.3
			Same grade	11	78.6
			Higher grade	1	7.1
			Total	14	100.0
	Part		Lower grade	1	25.0
			Same grade	3	75.0
			Total	4	100.0
male	Full		Same grade	3	75.0
			Higher grade	1	25.0
			Total	4	100.0
		Total		55	

4.20 Results: Summary

The major findings from the analysis of data were presented in this section, and many interesting and current topics were gleaned from the analysis. For example, topical issues such as flexible working, equal pay and long hours culture were identified. They will be discussed further in relation to the development of policies in the next section, Conclusions and Recommendations.

Section 5

Conclusions and Recommendations

5.1 Summary of project

The main aim of this study was to investigate career development issues in the retail sector and explore the experiences, barriers and problems to career advancement faced by women and men in management in the retail sector across England. The study also included shop floor workers to determine any barriers female and male employees at shop floor level encountered to accessing retail management positions. Findings from this study were used to formulate preliminary recommendations for policy changes and to develop further exploration of these issues. The project fully addressed the aims and priorities set out in the HE ESF objective 3, theme 4: 'Research into gender discrimination.' More specifically, the overall objectives were to:

- Develop a promotion system, which is more sensitive to the needs of women.
- Develop an image of a senior manager, which is not based entirely upon a male image.
- Provide a concept of role models, which can be utilized by women to resolve possible work life balance conflicts.
- Produce a set of solutions, which can be applied to other retail settings.
- Mainstream and disseminate findings and recommendations to inform policy bodies and retail organisations.

The main issues identified here are similar to those found across sectors, e.g. by Opportunity Now and Catalyst (2000) and also retail specific literature e.g. Broadbridge (1998). In this section the main issues identified in each results subsection are summarised, with a set of recommendations developed from the main findings. These recommendations are intended to be advisory and realistic to enable organisations to implement them, and in doing so, to address and successfully rectify areas for development and improvement.

5.2 Promotion Opportunities – main issues

5.2.1 Lack of Part Time Opportunities

The main findings coming out of this subsection of the results were the lack of opportunities for part time workers. This issue was found through significant differences in the rating of attitudinal statements and in comments that were made in the open questions.

5.2.2 Favouritism

Another common theme mentioned throughout the open questions relating to promotion opportunities was favouritism by middle managers, which has previously been defined in the literature as “gate keeping” and replicates recent findings by Hahlo (2006). That is, those in higher positions of management select certain individuals who they believe to have the correct characteristics to progress. These individuals are then groomed for development and progression through management levels.

5.2.3 Advertisement of Vacancies

A final common and important topic to be derived from the promotion opportunities section was the advertisement of vacancies. Participants reported that often senior management positions were not always advertised across organisations, leading individuals to believe that the promotional procedures were not transparent and objective. This finding mirrors work by Powell and Graves (2003) in relation to systematic promotional procedures.

5.3 Working Conditions – main issues

5.3.1 Long Hours Culture

The issue of long hours culture was depicted here as an influential factor in the working conditions of retail employees and managers in particular. This finding supports work by Broadbridge (1998) which stated that the long hours culture acted as a barrier to career progression, particularly for female managers. Amongst the sample interviewed in this study, there was a pattern

of reporting indicating that long hours working was expected and that this requirement was built into the working culture and perpetuated by individuals moving into management themselves.

5.3.2 Work life balance

Following on from the concept of long hours culture, participants revealed that the requirement to demonstrate a commitment to working long hours, averaging over 50 per week, had a direct detrimental effect on their ability to achieve a sufficient level of work life balance. Hence, this was mentioned by many women and some men as a reason for deciding not to pursue career progression through higher levels. Promotion into higher levels was deemed to be linked to a requirement to work longer hours as a consequence.

5.3.3 Facilities

An important topic to be gleaned from the working conditions section of the results was the availability and maintenance of facilities. This related to facilities which are covered by Health and Safety regulations, such as air conditioning and temperatures within store, as well as referring to facilities which could improve employee's job satisfaction, e.g. access to a canteen or staff room where breaks can be taken.

5.3.4 Communication through all levels of management and shop floor

Following on from the identification of lack of communication in relation to job vacancies, there was further evidence within the working conditions section that communication channels and procedures as a whole within organisations could be improved and developed. Examples and suggestions were given relating to building the interface between senior managers and other levels, e.g. through staff forums.

5.4 Developing Career Opportunities – main issues

5.4.1 Opportunities for part timers

Whilst being apparent as an issue in relation to promotion opportunities, opportunities for career progression as a part time member of staff was once again identified as an important issue. This has an implication for the development of all staff within a managing diversity culture, and utilising the talents of all potential managers within employee populations.

5.4.2 Opportunities after career breaks

Many instances were given, mostly by female respondents, of when they were required to change roles as a consequence of wanting to work part time hours. Again, following on from the above paragraph, these issues have important consequences for the development of flexible working practices in line with the requirements set out in the Employment Act (2002).

5.5 Examples of Good Practice

Throughout the results section, any examples of good practice were included to indicate where successful implementation of manageable practices has been completed. These include references to the following issues:

5.5.1 Communication of Vacancies

In relation to the communication of vacancies, good practice examples included the advertisement of vacancies on organisation websites and staff notice boards/magazines. Thus, organisations implementing such practice would be able to demonstrate a commitment to equality and diversity of opportunities and transparent selection and development procedures.

5.5.2 Flexible Working Policies and Practices

A section of the Employment Act (2002) requires that organisations are able to fulfil the application of flexible working policies, e.g. job sharing, part time working etc. Findings from this study suggest that there is not currently widespread practice of this throughout retail organisations. It would be in the

best interests of the organisations themselves, in terms of staff satisfaction, turnover and retention issues, and the employees, in terms of succession planning and staff development, to implement practices for flexible working at management levels.

5.5.3 Succession planning

Following on from the previous paragraph, a further development of investing in staff development would be the design and implementation of succession planning systems to ensure that employees with the desire and ability to progress are given a supportive environment to be able to achieve this. Again, the benefits for the organisation are evident in the outcomes, i.e. having invested time and money in individuals in relation to training and development, they are able to keep effective individuals within their company

5.5.4 Mentor schemes

Whilst mentoring is a relatively new subject to be considered by literature, findings here indicate that the implementation of mentoring schemes would help to develop individuals who are currently experiencing perceived barriers to their career progression. Not only would mentoring schemes benefit potential managers, but there is evidence to suggest that mentors themselves can develop personally through the process (Woolnough, Davidson and Fielden, 2006).

5.6 Recommendations

It is intended to present here recommendations based on the results from this project. These recommendations are regarded as realistic and manageable in terms of the scope of their implementation, in order to ensure that the topics identified here can be addressed successfully. The outcomes of implementing these recommendations would benefit all employees within retail organisations, those working in functional roles and store management.

- Develop more flexible working practices: job sharing, part time working at managerial levels (meets objective 1).

- Be more open to promoting and developing individuals with skills/management styles which are not necessarily currently valued, e.g. people orientated skills, consultative vs. directive leadership styles (meets objective 2).
- Implement a role model/mentoring system for all staff looking to progress into management chain, and those already within the chain looking to progress further (meets objective 3).
- Ensure effective communication of vacancies and promotion opportunities across the organisation(s) for roles at all levels, to ensure that selection procedures are objective and fair, with access for all employees (meets objective 4)
- Implement a career development system incorporating succession planning, appraisals, and identification of training needs to enable staff development and promotion from the shop floor through to management (meets objective 4).
- Increase wage budgets for store managers in relation to increases in opening hours. This would enable managers to ensure they have enough staff to cover opening hours and therefore be able to work less hours themselves, enabling them to have more work/life balance (meets objective 4).
- Consider the extent to which child care responsibilities impact on individuals' career progression or their self-selected opt out of this for certain periods of time, i.e. career breaks. This is directly linked to the opportunity for individuals to request more flexible working patterns (meets objective 1).

- Develop channels of communication of information to employees and implement appropriate systems to monitor issues affecting them, e.g. Staff surveys, open forums (meets objective 4).
- Effectively implement working time regulations – thereby outlawing the ability to opt out of this, and ensuring that regular breaks for managers and the number of hours they work per week are in line with working time regulations (meets objective 4):

The basic rights and protections that the Regulations provide are:

- A limit of an average of 48 hours a week which a worker can be required to work (though workers can choose to work more if they want to).
- A limit of an average of 8 hours work in 24 which night workers can be required to work.
- A right for night workers to receive free health assessments.
- A right to 11 hours rest a day.
- A right to a day off each week.
- A right to an in-work rest break if the working day is longer than 6 hours.
- A right to 4 weeks paid leave per year.

(<http://www.dti.gov.uk/employment/employment-legislation/working-time-regs/index.html>)

- Retailers and policy organisations to be pro-active in changing the culture of long hours working which permeates not only in Retail but wider British industry (meets objective 4).

Finally, the main findings from this study are being developed further, along with the issue of long hours culture and work life balance, into a PhD by the lead researcher, Pauline Brandwood.

5.7 Dissemination

All respondents have been made aware that the report is now available to download from the Bolton website (Bolton.ac.uk) and Centre for Diversity and Work Psychology website (Mbs.ac.uk/cdwp), which recognises their

involvement in the process and ownership of the data. It is also available to download to any other interested parties. Individual copies of the report were also sent to retailers who gave access to their employees (meets objective 5).

Summaries of the project and report were also disseminated to relevant bodies, with details of where to download a copy of the full report:

Local and national press

USDAW magazine

Opportunity Now

Equal Opportunities Commission

Skillsmart Retail

Women's Equality Unit

Department of Trade and Industry

UNISON

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Appendices



Appendix I: Project Flyer

National study of career development and good practice for women and men in management in the retail industry (shop floor workers to managers to senior executives to board level)

Research Directors

Professor Ken Hahlo, The University of Bolton, and Professor Marilyn Davidson, The Centre for Diversity and Work Psychology, Manchester Business School.

What is the study about?

This important, ground breaking study being co-funded by the European Social Fund study, will investigate career development issues and generate examples of good practice for women and men in positions in the retail industry (store workers and managers to senior executives to board level). The results and recommendations from this study will be of great value to the UK retail sector in ensuring the full utilisation of talents of both female and male employees.

Who are we looking for and what does it involve?

We are looking for both **female and male volunteers at all levels** working within the retail sector (e.g. department stores, supermarkets, clothing, sports etc.) to take part in a short telephone interview (approximately 20 minutes) to discuss issues relating to career development. **All information will be confidential and anonymous and you and your organisation will not be named. Information provided will not be used for any other purposes.** If you would like to participate in this groundbreaking study, one of the project team will contact you to arrange a convenient date and time to conduct the telephone interview. This could be during the day or in the evening.

Why should I participate?

As an appreciation of your interest and time we will;

- **Make the final report and recommendations available to you upon request.**
- **Be pleased to offer you a £15 fee upon completion of the telephone interview.**

If you are interested in participating in this rewarding study please contact Pauline Brandwood, Research Assistant, The University of Bolton:

- **By telephone on 01204 903908**
- **By email: P.M.Brandwood@bolton.ac.uk**

Appendix II: Interview Schedule

Career development and good practice in retail

Thank you for agreeing to take part in this interview. Everything you say is confidential. We will not name you or your organisation.

For this first section on Promotion Opportunities, can you please rate your agreement with the following statements on a scale of 1 strongly disagree to 5 strongly agree

1) Promotion Opportunities

1 2 3 4 5 NA

- You have promotional prospects within your organisation
- Your current job level accurately reflects your experience qualifications and abilities
- You are evaluated on an equal basis to your colleagues of the opposite sex
- Job vacancies within your organisation are communicated effectively to you
- If you are the best person for the job in your organisation then you will get the job
- There are no barriers to career opportunities for part-time employees in your organisation
- There are no barriers to career opportunities for temporary contract employees in your organisation

2) Any other comments made during Promotion Opportunities section.

3) What are your personal experiences of promotion opportunities in your current organisation?

4) Are there any other issues relating to promotional opportunities in your organisation that you feel are relevant?

Please answer the next question either Yes, No or Don't Know

5) Does your organisation have a policy regarding:

Yes No Don't Know NA

- Job sharing?
- Do you understand it?
- Part time working?
- Do you understand it?
- Flexible working?
- Do you understand it?
- Equality and diversity?
- Do you understand it?
- Career breaks?
- Do you understand it?
- Working time regulations?

- Do you understand it?
- Geographical mobility?
- Do you understand it?

6) Have you opted out of the working time regulations?

Yes No Don't Know

This next section is concerned with Working Conditions. Again can you please rate your agreement with the following statements on a scale of 1 strongly disagree to 5 strongly agree.

7) Working Conditions

1 2 3 4 5 NA

- Current work arrangements and patterns adequately meet your personal needs
- Current work arrangements enable you to work to the best of your ability
- You feel the need to choose between parenthood and having a career
- You don't have difficulty balancing work and family commitments
- Taking advantage of work and family practices indicates commitment to work
- You have to work over and above your contracted hours to progress in your organisation
- You feel you would be penalised if you were to request a more flexible work schedule
- You are prepared to relocate for the right job in retail
- You have a good level of work/life balance

8) If answered strongly disagree or disagree, what would enable you to have better work/life balance?

9) Do you feel you have equal pay compared to colleagues with the same experience and qualifications in your organisation?

Yes No Don't know

10) Do you think someone of the same gender as you would be able to work their way through the organisation from shop floor to senior management in your organisation?

Yes No Don't know

11) If you answered yes or no, Why do you think this is?

12) Is there anything you would like to add about the opportunity for shop floor workers to progress to senior management levels in your organisation?

13) Any other comments made during Working Conditions section.

14) Are there any other issues which you feel are relevant to working conditions?

15) Do you have any suggestions for how working conditions can be improved in your organisation?

16) Have you ever taken a career break?

Yes No Don't know

17) If yes, how many

1 2 3 4 5 More than 5

18) If yes what was the reason for your career break/s?

Maternity leave

Childcare

Health reasons

Caring responsibilities

Travel

Education

Other (please specify)

If you selected other, please specify:

19) How long was your career break/s for?

20) When you returned to work which level/grade did you return at?

Lower grade Same grade Higher grade

For the next question please answer Always, Sometimes or Never.

21) Do you think you are given the same opportunities as members of the opposite sex in your organisation in relation to?

Always Sometimes Never

- Education
- On the job training
- Self development
- Employment into the organisation
- Promotion into management levels
- Job appraisals
- Career planning
- Participation in committees, task forces and project groups

Finally, this section relates to Developing Career Opportunities. Again can you please rate your agreement with the following statements on a scale of 1 strongly disagree to 5 strongly agree.

22) You have experienced a barrier to career opportunities in your organisation because of your:

1 2 3 4 5 NA

- Age
- Gender
- Sexual orientation
- Ethnicity
- Religious beliefs

23) Developing career opportunities

1 2 3 4 5 NA

- You have good role models of the same gender in your organisation
- You have received adequate training to perform your job responsibilities with competence
- Colleagues and co-workers of the opposite sex are treated more favourably by senior management
- Colleagues and co-workers of the opposite sex are given greater work responsibilities
- Your gender is a disadvantage when it comes to job promotion
- In general women have the same chance as equally qualified men to be promoted to senior management
- You are satisfied with your career advancement to date
- You are included in the internal politics of your organisation

24) If you were a member of the opposite sex with the same career history, qualifications and experience what position do you think you would be in now?
Lower position Same position Higher position

25) Have you attended an equality and diversity training course?

Yes No Don't know

26) Did you find the course useful?

Yes
No
Don't know

27) Do you feel general training provision in your organisation could be improved?

Yes No Don't know

28) In which areas do you think further training, or better provision of current training, is required ?

29) If yes how could this be done?

30) Do you have access to a mentor in your organisation?

Yes No Don't know

31) If yes is this mentor of the same or opposite sex?

Same Opposite

32) If yes, is this mentor of the same or a different ethnic group?

Same Different Don't know

33) Is this relationship part of a formal mentoring programme or an informal relationship?

Formal Informal

34) Any other comments made during Developing Career Opportunities section.

35) What strategies do you think would be useful for helping to promote career opportunities within your organisation?

36) How would you define what your organisation deems to be the typical successful managerial style?

37) How does this match with your own style?

Thank you, the final section covers biographical information.

38) What is your job title?

39) In your organisation's management structure as a whole do you consider yourself to be?

Junior manager
Middle manager
Senior manager
Shop floor worker
Other (please specify)

If you selected other, please specify:

40) In your direct working environment, do you consider yourself to be?

Junior manager
Middle manager
Senior manager
Shop floor worker
Other (please specify)

If you selected other, please specify:

41) How many people do you directly manage?

None
1-10
11-20
21-30
31-40
41-50
51-100
Over 100

42) How many people do you indirectly manage?

None
1-10
11-20
21-30
31-40
41-50
51-100
Over 100

43) What is your area of work?

Middle management
Senior management
IT
HR
Finance
Marketing
Buying and merchandising
Store Manager
Administrator
Board/Director
Logistics/supply chain
Sales and customer service
Other (please specify)

If you selected other, please specify:

44) What type of retail company are you employed by?

Food/groceries
Clothing and footwear
Furniture
Electrical appliances
DIY/Hardware
Books/newspapers/stationery
Supermarket
Chain store
Small store
Other (please specify)

If you selected other, please specify:

45) Do you consider your organisation to be a

Large retailer (over 500 employees)
Medium retailer (50-499 employees)
Small retailer (under 50 employees)

46) What is your geographical location?

North West
North East
Yorkshire and Humber
East Midlands
West Midlands
East of England
Greater London
South East
South West

47) How long have you been in your current job, at your current level?

1 year or less
2-5 years
6-9 years
10-15 years
16-20 years
21-30 years
Over 30 years

48) How long have you worked for your current organisation?

1 year or less
2-5 years
6-9 years

10-15 years
16-20 years
21-30 years
Over 30 years

49) Do you work full or part time?

Full Part

50) Are you classed as temporary or permanent?

Temporary
Permanent

51) How many hours do you work on average in one week?

30 hours or less
31-40 hours
41-50 hours
51-60 hours
61 hours or over

52) What is your monthly gross salary?

Under £1000
£1000-2000
£2001-3000
£3001-4000
£4001-5000
£5000+

53) Are your superiors?

Mostly female
Mostly male
Both male and female
No superiors

54) Are your colleagues/co-workers/peers at the same level?

Mostly female
Mostly male
Both male and female
No colleagues/co-workers/peers

55) Are your subordinates/junior workers?

Mostly female
Mostly male
Both female and male
No subordinates/junior workers

56) Age
Under 18
18-20
21-25
26-30
31-35
36-40
41-45
46-50
51-55
56-60
61-65
Over 65

57) Gender

Male Female

58) Ethnic group

White British
White Irish
Other White background
Mixed - White and Black Caribbean
Mixed - White and Black African
Mixed - White and Asian
Other mixed background
Asian or Asian British - Indian
Asian or Asian British - Pakistani
Asian or Asian British - Bangladeshi
Other Asian background
Black or Black British - Caribbean
Black or Black British - African
Other Black background
Chinese
Other Ethnic background

59) Do you consider yourself to have a disability?

Yes No

60) If yes, please specify

Hearing Impairment
Visual Impairment (Not corrected by spectacles or contact lenses)
Speech Impairment
Mobility Impairment
Physical Co-ordination Difficulties (Includes, problems of manual dexterity and of muscular control e.g. incontinence, epilepsy)

Reduced Physical Capacity (Includes inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, such as might arise, for example, from asthma, angina or diabetes)

Severe Disfigurement

Learning Difficulties/Other Mental Impairment (Includes persistent inability to remember, inability to concentrate, learn or understand or the mental inability to perceive the risk of physical danger)

Progressive Condition (Includes cancer, multiple sclerosis, muscular dystrophy, HIV infection)

61) Marital status

Single

Married/living with partner

Divorced

Widow/er

62) Are you the highest earner in your household

Yes No Don't know

63) Do you have dependent children under the age of 18 living with you?

Yes No

64) Do you have any dependents beside children (e.g. parents) living with you?

Yes No

65) What is your highest educational level?

GCSEs

A Levels/NVQs

Diploma

Bachelor's degree

Masters degree

PhD

66) Are there are any other relevant issues which you would like to discuss?

Thank you very much for your time. If you would like to receive a £15 cheque for your time please could you provide your full name and address details. This information will be kept confidential and destroyed once cheques are sent. No individual information will be released to employers or included in the report.

Do you know of any other colleagues who would like to take part? Can you please pass on the information to them, contact Pauline Brandwood on 01204 903908 or email pmb1@bolton.ac.uk

Appendix III: Additional Results Tables

Table 6.1 Do you have dependent children under the age of 18 living with you?

Gender	Do you work full or part time?	Age Group		Do you have dependent children under the age of 18 living with you?	
				No	Yes
Female	Full	Age	18-20	5	0
			21-25	11	0
			26-30	5	3
			31-35	6	3
			36-40	3	3
			41-45	3	3
			46-50	1	3
			51-55	2	0
			56-60	2	0
			Total		38
	Part	Age	18-20	4	0
			21-25	3	0
			26-30	1	1
			31-35	0	1
			36-40	0	2
			41-45	2	3
			46-50	3	2
			51-55	5	0
			56-60	2	0
			61-65	3	0
	Total		23	9	
Male	Full	Age	18-20	1	0
			21-25	8	0
			26-30	7	0
			31-35	5	5
			36-40	5	7
			41-45	2	8
			46-50	3	1
			51-55	0	1
			56-60	1	1
			Total		32
	Part	Age	18-20	2	0
			21-25	3	0
			51-55	0	1
			Over 65	1	0
			Under 18	1	0
			Total		7

Table 6.2 Have you opted out of the working time regulations?

Gender	Do you work full or part time?	Opted out of WTR?	Frequency (N=)	Percent %
Female	Full	Yes	10	18.5
		No	29	53.7
		Don't Know	15	27.8
		Total	54	100.0
	Part	Yes	9	28.1
		No	14	43.8
		Don't Know	9	28.1
		Total	32	100.0
Male	Full	Yes	20	36.4
		No	23	41.8
		Don't Know	12	21.8
		Total	55	100.0
	Part	Yes	1	12.5
		No	3	37.5
		Don't Know	4	50.0
		Total	8	100.0

Table 6.3 How many hours do you work on average in one week?

Gender	Do you work full or part time?	Hours worked per week	Frequency (N=)	Percent %
Female	Full	30 hours or less	2	3.6
		31-40 hours	25	45.5
		41-50 hours	16	29.1
		51-60 hours	9	16.4
		61 hours or over	3	5.5
		Total	55	100.0
	Part	30 hours or less	30	93.8
		31-40 hours	2	6.3
		Total	32	100.0
Male	Full	31-40 hours	12	21.8
		41-50 hours	25	45.5
		51-60 hours	15	27.3
		61 hours or over	3	5.5
		Total	55	100.0
	Part	30 hours or less	7	87.5
		31-40 hours	1	12.5
		Total	8	100.0